

# 2018 FINANCIAL PLAN



**Central Saanich**  
Draft January 2018



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**District of Central Saanich  
British Columbia**

For the Fiscal Year Beginning

**January 1, 2017**

*Christopher P. Morrell*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the **District of Central Saanich British Columbia**, for its Annual Budget for the fiscal year beginning January 1, 2017. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.



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## About This Document

*Our goal with this document is to provide a clear explanation of our fiscal plans and how this helps deliver the right level of programs and services at the right cost for the community.*

# PART I INTRODUCTION AND OVERVIEW

## Introduction

### Message from the Chief Administrative Officer

On behalf of Central Saanich staff I am pleased to present the District's proposed 2018 financial plan.

The 2018 budget will enable the municipality to continue to make progress toward strategic priorities and delivering value for money. This year's proposed budget is based on a property tax increase of 2.97% (3.6% including water and sewer rates), which is consistent with other local governments and includes a specific property tax increase for asset renewal and reflects inflationary increases in municipal prices.

This plan continues to advance the Sustainable Asset Management Plan adopted by council to establish a consistent and predictable property tax strategy to cope with the municipality's aging infrastructure and its efforts on infrastructure renewal. Funds will be set aside to ensure the burden of major infrastructure costs is distributed over a number of years and does not create undue hardships for tax payers in the future.

The 2018 plan further refines the department service plans of 2017. This award-winning approach to financial planning and reporting reflects our commitment to ensure the public is provided with relevant budget information in a straight forward manner. This draft plan proposes no significant changes in our service delivery over the prior year other than consideration of a new Fire Service Response model and Regional Police Dispatching requested by the Central Saanich Police Board.

I am grateful to have the opportunity to work with council and staff on articulating the vision for Central Saanich through its financial planning.



Patrick Robins  
Chief Administrative Officer





## Community Overview



The Corporation of the District of Central Saanich was incorporated on December 12, 1950.

Population of 15,817

Median Age	49.1 years
Total Area	5,007 ha
Parkland	201 ha
Storm Sewer	76 km
Sanitary Sewer	103 km
Water	125 km
Paved Roads	133 km
Total Private Dwellings	6,934

The District of Central Saanich is located on the Saanich Peninsula of Southern Vancouver Island, in the Capital Regional District, and is part of the Greater Victoria area. Central Saanich is largely rural in nature, with small pockets of urbanization that have sprung up over the years. It is sometimes referred to as the “breadbasket” of Vancouver Island, because of its large agricultural industry. Nearly 70% of the district is classified as farm land, with more than 60% held in the Agricultural Land Reserve.

Agriculture is the most extensive land use activity in Central Saanich, with pockets of housing ranging from hobby farms to townhouses dispersed throughout. The necessary services are provided through two core commercial areas in Brentwood Bay and Saanichton, supported nicely by the Keating Cross Road industrial/commercial area. The overriding philosophy of the community is to retain the current rural character, agricultural land base and as much as possible provide for slow, long-term growth where it will have the least impact on the agricultural lands and the environment.

The District is bounded on both the east and west by ocean, and many beach access points have been built for the enjoyment and use of all. Perhaps the largest recreational area is Centennial Park, situated along Wallace Drive in Saanichton. It is an area that is enjoyed year-round by residents and visitors alike, and provides a beautiful green space in the Saanichton area. But there are many other parks, many of them nature parks that have been left in their natural state, where park users can enjoy nature away from the intrusion of urban hustle and bustle.

*We acknowledge that the Municipality is located and operates within the traditional territories of the WSÁNEĆ peoples.*

## Goals - Objectives

The Strategic Plan directs and unifies all other corporate planning documents. It serves as a guide to decision-making for Staff, Council, and various Committees and Task Forces.

While some of the day-to-day “core” services are referenced, the document focuses more on areas of change and improvement in four themes:

Infrastructure Integrity  
Organizational Capacity  
Sustainable Community  
Good Governance

And 11 Strategic Directions:

Organizational Capacity  
Long Term Financial Plan  
Keating Strategy  
Walkability Plan  
Energy Plan  
Community Climate Action  
Regional Sustainability Strategy  
Community Engagement  
Website  
Integrated Services  
Official Community Plan



## PART II

## FINANCIAL MANAGEMENT

### Organization Profile

The District of Central Saanich provides a wide range of municipal services to the community including Legislative and Administrative Services, Finance, Policing, Fire Protection, Planning, Building Inspections, Bylaw Enforcement, Community Services, Civil Engineering and Public Works Services including Roads, Drainage, Water, Sewer, and Parks maintenance.

The Central Saanich Municipal Council represents the citizens of the community and provide leadership as the legislative and policy making body for the organization.

The Municipal Council is comprised of a Mayor and six Councilors who are elected on a four year term:

Mayor Ryan Windsor, Councilors: Alicia Holman, Christopher Graham, Carl Jensen, Zeb King, Niall Paltiel, and Bob Thompson.

The Chief Administrative Officer leads a small team of dedicated employees responsible for providing recommendations and policy advice to Council and coordinating the day to day operations of the municipality.

Approximately 102 staff operate the municipality. In 2018, the establishment of a .75 FTE Communications Support (convert existing contract) and part-time Police Administrative Assistance (.30 FTE) is planned. An additional two Police Secondments were also approved by the Police Board.

#### District of Central Saanich

	2014	2015	2016	2017	2017	2018	
Workforce Summary	Actual	Actual	Actual	Plan	Actual	Plan	
Administration	New	3.00	4.00	4.00	4.00	4.75	0.75 FTE Communications
Finance	New	6.00	6.00	6.00	5.80	6.00	
Technology	New	2.00	2.00	2.00	2.00	2.00	
Police	New	26.00	27.00	27.00	27.00	27.30	0.30 Administrative Assistance
Police Secondments	New	3.00	3.00	3.00	4.00	5.00	2.00 Additional Secondments
Fire	New	6.00	6.00	6.00	6.00	6.00	
Planning and Building	New	7.70	8.70	8.70	7.70	8.70	
Engineering	New	6.00	6.30	6.30	5.80	6.30	
Public Works	New	15.00	15.00	15.20	15.20	15.20	
Parks	New	9.80	9.80	9.80	9.80	9.80	
Community Services	New	3.00	3.00	3.00	3.00	3.00	
Water Utility	New	7.10	7.10	7.10	7.10	7.10	
Sewer Utility	New	4.00	4.00	4.00	4.00	4.00	
Total	New	98.6	101.9	102.1	101.4	105.15	

The Districts Organization Capacity Review identifies capacity future “Pinch Points” in Communications, Human Resources, Fire and Technology. These are being addressed within this Five Year Financial Plan.

# Long Term Financial Plan

The District of Central Saanich is taking important steps toward managing the long term sustainability of the community's assets and services. Financial stability is fundamental to the health of the community. Only with stable and sufficient revenues, and careful planning of expenditures, will the District be able to provide important services its residents need and enjoy.

Although the District is in reasonable financial shape, revenue opportunities, expense pressures, and service demands are always changing. The scope and level of service demanded by citizens from their local government is greater than ever as residents and businesses struggle in the changing and competitive world we live in. The District cannot be certain of the same level of financial support from senior levels of government enjoyed in the past as the provincial and federal governments have their own budget challenges.

Local governments need to think long term as well, as the investments in infrastructure are significant and longer term in nature. While individuals come and go, local governments need to continue in perpetuity to acquire and manage a stock of financial and physical assets that are critical for the provision of services to current and future generations. Municipal Councils provide a legal means by which the community acts as a collective body to own operate and finance services, infrastructure and assets.

This framework is based on five key objectives and will guide the District towards a financially sustainable future:

1. Recognized value for services
2. Predictable infrastructure investment
3. Competitive property taxes
4. Responsible debt management
5. Improved reserves and reserve funds

For some households, financial sustainability is thought of as being able to maintain our current day to day lifestyle. Can we afford our rent, food, entertainment, clothing, travel and medical etc? For those who own homes or businesses, the thinking can be more long term, and the planning more when mortgages are paid off or businesses sold to finance retirements.



Implementing a framework is a key mitigation factor in managing enterprise risk, meeting the challenges of infrastructure investment and reaching effective service levels for assets and operations.

## **Community Vision and Priorities: (Our Vision)**

- Official Community Plan
- Corporate Strategic Plan
- Master Plans (Water, Sewer, Stormwater, Facilities, Pavement)

## **Strategies for Financial Strength and Stability (How we get there)**

- Recognized Value for Services
- Predictable Infrastructure Investment
- Responsible Debt Management
- Competitive Property Taxes
- Improved Reserves and Surplus

## **Financial Policies & Performance (How we measure what we do)**

- Capacity Assessment, Service Standards, Service Performance

## **Financial Planning (How we plan ahead)**

- Twenty Five Year Capital Plan
- Five Year Financial Plan

When an entity embraces strategic planning it gives the community confidence that decisions are well thought out and sustainable over the long term. These plans should provide the community a clear understanding of the direction Council is moving in, and enough information to form and voice an opinion.

## **Budgeting for Results – Linking Budget to Strategy**

The Municipality plays an essential role to ensure the right level of programs and services are provided at the right cost for the community. Achieving important goals within an affordable budget requires that each dollar is carefully managed and wisely invested. This proposed budget advances key priorities from the strategic plan. Service plans form a significant part of the 2018 budget process and achieving long-term goals.

The allocation of financial resources is aligned with community priorities and is designed to drive results as measured through service performance metrics. Service metrics have been established and many have been included in the 2018 Financial Plan.





## Basis of Accounting and Budgeting

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 Professional Accountants.

The District uses various funds to account for its revenues and expenditures. The revenue in each fund may be spent only for the purpose specified in 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 expenses are accounted for separately in this fund. 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.



# Budget Policies and Principles

1. **FISCALLY RESPONSIBLE, BALANCED, AND FOCUSED ON THE LONG-TERM** Central Saanich, like other municipalities, offers a broad range of services but has limited revenue sources. By legislation, the municipality is prohibited from running a deficit in its operating budget, or using debt to finance day-to-day operations. Prudent fiscal stewardship and careful financial planning is used to balance the budget each year. The budget is built with a long-term view in mind. This ensures long-term priorities are pursued in a financially sustainable and resilient manner and considering external economic conditions that could impact citizens and businesses.

Live within our means. Consider long-term implications in all decisions. Maintain a stable and predictable revenue stream. Keep debt at a manageable level. Build in flexibility through adequate reserves and contingencies for emerging priorities and opportunities.

2. **AFFORDABILITY AND COST EFFECTIVENESS** Deliver services that are relevant and result in desired public outcomes. Ensure value for money through productivity and innovation. Keep property tax and fees affordable.
3. **KEEP DEBT AT A MANAGEABLE LEVEL** Like other municipalities and senior levels of government, the District uses debt in its mix of payment methods to fund capital investments. This allows payment to be made over a longer timeframe to align with the useful life of the underlying capital assets, and ensures that more residents and businesses benefit from them. The municipality takes a very careful and strategic approach to its use of debt, ensuring a balanced operating budget and keeping property tax and fees at an affordable level. The Districts Sustainable Infrastructure Management Plan envisions the strategic use of debt financing to assist in renewal of infrastructure on a lifecycle basis while infrastructure funding is gradually increased over time. A significant proportion of water, sewer and drain infrastructure was constructed in the 1960's and 1970's and will require replacement during the next decade or so. Some debt servicing is anticipated as part of the long term financial plan process.
4. **KEEP PROPERTY TAX AND USER FEES AFFORDABLE** Property taxes in recent years have seen moderate increases, ranging from 2.84% to 5.22 %, for a five year average of 3.7% with a downward trend. Property taxes, utility charges and user fees are reviewed each year with affordability in mind. Comparisons with other local governments and municipal price index inflation are used as a guide.



5. **BALANCED TAXATION PRINCIPLE** The practice of the municipality has been to set tax rates in order to maintain tax stability. This is consistent with many municipalities across the province and is accomplished by maintaining the proportionate relationship provided between the property classes, while taking into account for new construction values, deletions from the tax roll and changes in property classes, and assessment changes that are considered to be significant.

This practice allows taxpayers in the municipality to be confident that in any year, their property tax bill will increase proportionately to the increase in tax revenue required year over year, taking into account assessment increases of their property to the assessment class average.

This is particularly important in a rural agricultural municipality with a significant proportion of ALR farmland that is both assessed and taxed at proportionally low levels of taxation.

6. **MAINTAIN ASSETS IN AN APPROPRIATE STATE OF REPAIR** Maintaining core infrastructure and amenities in an appropriate state of repair is critical to the long-term financial health and resilience of the community, and helps ensure asset management obligations are not deferred and infrastructure deficits do not accumulate to unacceptable levels.
7. **OPTIMIZE CAPITAL INVESTMENTS** Before adding new facilities, the municipality will consider repurposing and right-sizing existing facilities, and continue to advance the principles of co-location and functional integration of services to enhance operational efficiency and customer service. All new facilities will be designed with flexible, adaptable, and expandable spaces to accommodate changing demographics and future growth.





# Budget Process and Planning

## 1. **PROCESS AND TIMELINES**

- June - Establish guiding principles for financial sustainability and targets for financial health that guide the allocation of funds)
- October - Q3 Financial results Presented
- November to January - Develop Proposed Budget
- March - Utility Budgets Approved. Rates Set
- February to April - Council approves capital and operating budgets
- May - Official Budget Adoption and Tax Rates Approved
- June - Annual Financial and Progress Reports Presented

## 2. **PROVIDING RELEVANT BUDGET INFORMATION**

- Align performance metrics to strategic goals
- Align with long term Financial Plan
- Align with Sustainable Management Plan
- Align operating and capital budget information with strategic and annual reports
- Budget for all funds and entities
- Align budget and financial statements in an understandable way
- Tailor user-friendly information to the needs of each audience

## 3. **STREAMLINING THE BUDGET PROCESS**

- Minimize budget versions and reviews
- Integrate operating and capital budget processes
- Integrate the process with the other corporate planning processes

## 4. **EFFECTIVE PUBLIC CONSULTATION**

- Providing easy access to relevant information with a variety of opportunities to be involved in the process is very important
- Provide budget backgrounders and financial plan information in advance on the municipal website each year
- Consultation informs strategic goals which then inform the budget

## 5. **BUDGET AMENDMENTS**

- Budget amendments may be considered at any time during the year after adoption.
- Minor operational amendments within individual departmental budgets do not require Council approval and are managed at the staff level.
- Significant budget amendments require a staff report to Council and approval via adoption by Council of a Budget Amendment Bylaw.



## Financial Planning Issues Considered:

Preparation of the 2018 – 2022 Financial Plan has taken into account the following financial planning issues;

1. **INFLATION:** The inflationary pressures faced by local government are much different than the Consumer Price Index that reviews a “basket of goods” for a household (including things like: food; shelter; household operations and furnishings; clothing and footwear; transportation; health and personal care; recreation and education; and alcohol and tobacco products).
2. **WAGE AND BENEFIT COSTS:** Police and Fire wages will increase by 2.5% in this budget cycle; municipal contract negotiations will also influence costs over the next five years. Contingency estimates have been included for contracts currently under renegotiation.
3. **CAPACITY:** In a small organization workforce planning (organizational capacity review) is especially important to ensure that the organization is using its human resource capacity to effectively provide the services expected by the community. This is a continuous process used to ensure that both appropriate levels of work life balance are maintained by the workforce and high levels of productivity are achieved.
4. **NEWLY MANDATED OR LEGISLATED OBLIGATIONS:** The District will be subject to significant policing cost pressures when the integration of Police Dispatch services occurs in 2019. Central Saanich has substantially benefited from a favourable dispatch contract with the RCMP which is unlikely to continue under an integrated model.
5. **NEW SERVICE LEVEL IMPROVEMENTS:** Increasing demand for improved communication and public engagement continue to require the organization to focus on developing those new skill sets, investment in communications capacity to effectively connect and communicate with an increasingly high level of community desire for information and involvement. Upgraded Fire Response Standards will also require increased funding.
6. **USER FEES AND UTILITY CHARGES:** User fees and charges form a significant portion of planned revenue. Many specific municipal services such as water, sewer and development services (building permits, development applications) can be measured and charged for on a user pay basis. This approach attempts to fairly apportion the value of municipal service to those who make use of it. User fees accounted for 26% in the 2017 municipal budget. A regular fee review in the fall of each year is used to help keep fees current and inform the budget process cycle.



## Financial Planning Issues Considered: ...continued

7. **SUSTAINABLE INFRASTRUCTURE INVESTMENT:** The municipality faces a growing infrastructure renewal requirement and facilities repair and maintenance challenge. The proposed sustainable asset management plan outlines a gradual approach to resolving this challenge. Working towards gradually achieving sustainable infrastructure replacement levels is a challenge given that contributions to reserves have remained flat in previous years; that is, the current contributions to reserves do not contribute sufficiently to the sustainable replacement of infrastructure that the District already owns.

Achieving a gradual increase in capital program spending over a number of years is necessary. Deferring contributions will simply increase the gap and transfer this significant financial risk to the next generation. The positive to this is the municipality has young infrastructure, thus there is an opportunity to apply fiscal discipline and gradually increase capital spending over reasonable period to reach sustainable levels.

8. **DEBT SERVICING:** Current debt servicing levels are modest. Interest rates are historically low and the strategic use of moderate levels of debt can assist in maintaining generational equity and move larger projects forward that otherwise could not be afforded on a pay as you go basis.



# PART III FINANCIAL PLAN SUMMARIES

## Consolidated Budget

The Community Charter requires that local governments in British Columbia approve a Five Year Financial Plan (in bylaw format) and Property Taxation Bylaw on or before May 15 of each year.

Each year the District of Central Saanich updates its Five Year Financial Plan. This includes Operating budgets, Water and Sewer Utilities and Capital Programs based on a sustainable infrastructure approach.

Each year the municipality is faced with the challenge of balancing the budget as mandated by the Community Charter legislation. While a municipality can incur a debt to pay large capital projects it cannot borrow or mortgage to fund day to day operations the same way that other levels of government can. This is a key difference as it means that the municipality must rely on revenue sources to cover off all expenses for the year.

Water and Sewer Utilities must also operate on a balanced budget basis as well.

The proposed 2018 - 2022 Financial Plan continues to focus on infrastructure replacement. This requires striking a balance between the need to continue increasing capital spending, maintaining service levels and keeping operating costs in check. Sound fiscal choices must be made that reflect community priorities and the ability to pay in a moderate economic climate.

The Central Saanich Consolidated Financial Plan for 2018 balances \$26.7 million in revenues and with \$26.7 million in expenditures from all funds.

### General Fund (Property Taxation):

After the new growth (non-market change) is taken into account, the 2018 budget is based on a combined Municipal, Infrastructure Debt, Police and Library property tax increase of \$58 or 2.97% to the average family home as follows:

- \$18 or 0.91 % for operations, to maintain current service levels and improve capacity,
- \$17 or 0.87 % for infrastructure replacement and debt
- \$21 or 1.07% for Policing
- \$ 2 or 0.11 % for Library Services





## General Capital Program (Infrastructure Replacement Levy)

The Districts Sustainable Infrastructure Management Plan outlines a long term approach for capital renewal investment. To provide clarity and transparency an Infrastructure Renewal Levy was introduced in 2017. To be sustainable this is projected to increase over time by an average of an equivalent 1.25% property tax increase to the average homeowner each year. This contribution when combined with debt servicing and modest use of existing reserves will provide for a sustainable approach once those levels are achieved. Over the five year plan horizon this level is projected to increase as follows:

	2017	2018	2019	2020	2021
Reserves and Debt Contribution	3,495,000	3,733,200	3,799,000	4,000,000	4,200,000
Asset Levy - Average home	\$436	\$456	\$485	\$510	\$535

Should the District wish to implement all multi modal transportation projects and water supply fire protection improvements, some debt financing will be required, an additional property tax lift each year for five years, and water rate increases, beginning in 2020..

## Water Utility Fund:

The 2018 Water Utility Budget is based on a water rate of \$1.63 per cubic metre and a fixed charge of \$47.00. For an average single family this would be a combined total of \$462 or an increase of \$20 (4.5%) over 2017.

The next five years of the Water Capital Program is focused in the Brentwood service area. Fire protection supply improvements are planned in several areas based on the Districts approved Water Master Plan. Should this plan be implemented an additional 3% rate increase per year (to the average home) could be expected for five year, beginning in 2020s.

## Sewer Utility Fund (Sewer Utility Charge):

The 2018 Sewer Utility Budget is based on a sewer rate of \$1.37 per cubic meter. This is an increase of 5% and for an average single family this would be \$276 or an increase of \$14 over 2017.

The next five years of the Sewer Capital Program includes a new Brentwood lift station and force main, gravity sewers along Sluggett from Hagan Station to the new Brentwood Station, upsizing of sewers along Brentwood Drive and a new Stelly's Pump Station at an estimated \$5 million with \$3,000,000 assistance from senior levels of government with the balance from in reserve funds.



# Consolidated Summary

District of Central Saanich Consolidated Budget Summary	2018	2019	2020	2021	2022
<b>Revenue</b>					
Municipal property taxes	16,295,000	16,992,400	17,698,400	18,458,500	19,358,400
Penalties and interest	333,500	336,300	339,000	341,800	344,700
Grants in lieu of taxes	317,100	318,900	320,800	322,800	324,800
Grants	771,200	755,200	789,700	789,700	789,700
Parcel taxes	9,900	9,900	9,900	9,900	6,700
Sale of services	425,600	434,700	432,300	436,200	445,000
Police Revenues	1,201,500	1,224,200	1,262,500	1,283,200	1,299,500
Fire Department Revenue	60,500	62,000	63,500	65,000	66,500
Planning Revenue	500,300	548,300	551,400	565,700	578,800
Community Services Revenue	59,900	59,900	61,500	61,500	61,500
Engineering Revenue	38,800	38,800	38,800	38,800	24,500
Public Works Revenue	4,700	4,700	4,700	4,700	4,700
Grants (Capital)	169,200	1,364,200	1,677,600	145,900	894,233
Sewer Enterprise Revenue	1,280,700	1,370,000	1,458,700	1,517,500	1,631,300
Water Utility	5,320,200	5,499,200	5,680,400	5,870,600	6,070,500
<b>Total Revenue</b>	<b>\$ 26,788,100</b>	<b>\$ 29,018,700</b>	<b>\$ 30,389,200</b>	<b>\$ 29,911,800</b>	<b>\$ 31,900,833</b>
<b>Expenses</b>					
<b>Operating Expenses:</b>					
Administration Services	1,485,500	1,522,100	1,543,400	1,489,800	1,605,700
Finance	709,800	723,600	737,600	751,800	766,300
Information Technology	645,200	685,200	717,100	735,400	745,000
Police Service	5,408,300	5,613,700	5,861,800	5,989,800	6,117,800
Fire	1,623,000	1,707,700	1,796,500	1,882,400	1,956,500
Planning and Building Services	1,100,300	1,122,100	1,145,400	1,152,500	1,174,500
Community Services	862,400	874,200	890,800	921,500	924,900
Engineering	664,200	669,900	682,100	694,300	703,500
Public Works	2,095,900	2,156,300	2,213,200	2,291,900	2,375,400
Parks & Facilities	1,141,900	1,189,800	1,211,700	1,241,200	1,398,600
Water	4,435,200	4,535,400	4,631,100	4,729,300	4,822,200
Sewer	877,700	910,000	941,700	943,500	1,000,300
Special Projects	251,500	327,000	395,900	91,800	972,800
Library	894,100	912,000	930,200	948,800	967,800
Fiscal	15,000	15,300	15,600	15,900	16,300
<b>Total Operating Expenses</b>	<b>\$ 22,210,000</b>	<b>\$ 22,964,300</b>	<b>\$ 23,714,100</b>	<b>\$ 23,879,900</b>	<b>\$ 25,547,600</b>
<b>Add:</b>					
Surplus used for capital	-	-	-	-	-
Surplus used for special projects	-	-	-	-	-
Proceeds of Debt	295,000	2,585,000	1,195,000	725,000	4,945,000
Reserves used for capital	5,039,400	4,787,600	5,196,800	2,708,900	6,613,667
Transfer from Utility Operating	561,000	572,200	583,700	595,400	602,300
<b>Deduct:</b>					
Capital Expenditures	(5,442,300)	(8,537,000)	(7,799,600)	(3,825,000)	(11,608,100)
Transfer to Reserves	(4,122,200)	(4,552,900)	(5,164,100)	(5,548,900)	(6,218,500)
Debt Servicing	(909,000)	(909,300)	(686,900)	(687,300)	(687,600)
<b>Total Budget for the Year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Consolidated Summary

...continued

## Taxation:

An average single family home in the municipality could be expected to pay a total of \$96 or 3.64% more in combined taxes and utility charges in 2018:

	2017	2018	Increase
Municipal Taxes	\$882	\$900	0.91%
Police Service	510	527	.87%
Infrastructure Replacement	436	457	1.07%
Library Service	107	109	0.11%
Water Utility Charge	442	462	4.54%
Sewer Utility Charge	262	276	5.00%
Total	\$2635	\$2731	3.64%

The 2018 Financial Plan provides for the continuation of services expected by the community. In addition, funding is provided for key projects and initiatives to move strategic priorities of Council forward such as the Year of Reconciliation program, Saanichton Village Plan, Residential Density and Infill Planning and Brentwood Bay Waterfront Regulations. The balance of human resource and communications capacity is included. Significant new funding for Public Safety including Fire Service Ten Minute Response (Phase I) and Police Dispatch. Continued progress toward sustainable infrastructure replacement funding levels based on the Long Term Financial Plan and Sustainable Asset Management Plan. A significant program of capital projects is also identified and will require debt financing to implement.

Absorbing most of this increase within a competitive tax environment has taken a focused effort by all areas of the municipal organization.

Similar approaches have been employed to produce the Water and Sewer Utility Financial Plans. Costs to replace infrastructure are the predominant factor in developing the Utility Budgets along with the cost of a CRD bulk water and CRD sanitary sewer treatment.

## Reserves and Surplus Summary:

Reserves are expected to reduce during the term of this plan due to the use of Capital Reserves, Accumulated Surplus and Gas Tax funding for infrastructure replacement.

## Debt Summary:

Overall debt levels will change over the five year term of this plan. The last payment on Senanus Water Line debt will be paid off in 2018. The plan to pay out Fire Station #1 debt early is also included. New water debt will be needed to fund Water Master Plan Fire Supply Improvements and multi modal transportation priorities should the District decide to implement those programs.





# PART IV SERVICE PLANS

## Administration

The role of Administration is to assist in carrying out Council's key objectives, direct business operations and enable an open, inclusive and participatory municipal government.

The department facilitates the delivery of services to the public, supports the business operation of Council and Committees as well as providing counsel, support, strategic planning and other resources to departments and the public. Bylaw Enforcement and Community Services are also now included.

The Chief Administrative Officer oversees the overall conduct of the municipality in pursuing the District's strategic goals; reviews departmental programs; budgets and policy initiatives; makes recommendations to Council; ensures Council's directives are carried out; manages significant corporate initiatives; establishes standards and priorities for civic administration; motivates and monitors performance to ensure standards are met; priorities are pursued and high-quality services are consistently delivered.

- Corporate Management
- Council Support
- Human Resources
- Communications
- Legislative Services — Council and Committee agendas, minutes and meetings;
- Elections and Public Assent processes.
- Corporate Records Management.
- Freedom of Information and Protection of Privacy

Bylaw Enforcement works with citizens to maintain a healthy and safe environment. Staff investigate and enforce municipal bylaws with a focus on voluntary compliance, the majority of cases involve land use regulations, nuisance bylaws, building standards, business licensing or contracted services for animal control.

Community Services ensures the safe and uninterrupted operation of 25 District-owned buildings, including coordination of agreements with community groups who operate from municipally-owned facilities. A variety of community and heritage structures, 37 parks and open spaces, heritage conservation and climate change initiatives are managed.

### Key Services Delivered - Service Metrics

Key Activity Levels	2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Employees	3	3	4	4	4
Council and Committee Meetings	118	128	130	109	110
Freedom of Information Requests/hours	9/20	17/111	12/50	9/79	12/50
Council Correspondence Processed	337	367	350	932	350
Insurance incidents processed/hours	3	8	6/60	15/30	6/60
Legal Advice Cost	New	New	200,000	250,000	150,000
Bylaw Inspections	176	227	192	183	190
Park and Facility Use Bookings	376	421	435	259	435
Facility Maintenance Requests	New	New	1,000	288	1,000

# Administration ...continued

## Bylaw Enforcement

Key Activity Levels	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Suites	25	24	18	28	24	13	22
Parking	68	56	67	62	63	67	64
Unsightly and Noxious Weeds	40	95	79	43	64	46	61
Trees	2	18	31	29	20	28	22
Noise	7	4	8	2	5	14	7
Mud on Road	4	12	11	4	8	1	6
Building Permit	29	8	20	13	18	14	17
Soil Deposit or Removal	34	6	12	16	17	11	16
Signs	10	11	6	9	9	19	11
Stop Work	5	1	11	9	7	6	6
LUB Uses	37	41	62	59	50	72	54
Business Licence	39	8	30	42	30	28	29
Other	50	39	41	49	45	38	43
<b>Total</b>	<b>350</b>	<b>323</b>	<b>396</b>	<b>365</b>	<b>359</b>	<b>357</b>	<b>358</b>

## Service Plan

		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Corporate	Overall FTE	New	102	102	99	102
	Corporate Priorities achieved by target date	New	New	80%	100%	80%
	Operational Priorities achieved by target date	New	New	90%	78%	90%
	Calls for Service Response within 1 day	New	New	90%	95%	90%
Legislative	Agenda Posted on Time	New	New	95%	88%	95%
	Late Council Items	New	New	< 2%	11%	< 2%
	Council correspondence within one week	New	New	250/90%	100/70%	250/90%
	FOI Request processed on time (30 Days)	New	New	100%	86%	100%
	Minutes completed on time (next agenda)	New	New	95%	97%	95%
Bylaw Enforcement	Bylaw complaints - high priority - investigated within 5 days	New	New	100%	90%	100%
	Bylaw complaints - low priority - investigated within 10 days	New	New	100%	60%	100%
	Enforcement Volunteer compliance files/rate per year	New	New	400/80%	175/80%	400/80%
	Mediation case per year	New	New	10	0%	10
Business Licencing	Business Licence decision within 20 days	New	New	100%	80%	100%
Community Services	Park/Facility booking response within 1 day	New	New	100%	424/95%	100%
	Seasonal Use Permits within 5 days	New	New	100%	11/100%	100%
	Agreements/Contracts within 90 days	New	New	100%	3/100%	100%
	Facility Maintenance Request High Priority within 1 day response	New	New	100%	48/100%	100%
	Special Projects/hours per year	New	New	3/200	6/TBD	3/200



## 2017 Activity Levels, Service Plan and Accomplishments

Administration activity levels were consistent with expectations. Administration began tracking measures in 2017 and overall, has achieved the targets outlined in the Service Plan. The process for outgoing Council correspondence to be completed within one week has changed to achieve a 90% turnaround, and additional funds have been added for FOI request processing to assist in meeting the 100% target for completion of requests within 30 days. With regard to Key Activity Levels, Council and Committee meeting metrics are lower due to the number of separate late item agendas; late items are now published on the same agendas. Outgoing Council correspondence for 2017 is an anomaly as more than half the correspondence was for the Economic Development Advisory Committee business walks. Key highlights for Administration include:

- Truth and Reconciliation
- Recruitment of Director of Engineering and Public Works, Director of Planning and Building Services
- Organizational Capacity Review, corporate-wide
- Service excellence dashboard, implementation
- Council policies review, phase II
- Records management, phase II
- Restructured to incorporate Community services and Bylaw Enforcement

## Plans for 2018

- Truth and Reconciliation
- Service excellence dashboard, implementation
- Freedom of Information and Protection of Privacy Program (Policy Development and Training)
- Keating Business District, implementation strategies
- Human Resources toolkit and Capacity Development
- Communications Capacity Development
- Labour Negotiations
- Elections
- Records Management Phase III

## Looking Ahead to 2019 - 2022

- Freedom of Information and Protection of Privacy Program
- Human Resources Toolkit and Capacity Development
- Communications Capacity Development
- Citizen Survey
- Park Planning and Priorities



## Administration - Operating Budget

Operating Expenses	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Council and Committees	\$ 216,000	\$ 227,687	\$ 225,700	\$ 9,700	4.5%
Human Resources and Communication	120,100	107,088	194,500	74,400	61.9%
General administration	567,800	547,729	567,800	-	0.0%
Risk Management and Legal	270,400	391,497	267,400	(3,000)	-1.1%
Other general gov't services	15,800	16,126	15,100	(700)	-4.4%
Contingency	203,500	-	215,000	11,500	5.7%
<b>Total Operating Expenses</b>	<b>\$ 1,393,600</b>	<b>\$ 1,290,127</b>	<b>\$ 1,485,500</b>	<b>\$ 91,900</b>	<b>6.6%</b>

Net Property Taxes Required                      \$ 1,393,600                      \$ 1,485,500                      6.6%

### Budget

The budget represents a 6.6% increase over 2017 which allows for increased communications and HR Support;

- Human Resource support (recruitment, moving costs, workforce planning, workplace health and safety, HR Policy) \$25,000
- Communications support (web, social media, newsletter, print media and event support) \$40,000
- Risk Management and Legal (supplemented by contingency and legal reserve as required) - Insurance Premiums (MIA) increased \$10,000, offset by a reduction in Legal Budget
- Council Orientation and Governance \$6,600
- Contingency increase of \$11,500

### Near Term Budget Challenges

- Litigation/legal funding
- Development of Communications and Human Resource Management Capacity
- Insurance and Risk Management

### Projects

#### Administration - Special Projects Budget

Description	2018 Budget
Special Projects - Admin	41,500
Brentwood Bay Open Moorage Area	80,000
<b>Total Special Projects</b>	<b>\$ 121,500</b>

- FOI Program Implementation (10,000)
- Municipal Election (\$31,500 NET)
- Brentwood Bay Open Moorage Area (obtain Licence of Occupation, establish area and plan, navigation and moorage markers)





# Community Services

Community Services is responsible for the management of 25 District-owned facilities; parks and open space planning and administration; heritage conservation, climate action initiatives, corporate gifting program, and disposal of surplus furnishings/equipment.

The Division is responsible for all aspects of building operations, including maintenance and repair, procurement of supplies/equipment, security, risk management and contracted services, to ensure planned, efficient application of available capital and operational budgets and to ensure safe and uninterrupted use. The recently completed Facilities Long-term Asset Management Plan (F-LAMP) will provide a roadmap for sustainable facility maintenance and equipment replacement for the next 20 years.

District buildings are considerable capital assets. Excluding utility stations, the facilities inventory has a total value of over \$22-Million, housing \$5.7-Million in contents. Many of these buildings support critical functions of local government, emergency and protective services operations, including records and specialized vehicles/equipment. Major facilities include: Municipal Hall/Police Station, two Fire Stations, Central Saanich Cultural Centre and the Centennial Park Fieldhouse. Other community and heritage buildings managed by this division, include West Saanich School, 15 Newman Farm buildings, public washrooms and two leased residences.

Responsibilities also include planning and administration of 37 district parks, trails and beach accesses. Revenue is generated from park reservation permits, facility license agreements, court lighting, rental accommodation and donations.

The Community Services division undertook 6 significant projects in 2017, of which 5 will continue into 2018. Two facility use contracts were renegotiated and one park caretaking contract renewed, within the 90-day time frame. Requests for facility maintenance services averaged 40 per month. 100% of those identified as “high priority” were actioned within 24 hours. Of the 435 park use requests received, 95% were acknowledged within 24hrs.

## 2017 Accomplishments

- Implementation of the F-LAMP Program including restorative maintenance/repairs of the Municipal Hall, Fire Station #1, Butterfield Park residence and Centennial Park buildings
- Newman Farm Restoration
- 435 Park Use permits processed

## Plans for 2018

- Continue to implement F-LAMP recommendations with a focus on the Municipal Hall and Public Works facilities
- Memorial Cenotaph project
- Continue to implement actions which reduce GHG emissions and improve energy efficiencies
- Newman Farm heritage restoration

## Looking Ahead to 2019 - 2022

- Continue to implement F-LAMP recommendations
- 3-Phase Park Planning: 2019 - Park Priorities; 2020 - Trail Priorities and 2021 -Shoreline Access Priorities
- Historic Buildings Inventory Update in 2019

## Community Services - Operating Budget

Funding	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Park and Other	\$ 8,300	\$ 10,500	\$ 9,300	\$ 1,000	12.0%
Climate Action Reseve	17,000	3,000	17,000	-	0.0%
Caretaker's Residence	33,600	34,425	33,600	-	0.0%
<b>Total Funding</b>	<b>\$ 58,900</b>	<b>\$ 47,925</b>	<b>\$ 59,900</b>	<b>\$ 1,000</b>	<b>1.7%</b>
<b>Operating Expenses</b>					
Administration	\$ 425,300	\$ 431,560	\$ 430,400	\$ 5,100	1.2%
Cultural Buildings & Facilities	378,000	366,373	382,100	4,100	1.1%
Climate Action / Kitchen Scraps	17,000	3,000	17,000	-	0.0%
Other Buildings & Facilities	31,900	24,025	32,900	1,000	3.1%
<b>Total Operating Expenses</b>	<b>\$ 852,200</b>	<b>\$ 824,958</b>	<b>\$ 862,400</b>	<b>\$ 10,200</b>	<b>1.2%</b>
Net Property Taxes Required	<u>\$ 793,300</u>		<u>\$ 802,500</u>		1.2%

### Budget

The status quo net operating budget for Community Services is increased slightly by 1.2% in 2018.

### Near Term Budget Challenges

- Increasing facility major repair and replacement funding to sustainable levels over time
- Maintaining capacity to provide service to District facilities in an increasingly complex operating environment

### Projects

No additional project funding is requested for 2018.



## Finance

The Finance Department provides financial support services and is responsible for the overall financial management of the municipality, payroll and benefits support and the purchase of all goods and services.

A full range of accounting and payroll services are provided including: accounting audit and budgeting of over \$25 million in annual expenses and revenues; cash management of up to \$35 million in investments on a daily basis to maximize returns; accounts payable processing of over 6,000 invoices and 3,600 cheque and electronic fund transfer payments; payroll coordination of four different payroll groups paid on a biweekly basis and the maintenance of benefit programs for approximately 94 full time and 65 seasonal staff.



The daily billing and collection of all revenues including property taxes, utility bills, dog licences, business licences and a variety of other fees and charges. Over 13,800 utility bills, 7,000 tax notices, 700 Dog licences and 1,400 business licences are produced annually. A pre-approved installment tax and utility payment system is also managed.

A range of purchasing support services is provided as well as the provision of printing and mail services.

The Department also manages the provision of fiscal services including debt servicing costs, interest charges, transfers to reserves and contingency.

Long term financial planning, asset management, equipment replacement planning, insurance support and policy development are just some of the many other services provided.







## Key Services Delivered - Service Metrics

		2015	2016	2017	2017	2018
		Actual	Actual	Plan	Actual	Plan
<b>Key Activity Levels</b>						
Employees		6.0	6.0	6.0	5.8	6.0
Cash Receipting and banking	Transactions Processed	39,230	41,989	40,000	41,142	41,500
Licensing	Dog and Business Licences Issued	2,263	1,864	2,300	2,620	2,600
Payroll	T4s issued	New	New	185	200	200
Property Taxation	Collections (Million)	\$30.3	\$30.5	\$31	\$30.9	\$31.5
	Tax Notices Issued	6,815	6,882	7,250	6,862	6,900
	Homeowner Grants Processed	New	5,101	5,175	5,130	5,175
Utility Billing	Bills Issued	13,862	13,919	14,000	14,363	14,400
Accounts Payable/Receivable	Invoices/PAPs Processed	6,209	6,501	6,500	7,538	7,700
	Credit Card Transactions	New	New	New	229	300

## Service Plan

	2015	2016	2017	2017	2018
	Actual	Actual	Plan	Actual	Plan
Payables and Recievables Processed within 30 days	New	New	95%	Achieved	95%
Tax Notices mailed by third week of May	On Time	On Time	On Time	Achieved	On Time
Five Year Plan Prepared on Time	On Time	On Time	Planned	Achieved	Planned
Sustainable Infrastructure Plan Prepared on Time	New	New	On Time	Achieved	On Time
GFOA Budget and Financial Statement Awards	Achieved	Achieved	Achieved	Achieved	Achieved
User Fees Reviewed on Time	New	New	Planned	70% complete	Planned for Q2

### 2017 Activity Levels, Service Plan and Accomplishments

Finance activity levels were consistent with expectations and represent a gradual increase over time. The Finance Service Plan for 2017 was achieved with the exception of the planned user fee review that was 70% complete by year end. The final review, report and policy recommendation are expected in Q2. Key highlights included:

- Government Finance Officers Association Financial Reporting Award
- Development Cost Charge Bylaw updated
- Long Term Financial Plan established
- Updated budget approach established
- Amenity Policy developed
- Sustainable Purchasing Policy approved
- Contaminated Sites Liability Disclosure Policy implemented
- Developed Infrastructure (Asset Management) Report Card
- Increased investment returns through cash management
- Business Continuity Plan developed

### Plans for 2018

- User Fee and Amenity Review
- Asset Management Plan Phase II

### Looking Ahead to 2019 - 2022

- Continue refinement of Long Term Financial Planning and Asset Management
- Develop internal capacity to provide broader range of support services

## Finance - Operating Budget

Operating Expenses	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Finance General	\$ 688,900	\$ 650,723	\$ 709,800	\$ 20,900	3.0%
Total Operating Expenses	\$ 688,900	\$ 650,723	\$ 709,800	\$ 20,900	3.0%
Net Property Taxes Required	<u>\$ 688,900</u>		<u>\$ 709,800</u>		3.0%

### Budget

The 2018 operating budget reflects a status quo approach and is projected to increased by 3% over 2017.

### Projects

No additional project funding is requested for 2018.





# Technology

The Information Technology Division manages a wide variety of computer and technology services for the Municipality. A geographically dispersed voice and data network system is maintained included specialized support for the Police and Fire Services.

Computer workstations, mobile computers, a networked phone system and smart phones are managed and a helpdesk service is provided for staff assistance. Core software products are maintained and upgraded as needed, secure internet access is provided and a Geographic Information System is supported. The Central Saanich Website is also supported by the Division.



## Key Services Delivered - Service Metrics

		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
<b>Key Activity Levels</b>						
Employees		2	2	2	2	2
Helpdesk requests		New	New	1000	758	1000
Software	Core applications supported	New	New	37	37	37
	Specialty applications supported	New	New	16	16	16
	Security Update hours committed	New	New	400	384	400
Hardware	Network Devices supported	New	New	345	346	345
	Mobile Devices Supported	New	New	105	105	105
Project Commitment	Project hours committed	New	New	200	290	200

## Service Plan

		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Minimum Available Data Storage	x Terrabytes	New	New	35	Achieved	35
Network Connected - High Availability	99.9% Uptime	Achieved	Achieved	Planned	Achieved	Planned
Internet Connected - High Availability	99.9% Uptime	Achieved	Achieved	Planned	Achieved	Planned
Helpdesk Incident resolution	Within 3 business days	New	New	100%	100%	100%
Helpdesk Request resolution	Within 5 business days	New	New	100.0%	100%	100.0%
	Urgent within 4 hours	New	New	100%	100%	100%
Data Backups Successfully Completed		New	New	99.9%	Achieved	99.9%
Core applications up to date	Updates completed on time	New	New	95.0%	95%	95.0%
Police Service Support	Hours of Support	New	New	400	400	400
New products installed	Successful Install	New	New	New	2	New

## 2017 Activity Levels, Service Plan and Accomplishments

Technology activity levels were mostly consistent with expectations, given this is the first year of tracking. More hours were committed to project work than planned in order to complete the server hyper convergence, desktop replacement, managed fibre network and cell contract projects and less help desk tickets were requested. The Technology Service Plan for 2017 was achieved in all cases. No change in Service Plan is proposed for 2018. Key highlights for 2017 include:

- Replacement of desktop workstations for all staff
- New Website developed
- New cell phone and fibre optic contracts concluded
- New online GIS function for website
- Business continuity plan
- Upgrade of virtual server environment
- Implementation of Security Audit recommendations
- Tempest and VADIM upgrades

## Plans for 2018

- Continuation of GIS system improvements
- Continue upgrade of Virtual Server Environment
- Develop Police Technology Separation Strategy
- Continue core software product upgrades

## Looking Ahead to 2019 - 2022

- Continuation of GIS system improvements
- Continue core software product upgrades

## Information Technology - Operating Budget

Operating Expenses	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
IT General	\$ 632,600	\$ 613,364	\$ 645,200	\$ 12,600	2.0%
Total Operating Expenses	\$ 632,600	\$ 613,364	\$ 645,200	\$ 12,600	2.0%
Net Property Taxes Required	<u>\$ 632,600</u>		<u>\$ 645,200</u>		2.0%

## Budget

The current budget proposal reflects a status quo approach (2% increase) and includes wage and benefit changes and software licence renewals.

## 2018 Budget Challenges

- Managing exchange rate fluctuations in cost of software support and licensing
- Managing cost of maintaining appropriate network security testing and controls

## Projects

### Information Technology - Special Projects

Description	2018 Budget
Tempest Improvements	\$ 15,000
Total Special Projects	<u>\$ 15,000</u>

The Tempest Project will update the core system to the latest version. This occurs every two to three years.

# Police Service



The Central Saanich Police Service, through its governing Municipal Board, consists of 31 sworn police officers (includes seconded officers to integrated teams) supported by four civilian staff, two volunteer reserve Constables and several volunteers. They provide a professional level of service through locally based uniform policing and integrated specialized units.

The Police Board is chaired by Mayor Ryan Windsor and includes: Mr. Chris Tupper, Ms. Wendy MacDonald, Mr. John Rizzuti and Mr. Del Elgersma, whose term on the board was completed at the end of 2017.

The Police Service is organized into the following sections: Uniformed Patrol, General Investigative Services, Community Engagement, Youth Resources and Administration.

## 2017 Accomplishments

- A member was seconded to the Mobile Youth Support Team within the Capital Regional District.
- A member was seconded to the National Weapons Enforcement Support Team, a Provincial resource based within the CRD.
- To meet staffing challenges due to retirements, two new recruits were sent for training at the Justice Institute of B.C., one who has since graduated and the second who will complete his training next year.
- Key objective, outcomes, measures, targets and initiatives for the new 2017-2021 strategic plan were completed.
- Service personnel were actively engaged in the Provincial Tactical Enforcement Priorities (PTEP), a provincial initiative targeting local public safety risks.
- The service actively utilized various CRD integrated units on local investigations including the Greater Victoria Emergency Response Team, Integrated Mobile Crisis Response Team and Regional Domestic Violence Unit.
- Excellent results were achieved in several serious criminal investigations and sensitive community issues.

## Plans for 2018

- The completed Strategic Plan will be validated through community engagement and implemented.
- A continued focus on strengthening local policies and training to meet current and future Provincial training standards including Major Case Management and tactical readiness and response.
- Implementation of the Service's strategic training and human resource plans.
- Continued development of various initiatives and projects to meet local crime trends.

## Looking Ahead to 2019 - 2022

- Continued engagement with specialized integrated teams to strengthen and support our investigations and seek possible future opportunities to second members
- Ongoing review of additional new policing standards to determine the impact on overall operations impacting policies, training and finances.
- Integration of dispatch/call taking services into one Vancouver Island Integrated Dispatch Center, resulting in a cost increase of approximately \$200,000 in 2019.
- All Capital Regional District policing agencies will be purchasing new radios.



## Police Service - Operating Budget

Funding	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Sale of service	\$ 19,500	\$ 21,000	\$ 19,500	\$ -	0.0%
Small Community Protection Grant	229,000	229,649	233,600	4,600	2.0%
Traffic Fine Revenue Sharing Grant	216,700	194,652	195,000	(21,700)	0.0%
Other Revenue	5,800	7,000	9,400	3,600	62.1%
<b>Total Funding</b>	<b>\$ 471,000</b>	<b>\$ 452,301</b>	<b>\$ 457,500</b>	<b>\$ (13,500)</b>	<b>-2.9%</b>
<b>Operating Expenses</b>					
Police Board	\$ 10,000	\$ 14,577	\$ 15,000	\$ 5,000	50.0%
General Administration	1,283,700	1,296,120	1,375,400	91,700	7.1%
Investigation and Patrol	2,493,300	2,628,375	2,444,100	(49,200)	-2.0%
General Investigation	280,100	221,841	306,300	26,200	9.4%
Youth and Community Services	478,300	419,421	485,600	7,300	1.5%
Detention and Custody	15,500	27,400	22,900	7,400	47.7%
<b>Total Operating Expenses</b>	<b>\$ 4,560,900</b>	<b>\$ 4,607,734</b>	<b>\$ 4,649,300</b>	<b>\$ 88,400</b>	<b>1.9%</b>
Secondment remuneration	(595,900)	(694,251)	(744,000)	(148,100)	24.9%
Secondment Expenses	595,900	709,251	759,000	163,100	27.4%
Net Property Taxes Required	<u>\$ 4,089,900</u>	<u>\$ 4,155,433</u>	<u>\$ 4,191,800</u>	<u>\$ 101,900</u>	2.5%

### Budget

The Police Board requested 2018 Net budget is a 5.3% increase (2.5% operating, 2.8% reserves and capital) over 2017 and includes:

- Increased Police Board costs (more active Police Board)
- Increased Police Board training costs
- Collective Agreement wage increases in all sections(net 2.5% for 2018)
- Investigation expenses: increased project involvement (\$10,000)
- Patrol: increased overtime (\$40,000)
- Admin Support: hiring of part time employee to meet admin demands (\$30,000)
- Reduced traffic fine and Small Community Protection Grant revenues
- Introduction of new Police dispatch costs (\$110,000)
- Increased transfer to Vehicle Reserves (\$5,000)

### 2018 Budget Challenges

- 3rd year of Collective Agreement wages and benefit increases
- The staffing levels within the service will be returned to full strength which will result in the maximum utilization of the budget
- Expenses for integrated teams will increase due to wage and benefit increases across all police services in British Columbia
- Increased Provincially mandated training and equipment expenses will rise to meet emerging issues and trends
- New dispatch and radios

## Projects

### Police - Special Projects

Description	2018 Budget
Technology Separation	\$ 20,000
<b>Total Special Projects</b>	<b>\$ 20,000</b>

The Police Network will be fully separated from the District system to ensure security standards are maintained as the Police system is enhanced.







## Fire



The Central Saanich Fire Department provides the community with Fire and Life Safety Education, Fire Prevention Programs, Hazardous Material Response, First Responder Medical Aid and Emergency Fire and Rescue Response along with Confined Space Rescue Service and High Angle Rope Rescue. These services are also provided under a servicing agreement to both Tsawout and Tsartlip First Nations Lands.

The Department consists of the Fire Chief, an Administrative Assistant, Four Career Firefighters and 45 Volunteer Paid Call Firefighters.



The Fire Department is responsible for managing the Central Saanich Emergency Program.

- The program provides for the continuity in government and preservation of life and property through a coordinated response by elected officials, municipal departments, volunteer services and outside agencies that are able to assist during a major emergency or disaster.
- The Fire Chief is the Emergency Program Coordinator and responsible for maintaining the Emergency Plan, training and response capability.

## Key Services Delivered - Service Metrics

		2015	2016	2017	2017	2018
		Actual	Actual	Plan	Actual	Plan
<b>Key Activity Levels</b>						
Employees		6	6	6	6	6
Paid on Call Firefighters	Active - Station 1	New	New	25	22	25
	Active - Station 2	New	New	25	21	25
	Recruits in Training - Station 1	New	New	New	3	New
	Recruits in Training - Station 2	New	New	New	3	New
	On Leave - Station 1	New	New	New	0	New
	On Leave - Station 2	New	New	New	0	New
	Overall Active			50	43	50
	Duty Officer	134	152	New	150	New
Callouts (Monday-Sunday 24/7)	Fire (Immediately Dangerous to Life and Health)	100	111	New	123	New
	Fire (No structure entry required)	46	34	New	43	New
	Medical	446	497	New	506	New
	Rescue	76	84	New	77	New
	Total	802	878	New	899	New

## 2017 Activity Levels, Service Plan and Accomplishments

Fire activity levels were consistent with previous years and planned levels for 2018 are consistent with the fire service changes being proposed by the Fire Department. Key highlights include:

- “Right Sizing” the fire department’s response for event types
- New automatic aid response protocol to structure fires – Sidney/ North Saanich
- EOC - Business Continuity planning for District emergency operations

## Plans for 2018

- Implement fire fighter Health & Wellness program – mental health resiliency
- Review & update bylaws – Fire Department bylaw 1022 and Open Air Burning bylaw 1091
- Fleet replacement plan – Review Superior Tanker Shuttle Service Accreditation
- EOC - Enhance EOC Operations – Communications/ Information Technology

## Looking Ahead to 2019 - 2022

- Migrate to new CREST radio/ paging system
- Implement Home Safe Inspection program
- Review medical First Responder program
- EOC – Enhance EOC Operations – Inter-municipal EOC cross training with PEMO Partners

**District of Central Saanich****Fire Department - Operating Budget**

<b>Funding</b>	<b>2017 Budget</b>	<b>2017 Actuals</b>	<b>2018 Budget</b>	<b>Change \$</b>	<b>Change %</b>
Donations - Fire	\$ 3,500	\$ 3,701	\$ 3,500	\$ -	0.0%
Hazmat Agreement	55,500	55,500	57,000	1,500	2.7%
<b>Total Funding</b>	<b>\$ 59,000</b>	<b>\$ 59,201</b>	<b>\$ 60,500</b>	<b>\$ 1,500</b>	<b>2.5%</b>
Fire Administration	\$ 497,600	\$ 518,663	\$ 499,700	\$ 2,100	0.4%
Fire Fighting Force	393,200	352,682	449,100	55,900	14.2%
Fire Investigations & Prevention	591,400	609,962	634,400	43,000	7.3%
Building Maintenance	12,000	7,719	12,300	300	2.5%
Emergency Measures	21,800	21,500	27,500	5,700	26.1%
<b>Total Operating Expenses</b>	<b>\$ 1,516,000</b>	<b>\$ 1,510,526</b>	<b>\$ 1,623,000</b>	<b>\$ 107,000</b>	<b>7.1%</b>
<b>Net Property Taxes Required</b>	<b><u>\$ 1,457,000</u></b>		<b><u>\$ 1,562,500</u></b>		<b>7.2%</b>

**Budget**

The Fire Department 2018 net budget is a 7.2% increase and is driven primarily by service level changes:

- Wage and benefits per IAFF Collective Agreement (2.5% in 2018) (\$40,000)
- Fire fighting force: Ten Minute Response Time costs - First Year Phase (\$42,000)
- Increased fleet maintenance (vehicle added in 2017) (\$8,000)
- Increased fire dispatch costs Year 1 (\$10,000)
- Increased PEMO Costs - Integration of Services for Peninsula Emergency Planning (\$5,000)
- Increased Reserve Funds to ensure sustainable replacement of fire vehicles is also reflected in the Capital Program Budget.(Five year phase in of average \$15,000 per year.)

**Near Term Budget Challenges**

- Replacement of Self Contained Breathing Apparatus Units
- Increased call volumes affecting volunteer firefighters
- Phase-in of Ten Minute Response Service Standard costs
- Response and duty officer coverage after hours and on weekends

**Projects**

No additional project funding is requested for 2018.





## Planning and Building Services

This department includes Planning and Building Inspections. Services provided include administration of the Official Community Plan policies and municipal Land Use Bylaw, processing development and subdivision applications, regulating building construction, issuing business licences and planning for future development.

The Planning division works to ensure that neighbourhood and municipal objectives and policies in the Central Saanich Official Community Plan Bylaw are reflected in development which occurs in the municipality. Council and committees are provided professional and technical advice on current and future land uses, and develop policy on housing, heritage, environment, energy efficiency, transportation, and agricultural land use. A variety of permit processes are managed including development permit and development variance permits, rezoning and Official Community Plan amendments, temporary use permits, Agricultural Land Reserve applications, environmental development permits, protected tree cutting permits and subdivision proposals. Property records are maintained and property-related questions from owners, prospective investors, builders and various construction and development professionals are responded to.



Building Inspections regulate building construction, administer the BC Building Code and monitor construction relating to Building, Plumbing, Business Licence and Sign Permit applications.

### Service Plan

		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Phone calls	Response within 1 day	New	New	Planned	90%	100%
Counter Enquiry	Within 5 minutes	New	New	100%	100%	100%
Application Assistance	As required	New	New	Planned	100%	100%
Planning applications processed on time	90 days to approval	New	New	90%	35%	90%
Development applications processed on time	180 days to approval	New	New	90%	67%	90%
Subdivisions processed on time	90 days to PLA	New	New	100%	63%	100%
Building Permits issued on time	Residential - 10 days permit processing time from completed application	New	New	95%	67%	95%
	Rapid Residential - 5 days permit processing time from complete application	New	New	100%	TBD	100%
	Commercial - 20 days permit processing time from complete application	New	New	95%	70%	95%
Building Inspections on time	1 day response	New	New	90%	90%	90%
Referral Responses completed on time	10 day response	New	New	90%	80%	90%
Miscellaneous Permits	10 day response	New	New	90%	94%	90%
Planning Project Commitment	Projects/hours committed	New	New	3/360	100 hrs	5/500

## Key Services Delivered - Service Metrics

Key Activity Levels	2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Employees	7.7	7.7	8.7	7.7	8.7
Planning applications processed	40	32	24	68	50
Subdivisions processed	10	2	6	7	7
Building Permits Issued	190	175	200	210	200
Building Inspections	1647	1460	1650	1331	1600
Referral Responses	New	New	25	TBD	25

## 2017 Activity Levels, Service Plan and Accomplishments

The Planning and Building Services Department experienced higher than expected application levels, which reflects the strong housing market in the community. A combination of higher than expected application levels, combined with a period of staffing transition, introduced challenges to meet desired service levels. Although application processing may not have met specified targets, a high level of public service was achieved. Key highlights include:

- Brentwood Bay Management Plan – Public Consultation
- Organizational Capacity Review – Dashboard Implementation
- Marigold Development Application – Processing and Approvals
- Update of Building Permit Fee Calculations

## Plans for 2018

- Residential Infill and Densification Study – Project Start-up
- Saanichton Village Plan – Consultation
- OCP Regional Context Statement
- Farm Worker Housing
- Agricultural Area Plan – Food Handling Facility
- Agricultural Area Plan – Farmland Access Agreement
- Building Bylaw Update

## Looking Ahead to 2019 - 2022

- Residential Infill and Densification Study
- Saanichton Village Plan
- Development Applications Procedures (2019)
- Biodiversity Network Mapping (2019)
- Environmental Development Permit Area Guidelines (2019)
- OCP Review (2020)
- Industrial DP Guidelines Update / Keating Streetscape (2020)
- Land Use Bylaw Improvements (2021)



## Planning and Building Services - Operating Budget

Funding	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Development and Subdivision Fees	\$ 50,200	\$ 81,980	\$ 50,200	\$ -	0.0%
Animal Control & Dog Licensing	28,400	29,196	35,400	7,000	24.6%
Building and Plumbing Permits	313,900	321,675	313,900	-	0.0%
Other Permits	4,800	4,600	4,800	-	0.0%
Business Licensing	95,000	96,925	96,000	1,000	1.1%
<b>Total Funding</b>	<b>\$ 492,300</b>	<b>\$ 534,376</b>	<b>\$ 500,300</b>	<b>\$ 8,000</b>	<b>1.6%</b>
<b>Operating Expenses</b>					
Bylaw Enforcement	\$ 192,300	\$ 188,667	\$ 192,700	\$ 400	0.2%
Building Inspection	420,000	415,141	412,400	(7,600)	-1.8%
Boards & Commissions	5,600	3,650	5,600	-	0.0%
Planning Administration	484,400	561,590	489,600	5,200	1.1%
<b>Total Operating Expenses</b>	<b>\$ 1,102,300</b>	<b>\$ 1,169,048</b>	<b>\$ 1,100,300</b>	<b>\$ (2,000)</b>	<b>-0.2%</b>
Net Property Taxes Required	<u>\$ 610,000</u>		<u>\$ 600,000</u>		-1.6%

### Budget

The net operating budget is projected to remain status quo in 2018. (slight reduction in net cost)  
This includes full funding of the recently filled 2nd Planner position.

### 2018 Budget Challenges

- Significant number of planned projects for next five years

### Projects

#### Planning and Building Services - Special Projects Budget

Description	2018 Budget
Residential Density and Infill Study	\$ 30,000
Agricultural Area Plan	15,000
Public Consultation on RGS (OCP) Amendment	15,000
Saanichton Village Plan	10,000
Tree Protection Bylaw, Policies and Practices	10,000
<b>Total Special Projects</b>	<b>\$ 80,000</b>

Several policy and planning initiatives are included based on the Districts Strategic Plan. Some will continue into 2019 such as Residential Density and Infill and the Agricultural Area Plan. All are funded from prior years surplus.



# Engineering



The Engineering Department is responsible for all municipal infrastructure, which include 133 kilometres of paved roads, 1 kilometre of unpaved roads, 470 Street Lights, 80 traffic islands, 73 kilometres of storm sewers, 120 kilometres of drainage ditches, 100 kilometres of sanitary sewers, sewage pumps and lift stations, 130 kilometres of water main, pressure-reducing valves and booster pumps and 37 parks, playgrounds and open spaces and 28 beach accesses covering over 81 hectares.

The Engineering Division is responsible for the design and implementation of all infrastructure and transportation systems and processes, approves and inspects all works installed by private developers that become municipal property including:

- Roads, sidewalks, traffic control measures, drainage, sanitary sewers, and water mains, and planning of future servicing requirements
- Subdivision developments in the District
- Responding to questions about municipal servicing requirements from consultants, contractors, developers and residents
- Issuing soil deposit and removal permits, tree cutting permits in areas susceptible to soil erosion, driveway access permits and permits to work within municipal road allowance

The Public Works Division is responsible for the maintenance and repair of

- Transportation Systems: roads, bridges, traffic signals, streetlights, street signs, sidewalks, bus shelters and roadside litter control
- Drainage Systems: Maintenance of storm drainage infrastructure including natural and constructed systems. Including 32 kilometers of creeks, 73 kilometres of storm sewers and 120 kilometres of drainage ditches
- Parks: Maintenance of the Districts 37 Community, Neighbourhood and Passive Parks, trails, playgrounds and naturalized green spaces for public use. Integrated Turf, Plant Health and Urban Forest Management principles guide maintenance activities together with Water Management best practices and public safety
- Sanitary Sewer Collection Systems: sewer main repair and replacement and sewer lift station maintenance
- Water Supply Systems: water main and service repair and replacement, hydrant exercising, valve and meter maintenance, water sample testing and the maintenance of water reservoir and pressure regulating stations. (See separate budget sections for Public Works, Water and Sewer utilities)

Service Plan		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Employees		5	5	5	5	5
Application timelines	90%	New	New	90%	95%	90%
Soil Permits	Permits/hours per year	New	New	5/50	5/50	5/50
Unauthorized soil removal	5/150 hours/year	New	New	5/150	4/40	5/150
Tree Permits	Permits/hours per year	New	New	24/150	15/30	24/150
Engineering Drawing Submissions	Submissions/hours per year	New	New	12/1200	10/1000	12/1200
Subdivision Application Reviews	Reviews/hours per year	New	New	12/36	10/200	12/36
Value of annual capital expenditures		New	New	\$1 Million	\$2 Million	\$1 Million
Building Permit Reviews	Reviews/hours per year	New	New	5/150	75/225	5/150
Utility Referrals	Referrals/hours per year	New	New	1000/1000	200/300	1000/1000
Engineering Drawings – District Projects	Drawings/hours per year	New	New	6/600	3/150	6/600
Engineering Drawings – Development	Drawings/hours per year	New	New	20/200	20/250	20/200
Special Projects	Projects/hours per year	New	New	3/300	6/500	3/300
Construction Project Management		New	New	4/year	7/year	4/year

## 2017 Activity Levels, Service Plan and Accomplishments

The monitoring and benchmark data collected in 2017 is new to the Engineering Department. The forecasts for performance were based on estimates from staff and records were kept throughout the year to measure staff efficiencies and service levels. There were a few interesting observations; staff completed significantly more capital projects and subdivision applications than originally anticipated. On the other hand, less time was spent on regulatory processes such as Tree Cutting Permits and Soil Deposit/Removal Permits. This resulted in more efficiencies and staff achieved some significant accomplishments in 2017. Key accomplishments includes several major capital projects, review and approval of new development applications, expansion and upgrades of the District's sewer and water systems, and reconstruction of several kilometers of roadway.

Additionally, the Engineering Department partnered with several external organizations to help enhance services to Central Saanich. For example, we assisted Telus with the installation of a new fiber-optic communication system, and worked with the Peninsula Streams Society and the Capital Regional District on enhancements to various watersheds and creeks.

A brief summary of a few highlights in 2017 is as follows:

- Repaved approximately 16,000 m<sup>2</sup> of District roads, pursuant to the Pavement Management Plan
- Replaced 2 kilometers of watermain
- Processed several major development projects including:
  - Marigold,
  - Polo Gardens on East Saanich Road,
  - 7410 Veyaness,
  - 7247 West Saanich Road,
- Completed significant improvements to Graham Creek to address drainage concerns in Maber Flats
- Reviewed the CRD Sewer Transfer Agreement
- Launched design for the Brentwood Bay Sewer Upgrades



## Plans for 2018

- Repave 22,000 m2 of roadway
- Construct a crosswalk on East Saanich Road, in the Saanichton Village area
- Apply for a grant to help finance the Brentwood Bay Sewer Improvements
- Upgrade the Brentwood Bay and James Island Road docks
- Complete a new design for the Wallace Drive / Marchant intersection
- Complete a new design for Mt Newton Road trail extension
- Complete water main upgrades in Brentwood Bay
- Complete Ravine sewer tie-in

## Looking Ahead to 2019 - 2022

- Continued Pavement Management Plan improvements and update the Plan
- Multi Use Pathway Program (subject to funding)
- Continued focus on water infrastructure renewal
- Water Master Plan Low Water Pressure Zone Upgrades – Fire fighting capacity (Subject to funding)
- Continued focus on sewer infrastructure renewal
- Brentwood Bay Sewer Upgrades(subject to grant funding)
- LED Street Light Conversion
- Benvenuto Avenue Assessment



## Engineering - Operating Budget

Funding	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Engineering Access Fees	\$ 1,500	\$ 1,500	\$ 1,500	\$ -	0.0%
Other Engineering Fees	-	25,000	37,300	37,300	n/a
<b>Total Funding</b>	<b>\$ 1,500</b>	<b>\$ 26,500</b>	<b>\$ 38,800</b>	<b>\$ 37,300</b>	<b>0.0%</b>
<b>Operating Expenses</b>					
Engineering Administration	\$ 614,900	\$ 595,860	\$ 631,900	\$ 17,000	2.8%
Other General Gov't Services	68,100	39,927	32,300	(35,800)	-52.6%
<b>Total Operating Expenses</b>	<b>\$ 683,000</b>	<b>\$ 635,787</b>	<b>\$ 664,200</b>	<b>\$ (18,800)</b>	<b>-2.8%</b>
Net Property Taxes Required	<u>\$ 681,500</u>		<u>\$ 625,400</u>		-8.2%

### Budget

The Net Operating budget for Engineering is reduced by 8.2% in 2018. As a result of increased subdivision and soil deposit revenues and a reduction in dock maintenance costs now included in the capital program.

### Projects

No additional project funding is requested for 2018.



## Public Works

The Public Works Division of Engineering is responsible for the maintenance and repair of most infrastructure including roads, bridges, traffic signals, streetlights, street signs, sidewalks, bus shelters, roadside litter control, 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 a water reservoir and pressure regulating stations.

The Public Works Division is responsible for providing a variety of municipal services including:

- Improvements, operation and maintenance of: 133 kilometres of paved roads, 1 kilometre of unpaved roads, 470 Street Lights, 80 traffic islands, 73 kilometres of storm sewers, 120 kilometres of drainage ditches, 100 kilometres of sanitary sewers, sewage pumps and lift stations, 130 kilometres of water main, pressure-reducing valves and booster pumps
- Providing municipal service connections for water, sewer, and storm drains
- Maintenance of municipal vehicles and equipment
- Operation and maintenance of the Districts 37 Community, Neighborhood and Passive Parks, trails, playgrounds and naturalized green spaces for the public use
- Acquisition, development and public use of parks is managed through the Community Services Division
- Management of materials in stores, Fleet services, and Administration round out the Public Works functional responsibility

### Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Employees		24.8	24.8	25	25	25
Roads	Sweeping	New	New	New	589	800
	Patching	New	New	New	897	1400
	Sightlines and Vegetation control	New	New	New	1235	2000
	Winter Road maintenance	New	New	New	9	6
Boulevards and Ditches	Cutting	New	New	New	500	800
Sidewalks	Repairs	New	New	New	200	60
Bus stop shelters	Maintained and cleaned	New	New	New	330	500
Signs	Repairs	New	New	New	360	300
Pathways and traffic islands	Gravel resurfacing	New	New	New	200	TBD
Trees	Inquiries	New	New	New	130	200
Drain mains	Flushing	New	New	New	2400	2500m
	Video condition assessment	New	New	New	5000m	8000m
Ditches and Culverts		New	New	New	TBD	TBD
Litter Pickup	Hours	New	New	New	1825	2000
Public Events Assistance		New	New	New	4	4

Service Plan		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Public inquiry/complaint (non urgent)	1 day response	New	New	90%	70%	90%
Equipment Downtime	Less than 2 days	New	New	90%	70%	90%
Employee Accident Free Days	365 Days	New	New	100%	Achieved	100%
Safety Issue Follow Up (Internal Imminent)	Same Day	New	New	100%	Achieved	100%
Vehicle/Equipment Inspection Schedule	Completed on schedule	New	New	100%	100%	100%
Vehicle/Equipment Maintenance Schedule	Completed on schedule	New	New	80%	70%	80%
BC Landscape Standards	Maintained to standard	New	New	80%	Achieved	80%
Turf cycle completion	2 weeks	New	New	90%	Achieved	90%
Irrigation system leaks/repairs	Per year	New	New	20	TBD	20
Playground Inspections	30 Days	New	New	100%	Achieved	100%
Road Inspection cycle	Annual Inspection	New	New	90%	100%	90%
Road sweeping	Roads swept 4 times annually	New	New	90%	80%	90%
Catch basins cycle	2 catch basin cycles per year	New	New	90%	75%	90%
Sidewalk inspections	1 Sidewalks cycle per year	New	New	90%	90%	90%

### 2017 Activity Levels, Service Plan and Accomplishments

Public Works activity levels were recorded for the first time in 2017 and planned levels for 2018 remain status quo. Service Plan measures were also recorded for the first time and standards maintained for 2018. Key highlights include:

- Completion of minor road restoration/repairs on Bruce Gordon, Rye, Galbraith, Seaboard Seamount, Panaview and Enid.
- Grind/Pave sections of the 7000 Block Wallace Dr, Keating X Rd and Islandview Rd.
- Level course sections on Veyaness Rd. and East Saanich south of Saanich X Rd.
- Completion of 2017 Chip seal program on Hagan Rd Wallace-Clarke Rd, Veyaness Stelly's to Cunnanes Ln, East Saanich (HWY to Islandview)
- Traffic Signal Upgrades at Keating X Rd & Oldfield
- Drainage improvements on Stelly's X Rd, Gowdy Rd, Mallard Dr
- Agricultural Ditching Program (Approx. 4.6 Kms)
- Removal of below ground Fuel Tanks at Public Works
- Completion of Centennial Park diamond #5 drainage Improvements
- Delivery of unit 320 service vehicle

### Plans for 2018

- Continue to utilize condition assessment data for guiding maintenance priorities and developing long-term capital infrastructure rehabilitation programs
- Resurfacing of pavement based on priorities identified in Pavement Management Plan including remaining sections on Stelly's Cross Rd
- Replacement of drain main at the end of service life as identified by CCTV inspections.
- Phase 1 of below ground Fuel Tanks at Public Works



## Looking Ahead to 2019 - 2022

- Ongoing pavement management required due to infrastructure age
- Replacement of drain mains due to infrastructure age and increased maintenance costs
- Upgrade one Mobile/GPS radio tower
- Vehicle Replacement Program Right-sizing Fleet (Investigate Alternative fuels etc.)

## Public Works - Operating Budget

Funding	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Directional Sign Fees	\$ 4,700	\$ 4,715	\$ 4,700	\$ -	0.0%
<b>Total Funding</b>	<b>\$ 4,700</b>	<b>\$ 4,715</b>	<b>\$ 4,700</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Operating Expenses</b>					
Yard	\$ 560,400	\$ 539,463	\$ 575,600	\$ 15,200	2.7%
Pest Control	32,500	31,500	33,000	500	1.5%
Roads	977,500	869,131	965,900	(11,600)	-1.2%
Boulevards	100,100	103,667	103,500	3,400	3.4%
Drainage	304,000	236,467	317,500	13,500	4.4%
Snow	29,000	120,000	44,400	15,400	53.1%
Streets	45,500	54,000	56,000	10,500	23.1%
<b>Total Operating Expenses</b>	<b>\$ 2,049,000</b>	<b>\$ 1,954,228</b>	<b>\$ 2,095,900</b>	<b>\$ 46,900</b>	<b>2.3%</b>
Net Property Taxes Required	<u>\$ 2,044,300</u>		<u>\$ 2,091,200</u>		2.3%

## Budget

The Public works net operating budget is planned to increase 2.3% over 2017 which is status quo. There are seasonal variations between sections as usual and a minor increase in CCTV and street light maintenance.

## Near Term Budget Challenges

- Operating costs remain relatively constant but subject to inflationary pressures and increase in contract service demands
- Replacing equipment within existing equipment replacement funding envelope

## Projects

No additional project funding is requested for 2018.



# Parks

## 2017 Activity Levels, Service Plan and Accomplishments

- Replacement of Adam Kerr Bridge
- Completion of Centennial Park diamond #5 drainage Improvements
- Trees were planted with the appreciation of receiving a \$3,500 BC Hydro/Tree Canada Grant in 2017, native pollinator friendly shrubs were planted in the district

## Plans for 2018

- Centennial Park Diamond 5 backstop replacement
- Rom Knott Park Infield remediation

## Looking Ahead to 2019 - 2022

- Centennial Park Diamond 6 backstop replacement
- Playground replacements

## Parks - Operating Budget

Revenue	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Grants (Parks)	\$ -	\$ -	\$ -	\$ -	0.0%
Total Revenue	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Operating Expenses</b>					
Park Boulevards	\$ 83,700	\$ 86,169	\$ 85,100	\$ 1,400	1.7%
Park Administration	266,700	251,134	271,400	4,700	1.8%
Centennial / Alexander Park	340,600	374,667	374,700	34,100	10.0%
Rom Knott / Pioneer	70,100	85,000	96,900	26,800	38.2%
Neighbourhood Parks	157,400	123,517	127,200	(30,200)	-19.2%
Passive Parks & Trails	99,000	155,867	108,200	9,200	9.3%
Municipal Complex	94,100	90,167	78,400	(15,700)	-16.7%
Total Operating Expenses	\$ 1,111,600	\$ 1,166,521	\$ 1,141,900	\$ 30,300	2.7%
Net Property Taxes Required	<u>\$ 1,111,600</u>		<u>\$ 1,141,900</u>		2.7%

## Budget

The net parks operating budget is planned to increase by 2.7% or \$30,300 to maintain service levels due to wage and benefit costs, inflationary increases in cost of supplies, services and utilities and a reallocation of hours between divisions based on the seasonal workplan for the year

## Projects

No additional project funding is requested for 2018.







# Water Utility

The District's water supply system is part of the Saanich Peninsula Water System which receives its water supply from the Capital Regional District Integrated Water System through Bear Hill Reservoir and the Alderly PRV. There are two CRD transmission mains crossing the District with 11 supply points to the municipal distribution network. The District's water system network consists of 125 km of water mains ranging in diameter from 50 mm to 300 mm. Within the distribution network, there are ten pressure zones, two active pump stations, one reservoir, and nine PRV stations. Because the municipal water system is closely intertwined with the Saanich Peninsula Water System, some of these facilities are owned and operated by the CRD.



The system also includes 4200 meter services and 480 Hydrants. It is maintained by the Public Works Department and is self-financed from water charges on a user pay basis. Water service is provided to both the Tsartlip and Tsawout First Nations via service agreement.

The Utility provides safe drinking water for domestic, commercial, agricultural and emergency use and meets applicable firefighting standards, health standards and the Drinking Water Protection Act.

## Key Services Delivered - Service Metrics

Key Activity Levels		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Employees		7.1	7.1	7.1	7	7.1
Mains	Kilometers Flushed	New	New	TBD	130	130
	Breaks Repaired	New	New	TBD	12	10
Pump Stations	Cleaned and Inspected	New	New	TBD	TBD	TBD
PRV Stations	Maintained	New	New	TBD	416	420
Water Services	Installed	New	New	TBD	50	50
	Replaced	New	New	TBD	200	240
	Read	New	New	TBD	4,600	4,600
Meters	Installed	New	New	TBD	200	200
	Installed	New	New	TBD	7	6
Hydrants	Class 'A and B' Serviced	New	New	TBD	249	249

## Service Plan

		2015 Actual	2016 Actual	2017 Plan	2017 Actual	2018 Plan
Water Quality Compliance	365 Days	New	New	100%	2	1
System Main line breaks	Per year	New	New	10	2	10
Meter reading on time	every 120 days	New	New	100%	100%	100%
Hydrant Valve Exercising	annual	New	New	100%	TBD	100%
Hydrant tear downs	33% completed each year	New	New	100%	Achieved	Planned
Service connection breaks	Per year	New	New	20	5	20

## 2017 Activity Levels, Service Plan and Accomplishments

Water Utility activity levels were consistent with previous years. The Service Plan results were good with good water quality compliance and low numbers of main and service breaks. Key highlights include:

- Tantalum Water Main Replacement
- Meadowlark Water Main Replacement
- Meter Replacement Program (Approx. 400)
- Valve/Hydrant Replacement Program
- The Air Valve Maintenance Program (30 air valves serviced)
- PRV stations and booster station maintenance
- Repaired unscheduled water main breaks
- Delivery of service vehicle replacement unit #422

## Plans for 2018

- Continue construction of the Brentwood Bay Area Fire Protection water supply improvements – in 2018. Approx. 1.4 Kms of new watermain upgrades

## Looking Ahead to 2019 - 2022

- Valve hydrant maintenance and replacement
- Air valve maintenance
- PRV station improvements
- SCADA improvements



## District of Central Saanich

### Water - Operating Budget

Funding	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Water Sales	\$ 5,430,800	\$ 4,835,846	\$ 5,265,200	\$ (165,600)	-3.0%
3rd Party Connections Revenue	-	100	35,000	35,000	100.0%
Investment Income	20,000	20,000	20,000	-	0.0%
<b>Total Funding</b>	<b>\$ 5,450,800</b>	<b>\$ 4,855,946</b>	<b>\$ 5,320,200</b>	<b>\$ (130,600)</b>	<b>-2.4%</b>
<b>Operating Expenses</b>					
Administration	\$ 427,500	\$ 399,495	\$ 423,600	\$ (3,900)	-0.9%
Maintenance	582,000	587,275	510,600	(71,400)	-12.3%
Billing and Collection	19,000	16,600	17,900	(1,100)	-5.8%
Equipment	70,800	69,167	65,700	(5,100)	-7.2%
Valve and Meter Installations	128,700	100,367	159,400	30,700	23.9%
Bulk Water Purchases	3,407,800	3,019,933	3,223,000	(184,800)	-5.4%
3rd Party Connections	-	-	35,000	35,000	0.0%
Transfer to Reserves	815,000	663,109	885,000	70,000	8.6%
<b>Total Operating Expenses</b>	<b>\$ 5,450,800</b>	<b>\$ 4,855,946</b>	<b>\$ 5,320,200</b>	<b>\$ (130,600)</b>	<b>-2.4%</b>

### Budget

The 2018 Budget balances \$5.3 million revenues with \$5.3 million of costs. Water revenues in 2018 are based on a water rate of \$1.63 per cubic metre and a fixed charge of \$47.00. For the average single family this would be a combined total of \$462 or an increase of \$20 (4.5%) over 2017. Operating costs remain consistent with prior year other than a 5.6% increase in the CRD Bulk Water purchase cost.

### 2018 Budget Challenges

Operating costs remain relatively constant but are subject to inflationary pressures. Bulk water pricing is dependent on Peninsula water consumption and conservation measures undertaken by the Capital Regional District. Reaching sustainable infrastructure replacement program funding levels will remain a key challenge for the near term. A ten year plan to reach sustainable replacement funding will require minimum 1.50% water rate increases for each of the next ten years.

The approved Water Master Plan envisions a program of \$10 million dollars in low pressure zone improvements in a variety of areas throughout the municipality over time. This is a significant undertaking and will require additional funding over and above the program for infrastructure replacement that has been established in the Asset Management Plan.

This will be the subject of a separate report which outlines the implications of this next stage in asset management for the Municipality and in combination with sustainable infrastructure replacement, will be the primary financial challenge for the Water utility in the foreseeable future. Should this program be approved an additional rate increase of 3% per year for five years could be expected, beginning in 2020.

### Projects

No additional project funding is requested for 2018







# Sewer Utility

The Sewer Utility operates a sanitary only sewer collection system in four core areas (Brentwood Bay, Saanichton, Keating Ridge and Turgoose Point) that consists of 89 kilometres of gravity sewers, 5 kilometers of force mains, 3.9 kilometres of siphons and 15 lift stations. The system is interconnected with Tsartlip First Nation and two Capital Regional District lift stations. The Tsawout First Nation operates its own system and is not connected to the Districts network.

There are approximately 3,800 household and business connection and 2800 manholes. The system is maintained by the Public Works Department and is self-financed from sewer charges on a user pay basis. Effluent is transferred through the system to a Peninsula Unified Treatment plant operated by the Capital Regional District located in North Saanich. The cost of operating the treatment system is shared by the Peninsula municipalities and recovered by a property tax levy charged to all Central Saanich Taxpayers.

In September 2015 a Sewer Master Plan was approved and outlines a long term approach to replacement of infrastructure, environmental protection improvements and upgrading of the system. A near term plan for an estimated \$3.8 million in capital improvements is suggested.

## Key Services Delivered - Service Metrics

		2015	2016	2017	2017	2018
		Actual	Actual	Plan	Actual	Plan
<b>Key Activity Levels</b>						
Employees		4	4	4	4	4
Main Lines	Meters Cleaned	New	New	New	6000	6000
	Kilometers video condition assessed	New	New	New	8000	8000
	Breaks Repaired	New	New	New	2	6
Sewer Stations	Flushing	New	New	New	884	885
Grinder Pumps	Inspect and maintain	New	New	New	676	675
I&I Program (Manholes)	Inspect and maintain	New	New	New	40	45
Sewer Services	Installed	New	New	New	2	10

## Service Plan

		2015	2016	2017	2017	2018
		Actual	Actual	Plan	Actual	Plan
Odour Complaints	Per year	New	New	10	4	10
Drainage blockage	Per year	New	New	6	8	6



## 2017 Activity Levels, Service Plan and Accomplishments

Sewer Utility activity levels were consistent with previous years. The Service Plan results were good with good water odour control experience and low repair compliance and low numbers of drain blockages to repair. Key highlights include:

- Sewer Main Replacement Marchant Rd Phase 1
- 2 new Sewer service connections installed
- Sewer Force Main Design (Sluggett Ave. between Hagan & Brentwood Stations)
- In-flow and infiltration (I&I) reduction program (Smoke Testing)
- Sewer Main Line Flushing (5,000m)
- Annual Sewer Video Inspection Program

## Plans for 2018

- Maintain focus on operating cost efficiencies to provide flexibility for capital program funding
- Complete Long Term Financial Plan for Sewer Utility Maintain & service the sewer collection utility infrastructure in addition to project related services
- Sewer Master Plan provides guidance on sewer project improvements and work is coordinated with construction of underground infrastructure to maximize economies of scale
- In-flow and infiltration (I&I) reduction program (Smoke Testing) & Manhole Upgrading

## Looking Ahead to 2019 - 2022

- Maintain focus on operating cost efficiencies to provide flexibility for capital program funding



## Sewer - Operating Budget

Revenue	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %
Sale of Service	\$ 1,204,300	\$ 1,254,505	\$ 1,264,700	\$ 60,400	5.0%
Investment Income	10,000	10,000	10,000	-	0.0%
Sewer Connections	6,000	100,000	6,000	-	0.0%
<b>Total Revenue</b>	<b>\$ 1,220,300</b>	<b>\$ 1,364,505</b>	<b>\$ 1,280,700</b>	<b>\$ 60,400</b>	<b>4.9%</b>
<b>Operating Expenses</b>					
Sewer Administration	\$ 358,000	\$ 364,355	\$ 348,000	\$ (10,000)	-2.8%
General Maintenance	453,700	453,673	467,700	14,000	3.1%
Utility Contract Services	62,600	117,600	62,000	(600)	-1.0%
Transfer to reserves - Sewer	346,000	428,877	403,000	57,000	16.5%
<b>Total Operating Expenses</b>	<b>\$ 1,220,300</b>	<b>\$ 1,364,505</b>	<b>\$ 1,280,700</b>	<b>\$ 60,400</b>	<b>4.9%</b>

### Budget

The Five year Financial Plan for Sewer utility is based on an average 5% sewer user rate increase per year. This is a \$14 increase per average family household for 2018 and will allow for the increase in capital program spending on replacement infrastructure over the next ten years. No increase in maintenance cost is planned which allows for an increase in video inspections offset by reduced contract services from positive repair experience.

### 2018 Budget Challenges

Operating costs remain relatively constant but subject to inflationary pressures. Sewer Treatment operating costs are expected to remain fairly consistent over the short term as determined by the Capital Regional District.

Reaching sustainable infrastructure replacement program funding levels will remain a key challenge for the next decade. This is difficult when a 1% increase in sewer charges equates to \$10,000 in budget. The District expects to assume control of additional of sewer infrastructure from the CRD in 2018 and will continue maintaining this infrastructure once transferred.

Incorporation of Sewer Master Plan approved system upgrades over the next decade will require significant funding and grants assistance.

### Projects

#### Sewer - Special Projects

Description	2018 Budget
Angler's Marina - Surge Assessment	\$ 15,000
<b>Total Special Projects</b>	<b>\$ 15,000</b>

This work will assess the Angler's anchorage inlet to ensure the existing sewer main is well designed to mitigate impacts of tidal surge within the pipe.







## PART V

## ASSET MANAGEMENT

“ASSET MANAGEMENT • Maintain assets in an appropriate state of repair • Optimize capital investments to meet public and economic needs while achieving value for the investment”.

Asset Management is an integrated process, bringing together skills, expertise, and activities of People; with Information about a community’s physical Assets; and Finances; so that informed decisions can be made, supporting Sustainable Service Delivery.

The 2015 Community Satisfaction Survey indicated that Fiscal Responsibility and Infrastructure Planning are both in the top 6 important issues for the District. A significant proportion also indicated a willingness to increase taxes and changes to reserve funds for future work. (This survey will be updated in 2019.)

The challenge facing the community is that the District has a growing capital and infrastructure replacement obligation in the long-term, and also has other assets for which modest investment has been made to date.

Many of the existing assets were constructed in the 1970’s era with significant funding support from senior levels of government. These assets will be approaching the end of their useful life and renewal investment is required in order to maintain service to the community and protect the next generation.





Over the last few years good progress has been made through the introduction of Tangible Asset Accounting (TCA) disclosure requirements. Like all Canadian municipalities, public infrastructure is recorded at historical cost and now depreciated. This is a good first step but does not address the question of sustainable infrastructure replacement planning.

This will be a multiyear program approach that will evolve as cost estimates are refined, better condition assessment information is established and useful life expectations adjusted. To begin the next step a high level condition assessment and long term (fifty year outlook) infrastructure replacement expenditure estimates have been prepared.

Funding for infrastructure renewal primarily comes from local property taxation and utility charges. The Government of Canada has established the Build Canada Fund which currently provides a contribution to Central Saanich of \$750,000 per year for infrastructure renewal. This program is assumed to continue for purposes of this plan and is included in the estimates. Debt financing is anticipated to smooth out fluctuations in capital spending versus reserve contributions.

## CONDITION ASSESSMENT:

The Districts public infrastructure is in reasonable condition and is rated as C overall. This is a combined assessment of Condition and Performance, Capacity versus Need and Funding versus Need. As is the case with most Canadian municipalities increased funding will be required to replace existing infrastructure. By increasing funding levels over time and focusing on priority infrastructure areas the current C condition assessment rating is projected to improve to B by 2027.

District of Central Saanich Infrastructure Report Card				
Asset Group	Rating	Comments	Projected Rating in 2027 at current funding	Projected Rating in 2027 at proposed funding
Roads	B	Good condition. Catch up of deferred road top required.	B-	B+
Drainage	C+	Reasonable condition. Significant renewal of drains and culverts in next decade.	C-	B
Facilities	C	Reasonable condition. Public Works and Municipal Hall complex are next priorities.	D	B
Parks and Trails	C	Reasonable condition. Increased funding will improve rating	C-	B-
Vehicles and Equipment	B-	Reasonable condition. Increased funding will maintain rating.	C	B
Water	C	Reasonable condition. AC Main replacement is priority for next decade	C-	C+
Sewer	D+	Poor condition. Significant investment needed in next decade to replace lift stations and mains.	F	C+
Overall	C		D	B

The condition ratings are not unusual and indicate that most assets are in reasonable condition. The sewer system is rated slightly lower than most primarily due to the low level of funding currently available and the significant amount of infrastructure that is reaching end of useful life. This is to be expected and can be significantly improved in the next decade with funding and construction. Major buildings are in reasonable condition, though the public works facility and Municipal Hall Complex are approaching end of life rating in the next ten years.

If the District continues at current level of funding for the near future condition ratings will trend downward toward the D rating range, the frequency of infrastructure failures and service interruptions to gradually increase and the cost of operations to become more expensive as a result. The cost of fixing failed infrastructure is generally more expensive than a lifecycle based proactive replacement program.



## CAPITAL RENEWAL:

The District has over \$250 million dollars in public infrastructure with an average annual replacement cost of \$6.2 million dollars. Over the next fifty years renewal investment is expected to be approximately \$226 million dollars.

Component	Estimated Asset Life	Value at current replacement cost	Average Annual Replacement Cost
Roads	15 to 75 Years	\$ 80.3 Million	\$ 724,000
Drainage	30 to 80 Years	\$ 38.3 Million	\$ 966,000
Facilities	50 plus Years	\$ 22.2 Million	\$1,327,000
Parks and Trails	25 to 75 Years	\$ 17.3 Million	\$ 688,000
Equipment and Vehicles	Varies	\$	\$ 824,000
Sewer	50 to 80 Years	\$ 52.8 Million	\$ 887,000
Water	50 to 80 Years	\$ 39.2 Million	\$ 825,000
Total		\$ 250.2 Million	\$ 6,241,000





## FINANCIAL POSITION:

Current replacement cost spending from revenues is \$4,230,000 per year (General Capital \$3,235,000 plus Sewer \$325,000 and Water \$670,000) and average annual replacement at sustainable levels from revenues is targeted at \$6,241,000. (General Capital of \$4,530,000 Sewer \$887,000 & Water \$825,000). This means that the district is currently funding 68% of average annual replacement needs.

To begin to close this gap, in 2017 the District restructured the capital program to establish an asset baseline levy (\$408) for the average household, which was equivalent to \$3.2 million provided for general asset investment. A system of asset reserves to manage this investment was also been established. This leaves a gap of \$2.0 million per year in required future asset investment funding (\$6.2M-\$4.2M). However, it is important to understand that \$6.2 million is an average projection figure; it is a baseline over fifty years. In some years, the requirement may be greater; in some years, it is less. It is incumbent upon the District to manage its asset investments year over year so that annual asset investments are reasonable.

The District's Sustainable Asset Management Plan proposes a gradual approach to increase the overall \$4.2 million current level of capital investment to reach \$6.2 million sustainable infrastructure replacement level, balance debt financing and provide assistance with upgrading, expansion and growth in the future based on the following:

- Use of a separate asset levy to clearly identify infrastructure funding for taxpayers. The current property tax based General Asset Levy in 2018 is \$456
- General Capital Program: Ten Year Plan to increase infrastructure investment equal to 1.25% property tax increase to average homeowner each year. (average of \$25 per year to average home)
- Water System: Ten Year Plan to increase infrastructure investment equal to 1.50% water utility rate increase to average homeowner each year. (\$8 per year)
- Sewer System: Fifteen year Plan to increase infrastructure investment equal to 5.0% sewer utility rate increase to average homeowner each year. Debt financing will be required to bridge the first few years as funding is gradually increased and we begin replacement of ageing sewer mains and lift stations. (\$14 per year)

### INITIAL FIVE YEAR TAX PROJECTION – AVERAGE HOME:

	Current	2018	2019	2020	2021	2022
Property Tax - Asset Levy	\$ 436	\$ 456	\$ 485	\$ 510	\$ 535	\$560

Key priority areas in the near term are the catch up of deferred road top, replacement of asbestos cement water mains, main drains, sewer gravity lines and sewer lift stations.

## CAPITAL PROGRAM SUMMARY:

District of Central Saanich Capital Budget	2018	2019	2020	2021	2022
<b>Infrastructure Renewal</b>					
Roads	\$ 1,024,400	\$ 965,300	\$ 574,300	\$ 648,300	\$ 703,300
Drainage	90,000	90,000	90,000	90,000	90,000
Buildings	1,216,600	139,000	427,600	269,000	248,100
Parks and Trails	215,000	25,000	25,000	25,000	25,000
Vehicles	1,115,000	336,000	806,000	406,000	275,000
Equipment	231,700	151,700	121,700	121,700	376,700
Water System	720,000	670,000	1,215,000	220,000	705,000
Sewer System	465,000	3,280,000	2,765,000	750,000	1,995,000
	5,077,700	5,657,000	6,024,600	2,530,000	4,418,100
<b>Upgrading and Expansion</b>					
Roads	\$ 160,000	\$ -	\$ -	\$ -	\$ -
Drainage	155,000	205,000	405,000	275,000	2,075,000
Buildings	50,000	-	-	-	-
Parks and Trails	130,000	-	-	65,000	50,000
Vehicles	-	-	45,000	-	120,000
Equipment	74,600	90,000	130,000	-	-
Water System	-	-	-	-	-
	569,600	295,000	580,000	340,000	2,245,000
<b>Total Investment</b>	<b>\$ 5,647,300</b>	<b>\$ 5,952,000</b>	<b>\$ 6,604,600</b>	<b>\$ 2,870,000</b>	<b>\$ 6,663,100</b>
<b>Funding Source</b>					
Reserve Funds	\$ 4,749,600	\$ 2,620,900	\$ 3,748,500	\$ 2,028,900	\$ 2,472,000
Grants	398,300	1,478,300	1,851,700	275,000	1,133,333
Long Term Debt	-	-	-	70,000	2,446,667
Taxation and utility charges	191,100	81,100	81,100	131,100	81,100
Accumulated Surplus	308,300	1,771,700	923,300	365,000	530,000
	\$ 5,647,300	\$ 5,952,000	\$ 6,604,600	\$ 2,870,000	\$ 6,663,100

The District's five year capital program proposes a total of \$23.7 million in asset renewal and \$4.0 million in upgrading and expansion. The majority of the projects are funded from reserves funds supplemented by grants and debt for specific road, water and sewer projects. This continues the process to align capital programs with the Sustainable Asset Management Plan.

The following pages outline individual capital programs for each of the asset categories.

## ROADS:

District of Central Saanich	2018	2019	2020	2021	2021
<b>Capital Budget</b>					
<b>Infrastructure Renewal</b>					
Road Reconstruction	\$ 915,300	\$ 761,200	\$ 515,200	\$ 549,200	\$ 549,200
Sidewalk and Bus Shelter Mtc	9,100	9,100	9,100	9,100	9,100
General Transportation Upgrades	-	25,000	50,000	75,000	100,000
Wallace Dr. & Marchant - intersection	30,000	100,000	-	-	-
Traffic Signal Upgrades	70,000	70,000	-	-	-
Anglers Lane Erosion Control	-	-	-	15,000	45,000
	1,024,400	965,300	574,300	648,300	703,300
<b>Upgrading and Expansion</b>					
Crosswalk Saanichton Village	\$ 60,000	\$ -	\$ -	\$ -	\$ -
1000 Block Stelly's Ped Activated X-walk	100,000	-	-	-	-
<b>Total Investment</b>	<b>\$ 1,184,400</b>	<b>\$ 965,300</b>	<b>\$ 574,300</b>	<b>\$ 648,300</b>	<b>\$ 703,300</b>
<b>Funding Source</b>					
Reserve Funds	\$ 1,105,300	\$ 861,200	\$ 515,200	\$ 564,200	\$ 594,200
Taxation	\$ 9,100	\$ 9,100	\$ 9,100	\$ 9,100	\$ 9,100
Grants	70,000	95,000	50,000	75,000	100,000
Debt	-	-	-	-	-
	<b>\$ 1,184,400</b>	<b>\$ 965,300</b>	<b>\$ 574,300</b>	<b>\$ 648,300</b>	<b>\$ 703,300</b>



For 2018, pavement management plan spending (\$915,300) will focus on assessment of some of the following roads with a final visual inspection conducted in the spring as weather conditions may affect the final selection due to adverse weather events from previous season.

Overlay is planned for the following areas:

- Moore Place
- Eastgate Place
- Sigmar Place
- Skyline Crescent
- Seamount Close
- Paconla Place
- Le Burel Place
- Knute Way
- Columbia Avenue
- Tamarin Place
- Meadowland Drive

In 2018 a traffic signal upgrade at Keating x Road and Veyaness Road (\$70,000) and improvements to the intersection of Mt Newton and East Saanich (\$60,000) are planned.

Multi Modal Transportation Project Priorities will be presented as a separate proposal.





## DRAINAGE:

The District's Stormwater drainage system includes natural and constructed systems - 73 kilometers of constructed storm sewers, 120 kilometers of drainage ditches and 32 kilometers of creeks in three watershed areas.

An Integrated Stormwater Management Plan was approved in 2009. The focus of this work is on management of the 73 kilometers of constructed drainage systems. The system is valued at \$38 million dollars with an average annual reserve fund investment of \$924,000 required to renew the system on a lifecycle basis.

Significant work is planned over the next two decades to begin replacement of ageing main drains that are approaching the end of useful life.

Maber Flats and Martindale Improvements continue to be priority areas. Flow monitoring in both areas is planned to be undertaken over the next two years in order to best understand the characteristics of the areas. Once that data is available, further design decisions will be made. While this data is collected an order of magnitude capital cost estimate has been included for reference in 2022. We plan to also conduct condition assessment of the oldest system components and establish priorities for the first stage of replacements beginning in 2019. In addition a modest program of minor replacements assessed on a year to year basis is planned.

Debt financing and/or grants will likely be required.

District of Central Saanich	2018	2019	2020	2021	2022
<b>Capital Budget</b>					
<b>Infrastructure Renewal</b>					
General Drainage Upgrades	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Storm Treat - Keating Industrial Park	20,000	20,000	20,000	20,000	20,000
	90,000	90,000	90,000	90,000	90,000
<b>Upgrading and Expansion</b>					
Drainage Martindale Rd.	\$ 40,000	\$ 40,000	\$ 40,000	\$ 100,000	\$ 1,000,000
Maber Flats Detention Pond	40,000	40,000	40,000	100,000	1,000,000
Adam Kerr Stormwater Control	-	50,000	250,000	-	-
Contingency for Developer Funded Works	75,000	75,000	75,000	75,000	75,000
<b>Total Investment</b>	<b>\$ 245,000</b>	<b>\$ 295,000</b>	<b>\$ 495,000</b>	<b>\$ 365,000</b>	<b>\$ 2,165,000</b>
<b>Funding Source</b>					
Reserve Funds	\$ 245,000	\$ 295,000	\$ 495,000	\$ 365,000	\$ 165,000
Debt	-	-	-	-	2,000,000
	<b>\$ 245,000</b>	<b>\$ 295,000</b>	<b>\$ 495,000</b>	<b>\$ 365,000</b>	<b>\$ 2,165,000</b>



## BUILDINGS:

The District's facilities are comprised of 46 buildings that support several critical functions of local government, public works/services, community development and emergency operations. They serve as storage for records, historic documents, and specialized vehicles/equipment. They provide recreation, community-based activities and programs, and a regional cultural identity. A F-LAMP program has identified repair and maintenance costs for facilities over a twenty-year reporting period.

The facilities are grouped into four categories:

- Municipal Buildings (Municipal Hall, Police Station, Fire Halls, Public Works and Cultural Centre)
- Parks & Recreation (Concessions, Washrooms, Fieldhouse, Diamonds and Centennial Park Caretaker's Residence)
- Heritage (Newman Farm, Butterfield House and West Saanich School)
- External Users (Fire Museum, Lions Hall, Seniors Centre and Lawn Bowls Clubhouse)

Buildings are valued at a current high level replacement cost of \$22-million dollars with an average annual reserve fund investment of approximately \$1,027,000 required to renew most on a lifecycle basis. No funds are set aside to replace heritage structures.

Renewal Investment over the next five years will focus on:

- Continuation of the F-LAMP program
- An Intermediate Service Upgrade to the Municipal Hall (Council Chambers and Front Service Areas) (\$700,000)
- Seismic upgrading of Fire Station #2
- Forward planning for Public Works building replacement in 2023 and Municipal Hall in 2024/2027
- Refinement of all replacement cost estimates



District of Central Saanich Capital Budget	2018	2019	2020	2021	2022
<b>Infrastructure Renewal</b>					
Facility Long-term Asset Mgmt Plan	\$ 266,600	\$ 89,000	\$ 377,600	\$ 159,000	\$ 108,100
Municipal Intermediate Service Improvements	700,000	-	-	-	-
Fire Station 2 Seismic Upgrade	190,000	-	-	-	-
PW Yard Upgrade	50,000	50,000	50,000	50,000	50,000
PW Fuel Tank Remediation	10,000	-	-	10,000	90,000
Municipal Hall Pavement Repair	-	-	-	50,000	-
	1,216,600	139,000	427,600	269,000	248,100
<b>Upgrading and Expansion</b>					
Newman Farm Restoration	50,000	-	-	-	-
<b>Total Investment</b>	<b>\$ 1,266,600</b>	<b>\$ 139,000</b>	<b>\$ 427,600</b>	<b>\$ 269,000</b>	<b>\$ 248,100</b>
<b>Funding Source</b>					
Reserve Funds	\$ 1,156,600	\$ 89,000	\$ 377,600	\$ 159,000	\$ 108,100
Taxation	-	-	-	50,000	-
Recoveries and Developer Contributions	-	-	-	-	-
Grants	60,000	50,000	50,000	60,000	140,000
Gas Tax	-	-	-	-	-
Accumulated Surplus	50,000	-	-	-	-
	<b>\$ 1,266,600</b>	<b>\$ 139,000</b>	<b>\$ 427,600</b>	<b>\$ 269,000</b>	<b>\$ 248,100</b>

The buildings capital program is focused on continuation of the approved F-LAMP program, a \$50,000 heritage restoration to the Newman Farm residence funded by the Saanich Fruit Grower's donation, and continued environmental compliance work at the Public Works Yard.

The program of renovations at the Municipal Hall complex continues at a reduced level based on the buildings remaining useful life of seven to ten years. Intermediate service improvements are proposed which will relocate the Council chambers to the newly refurbished training room area, a reorganized front entrance that will consolidate counter service and provide a welcoming entrance to the new Council Chambers and Police Station and a variety of minor health and safety upgrades throughout the building. (\$700,000)

The original \$265,000 seismic upgrade to Fire Station 2 has been reduced to \$190,000 and the funds used for the intermediate service level improvements project at the Municipal Hall. Public Works fuel tank remediation costs have also been reduced by \$100,000 due to good experience and this has been reallocated to help fund the Municipal Hall work.



## PARKS AND TRAILS:

The District's park and trail structures are comprised of 37 community, neighborhood and passive parks, 4 tennis courts, 4 sport courts, 2 sport fields, 6 ball diamonds, a lacrosse box, 9 children's play areas, 3 picnic shelters, 2 Docks and several kilometers of trails.

The structures are valued at a current replacement cost of \$17-million dollars with an average annual reserve fund investment of approximately \$688,000 required to renew on a lifecycle basis.

Renewal Investment over the next five years will focus on:

- Continue Centennial Park backstop replacement
- Continue modest park infrastructure replacements ( \$25,000 per year)
- Dock renovations and the Cenotaph Project
- Refine asset inventory to identify individual components at more detailed level
- Integrate with Parks Master Plan when developed in 2019 - 2021

District of Central Saanich Capital Budget	2018	2019	2020	2021	2022
<b>Infrastructure Renewal</b>					
Centennial Park Backstop Replacement	\$ 45,000	\$ -	\$ -	\$ 65,000	\$ -
Dock Infrastructure Upgrade Program	190,000	-	-	-	-
Annual Park Infrastructure Program	25,000	25,000	25,000	25,000	25,000
	260,000	25,000	25,000	90,000	25,000
<b>Upgrading and Expansion</b>					
Beach Access - Consultants/Contractors	-	-	-	-	50,000
Memorial Cenotaph Design/Construction	85,000	-	-	-	-
<b>Total Investment</b>	<b>\$ 345,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 90,000</b>	<b>\$ 75,000</b>
<b>Funding Source</b>					
Reserve Funds	\$ 235,000	\$ -	\$ -	\$ 65,000	\$ -
Taxation	25,000	25,000	25,000	25,000	25,000
Recoveries and Developer Contributions	-	-	-	-	-
Grants	50,000	-	-	-	-
Gas Tax	-	-	-	-	-
Accumulated Surplus	35,000	-	-	-	50,000
	<b>\$ 345,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 90,000</b>	<b>\$ 75,000</b>



## VEHICLES:

The District maintains a fleet of vehicles, valued at \$7 million, for Administration, Public Works, Parks, Utility and Public Safety use. Average annual reserve fund investment of \$400,000 is required to renew on a lifecycle basis.

Fleet renewal of vehicles at the end of their life cycle reduces vehicle breakdown, emissions and is a more cost effective method in maintaining the fleet. Each vehicle is assessed each year based on a combination of age, repair history and mileage. Fleet rightsizing is reviewed each time and if feasible, electric vehicles are considered.

For 2018, planned fleet replacements include the public works sweeper, backhoe and regular van. Three Police Cruisers are due for replacement and the next Fire Truck replacement based on the proposed Ten Minute Response Model and new Superior Tanker Shuttle Accreditation Standards is included. All vehicles are funded from equipment replacement reserves.

Unit 332 Backhoe (2005 13 years old) - This unit is used in maintaining roads/drainage maintenance and parks functions and provides support for our infrastructure replacement core capital programs. Used in snow/ice response to clear intersections and push out cul de sacs.

Unit 317 Sweeper (2002 Sweeper 16 years old) - This unit is used to maintain public safety regarding the road surface and bike lanes clean for pedestrians and bikes. Storm water materials in the curb/gutters can restrict runoff into the drains. Keeping these clear allows water to drain faster and more completely which ties into the catch basin maintenance program identified in the District's ISMP. Assists in maintaining air quality and removal of metal particulates. Sweeping programs reduce vehicle damage from large debris or garbage left which is unsightly and can attract animals or wildlife. This equipment is instrumental in the efficient response to motor vehicle incidents where debris is dumped on the roadway. Provides the ability to respond to service requests in a timely manner. The sweeper is also involved in the District's chip seal, paving, ditching maintenance program and provides support in our water/sewer infrastructure replacement core capital programs.

Unit 605 1998 Mid-size Van (20 years Old) - This vehicle is used in Engineering Department day to day functions such as inspections and responding to sewer/water and drainage related issues. Engineering units assist Public Works in emergency response to sewer pump stations, water main breaks and drainage related issues.

The Fire Departments 1999 Water Tender is a combination Water Tender and fully equipped fire pumper which will reach end of certification service life in 2019 and must be replaced. As part of the Departments Ten Minute Response Model, this vehicle will be rightsized and replaced with a smaller rapid response 2 person Fire Pumper in 2018 and a smaller water tender in 2020 rather than replacing the single large multipurpose pumper/tender.





District of Central Saanich	2018	2019	2020	2021	2022
<b>Capital Budget</b>					
<b>Infrastructure Renewal</b>					
Fire Vehicle Purchases	\$ 525,000	\$ -	\$ 435,000	\$ -	\$ -
Unit # 615 Van Replacement (Unit 605)	45,000	-	-	-	-
Unit #327 Sweeper Replacement	315,000	-	-	-	-
Unit #328 New Holland Tractor Replacemen	-	150,000	-	-	-
Backhoe (Unit 342) Replacement	120,000	-	-	-	-
Unit #396 Plow Replacement	-	-	16,000	-	-
Unit #323 4wd Dump Body Truck Replacement	-	-	90,000	-	-
Unit #326 F550 4x4 DumpBody Truck Replacement	-	-	-	110,000	-
Unit #397 Plow Replacement	-	-	-	16,000	-
Unit #223 Replacement	-	35,000	-	-	-
Unit #280 Replacement	-	-	30,000	-	-
Unit# 225 Truck with Dump Body	-	-	-	120,000	-
Unit # 521 SUV Replacement (Unit 511SUV)	-	-	-	-	45,000
Unit # 528 4wd P/U Replacement(Unit 518 4wd)	-	-	-	-	45,000
Unit #423 Replacement (#413 Service Truck)	-	60,000	-	-	-
Unit #424 Replacement (#414 Service Truck)	-	-	-	68,000	-
Unit #429 Replacement (#419 Service Van)	-	-	90,000	-	-
Unit #426 Replacement (#416 Service Truck)	-	-	70,000	-	-
Unit# 428 Replacement (#428 Service Van)	-	-	-	60,000	-
Unit #427 Replacement (#417 Service Van)	-	-	-	-	60,000
Chevy Tahoe (Unit 124) Replacement	32,000	-	-	-	-
Toyota Camry (Unit 126) Replacement	32,000	-	-	-	-
Ford Crown Victoria (Unit 127) Replacement	46,000	-	-	-	-
Dodge Charger (Unit 120) Replacement	-	46,000	-	-	-
Dodge Charger (Unit 129) Replacement	-	45,000	-	-	-
Honda Civic (Unit 130) Replacement	-	-	37,000	-	-
Toyota Camry (Unit 122) Replacement	-	-	38,000	-	-
Chevy Silverado (Unit 131) Replacement	-	-	-	32,000	-
Chevy Tahoe (Unit 123) Replacement	-	-	-	-	41,000
Chevy Impala (Unit 121) Replacement	-	-	-	-	42,000
Chevy Impala (Unit 125) Replacement	-	-	-	-	42,000
	<u>\$ 1,115,000</u>	<u>\$ 336,000</u>	<u>\$ 806,000</u>	<u>\$ 406,000</u>	<u>\$ 275,000</u>
<b>Upgrading and Expansion</b>					
Truck/Utility Service Vehicle	-	-	45,000	-	-
Utility/Sanitation Truck	-	-	-	-	120,000
<b>Total Investment</b>	<u>\$ 1,115,000</u>	<u>\$ 336,000</u>	<u>\$ 851,000</u>	<u>\$ 406,000</u>	<u>\$ 395,000</u>
<b>Funding Source</b>					
Reserve Funds	1,115,000	336,000	851,000	406,000	395,000
Accumulated Surplus	-	-	-	-	-
	<u>\$ 1,115,000</u>	<u>\$ 336,000</u>	<u>\$ 851,000</u>	<u>\$ 406,000</u>	<u>\$ 395,000</u>



## EQUIPMENT:

The District also maintains a variety of equipment for Information Technology, Public Safety and public Works, valued at \$6.5 million, with an average annual reserve fund investment of about \$424,000.

For 2018, equipment replacement will be focused on replacement of Police and Fire CREST Radios, (\$110,000 and \$25,000) and the regular replacement program for technology, furniture, tools and air bottles. The Police Board has identified the addition of new narcotic detection equipment(\$42,000) and a road safety eTicketing system (\$9,600) both of which are funded by grants. Improved security measures at Fire Station 1 are included ( video surveillance, alarms and fencing \$18,000) and Public Works plans to upgrade GPS systems (\$5,000).

District of Central Saanich	2018	2019	2020	2021	2022
<b>Capital Budget</b>					
<b>Infrastructure Renewal</b>					
Server Replacement Program	\$ 25,000	\$ 55,000	\$ 25,000	\$ 25,000	\$ 25,000
Furniture & Equipment	21,000	21,000	21,000	21,000	21,000
PW Small Tools	20,000	20,000	20,000	20,000	20,000
Police CREST Radios	110,000	-	-	-	-
CREST Radios	24,700	24,700	24,700	24,700	24,700
Air Bottles	25,000	25,000	25,000	25,000	25,000
Unit# 390 2 CY Sander Replacement	-	-	-	-	20,000
Unit # 276 Flail Mower Replacement(Unit 266)	-	-	-	-	10,000
Unit # 277 Gator Replacement (Unit 267)	-	-	-	-	40,000
Unit # 222 Front Mower Replacement(Unit 212)	-	-	-	-	65,000
Unit # 462 Replacement(#452 Generator)	-	-	-	-	120,000
Municipal Hall - Ergonomic Upgr. WrkStns	6,000	6,000	6,000	6,000	6,000
	231,700	151,700	121,700	121,700	376,700
<b>Upgrading and Expansion</b>					
PW Emergency Generator	-	-	85,000	-	-
Unit #377 Crackseal Trailer/Compressor	-	-	45,000	-	-
Narcotic Detection Equipment	42,000	-	-	-	-
Road Safety Initiative eTicketing	9,600	-	-	-	-
Fire Hall, new - Misc. Services	18,000	-	-	-	-
Unit #385 Flail Mower Arm Attachm. (#328	-	60,000	-	-	-
Public Works Mobile/GPS Upgrade	5,000	30,000	-	-	-
<b>Total Investment</b>	<b>\$ 306,300</b>	<b>\$ 241,700</b>	<b>\$ 251,700</b>	<b>\$ 121,700</b>	<b>\$ 376,700</b>
<b>Funding Source</b>					
Reserve Funds	\$ 97,700	\$ 194,700	\$ 119,700	\$ 74,700	\$ 329,700
Taxation	157,000	47,000	47,000	47,000	47,000
Grants	51,600	-	85,000	-	-
Gas Tax	-	-	-	-	-
Accumulated Surplus	-	-	-	-	-
	<b>\$ 306,300</b>	<b>\$ 241,700</b>	<b>\$ 251,700</b>	<b>\$ 121,700</b>	<b>\$ 376,700</b>



## WATER:

The District's water supply system is part of the Saanich Peninsula Water System which receives its water supply from the Capital Regional District Integrated Water System through Bear Hill Reservoir and the Alderly Pressure Reducing Valve (PRV). There are two CRD transmission mains crossing the District with 11 supply points to the municipal distribution network. The Utility provides safe drinking water for domestic, commercial, agricultural and emergency use and meets applicable firefighting standards, health standards and the Drinking Water Protection Act. Water service is also provided to both the Tsartlip and Tsawout First Nations via service agreement.

The District's water system network consists of 125 km of water mains ranging in diameter from 50 mm to 300 mm. Within the distribution network, there are ten pressure zones, two active pump stations, one reservoir, and nine PRV stations. Because the municipal water system is closely intertwined with the Saanich Peninsula Water System, some of these facilities are owned and operated by the CRD. The system also includes 4200 meter services and 480 Hydrants.

The water system is valued at a current replacement cost of approximately \$39 million dollars. An average annual investment of approximately \$825,000 is required to renew the existing system on a lifecycle basis.

District of Central Saanich	2018	2019	2020	2021	2022
<b>Capital Budget</b>					
<b>Infrastructure Renewal</b>					
General Water Upgrades	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Contingency - Development Related Works	75,000	75,000	75,000	75,000	75,000
Brentwood Fire Protection Improvements	500,000	-	-	-	-
Campion Rd Main Replacement (Project 2)	45,000	345,000	-	-	-
Wallace Drive Main Replacement (Project 3)	-	-	-	45,000	330,000
Thomlinson & Hovey Rd Main Replacement (Project 4)	-	80,000	575,000	-	-
Seabrook & Tanlee Main Replacement (Project 5)	-	70,000	465,000	-	-
Sean, Oldfield & Bear Hill Rd Main Replacement (Project 6)	-	-	-	-	200,000
<b>Total Investment</b>	<b>\$ 720,000</b>	<b>\$ 670,000</b>	<b>\$ 1,215,000</b>	<b>\$ 220,000</b>	<b>\$ 705,000</b>
<b>Funding Source</b>					
Reserve Funds	\$ 620,000	\$ 670,000	\$ 1,215,000	\$ 220,000	\$ 705,000
Debt	-	-	-	-	-
Grants	100,000	-	-	-	-
	<b>\$ 720,000</b>	<b>\$ 670,000</b>	<b>\$ 1,215,000</b>	<b>\$ 220,000</b>	<b>\$ 705,000</b>

For 2018 and the near term the focus will be on replacement and improvement of Brentwood Bay Fire Supply Service and an increase in the AC main replacement program.

The approved Water Master Plan envisions a program of \$10 million dollars in low pressure zone improvements in a variety of areas throughout the municipality. This is a significant undertaking and will require additional funding over and above the program for infrastructure replacement that has been established in the Asset Management Plan. This will be the subject of a separate report which outlines the implications of this next stage in asset management for the Municipality and in combination with sustainable infrastructure replacement, will be the primary financial challenge for the Water Utility in the foreseeable future.

## SEWER:

The District's Sewer Utility operates a sanitary only sewer collection system in four core areas (Brentwood Bay, Saanichton, Keating Ridge and Turgoose Point) that consists of 89 kilometers of gravity sewers, 5 kilometers of force mains, 3.9 kilometers of siphons and 15 lift stations. The system is interconnected with Tsartlip First Nation and two Capital Regional District lift stations. The Tsawout First Nation operates its own system and is not connected to the Districts network.

There are approximately 3,800 household and business connections and 2800 manholes. Effluent is transferred through the system to a Peninsula Unified Treatment plant operated by the Capital Regional District located in North Saanich. The cost of operating the treatment system is shared by the Peninsula municipalities and recovered by a property tax levy charged to all Central Saanich Taxpayers.

The Sewer system is valued at a current replacement cost of approximately \$53 million dollars. An average annual investment of approximately \$887,000 is required to renew the existing system on a lifecycle basis. This will increase when CRD assets are transferred to the District in 2018.

District of Central Saanich Capital Budget	2018	2019	2020	2021	2022
<b>Equipment Replacement</b>					
Flusher Truck (Unit 762)	\$ -	\$ 475,000	\$ -	\$ -	\$ -
Loader (Unit 713)	-	-	-	220,000	-
	\$ -	\$ 475,000	\$ -	\$ 220,000	\$ -
<b>Infrastructure Renewal</b>					
Ravine Sewer Line Tie-in	\$ 40,000	\$ -	\$ -	\$ -	\$ -
General Sewer Main Upgrades	100,000	100,000	100,000	100,000	100,000
Contingency for Developer Funded Sewer Works	75,000	75,000	75,000	75,000	75,000
Brentwood/Hagan Pump Stn Force Main Upgr	100,000	2,000,000	2,500,000	-	-
Purchase Mini-Excavator w/Attachments	-	-	-	-	65,000
Sluggett Sewer Replacement	-	-	-	-	55,000
A13 Manhole to Holm Lift Stn Main (Cap 8)	-	-	-	15,000	45,000
Delamere Stn Main (Cap 12)	-	-	-	20,000	95,000
Brentwood Dr Main (Cap 13)	-	-	-	80,000	135,000
Highway 17 Adjacent Main (Cap 14)	-	-	-	90,000	210,000
Highway 17 Adjacent Main (Cap 15)	-	-	-	120,000	1,130,000
Keating X rd	-	-	-	30,000	85,000
Butler Lift Stn Power Upgrades	15,000	30,000	-	-	-
Keating Lift Stn - Pumps & Piping	15,000	40,000	-	-	-
Kirkpatrick Lift Stn - Pumps & Pumping	15,000	-	-	-	-
Devonshire Lift Stn - Kiosk & Generator	15,000	-	-	-	-
Stelly's Lift Stn and Forcemain (CAP 7a, 7b)	90,000	560,000	-	-	-
Silverdale Pump Stn and Forcemain (Cap 17, 18)	-	-	90,000	-	-
	465,000	2,805,000	2,765,000	530,000	1,995,000
<b>Total Investment</b>	\$ 465,000	\$ 3,280,000	\$ 2,765,000	\$ 750,000	\$ 1,995,000
<b>Funding Source</b>					
Reserve Funds	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000
Grants	66,700	1,333,300	1,666,700	140,000	893,333
Debt	-	-	-	70,000	446,667
Accumulated Surplus	223,300	1,771,700	923,300	365,000	480,000
	\$ 465,000	\$ 3,280,000	\$ 2,765,000	\$ 750,000	\$ 1,995,000

For 2018 and the near term the focus will be replacement of the Brentwood/Hagan Pump Station and force main. This project is currently the subject of an Infrastructure Canada Grant application and is dependent on that approval. Once this project is completed attention will turn to main replacements as prioritized through the asset management program and the transition to maintaining the balance of the sewer system taken over from the Capital Regional District. The Highway 17 Adjacent Main Project in 2022 will require significant grant funding or a further increase in sewer rates at that time in order to proceed.



## PART VI

## BACKGROUND

### Reserve Funds and Accumulated Surplus

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 water utility fund and sewer utility fund for sustainable infrastructure replacement, investment income earned on the reserve balance, revenues from the sale of land, development cost charges received or other fees and contributions.

The Districts reserves and surplus policy provides guidance on minimum and suggested reserve and surplus fund levels.

Accumulated surplus in the general, water and sewer utility funds is projected to remain consistent over the five-year financial plan horizon

Over the five-year financial plan reserves and surplus are projected to reduce by \$5,000,000 as we plan to increase infrastructure investments over time.

Accumulated Surplus is retained to provide working capital for operations. From time to time allocations of surplus are made to fund individual projects or contributed to reserves for a defined purpose.



## Reserve Funds and Surplus

# Debt Management

The District uses moderate levels of debt servicing to supplement reserve fund investment financing of large capital projects from time to time.

Current debt financing has been used for the following projects:

East Saanich Road Improvements	\$ 2,333,333	(repaid 2025)
Senanus Road Water Line Extension	\$ 1,085,540	(repaid 2019)
Fire Station 1	\$ 8,895,700	(repaid est. 2024)

Debt Financing will likely be required for drainage and sewer infrastructure will also be required if grants from senior levels of government are not received.

Current Debt Servicing Projection:

Debt Service	2018	2019	2020	2021	2022
	\$895,000	\$895,000	\$672,000	\$672,000	\$672,000



# Operating Fund Five Year Estimates

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.

The net budget funded from property taxation is projected to increase from \$16.2 million to \$19.3 million in 2022 or an average 3.25% increase to the average homeowner. This includes a 1.75% net increase in operations, and 1.50% increase for infrastructure replacement on average.

## District of Central Saanich General Operating Budget Summary

General Operating Revenue	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Municipal property taxes	\$ 16,295,000	\$ 16,992,400	\$ 17,698,400	\$ 18,458,500	\$ 19,358,400
Penalties and interest	333,500	336,300	339,000	341,800	344,700
Grants in lieu of taxes	317,100	318,900	320,800	322,800	324,800
Grants	771,200	755,200	789,700	789,700	789,700
Parcel taxes	9,900	9,900	9,900	9,900	6,700
Sale of services	425,600	434,700	432,300	436,200	445,000
Police Revenues	1,201,500	1,224,200	1,262,500	1,283,200	1,299,500
Fire Department Revenue	60,500	62,000	63,500	65,000	66,500
Planning Revenue	500,300	548,300	551,400	565,700	578,800
Community Services Revenue	59,900	59,900	61,500	61,500	61,500
Engineering Revenue	38,800	38,800	38,800	38,800	24,500
Public Works Revenue	4,700	4,700	4,700	4,700	4,700
Surplus used for Special Projects	206,500	197,000	285,900	61,800	942,800
Grants (Special Projects)	45,000	130,000	110,000	30,000	30,000
Transfer from Utility Operating	561,000	572,200	583,700	595,400	602,300
<b>Total General Operating Revenue</b>	<b>\$ 20,830,500</b>	<b>\$ 21,684,500</b>	<b>\$ 22,552,100</b>	<b>\$ 23,065,000</b>	<b>\$ 24,879,900</b>

### General Operating Expenses

#### Core Operating Expenses - General

Administration Services	\$ 1,485,500	\$ 1,522,100	\$ 1,543,400	\$ 1,489,800	\$ 1,605,700
Finance	709,800	723,600	737,600	751,800	766,300
Information Technology	645,200	685,200	717,100	735,400	745,000
Police Service	5,408,300	5,613,700	5,861,800	5,989,800	6,117,800
Fire	1,623,000	1,707,700	1,796,500	1,882,400	1,956,500
Planning and Building Services	1,100,300	1,122,100	1,145,400	1,152,500	1,174,500
Community Services	862,400	874,200	890,800	921,500	924,900
Engineering	664,200	669,900	682,100	694,300	703,500
Public Works	2,095,900	2,156,300	2,213,200	2,291,900	2,375,400
Parks & Facilities	1,141,900	1,189,800	1,211,700	1,241,200	1,398,600
Special Projects	251,500	327,000	395,900	91,800	972,800
Transfer to reserves - General	3,933,400	4,165,600	4,410,800	4,857,900	5,154,800
<b>Total Core expenses</b>	<b>19,921,400</b>	<b>20,757,200</b>	<b>21,606,300</b>	<b>22,100,300</b>	<b>23,895,800</b>

#### Other Operating Expenses

Library	894,100	912,000	930,200	948,800	967,800
Fiscal	15,000	15,300	15,600	15,900	16,300
<b>Total General Operating Expenses</b>	<b>\$ 20,830,500</b>	<b>\$ 21,684,500</b>	<b>\$ 22,552,100</b>	<b>\$ 23,065,000</b>	<b>\$ 24,879,900</b>



## Projects and Initiatives Five Year Estimates

### District of Central Saanich Special Projects Budget Summary

#### Infrastructure Renewal

	2018	2019	2020	2021	2022
Administration	121,500	65,000	45,900	46,800	67,800
Information Technology	15,000	-	-	-	-
Police	20,000	-	-	-	-
Fire	-	-	-	-	-
Engineering	-	-	-	-	230,000
Development Services	80,000	170,000	100,000	25,000	30,000
Public Works	-	-	-	-	230,000
Community Services	-	72,000	50,000	20,000	-
Sewer	15,000	20,000	200,000	-	415,000
	<u>\$ 251,500</u>	<u>\$ 327,000</u>	<u>\$ 395,900</u>	<u>\$ 91,800</u>	<u>\$ 972,800</u>

#### Funding Source

Reserve Funds	20,000	-	-	-	230,000
Recoveries and Developer Contributions	-	-	-	-	-
Grants	45,000	130,000	110,000	30,000	30,000
Gas Tax	-	-	-	-	-
Taxation and utility charges	-	47,000	45,900	46,800	47,800
Accumulated Surplus	186,500	150,000	240,000	15,000	665,000
	<u>\$ 251,500</u>	<u>\$ 327,000</u>	<u>\$ 395,900</u>	<u>\$ 91,800</u>	<u>\$ 972,800</u>

The District generally spends between \$300,000 and \$400,000 per year on projects and initiatives. Most are funded from previously accumulated surplus. Significant sewer condition assessments have been identified for 2022 that will require sewer rate increases at that time if they are approved.



# Projects and Initiatives Five Year Estimates

...continued

For 2018 details are listed in each of the departments.

For the balance of the five year horizon the following projects are identified to indicate most likely areas of work anticipated in those years, subject to review each year during the budget preparation process.

<b>District of Central Saanich</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Operating Budget - Special Projects</b>					
<b>Administration</b>					
Special Projects - Admin	\$ 41,500	\$ -	\$ -	\$ -	\$ -
Brentwood Bay Open Moorage Area	80,000	-	-	-	-
Moorage: Education, Monitor & Compliance	-	45,000	45,900	46,800	47,800
Organizational Capacity Review	-	20,000	-	-	20,000
<b>Information Technology</b>					
Tempest Improvements	15,000	-	-	-	-
<b>Police</b>					
Technology Separation	20,000	-	-	-	-
<b>Engineering</b>					
Oldfield Traffic Study	-	-	-	-	50,000
Benvenuto Ave Preliminary Assessment & Design	-	-	-	-	100,000
Collection of Technical Data Road Conditions	-	-	-	-	80,000
<b>Public Works</b>					
LED Street Light Upgrade Program	-	-	-	-	230,000
<b>Development Services</b>					
Saanichton Village Plan	10,000	60,000	-	-	-
Public Consultation on RCS (OCP) Amendment	15,000	-	-	-	-
Residential Density and Infill Study	30,000	55,000	-	-	-
Agricultural Area Plan	15,000	15,000	-	-	-
Tree Protection Bylaw, Policies and Prac	10,000	-	-	-	-
Farm Worker Housing	-	10,000	-	-	-
Environmental DP Area Guidelines	-	30,000	-	-	-
OCP Review	-	-	100,000	25,000	-
Parking Study	-	-	-	-	30,000
<b>Community Services</b>					
Historic Buildings Inventory Update	-	12,000	-	-	-
Parks Planning	-	60,000	50,000	20,000	-
<b>Sewer</b>					
Angler's Marina - Surge Assessment	15,000	-	-	-	-
Stelly's Rd Siphon decommission	-	20,000	-	-	-
Hagan Lift Stn Decommission	-	-	80,000	-	-
Hagan Forcemain Decomission	-	-	40,000	-	-
Stelly's - AC Pipe Condition Assessment	-	-	25,000	-	-
Central Saanich Rd - AC Pipe Condition Assessment	-	-	25,000	-	-
Central Saanich Rd - Surge Assessment for North Rd Cros	-	-	15,000	-	-
Pipe Bridge - Seismic & Structural Assessment	-	-	15,000	-	-
Butler Lift Stn Condition Assessment	-	-	-	-	60,000
Mt. Newton Lift Stn Condition Assessment	-	-	-	-	100,000
Butchart Lift Stn Condition Assessment	-	-	-	-	155,000
Cultra Lift Stn Condition Assessment	-	-	-	-	100,000
<b>Total</b>	<b>\$ 251,500</b>	<b>\$ 327,000</b>	<b>\$ 395,900</b>	<b>\$ 91,800</b>	<b>\$ 972,800</b>

# Water Utility Fund Five Year Estimates

The net budget funded from water utility charges is projected to increase from \$5.3 million to \$6.1 million in 2022 or an average 4.0% increase to the average homeowner. This includes a 1.5% increase in operations and 1.50% increase for infrastructure replacement. Should Council decided to proceed with the Water Master Plan Fire Supply Improvement Program a further 3% increase per year for five years would be required, beginning in 2020.

## District of Central Saanich

### Water - Operating Budget

Funding	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Water Sales	\$ 5,430,800	\$ 4,835,846	\$ 5,265,200	\$ (165,600)	-3.0%	\$ 5,444,200	\$ 5,625,400	\$ 5,815,600	\$ 6,015,500
3rd Party Connections Revenue	-	100	35,000	35,000	100.0%	35,000	35,000	35,000	35,000
Investment Income	20,000	20,000	20,000	-	0.0%	20,000	20,000	20,000	20,000
<b>Total Funding</b>	<b>\$ 5,450,800</b>	<b>\$ 4,855,946</b>	<b>\$ 5,320,200</b>	<b>\$ (130,600)</b>	<b>-2.4%</b>	<b>\$ 5,499,200</b>	<b>\$ 5,680,400</b>	<b>\$ 5,870,600</b>	<b>\$ 6,070,500</b>
<b>Operating Expenses</b>									
Administration	\$ 427,500	\$ 399,495	\$ 423,600	\$ (3,900)	-0.9%	\$ 433,000	\$ 441,500	\$ 451,300	\$ 460,300
Maintenance	582,000	587,275	510,600	(71,400)	-12.3%	540,400	555,700	570,800	583,500
Billing and Collection	19,000	16,600	17,900	(1,100)	-5.8%	17,700	19,100	19,500	20,800
Equipment	70,800	69,167	65,700	(5,100)	-7.2%	66,900	67,800	70,000	70,800
Valve and Meter Installations	128,700	100,367	159,400	30,700	23.9%	155,400	159,000	162,700	163,800
Bulk Water Purchases	3,407,800	3,019,933	3,223,000	(184,800)	-5.4%	3,287,000	3,353,000	3,420,000	3,488,000
3rd Party Connections	-	-	35,000	35,000	0.0%	35,000	35,000	35,000	35,000
Transfer to Reserves	815,000	663,109	885,000	70,000	8.6%	963,800	1,049,300	1,141,300	1,248,300
<b>Total Operating Expenses</b>	<b>\$ 5,450,800</b>	<b>\$ 4,855,946</b>	<b>\$ 5,320,200</b>	<b>\$ (130,600)</b>	<b>-2.4%</b>	<b>\$ 5,499,200</b>	<b>\$ 5,680,400</b>	<b>\$ 5,870,600</b>	<b>\$ 6,070,500</b>



# Sewer Utility Fund Five Year Estimates

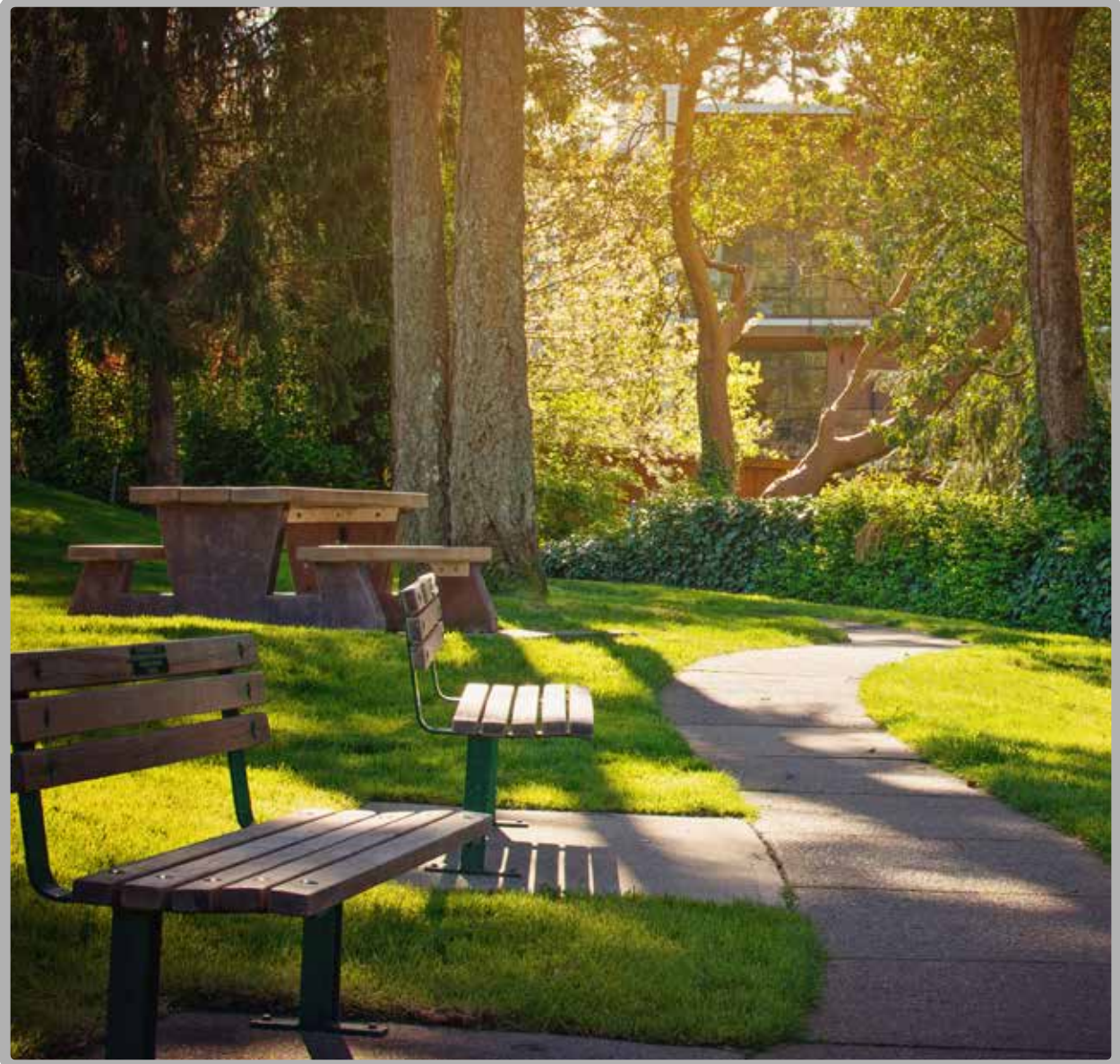
The net budget funded from sewer utility charges is projected to increase from \$1.3 million to \$1.6 million in 2022, or a 5.0% increase to the average homeowner. This increases in operations and a 5.0% increase for infrastructure replacement each year.

## Sewer - Operating Budget

Revenue	2017 Budget	2017 Actuals	2018 Budget	Change \$	Change %	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Sale of Service	\$ 1,204,300	\$ 1,254,505	\$ 1,264,700	\$ 60,400	5.0%	\$ 1,354,000	\$ 1,442,700	\$ 1,501,500	\$ 1,615,300
Investment Income	10,000	10,000	10,000	-	0.0%	10,000	10,000	10,000	10,000
Sewer Connections	6,000	100,000	6,000	-	0.0%	6,000	6,000	6,000	6,000
<b>Total Revenue</b>	<b>\$ 1,220,300</b>	<b>\$ 1,364,505</b>	<b>\$ 1,280,700</b>	<b>\$ 60,400</b>	<b>4.9%</b>	<b>\$ 1,370,000</b>	<b>\$ 1,458,700</b>	<b>\$ 1,517,500</b>	<b>\$ 1,631,300</b>
<b>Operating Expenses</b>									
Sewer Administration	\$ 358,000	\$ 364,355	\$ 348,000	\$ (10,000)	-2.8%	\$ 354,600	\$ 363,300	\$ 370,600	\$ 378,100
General Maintenance	453,700	453,673	467,700	14,000	3.1%	481,400	507,400	501,900	543,200
Utility Contract Services	62,600	117,600	62,000	(600)	-1.0%	74,000	71,000	71,000	79,000
Transfer to reserves - Sewer	346,000	428,877	403,000	57,000	16.5%	460,000	517,000	574,000	631,000
<b>Total Operating Expenses</b>	<b>\$ 1,220,300</b>	<b>\$ 1,364,505</b>	<b>\$ 1,280,700</b>	<b>\$ 60,400</b>	<b>4.9%</b>	<b>\$ 1,370,000</b>	<b>\$ 1,458,700</b>	<b>\$ 1,517,500</b>	<b>\$ 1,631,300</b>







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# Statistics

## Taxable Property Assessments 2012-2016

	2012	2013	2014	2015	2016
Residential	3,201,876,203	3,118,653,175	3,068,157,151	3,092,568,759	3,241,030,335
Utilities	934,300	932,400	929,000	921,300	922,300
Light Industry	72,698,800	75,571,200	76,727,800	76,949,100	76,421,500
Business/Other	376,977,600	384,483,050	389,511,050	394,814,650	409,344,350
Recreational/Non Profit	24,168,600	24,263,700	23,797,600	22,154,000	22,806,600
Farm	6,792,928	7,101,462	7,113,680	7,033,608	6,651,645
	<b>3,683,448,431</b>	<b>3,611,004,987</b>	<b>3,566,236,281</b>	<b>3,594,441,417</b>	<b>3,757,176,730</b>

	2012	2013	2014	2015	2016
<b>Municipal (including Police, Infrastructure, Debt, Library)</b>					
Residential	3.00101	3.24787	3.41946	3.54477	3.56936
Utilities	15.23102	15.59560	15.96889	16.42223	16.51303
Light Industry	5.14823	5.25667	5.44549	5.60722	5.72312
Business/Other	6.09235	6.27325	6.38584	6.56889	6.60522
Recreationa/Non-Profit	6.71896	7.02838	7.36313	8.22816	8.59184
Farm	3.70024	3.83995	3.94845	4.10439	4.48461
<b>Total (including School, Regional &amp; Other)</b>					
Residential	6.45334	6.79216	6.96616	7.06084	6.92889
Utilities	38.16111	38.21671	37.86844	38.26246	38.04214
Light Industry	12.02277	13.94730	15.80454	15.70993	15.31958
Business/Other	16.91135	16.94037	16.76820	16.70310	16.20779
Recreational/Non-Profit	13.39501	13.67394	13.89975	14.86630	15.04384
Farm	9.21090	9.33885	9.37557	9.53024	9.96897

## Property Tax Revenue

	2012	2013	2014	2015	2016
Municipal	12,451,566	13,155,688	13,639,656	14,222,783	14,916,741
BC Assessment	278,690	278,546	276,756	268,257	257,019
Regional District	5,748,145	5,740,426	5,549,879	5,611,652	5,694,681
Municipal Finance Authority	881	873	867	874	909
Transit	1,193,099	1,329,020	1,412,094	1,405,620	1,405,850
School	8,436,232	8,564,664	8,655,409	8,548,933	8,331,747
 Total Current Taxes Levied	 28,108,613	 29,069,217	 29,534,662	 30,058,119	 30,606,947
 Current Taxes Collected	 26,697,043	 27,405,460	 27,421,516	 27,993,789	 28,372,713
 Percentage	 95%	 94%	 93%	 93%	 93%

## Principal Corporate Taxpayers

BUTCHART GARDENS LTD.	\$ 530,960
WHITEROCK 2261 KEATING CROSS RD. VICTORIA INC.	475,504
BUTLER BROS SUPPLIES LTD.	393,061
E J C DEVELOPMENTS LTD.	358,309
BC HYDRO & POWER AUTHORITY	313,058
PIONEER SQUARE HOLDINGS LTD.	308,564
417201 BC LTD.	252,274
RAVENS LANDING INDUSTRIAL PARK	169,232
SHERWOOD INDUSTRIES	159,645
SEABOARD INDUSTRIES LTD.	148,026
KEATING SELF-STORAGE	141,594
POWER MEASUREMENT LTD.	133,853
FOREBASE VICTORIA HOLDINGS LTD. DBA BRENTWOOD BAY RESORT & SPA	129,453
FORTIS ENERGY (VANCOUVER ISLAND) INC.	126,864
409417 BC LTD.	115,431
HOCHOY INVESTMENTS LTD.	113,600
LOCHSIDE APARTMENTS	109,968
HARBOUR CITY FINANCIAL CORP.	105,871
O K INDUSTRIES LTD.	104,644
EAGLE BAY HOLDINGS LTD.	103,600



## Debt and Debt Servicing - Outstanding balances (In Thousands)

	2012	2013	2014	2015	2016
East Saanich Road Renewal	2,804	2,042	1,913	1,764	1,621
Mt. Newton/Senanus Water Main	1,000	1,000	1,086	883	673
Fire Hall	2,500	5,500	5,500	8,524	8,303
Centennial Park Tennis Courts	639	479	320	160	-
<b>Total</b>	<b>6,943</b>	<b>9,021</b>	<b>8,819</b>	<b>11,331</b>	<b>10,597</b>
Long Term Debt Per Capita	173	126	190	707	630
Total Debt Per Capita	429	558	558	717	630
Annual Long Term Debt Servicing	377	377	218	600	1,031
Debt Servicing Limit	5,636	5,862	5,615	5,729	5,946
% Used	7%	6%	4%	10%	17%
Debt Service Capacity Available	5,259	5,485	5,397	5,129	4,915

## Community Grants, Service Contracts, Leases and Permissive Tax Exemptions (Continued)

Organization	Grant	Service Contract	Lease	Tax Exemption	Total
676 Kittyhawk Air Cadet Squadron	1,000			-	1,000
Anglican Synod Diocese of BC	-			50,698	50,698
Beacon Community Services	6,500			29,323	35,823
Bishop of Victoria	-			10,079	10,079
Boys and Girls Club	20,000		1	5,366	25,367
Brentwood Bay Community Association	4,250			-	4,250
Brentwood Community Club	-			11,102	11,102
Centennial Park Fellowship Baptist Church	-			12,155	12,155
Centra Saanich Senior Citizen's Association	5,000			16,947	21,947
Central Saanich & District Fast Pitch Association	750			-	750
Central Saanich Lawn Bowling Club	-		1	7,676	7,677
Central Saanich Lions Club	-		1	6,198	6,199
Community Arts Council of the Saanich Peninsula	500			-	500
Friendship Community Church	-			11,794	11,794
Growing Young Farmers Society	2,500			-	2,500
Jehovah's Witness Congregation	-			895	895
Navy League of Canada Saanich Peninsula Branch	1,000			-	1,000
NEED2 Crisis and Information Line	1,000			-	1,000
North & South Saanich Agricultural Society	-			1,393	1,393
Peninsula Celebrations Society	600			-	600
Peninsula Country Market Society	2,000			-	2,000
Peninsula Dry Grad Society	1,350			-	1,350
Peninsula Figure Skating	500			-	500
Peninsula Lacrosse Association	500			-	500
Peninsula Piranhas Swim Club	500			-	500
Peninsula Soccer Association	500			-	500
Peninsula Streams	11,000	15,000		-	26,000
Saanich Historical Artifact Society	5,750		1	22,325	28,076
Saanich Inlet Lifeboat Society	2,000			-	2,000
Saanich Marine Rescue Society	4,750			-	4,750
Saanich Pioneer Society	17,250			-	17,250
Saanichton Bible Fellowship	-			7,590	7,590
Saanichton Village Association	4,000			-	4,000
Seachange Marine Conservation Society	1,000			-	1,000
Sidney North Saanich Memorial Park Society	4,250			-	4,250
Society of St. Vincent de Paul of Vancouver Island	-			22,513	22,513
South Vancouver Island Zone Housing	-			125,087	125,087
Terry Fox Foundation - The Terry Fox Run	157			-	157
Shady Creek Brentwood Bay United Church	-			27,138	27,138
Victoria Association for Community Living	-			10,892	10,892
Victoria Compost and Conservation Education Society	500			-	500
Victoria Hindu Parishad	-			4,859	4,859
Volunteer Victoria	375			-	375
<b>Total</b>	<b>99,482</b>	<b>15,000</b>	<b>4</b>	<b>384,030</b>	<b>496,516</b>

## Summary of Financial Results

(in \$000's)	2012	2013	2014	2015	2016
<b>FINANCIAL POSITION</b>					
Financial Assets	\$ 17,071	\$ 18,302	\$ 21,129	\$ 25,734	\$ 28,711
Liabilities	16,276	18,210	17,671	19,998	20,387
Net Financial Assets/(Debt)	795	91	3,458	5,735	8,324
Non-financial Assets	94,650	95,982	92,511	91,070	88,815
<b>Accumulated Surplus, End of year</b>	<b>\$ 95,445</b>	<b>\$ 96,073</b>	<b>\$ 95,969</b>	<b>\$ 96,805</b>	<b>\$ 97,139</b>
<b>STATEMENT OF OPERATIONS</b>					
Revenue	\$ 23,632	\$ 25,807	\$ 25,146	\$ 26,323	\$ 25,397
Expenses	24,993	25,179	25,250	25,487	25,063
Annual Surplus/(Deficit)	(1,361)	628	(104)	836	334
Accumulated Surplus, beginning of year	96,806	95,445	96,073	95,969	96,805
<b>Accumulated Surplus, end of year</b>	<b>\$ 95,445</b>	<b>\$ 96,073</b>	<b>\$ 95,969</b>	<b>\$ 96,805</b>	<b>\$ 97,139</b>
<b>ACCUMULATED SURPLUS</b>					
Tangible Capital Assets	\$ 87,614	\$ 86,474	\$ 83,140	\$ 79,208	\$ 77,566
Reserves	6,098	6,398	9,513	10,675	9,141
Operating Surplus/(Deficit)	1,732	3,200	3,316	6,922	10,432
<b>Accumulated Surplus, end of year</b>	<b>\$ 95,444</b>	<b>\$ 96,073</b>	<b>\$ 95,969</b>	<b>\$ 96,805</b>	<b>\$ 97,139</b>

## Consolidated Revenue by Source

(in \$000's)	2012	2013	2014	2015	2016
Property Taxation	\$ 12,898	\$ 13,598	\$ 14,094	\$ 14,653	\$ 15,385
Sales of Services	8,764	8,715	7,885	8,769	7,927
Government Transfers	1,475	973	2,432	1,362	1,184
Investment Income	168	118	37	268	342
Developer Contributions	316	608	580	626	268
Other	7	1,795	117	644	291
	<u>\$ 23,629</u>	<u>\$ 25,807</u>	<u>\$ 25,146</u>	<u>\$ 26,323</u>	<u>\$ 25,397</u>

## Consolidated Expenses by Function

(in thousands)	2012	2013	2014	2015	2016
General Government	\$ 2,577	\$ 3,086	\$ 2,986	\$ 2,981	\$ 3,214
Protective Services	7,029	6,923	7,282	7,406	7,483
Transportation Services	5,702	5,629	5,598	5,271	5,803
Environmental and Development S	378	299	345	343	375
Parks and Cultural Services	2,580	2,518	2,596	2,672	2,606
Water Utility	3,687	3,509	3,645	3,885	4,278
Sewer Enterprise	2,891	2,996	2,569	2,604	855
Other Fiscal Servcies	149	218	228	325	449
	<u>\$ 24,993</u>	<u>\$ 25,179</u>	<u>\$ 25,250</u>	<u>\$ 25,487</u>	<u>\$ 25,063</u>

## Consolidated Expenses by Object

(in thousands)	2012	2013	2014	2015	2016
Salaries, Wages & Benefits	\$ 10,589	\$ 10,547	\$ 10,957	\$ 11,250	\$ 11,287
Supplies, Materials & Other	4,304	3,610	3,526	3,763	4,100
Contracted Services	5,761	6,527	6,204	5,896	5,225
Other	149	252	225	321	391
Amortization of Tangible Assets	4,191	4,244	4,337	4,257	4,060
	<u>\$ 24,993</u>	<u>\$ 25,179</u>	<u>\$ 25,250</u>	<u>\$ 25,487</u>	<u>\$ 25,063</u>



## Acquisition of Tangible Capital Assets

(in thousands)	2012	2013	2014	2015
Land	\$ -	\$ -	\$ 399,824	\$ 1,653,879
Land Improvements	4,023	76,610	83,548	111,022
Buildings	92,692	8,673,316	207,383	44,837
Equipment and Vehicles	1,019,705	370,643	-	283,652
Roads Infrastructure	166,256	-	-	338,650
Sewer Infrastructure	217,137	185,562	269,558	157,875
Water Infrastructure	65,800	239,557	130,797	202,954
Other Assets	3,315,355	370,140	246,278	214,405
	<u>\$ 4,880,968</u>	<u>\$ 9,915,828</u>	<u>\$ 1,337,388</u>	<u>\$ 3,007,274</u>

## Schedule of Council Remuneration and Expenses

For the Year Ended December 31 2016

Council Member	Remuneration and Allowance for Incidental Expenses	Expenses Incurred for Meetings, Courses and Conventions
	\$	\$
Chirstopher Graham	12,995	2,584
Alicia Holman	12,995	784
Carl Jensen	12,995	1,584
Zeb King	12,995	750
Niall Paltiel	12,995	1,224
Robert Thompson	12,995	953
Ryan Windsor (Mayor)	30,381	6,601
Total	108,349	14,481



# Glossary

## A

**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

**Balanced budget:** A financial plan where current revenue, including transfers from operating reserves, equals current operating expenditures.

## C

**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 (CO<sub>2</sub>e) 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.

## D

**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.

## F

**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.

## G

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.

## I

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.

## L

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.

## O

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.

## R

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.

## S

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

## T

Tax :A compulsory financial contribution imposed by a government to raise revenue.

## U

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.











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