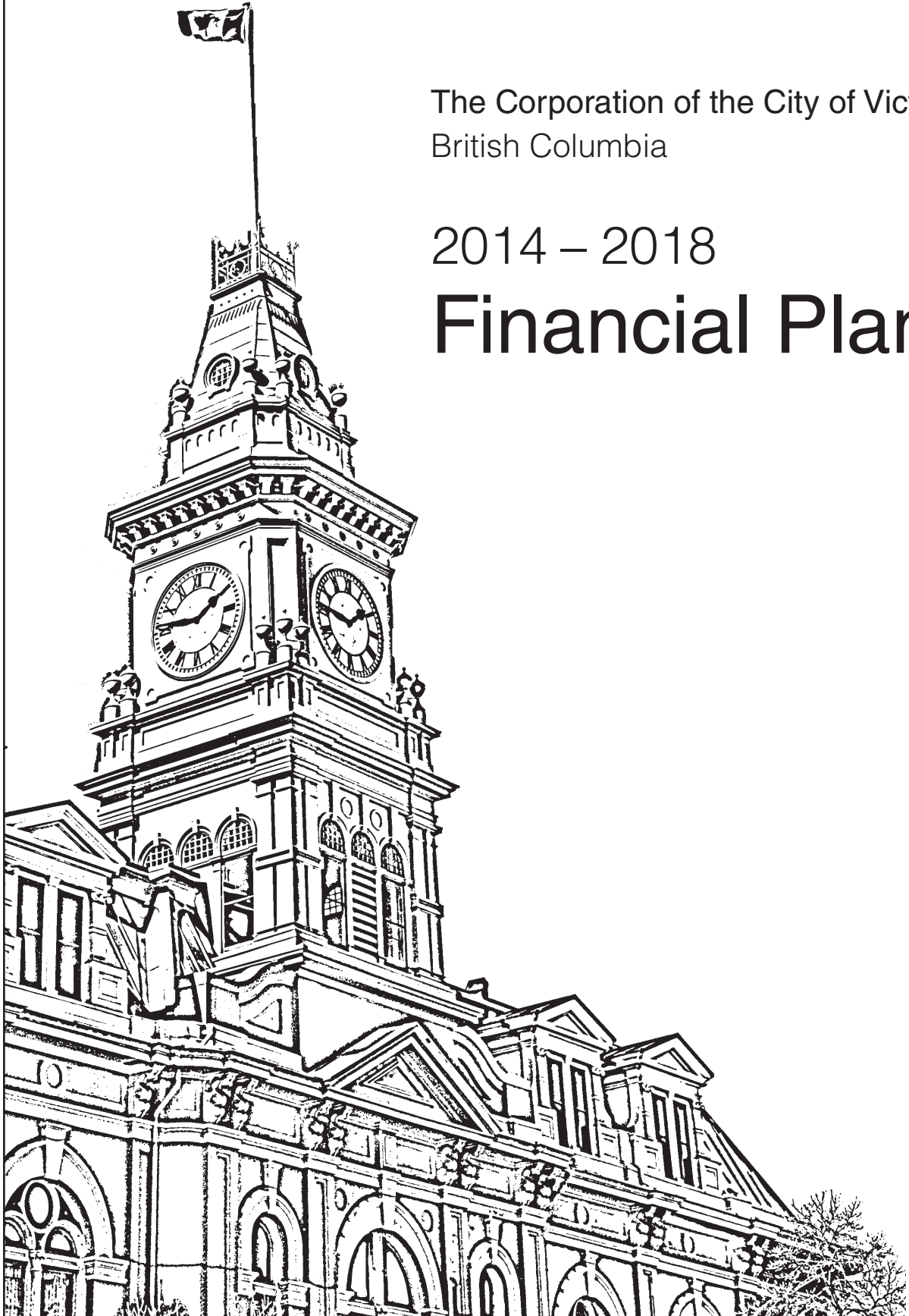




The Corporation of the City of Victoria  
British Columbia

2014 – 2018

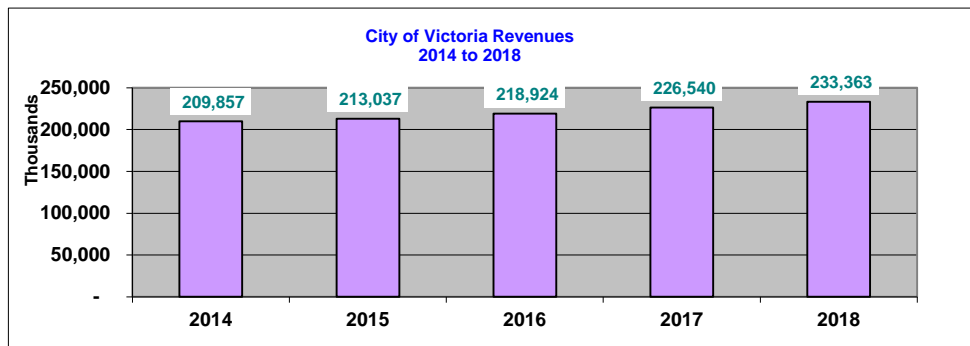
# Financial Plan



**2014 – 2018  
OPERATING BUDGET  
OVERVIEW**

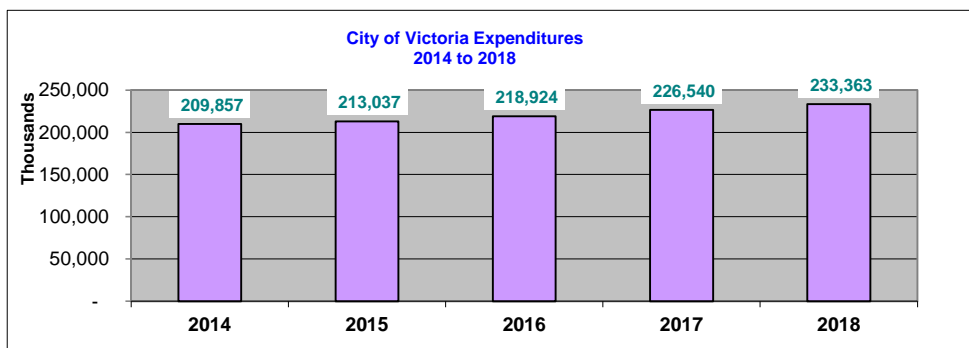
**City of Victoria  
2014 to 2018 Revenue Estimates**

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
Office of the City Solicitor	-	100,000	-	-	-
Legislative and Regulatory Service	864,000	864,000	864,000	864,000	864,000
Human Resources	118,156	120,520	-	-	-
Fire Department	44,250	44,250	44,250	44,250	44,250
Engineering and Public Works	3,783,621	3,753,547	3,811,408	3,871,930	3,937,878
Parking Services	16,120,000	16,236,000	16,354,320	16,475,007	16,598,108
Sewer Utility	7,870,233	8,671,102	9,020,330	9,679,918	9,950,343
Water Utility	17,867,850	18,521,498	19,037,303	19,784,967	20,566,004
Sustainable Planning and Community Development	2,529,050	2,614,050	2,479,050	2,479,050	2,479,050
Parks, Recreation and Culture	2,758,074	2,753,884	2,763,890	2,774,095	2,784,505
Police	9,886,019	9,953,382	9,988,784	10,167,459	10,349,681
Victoria Conference Centre	4,441,962	4,421,381	4,438,592	4,455,976	4,473,533
Victoria Conference Centre Event Flow Through	4,052,460	4,052,460	4,052,460	4,052,460	4,052,460
<b>Corporate</b>					
Payment in Lieu of Taxes/Special Assessments	7,567,131	8,122,441	8,200,857	8,329,801	8,461,325
Fees and Interest	2,480,000	2,480,000	2,480,000	2,480,000	2,480,000
Business and Other Licences	1,385,500	1,415,500	1,415,500	1,415,500	1,415,500
Overhead Recoveries	2,773,266	2,800,131	2,427,534	2,455,485	2,483,994
Miscellaneous	3,866,464	3,867,110	3,849,769	3,850,442	3,851,127
Hotel Tax	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Prior Year's Surplus	3,474,559	-	-	-	-
<b>Property Taxes</b>	<b>116,174,865</b>	<b>120,445,639</b>	<b>125,895,820</b>	<b>131,559,754</b>	<b>136,771,075</b>
<b>Total</b>	<b>209,857,460</b>	<b>213,036,895</b>	<b>218,923,867</b>	<b>226,540,094</b>	<b>233,362,833</b>



**City of Victoria  
2014 to 2018 Expenditure Estimates**

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Council</b>	581,648	593,218	605,082	617,184	629,527
<b>Offices of the Mayor and City Manager</b>	834,626	851,381	868,410	885,776	903,494
<b>Office of the City Solicitor</b>	768,017	832,378	747,025	761,968	777,205
<b>Communications and Civic Engagement</b>	827,719	862,123	879,365	896,952	914,891
<b>Legislative and Regulatory Services</b>	3,781,704	3,591,868	3,664,324	4,009,396	3,813,510
<b>Finance Department</b>	6,160,361	6,403,568	6,579,239	6,757,424	6,918,172
<b>Human Resources</b>	1,694,548	1,728,440	1,640,079	1,672,880	1,706,338
<b>Fire Department</b>	13,719,292	14,054,502	14,397,896	14,749,764	15,110,220
<b>Victoria Emergency Management Agency</b>	438,849	447,626	456,579	465,710	475,025
<b>Engineering and Public Works</b>	23,752,939	24,223,533	24,811,428	25,408,114	26,016,232
<b>Parking Services</b>	7,940,000	8,056,000	8,174,320	8,295,007	8,418,108
<b>Sewer Utility</b>	7,870,233	8,671,102	9,020,330	9,679,918	9,950,343
<b>Water Utility</b>	17,867,850	18,521,498	19,037,303	19,784,967	20,566,004
<b>Sustainable Planning and Community Development</b>	5,277,073	5,397,566	5,367,817	5,475,174	5,584,677
<b>Parks, Recreation and Culture</b>	15,759,161	16,100,587	16,428,896	16,764,138	17,106,450
<b>Greater Victoria Public Library</b>	4,439,201	4,594,483	4,752,893	4,916,790	5,086,556
<b>Police Department</b>	48,046,125	48,953,548	50,130,757	51,346,231	52,585,841
<b>Victoria Conference Centre</b>	4,441,962	4,421,381	4,438,592	4,455,976	4,473,533
<b>Victoria Conference Centre Event Flow Through</b>	4,052,460	4,052,460	4,052,460	4,052,460	4,052,460
<b>Debt Principal, Interest and Reserve Transfer</b>	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583
<b>Transfer to Capital Budget</b>	12,371,491	13,706,852	15,516,852	17,406,852	19,376,852
<b>Corporate</b>					
Contingencies	2,687,000	2,927,065	2,972,052	3,018,062	3,065,119
Hotel Tax	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Transfer to VCC	701,000	701,000	701,000	701,000	701,000
Transfers to Reserve	14,647,400	11,915,899	12,019,467	12,523,107	13,026,820
Vehicle Depreciation Recovery	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Miscellaneous	2,569,218	2,801,234	3,034,118	3,267,660	3,476,873
<b>Total</b>	<b>209,857,460</b>	<b>213,036,895</b>	<b>218,923,867</b>	<b>226,540,094</b>	<b>233,362,833</b>



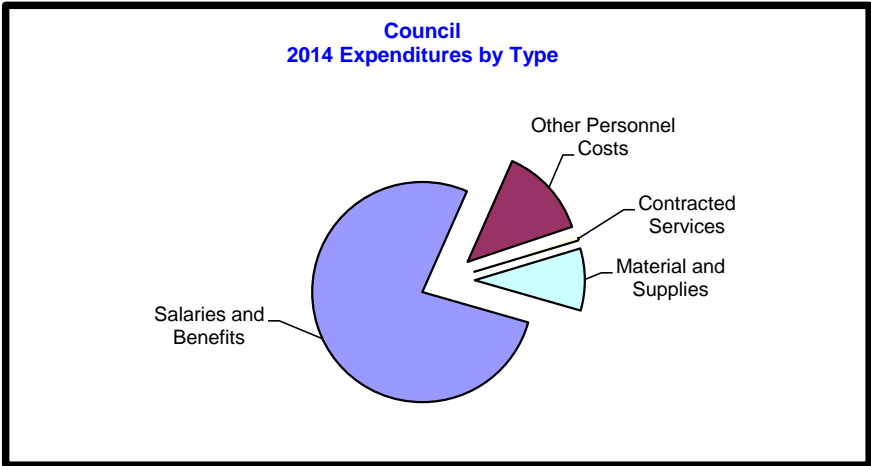
# COUNCIL

## Council 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
<b>Council</b>	581,648	581,648	-	0.00%
	<b>581,648</b>	<b>581,648</b>	-	<b>0.00%</b>

### Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	441,248	441,248	-	0.00%
Other Personnel Costs	75,500	75,500	-	0.00%
Contracted Services	2,900	2,900	-	0.00%
Material and Supplies	52,000	52,000	-	0.00%
Miscellaneous	10,000	10,000	-	0.00%
	<b>581,648</b>	<b>581,648</b>	-	<b>0.00%</b>

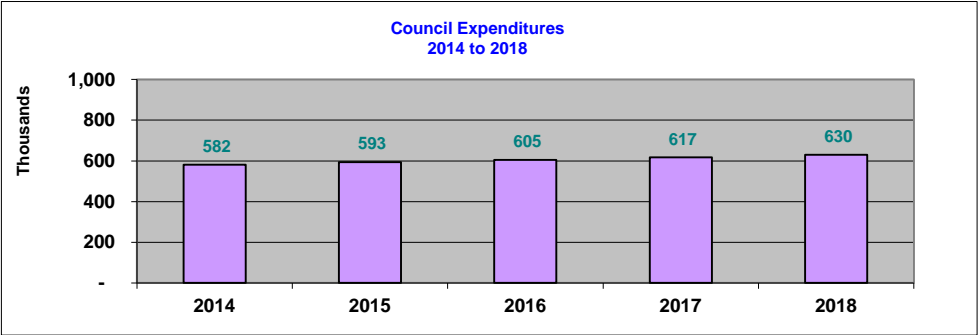


## Council 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
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Expenditures

Council General	581,648	593,218	605,082	617,184	629,527
	<b>581,648</b>	<b>593,218</b>	<b>605,082</b>	<b>617,184</b>	<b>629,527</b>

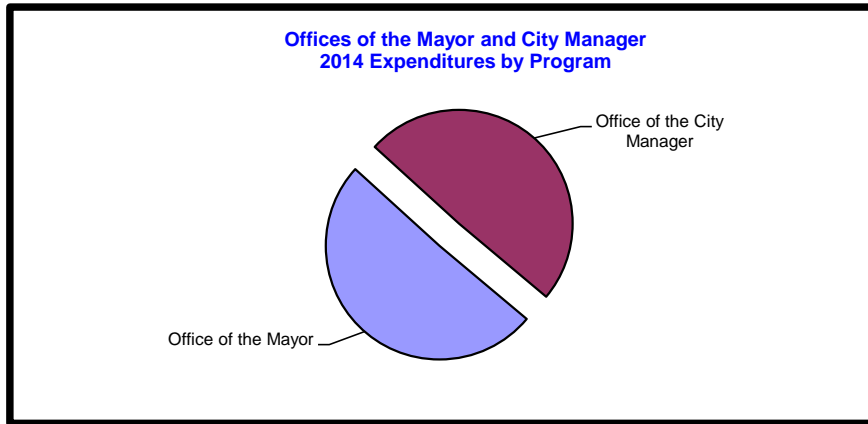


# **OFFICES OF THE MAYOR AND CITY MANAGER**



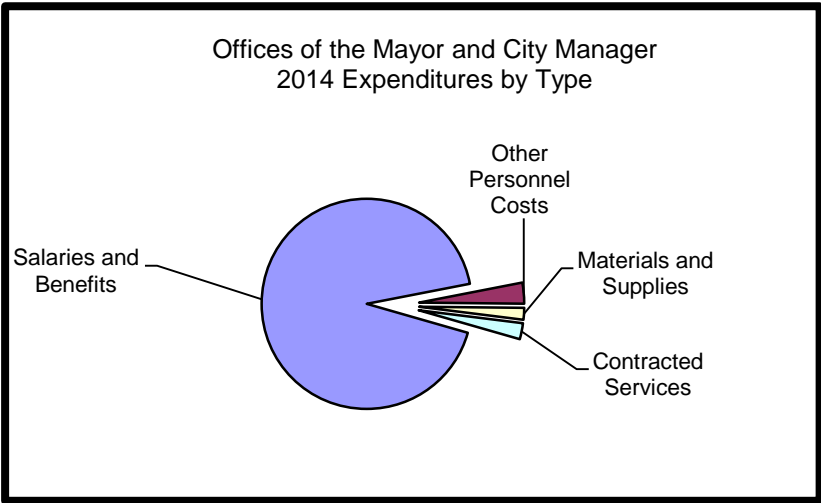
## Offices of the Mayor and City Manager 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Office of the Mayor	280,652	422,748	142,096	50.63%
Office of the City Manager	723,256	411,878	(311,378)	-43.05%
	<b>1,003,908</b>	<b>834,626</b>	<b>(169,282)</b>	<b>-16.86%</b>



## Offices of the Mayor and City Manager Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	928,938	737,980	(190,958)	-20.56%
Other Personnel Costs	37,196	25,670	(11,526)	-30.99%
Materials and Supplies	14,994	14,420	(574)	-3.83%
Contracted Services	19,720	19,720	-	0.00%
Miscellaneous	3,060	36,836	33,776	1103.79%
	<b>1,003,908</b>	<b>834,626</b>	<b>(169,282)</b>	<b>-16.86%</b>

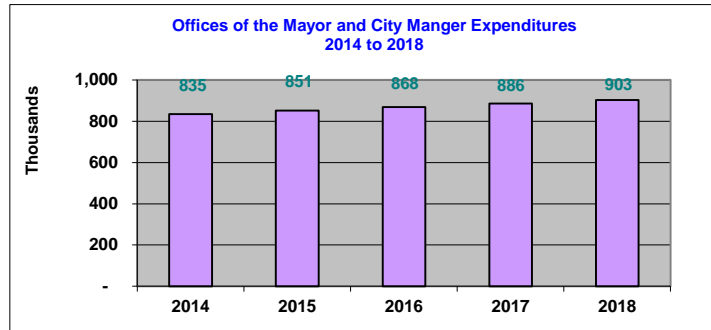


## Offices of the Mayor and City Manager 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
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Expenditures

Mayor's Office	422,748	431,203	439,828	448,622	457,596
City Manager's Office	411,878	420,178	428,582	437,154	445,898
	<b>834,626</b>	<b>851,381</b>	<b>868,410</b>	<b>885,776</b>	<b>903,494</b>



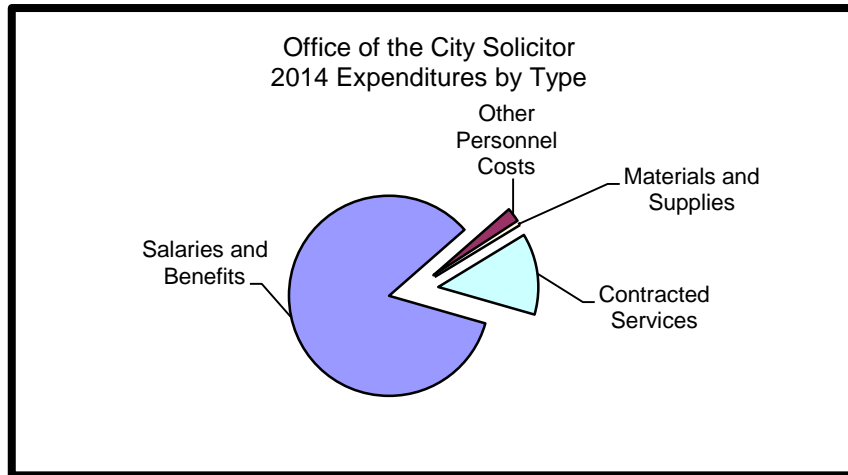
# **OFFICE OF THE CITY SOLICITOR**

**Office of the City Solicitor  
2014 Budget**

	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>Change</b>	<b>% Change</b>
<b><u>Expenditures</u></b>				
Legal Services	718,017	768,017	50,000	6.96%
	<b>718,017</b>	<b>768,017</b>	<b>50,000</b>	<b>6.96%</b>

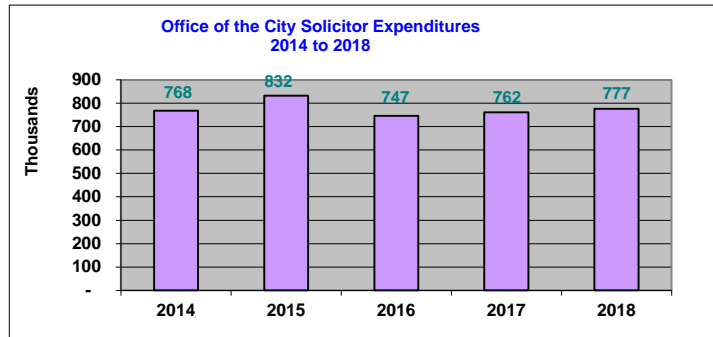
## Office of the City Solicitor Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	639,667	639,667	-	0.00%
Other Personnel Costs	17,350	17,350	-	0.00%
Materials and Supplies	3,500	3,500	-	0.00%
Contracted Services	50,000	100,000	50,000	100.00%
Miscellaneous	7,500	7,500	-	0.00%
	<b>718,017</b>	<b>768,017</b>	<b>50,000</b>	<b>6.96%</b>



## Office of the City Solicitor 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<u>Expenditures</u>					
Office of the City Solicitor	768,017	832,378	747,025	761,968	777,205
	<b>768,017</b>	<b>832,378</b>	<b>747,025</b>	<b>761,968</b>	<b>777,205</b>
<u>Revenues</u>					
Reserve Funding	-	100,000	-	-	-
Net Budget	<b>768,017</b>	<b>732,378</b>	<b>747,025</b>	<b>761,968</b>	<b>777,205</b>



# **COMMUNICATIONS AND CIVIC ENGAGEMENT**

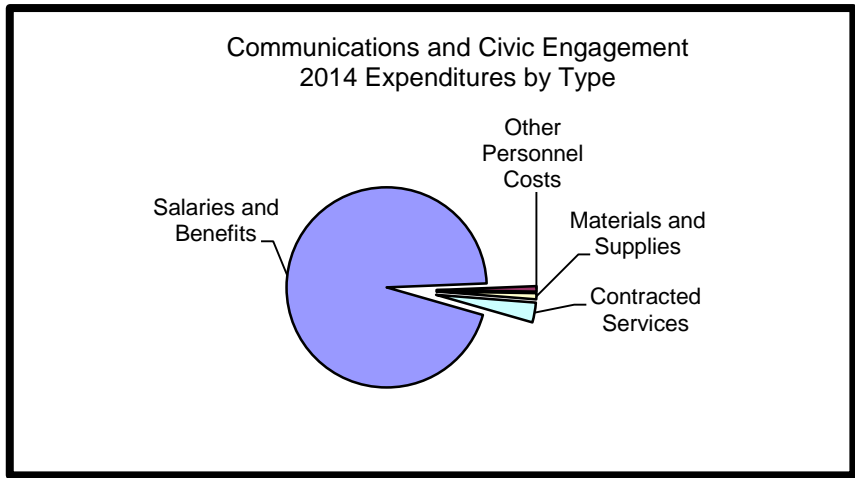


**Communications and Civic Engagement  
2014 Budget**

	<b>2013 Budget</b>	<b>2014 Budget</b>	<b>Change</b>	<b>% Change</b>
<b><u>Expenditures</u></b>				
Corporate Communications	723,007	827,719	104,712	14.48%
	<b>723,007</b>	<b>827,719</b>	<b>104,712</b>	<b>14.48%</b>

## Communications and Civic Engagement Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b><u>Expenditures</u></b>				
Salaries and Benefits	686,032	785,744	99,712	14.53%
<b>Other Personnel Costs</b>	7,300	7,300	-	0.00%
<b>Materials and Supplies</b>	8,200	8,200	-	0.00%
<b>Contracted Services</b>	21,475	26,475	5,000	23.28%
	<b>723,007</b>	<b>827,719</b>	<b>104,712</b>	<b>14.48%</b>

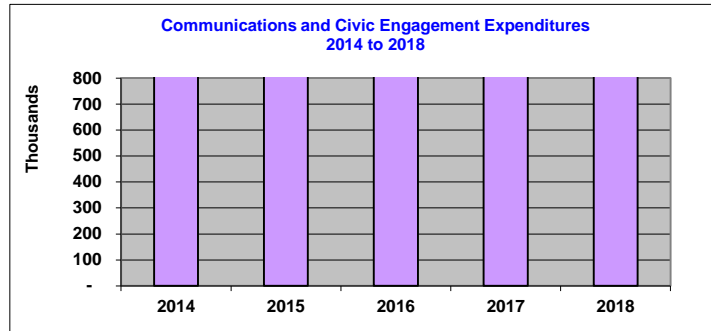


## Communications and Civic Engagement 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
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Expenditures

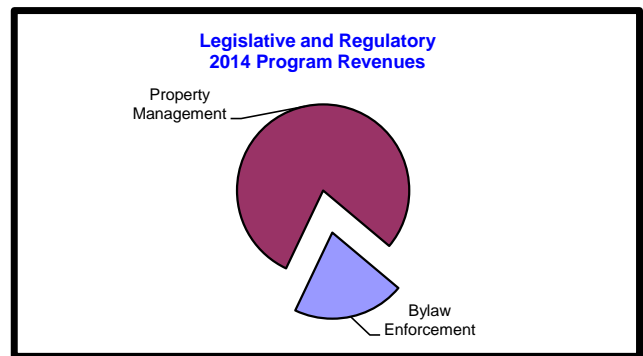
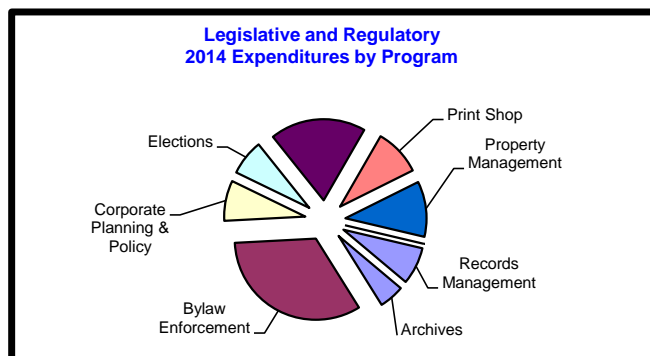
Communications and Civic Engagement	827,719	862,123	879,365	896,952	914,891
	<b>827,719</b>	<b>862,123</b>	<b>879,365</b>	<b>896,952</b>	<b>914,891</b>



# **LEGISLATIVE AND REGULATORY SERVICES**

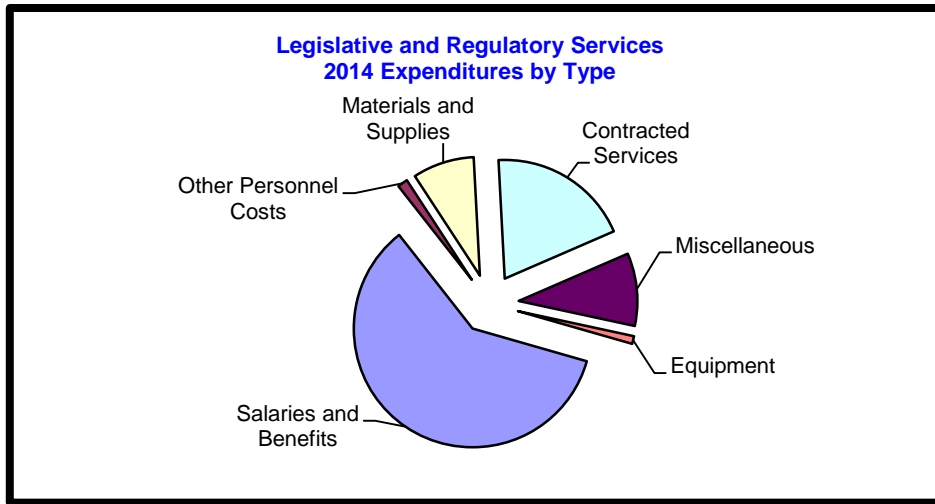
## Legislative and Regulatory Services 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Archives	254,190	188,680	(65,510)	-25.77%
Bylaw Enforcement	1,210,349	1,250,349	40,000	3.30%
Corporate Planning & Policy	303,629	303,629	-	0.00%
Elections	6,500	267,500	261,000	4015.38%
Legislative Services	708,368	720,236	11,868	1.68%
Print Shop	315,187	353,187	38,000	12.06%
Property Management	447,181	417,181	(30,000)	-6.71%
Protocol & Administration	163,133	0	(163,133)	-100.00%
Records Management	62,312	280,942	218,630	350.86%
	<b>3,470,849</b>	<b>3,781,704</b>	<b>310,855</b>	<b>8.96%</b>
<b>Revenues</b>				
Bylaw Enforcement	181,000	181,000	-	0.00%
Property Management	925,000	683,000	(242,000)	-26.16%
	<b>1,106,000</b>	<b>864,000</b>	<b>(242,000)</b>	<b>-21.88%</b>
<b>Net Budget</b>	<b>2,364,849</b>	<b>2,917,704</b>	<b>552,855</b>	<b>23.38%</b>



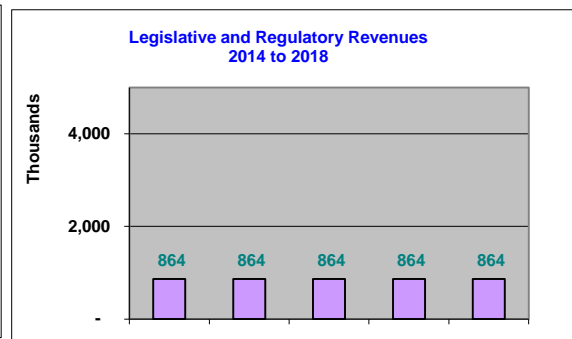
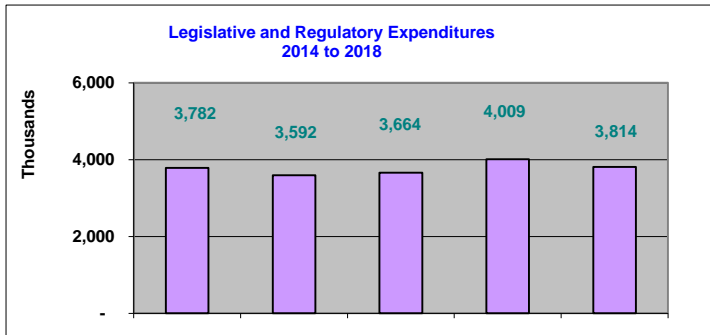
## Legislative and Regulatory Services Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	2,220,286	2,267,791	47,505	2.14%
Other Personnel Costs	51,315	52,315	1,000	1.95%
Materials and Supplies	265,639	315,989	50,350	18.95%
Contracted Services	624,939	730,939	106,000	16.96%
Miscellaneous	268,670	374,670	106,000	39.45%
Equipment	40,000	40,000	-	0.00%
	<b>3,470,849</b>	<b>3,781,704</b>	<b>310,855</b>	<b>8.96%</b>



## Legislative and Regulatory Services 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Expenditures</b>					
Print Shop	353,187	360,251	367,456	374,805	382,301
Elections	267,500	6,500	6,500	277,700	6,500
Archives	188,680	192,453	196,302	200,228	204,233
Corporate Planning & Policy	303,629	309,701	315,895	322,213	328,658
Legislative Services	720,236	734,641	749,334	764,320	779,607
Property Management	417,181	426,405	435,681	445,110	454,693
Bylaw Enforcement	1,250,349	1,275,356	1,300,863	1,326,880	1,353,418
Records Management	280,943	286,562	292,293	298,139	304,101
	<b>3,781,704</b>	<b>3,591,868</b>	<b>3,664,324</b>	<b>4,009,396</b>	<b>3,813,510</b>
<b>Revenue</b>					
Bylaw Enforcement	181,000	181,000	181,000	181,000	181,000
Property Management	683,000	683,000	683,000	683,000	683,000
	<b>864,000</b>	<b>864,000</b>	<b>864,000</b>	<b>864,000</b>	<b>864,000</b>
<b>Net Budget</b>	<b>2,917,704</b>	<b>2,727,868</b>	<b>2,800,324</b>	<b>3,145,396</b>	<b>2,949,510</b>

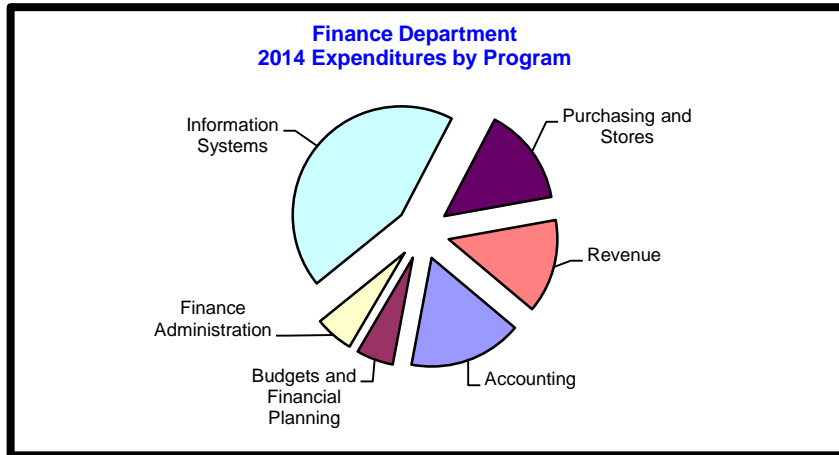


# **FINANCE DEPARTMENT**



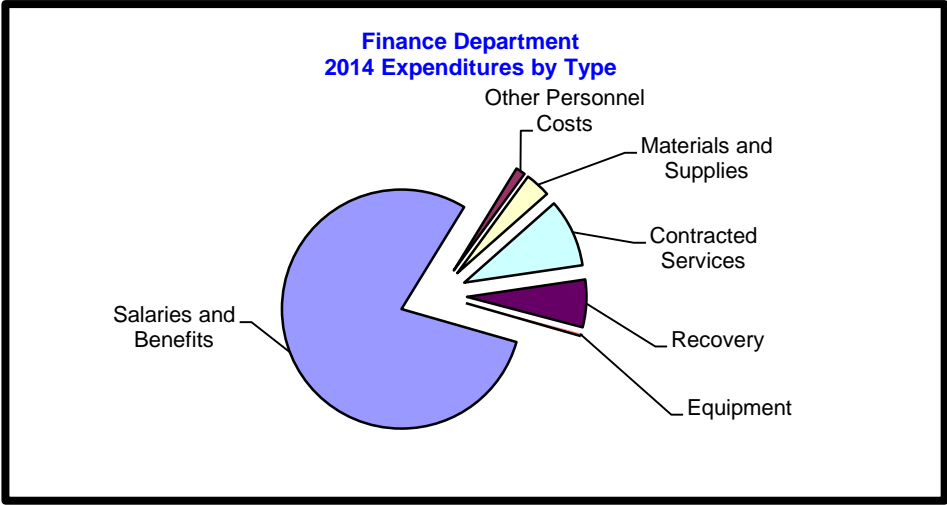
## Finance Department 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b><u>Expenditures</u></b>				
Accounting	1,038,358	1,038,358	-	0.00%
Budgets and Financial Planning	338,179	338,179	-	0.00%
Finance Administration	352,977	352,977	-	0.00%
Information Systems	2,666,144	2,677,522	11,378	0.43%
Purchasing and Stores	894,395	894,395	-	0.00%
Revenue	858,930	858,930	-	0.00%
	<b>6,148,983</b>	<b>6,160,361</b>	<b>11,378</b>	<b>0.19%</b>



## Finance Department Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	5,609,392	5,609,392	-	0.00%
Other Personnel Costs	90,680	90,680	-	0.00%
Materials and Supplies	241,714	241,714	-	0.00%
Contracted Services	637,902	649,280	11,378	1.78%
Recovery	(455,175)	(455,175)	-	0.00%
Equipment	24,470	24,470	-	0.00%
	<b>6,148,983</b>	<b>6,160,361</b>	<b>11,378</b>	<b>0.19%</b>

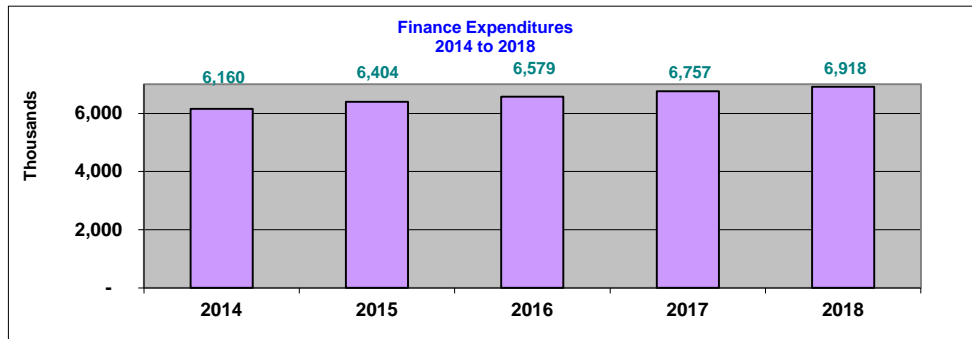


## Finance Department 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
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Expenditures

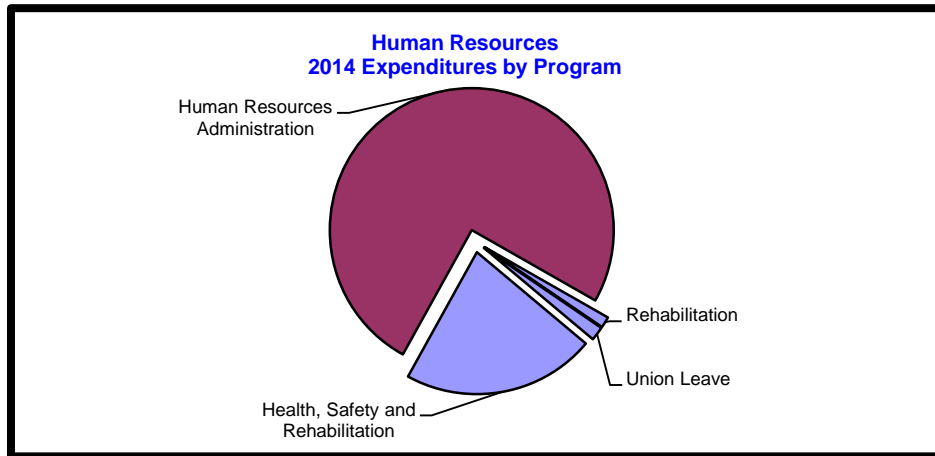
Administration	352,977	360,037	367,237	374,582	382,074
Budgets and Financial Planning	338,179	344,942	351,841	358,878	366,056
Accounting	1,038,358	1,059,126	1,080,308	1,101,914	1,123,953
Revenue	858,930	876,108	893,630	911,503	929,733
Purchasing and Stores	894,395	912,283	930,529	949,139	968,122
Information Systems	2,677,522	2,851,072	2,955,694	3,061,408	3,148,234
	<b>6,160,361</b>	<b>6,403,568</b>	<b>6,579,239</b>	<b>6,757,424</b>	<b>6,918,172</b>



# HUMAN RESOURCES

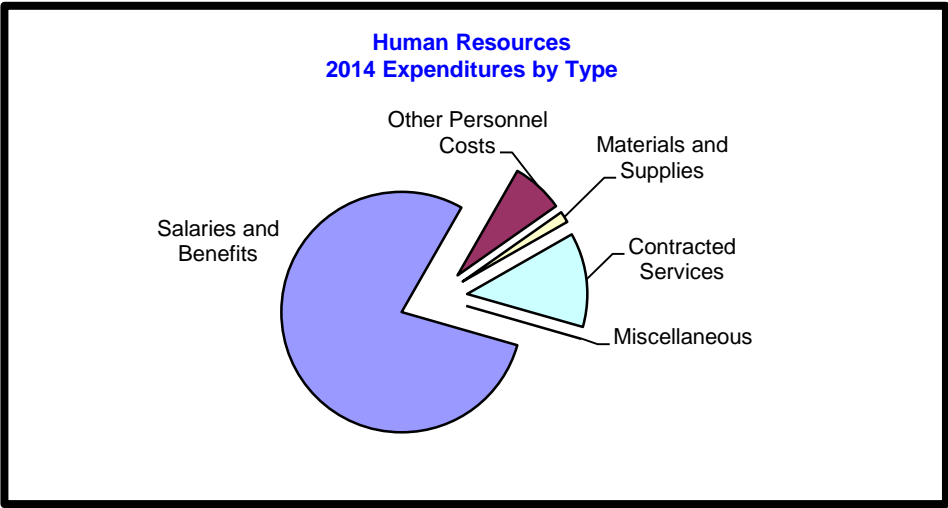
## Human Resources 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b><u>Expenditures</u></b>				
Health, Safety and Rehabilitation	345,936	464,092	118,156	34.16%
Human Resources Administration	1,185,406	1,185,406	-	0.00%
Rehabilitation	20,000	20,000	-	0.00%
Union Leave	25,050	25,050	-	0.00%
	<b>1,576,392</b>	<b>1,694,548</b>	<b>118,156</b>	<b>7.50%</b>
<b><u>Revenues</u></b>				
Reserve Funding	-	118,156	118,156	
	<b>-</b>	<b>118,156</b>	<b>118,156</b>	
<b>Net Budget</b>	<b>1,576,392</b>	<b>1,576,392</b>	<b>-</b>	<b>0.00%</b>



## Human Resources Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	1,217,742	1,335,898	118,156	9.70%
Other Personnel Costs	118,150	118,150	-	0.00%
Materials and Supplies	25,500	25,500	-	0.00%
Contracted Services	214,500	214,500	-	0.00%
Miscellaneous	500	500	-	0.00%
	<b>1,576,392</b>	<b>1,694,548</b>	<b>118,156</b>	<b>7.50%</b>



## Human Resources 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
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**Expenditures**

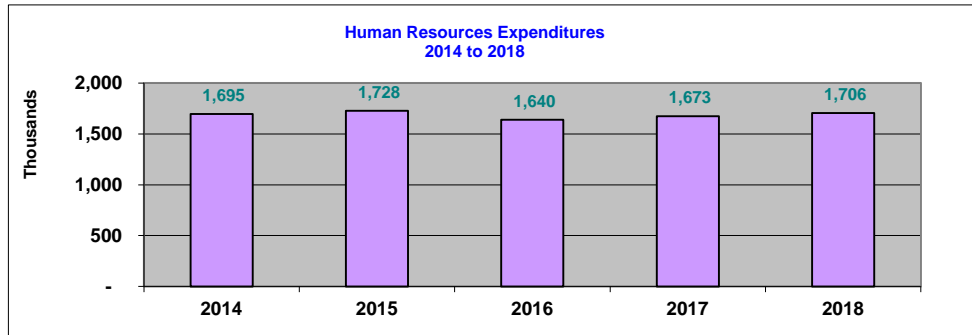
Human Resources - General	1,185,405	1,209,114	1,233,296	1,257,962	1,283,121
Health, Safety and Rehabilitation	484,093	493,775	380,721	388,335	396,102
Union Leave	25,050	25,551	26,062	26,583	27,115
	<b>1,694,548</b>	<b>1,728,440</b>	<b>1,640,079</b>	<b>1,672,880</b>	<b>1,706,338</b>

**Revenues**

Reserve Funding	118,156	120,520	-	-	-
	<b>118,156</b>	<b>120,520</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Net Budget**

	<b>1,576,392</b>	<b>1,607,920</b>	<b>1,640,079</b>	<b>1,672,880</b>	<b>1,706,338</b>
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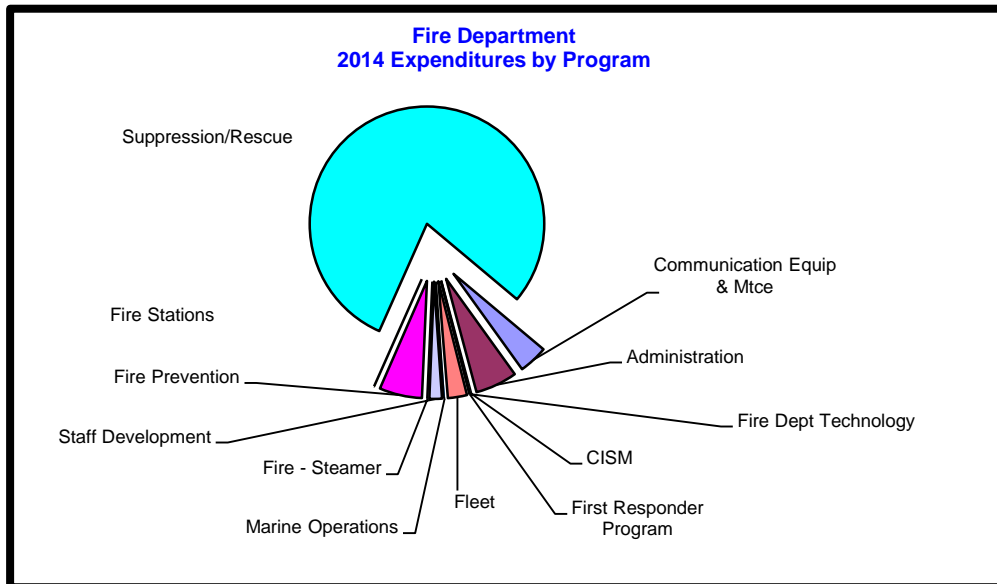


# **FIRE DEPARTMENT**



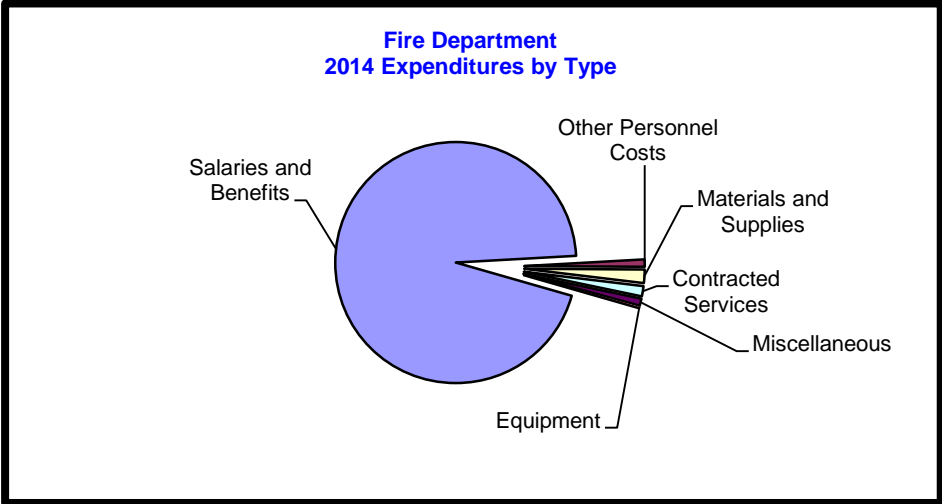
## Victoria Fire Department 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Communication Equip & Mtce	507,311	544,403	37,092	7.31%
Administration	757,872	789,476	31,604	4.17%
CISM	4,400	4,400	-	0.00%
Fire Dept Technology	17,000	17,000	-	0.00%
First Responder Program	8,300	11,050	2,750	33.13%
Fleet	349,980	362,666	12,686	3.62%
Marine Operations	28,340	28,340	-	0.00%
Staff Development	224,607	234,028	9,421	4.19%
Steamer	8,600	8,600	-	0.00%
Fire Prevention	753,165	804,187	51,022	6.77%
Fire Stations	14,855	14,855	-	0.00%
Suppression/Rescue	10,195,015	10,900,287	705,272	6.92%
	<b>12,869,445</b>	<b>13,719,292</b>	<b>849,847</b>	<b>6.60%</b>
<b>Revenues</b>				
Fleet	10,000	10,000	-	0.00%
Staff Development	2,000	2,000	-	0.00%
Fire Prevention	32,250	32,250	-	0.00%
	<b>44,250</b>	<b>44,250</b>	<b>-</b>	<b>0.00%</b>
<b>Net Budget</b>	<b>12,825,195</b>	<b>13,675,042</b>	<b>849,847</b>	<b>6.63%</b>



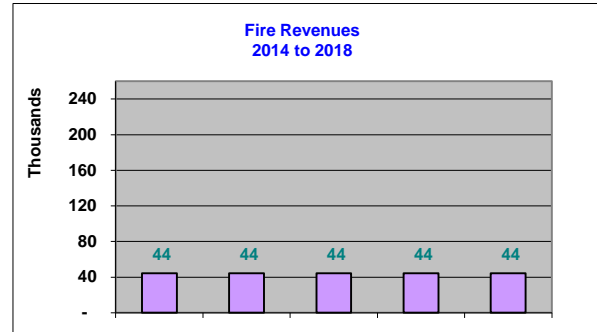
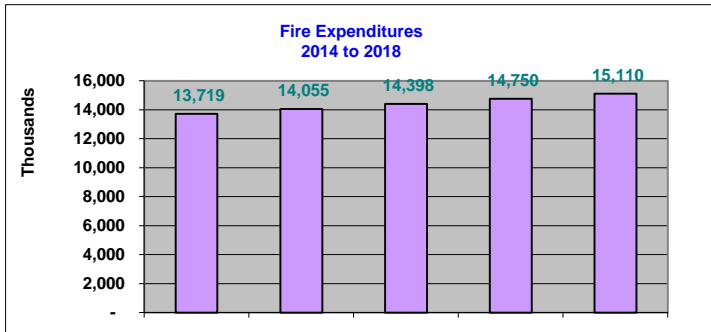
## Fire Department Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	12,163,764	12,987,011	823,247	6.77%
Other Personnel Costs	136,566	136,566	-	0.00%
Materials and Supplies	237,615	247,965	10,350	4.36%
Contracted Services	175,800	189,650	13,850	7.88%
Miscellaneous	128,720	131,120	2,400	1.86%
Equipment	26,980	26,980	-	0.00%
	<b>12,869,445</b>	<b>13,719,292</b>	<b>849,847</b>	<b>6.60%</b>



## Fire Department 2014 Budget

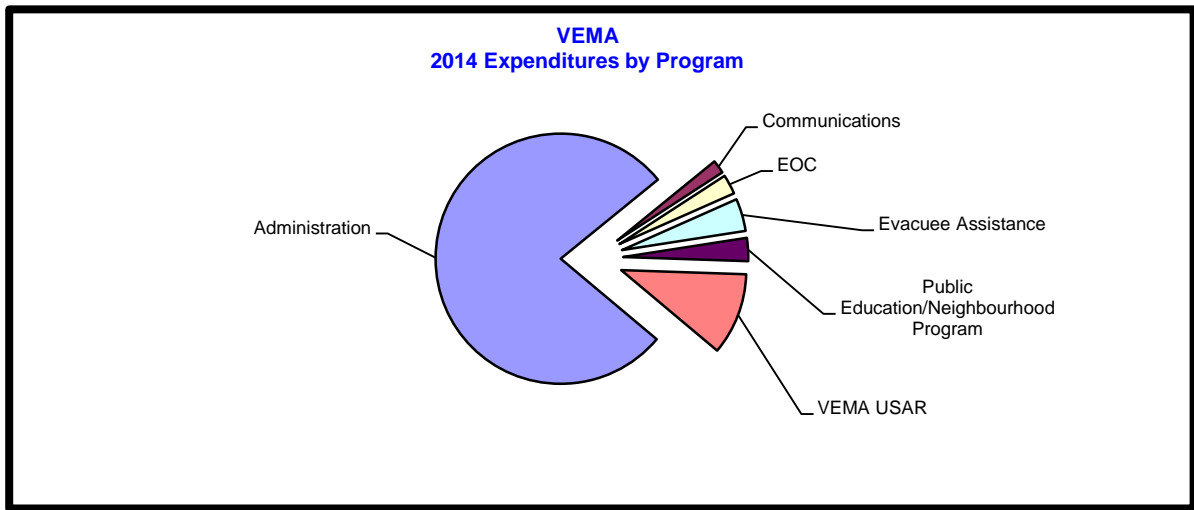
Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Expenditures</b>					
Administration	789,476	805,280	821,359	837,809	854,540
Communications Equip & Mtce	544,403	557,109	570,114	583,427	597,053
Fire Prevention	804,187	824,165	844,640	865,624	887,130
Fire Suppression/Rescue	10,900,287	11,172,046	11,450,585	11,736,070	12,028,678
Fire - Fleet	362,666	370,545	378,598	386,827	395,237
Fire Stations	14,855	15,152	15,455	15,764	16,080
First Responder Program	11,050	11,271	11,496	11,726	11,961
Fire - CISM	4,400	4,488	4,578	4,669	4,763
Fire - Staff Development	234,028	239,427	244,952	250,606	256,392
Fire - Steamer	8,600	8,772	8,947	9,126	9,309
Fire Department Technology	17,000	17,340	17,687	18,041	18,401
Fire - Marine Operations	28,340	28,907	29,485	30,075	30,676
	<b>13,719,292</b>	<b>14,054,502</b>	<b>14,397,896</b>	<b>14,749,764</b>	<b>15,110,220</b>
<b>Revenues</b>					
Fire Fleet	10,000	10,000	10,000	10,000	10,000
Fire - Staff Development	2,000	2,000	2,000	2,000	2,000
Fire Prevention	32,250	32,250	32,250	32,250	32,250
	<b>44,250</b>	<b>44,250</b>	<b>44,250</b>	<b>44,250</b>	<b>44,250</b>
<b>Net Budget</b>	<b>13,675,042</b>	<b>14,010,252</b>	<b>14,353,646</b>	<b>14,705,514</b>	<b>15,065,970</b>



# **VICTORIA EMERGENCY MANAGEMENT AGENCY**

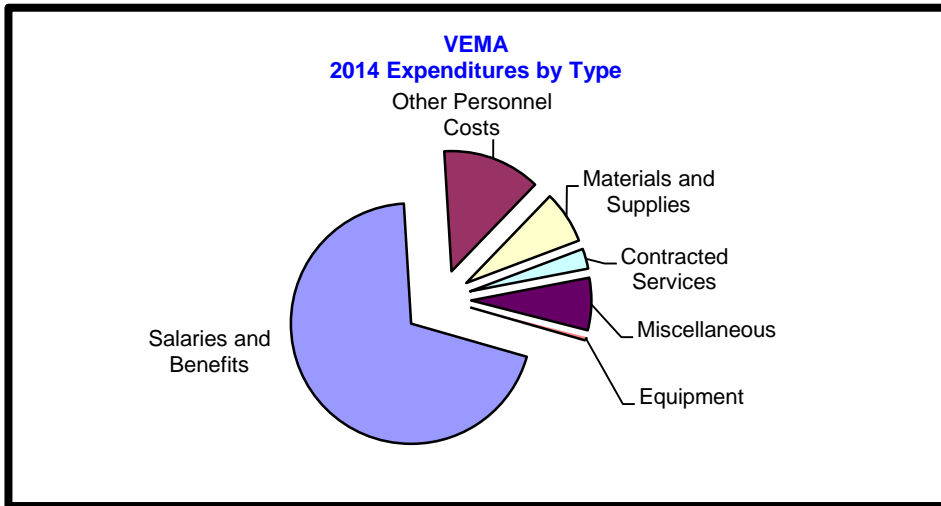
## Victoria Emergency Management Agency 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Administration	342,334	342,334	-	0.00%
Communications	7,565	7,565	-	0.00%
EOC	11,050	11,050	-	0.00%
Evacuee Assistance	18,325	18,325	-	0.00%
Public Education/Neighbourhood Program	13,125	13,125	-	0.00%
USAR	46,450	46,450	-	0.00%
	<b>438,849</b>	<b>438,849</b>	<b>-</b>	<b>0.00%</b>



## Victoria Emergency Management Agency Expenditures byType

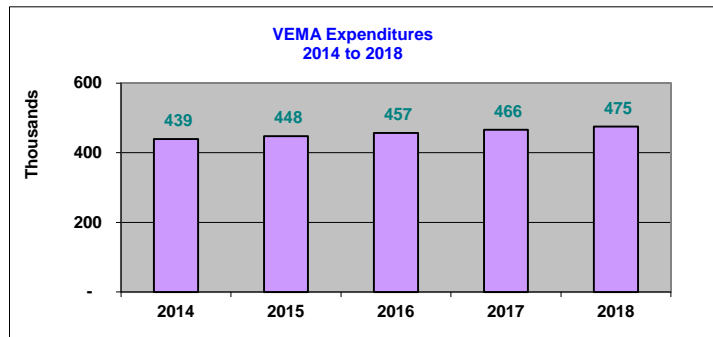
	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	305,399	305,399	-	0.00%
Other Personnel Costs	57,800	57,800	-	0.00%
Materials and Supplies	31,015	31,015	-	0.00%
Contracted Services	11,860	11,860	-	0.00%
Miscellaneous	30,775	30,775	-	0.00%
Equipment	2,000	2,000	-	0.00%
	<b>438,849</b>	<b>438,849</b>	<b>-</b>	<b>0.00%</b>



## Victoria Emergency Management Agency 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
VEMA Administration	342,334	349,181	356,165	363,288	370,554
VEMA Communications	7,565	7,716	7,871	8,028	8,189
VEMA EOC	11,050	11,271	11,496	11,726	11,961
VEMA Evacuee Assistance	18,325	18,692	19,065	19,447	19,836
Public Education/Neighbourhood Prog	13,125	13,388	13,655	13,928	14,207
VEMA USAR	46,450	47,378	48,327	49,293	50,278
	<b>438,849</b>	<b>447,626</b>	<b>456,579</b>	<b>465,710</b>	<b>475,025</b>

Expenditures

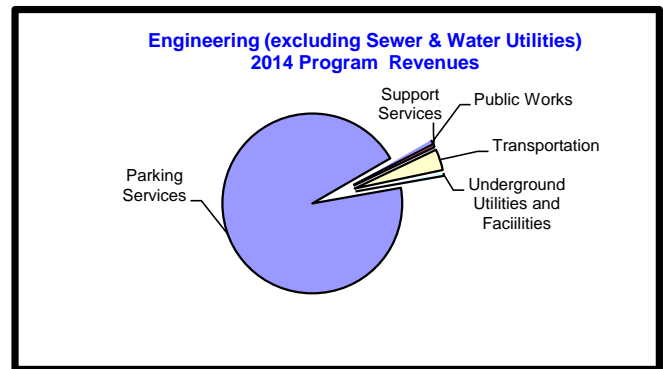
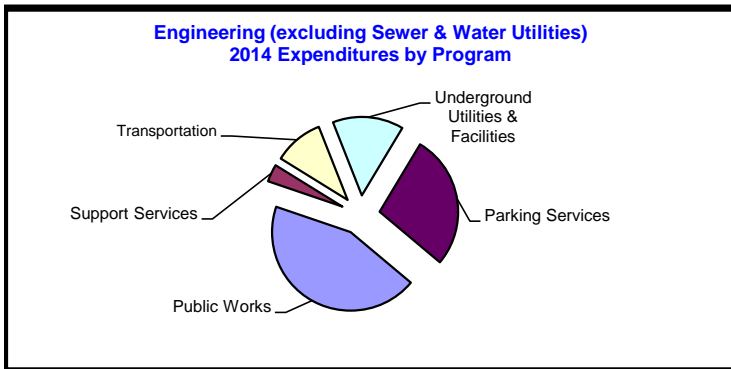


# **ENGINEERING AND PUBLIC WORKS**



## Engineering and Public Works (excluding Sewer & Water Utilities) 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Public Works	12,700,976	12,729,238	28,262	0.22%
Support Services	1,027,244	1,036,099	8,855	0.86%
Transportation	2,943,522	2,942,222	(1,300)	-0.04%
Underground Utilities & Facilities	3,904,359	4,208,466	304,107	7.79%
Parking Services	7,661,000	7,940,000	279,000	3.64%
Solid Waste & Recycling	2,707,785	2,836,914	129,129	4.77%
<b>Total Expenditures</b>	<b>30,944,886</b>	<b>31,692,939</b>	<b>748,053</b>	<b>2.42%</b>
<b>Revenues</b>				
Public Works	199,384	139,384	(60,000)	-30.09%
Support Services	24,523	74,623	50,100	204.30%
Transportation	647,200	645,900	(1,300)	-0.20%
Underground Utilities and Facilities	-	86,800	86,800	
Parking Services	15,717,000	16,120,000	403,000	2.56%
Solid Waste & Recycling	2,571,523	2,836,914	265,391	10.32%
<b>Total Revenues</b>	<b>19,159,630</b>	<b>19,903,621</b>	<b>743,991</b>	<b>3.88%</b>
<b>Net</b>	<b>11,785,256</b>	<b>11,789,318</b>	<b>4,062</b>	<b>0.03%</b>

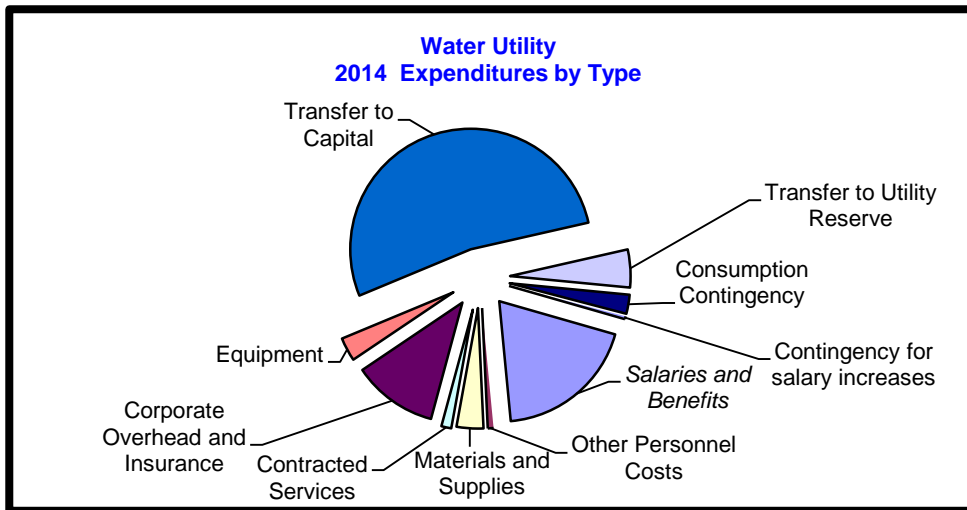


## Sewer Utility 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b><u>Expenditures</u></b>				
Engineering & Administration	1,756,922	1,786,119	29,197	1.66%
System Mtce & Rehabilitation	1,335,811	1,335,811	-	0.00%
Transfer to Capital	3,910,770	4,148,303	237,533	6.07%
Transfer to Utility Reserve	400,000	400,000	-	0.00%
Consumption Contingency	200,000	200,000	-	0.00%
	<b>7,603,503</b>	<b>7,870,233</b>	<b>266,730</b>	<b>3.51%</b>
<b><u>Revenues</u></b>				
User Fees	6,842,098	7,085,127	243,029	3.55%
Frontage Tax	761,405	785,106	23,701	3.11%
	<b>7,603,503</b>	<b>7,870,233</b>	<b>266,730</b>	<b>3.51%</b>

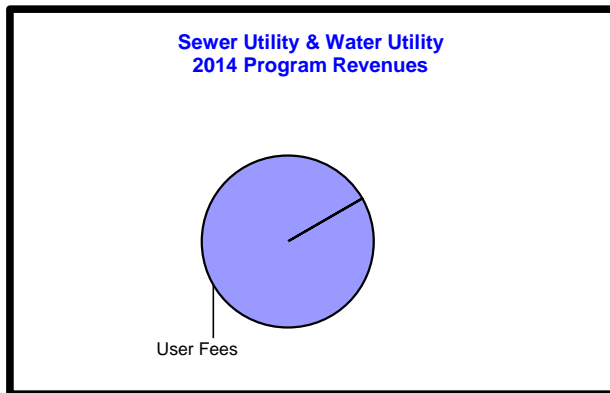
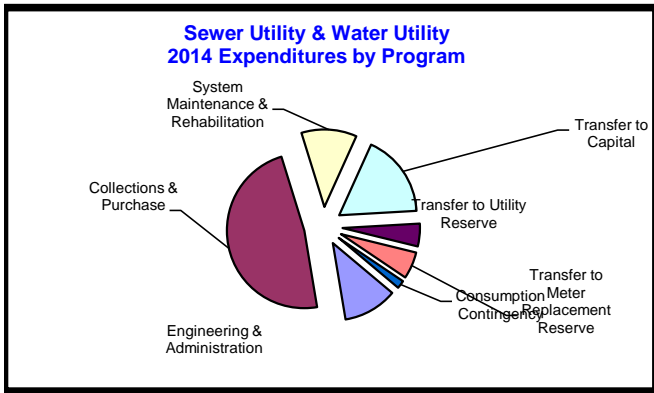
## Sewer Utility Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	1,495,353	1,498,524	3,171	0.21%
Other Personnel Costs	60,505	60,505	-	0.00%
Materials and Supplies	284,119	284,119	-	0.00%
Contracted Services	105,121	105,121	-	0.00%
Corporate Overhead and Insurance	898,688	894,744	(3,944)	-0.44%
Equipment	248,947	248,947	-	0.00%
Transfer to Capital	3,910,770	4,148,303	237,533	6.07%
Transfer to Utility Reserve	400,000	400,000	-	0.00%
Consumption Contingency	200,000	200,000	-	0.00%
Contingency for salary increases	0	29,970	29,970	
	<b>7,603,503</b>	<b>7,870,233</b>	<b>266,730</b>	<b>3.51%</b>



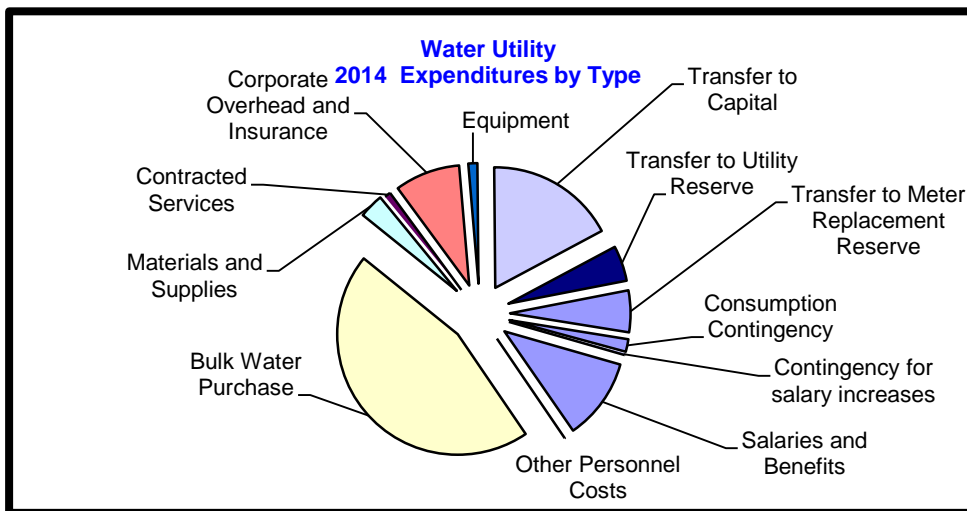
## Water Utility 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b><u>Expenditures</u></b>				
Engineering & Administration	2,008,126	2,011,794	3,668	0.18%
Collections & Purchase	8,950,178	8,548,163	(402,015)	-4.49%
System Maintenance & Rehabilitation	2,063,936	2,061,893	(2,043)	-0.10%
Transfer to Capital	2,653,168	3,096,000	442,832	16.69%
Transfer to Utility Reserve	600,000	850,000	250,000	41.67%
Transfer to Meter Replacement Reserve	835,000	1,000,000	165,000	19.76%
Consumption Contingency	300,000	300,000	-	0.00%
	<b>17,410,408</b>	<b>17,867,850</b>	<b>457,442</b>	<b>2.63%</b>
<b><u>Revenues</u></b>				
User Fees	17,410,408	17,867,850	457,442	2.63%
	<b>17,410,408</b>	<b>17,867,850</b>	<b>457,442</b>	<b>2.63%</b>



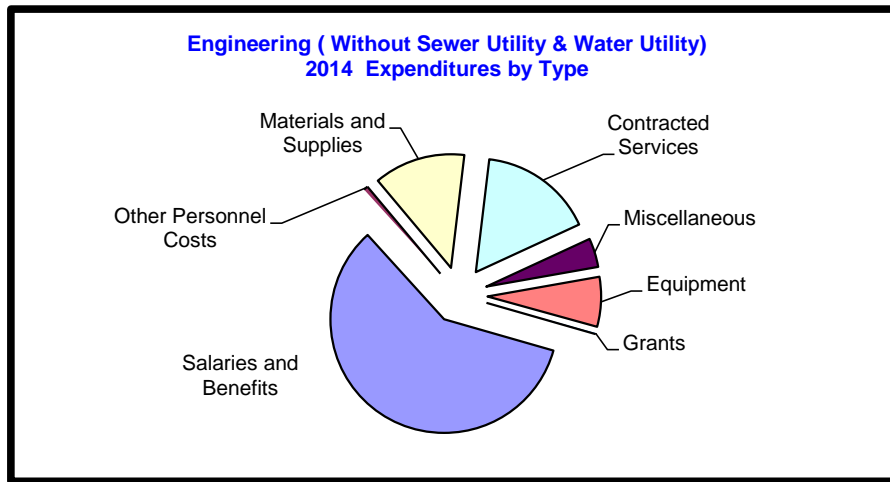
## Water Utility Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	1,950,186	1,953,265	3,079	0.16%
Other Personnel Costs	19,807	19,807	-	0.00%
Bulk Water Purchase	8,575,011	8,096,221	(478,790)	-5.58%
Materials and Supplies	549,841	586,001	36,160	6.58%
Contracted Services	148,429	148,429	-	0.00%
Corporate Overhead and Insurance	1,561,263	1,560,596	(667)	-0.04%
Equipment	217,702	217,702	-	0.00%
Transfer to Capital	2,653,168	3,096,000	442,832	16.69%
Transfer to Utility Reserve	600,000	850,000	250,000	41.67%
Transfer to Meter Replacement Reserve	835,000	1,000,000	165,000	19.76%
Consumption Contingency	300,000	300,000	-	0.00%
Contingency for salary increases	0	39,829	39,829	#DIV/0!
	<b>17,410,407</b>	<b>17,867,850</b>	<b>457,443</b>	<b>2.63%</b>



## Engineering and Public Works (excluding Sewer & Water Utilities) Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	17,187,622	17,499,564	311,943	1.81%
Other Personnel Costs	174,617	185,173	10,556	6.05%
Materials and Supplies	3,739,677	3,865,812	126,135	3.37%
Contracted Services	4,590,884	4,827,758	236,874	5.16%
Miscellaneous	1,166,256	1,221,271	55,015	4.72%
Equipment	2,097,400	2,104,449	7,049	0.34%
Grants	43,530	43,530	0	0.00%
Debt Principal and Interest	1,644,900	845,382	(799,518)	-48.61%
Transfer to Reserve	300,000	1,100,000	800,000	266.67%
	<b>30,944,886</b>	<b>31,692,939</b>	<b>748,053</b>	<b>2.42%</b>



## Engineering and Public Works 2014 Budget

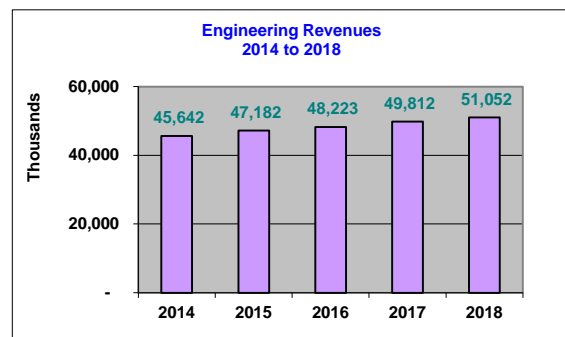
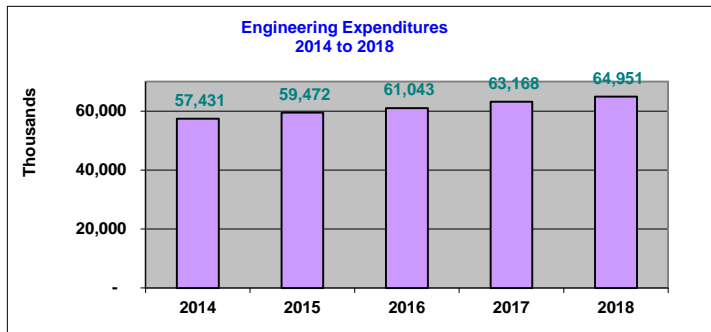
Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Expenditures</b>					
Public Works	12,729,238	13,005,029	13,276,374	13,550,674	13,827,743
Support Services	1,036,099	1,056,821	1,077,958	1,099,517	1,121,507
Transportation	2,942,222	3,001,065	3,061,087	3,122,308	3,184,755
Underground Utilities & Facilities	4,208,466	4,267,186	4,444,928	4,624,228	4,805,112
Parking Services	7,940,000	8,056,000	8,174,320	8,295,007	8,418,108
Solid Waste & Recycling	2,836,914	2,893,432	2,951,081	3,011,387	3,077,114
Sewer Utility	7,870,233	8,671,102	9,020,330	9,679,918	9,950,343
Water Utility	17,867,850	18,521,498	19,037,303	19,784,967	20,566,004
	<b>57,431,022</b>	<b>59,472,133</b>	<b>61,043,381</b>	<b>63,168,006</b>	<b>64,950,687</b>

### Revenues

Public Works	139,384	139,592	139,804	140,020	140,241
Support Services	74,623	74,623	74,623	74,623	74,623
Transportation	645,900	645,900	645,900	645,900	645,900
Underground Utilities & Facilities	86,800	0	0	0	0
Parking Services	16,120,000	16,236,000	16,354,320	16,475,007	16,598,108
Solid Waste & Recycling	2,836,914	2,893,432	2,951,081	3,011,387	3,077,114
Sewer Utility	7,870,233	8,671,102	9,020,330	9,679,918	9,950,343
Water Utility	17,867,850	18,521,498	19,037,303	19,784,967	20,566,004
	<b>45,641,704</b>	<b>47,182,147</b>	<b>48,223,361</b>	<b>49,811,822</b>	<b>51,052,333</b>

### Net Budget

	<b>11,789,318</b>	<b>12,289,986</b>	<b>12,820,020</b>	<b>13,356,184</b>	<b>13,898,354</b>
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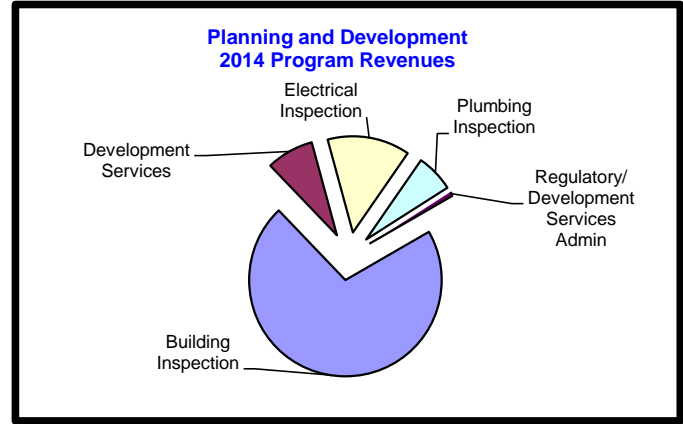
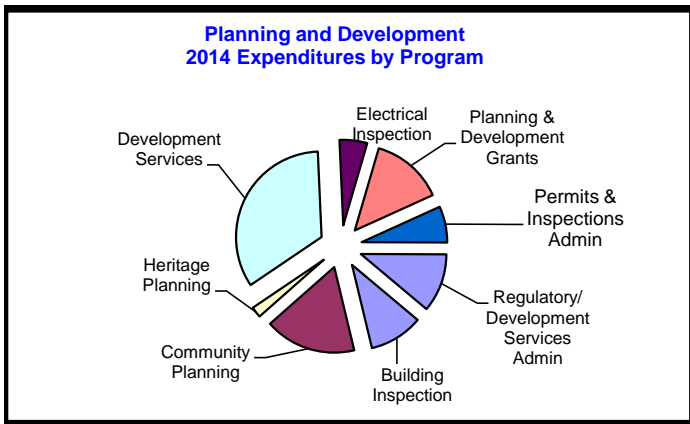


# **SUSTAINABLE PLANNING AND COMMUNITY DEVELOPMENT**



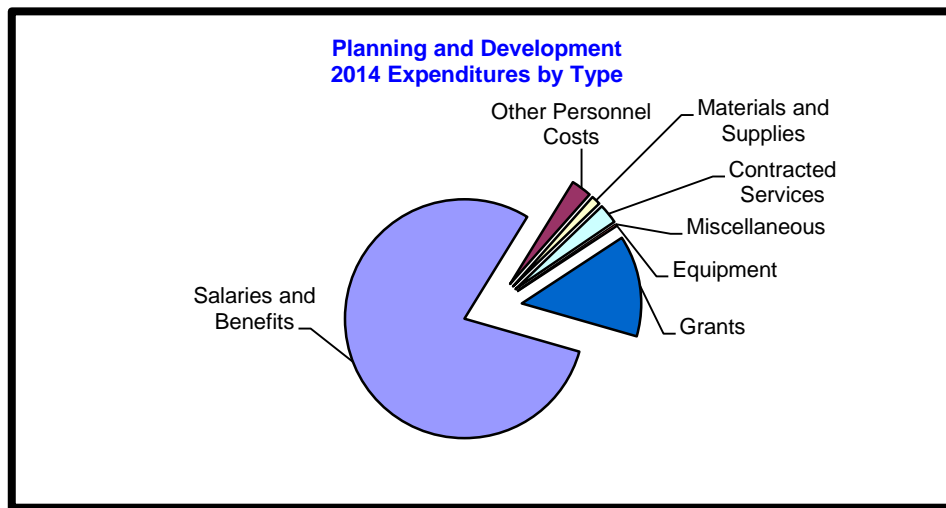
## Sustainable Planning and Community Development 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Building Inspection	534,419	534,419	-	0.00%
Community Planning	776,658	910,588	133,930	17.24%
Heritage Planning	119,408	107,121	(12,287)	-10.29%
Development Services	1,667,195	1,782,195	115,000	6.90%
Electrical Inspection	275,968	275,968	-	0.00%
Planning & Development Grants	720,095	722,789	2,694	0.37%
Plumbing Inspection	360,917	360,917	-	0.00%
Permits and Inspections Administration	583,076	583,076	-	0.00%
	<b>5,037,736</b>	<b>5,277,073</b>	<b>239,337</b>	<b>4.75%</b>
<b>Revenues</b>				
Building Inspection	1,800,000	1,800,000	-	0.00%
Development Services	151,050	201,050	50,000	33.10%
Electrical Inspection	350,000	350,000	-	0.00%
Plumbing Inspection	160,000	160,000	-	0.00%
Permits and Inspections Administration	18,000	18,000	-	0.00%
	<b>2,479,050</b>	<b>2,529,050</b>	<b>50,000</b>	<b>2.02%</b>
<b>Net Budget</b>	<b>2,558,686</b>	<b>2,748,023</b>	<b>189,337</b>	<b>7.40%</b>



## Sustainable Planning and Community Development Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	4,009,702	4,187,110	177,408	4.42%
Other Personnel Costs	142,855	146,855	4,000	2.80%
Materials and Supplies	63,478	66,478	3,000	4.73%
Contracted Services	87,558	139,793	52,235	59.66%
Miscellaneous	3,060	3,060	-	0.00%
Equipment	10,988	10,988	-	0.00%
Grants	720,095	722,789	2,694	0.37%
	<b>5,037,736</b>	<b>5,277,073</b>	<b>239,337</b>	<b>4.75%</b>



## Sustainable Planning and Community Development 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Building Inspection</b>	534,419	545,108	556,010	567,130	578,472
<b>Community Planning</b>	910,587	928,799	947,375	966,322	985,649
<b>Heritage Planning</b>	107,121	109,263	111,449	113,678	115,951
<b>Planning and Development Grants</b>	722,789	734,497	749,187	764,171	779,454
<b>Development Services</b>	1,782,195	1,835,539	1,734,549	1,769,240	1,804,625
<b>Electrical Inspection</b>	275,968	281,487	287,117	292,859	298,716
<b>Plumbing Inspection</b>	360,917	368,135	375,498	383,008	390,668
<b>Permits and Inspections Admin</b>	583,077	594,739	606,634	618,766	631,142
	<b>5,277,073</b>	<b>5,397,566</b>	<b>5,367,817</b>	<b>5,475,174</b>	<b>5,584,677</b>

### Expenditures

<b>Building Inspection</b>	534,419	545,108	556,010	567,130	578,472
<b>Community Planning</b>	910,587	928,799	947,375	966,322	985,649
<b>Heritage Planning</b>	107,121	109,263	111,449	113,678	115,951
<b>Planning and Development Grants</b>	722,789	734,497	749,187	764,171	779,454
<b>Development Services</b>	1,782,195	1,835,539	1,734,549	1,769,240	1,804,625
<b>Electrical Inspection</b>	275,968	281,487	287,117	292,859	298,716
<b>Plumbing Inspection</b>	360,917	368,135	375,498	383,008	390,668
<b>Permits and Inspections Admin</b>	583,077	594,739	606,634	618,766	631,142

	<b>5,277,073</b>	<b>5,397,566</b>	<b>5,367,817</b>	<b>5,475,174</b>	<b>5,584,677</b>
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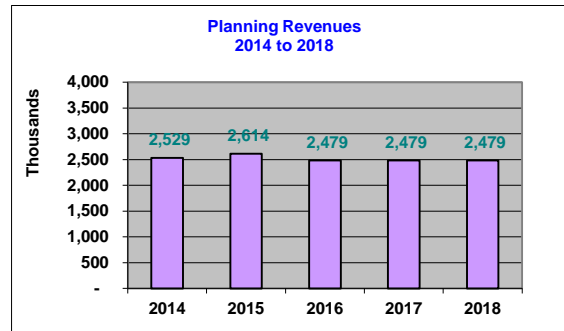
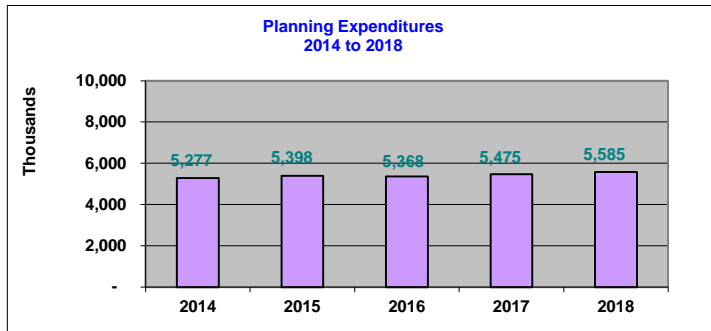
### Revenue

<b>Building Inspection</b>	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>Development Services</b>	201,050	286,050	151,050	151,050	151,050
<b>Electrical Inspection</b>	350,000	350,000	350,000	350,000	350,000
<b>Plumbing Inspection</b>	160,000	160,000	160,000	160,000	160,000
<b>Permits and Inspections Admin</b>	18,000	18,000	18,000	18,000	18,000

	<b>2,529,050</b>	<b>2,614,050</b>	<b>2,479,050</b>	<b>2,479,050</b>	<b>2,479,050</b>
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### Net Budget

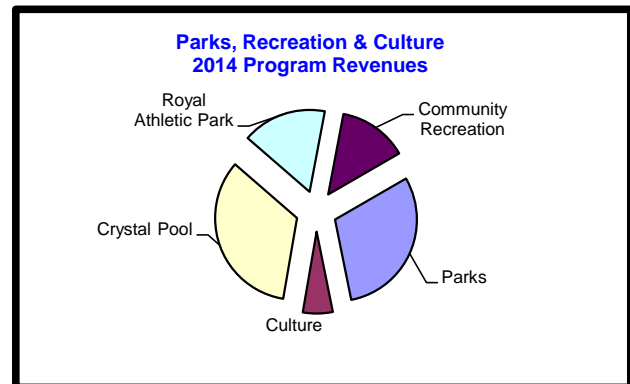
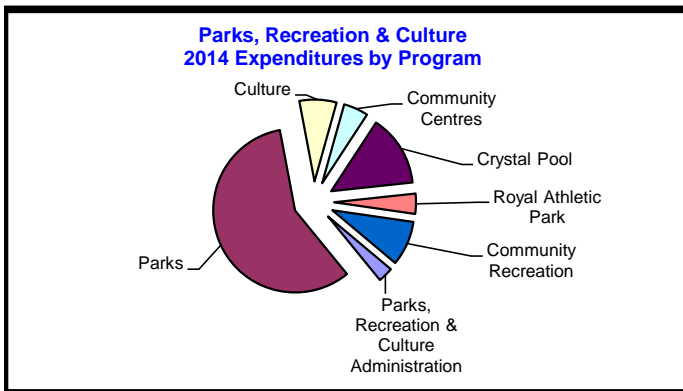
	<b>2,748,023</b>	<b>2,783,516</b>	<b>2,888,767</b>	<b>2,996,124</b>	<b>3,105,627</b>
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# **PARKS, RECREATION AND CULTURE**

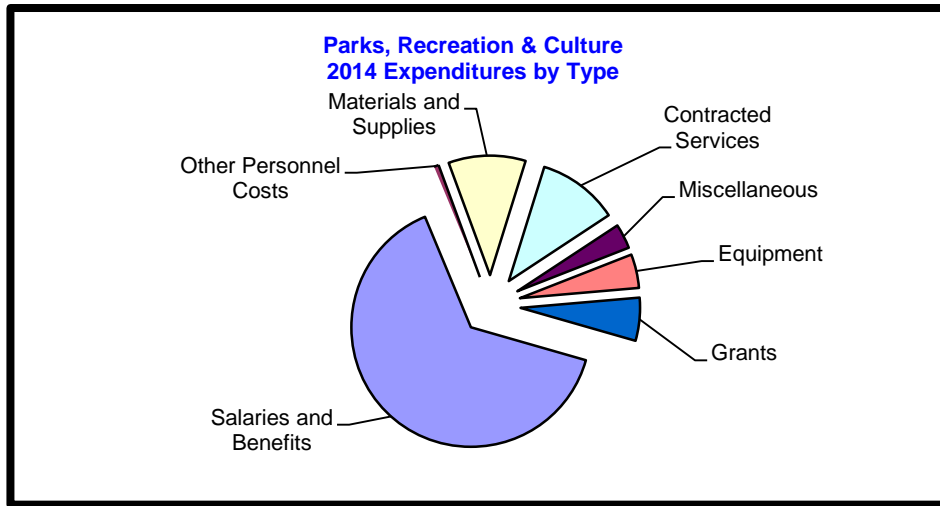
## Parks, Recreation & Culture 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Parks, Recreation & Culture Administration	465,211	304,635	(160,576)	-34.52%
Parks	9,002,298	9,211,036	208,738	2.32%
Culture	1,140,375	1,277,239	136,864	12.00%
Community Centres	756,707	706,067	(50,640)	-6.69%
Crystal Pool	2,190,448	2,223,463	33,015	1.51%
Royal Athletic Park	617,965	619,205	1,240	0.20%
Community Recreation	1,372,516	1,417,516	45,000	3.28%
<b>Total Expenditures</b>	<b>15,545,520</b>	<b>15,759,161</b>	<b>213,641</b>	<b>1.37%</b>
<b>Revenues</b>				
Parks	839,665	796,828	(42,837)	-5.10%
Culture	163,975	177,975	14,000	8.54%
Crystal Pool	937,256	937,256	-	0.00%
Royal Athletic Park	462,500	462,500	-	0.00%
Community Recreation	380,925	383,515	2,590	0.68%
<b>Total Revenues</b>	<b>2,784,321</b>	<b>2,758,074</b>	<b>(26,247)</b>	<b>-0.94%</b>
<b>Net Budget</b>	<b>12,761,199</b>	<b>13,001,087</b>	<b>239,888</b>	<b>1.88%</b>



## Parks, Recreation & Culture Expenditures by Type

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	10,155,599	10,103,492	(52,107)	-0.51%
Other Personnel Costs	101,431	100,972	(459)	-0.45%
Materials and Supplies	1,533,316	1,636,571	103,255	6.73%
Contracted Services	1,724,543	1,718,093	(6,450)	-0.37%
Miscellaneous	593,072	524,432	(68,640)	-11.57%
Equipment	717,223	717,223	-	0.00%
Grants	720,336	913,378	193,042	26.80%
	<b>15,545,520</b>	<b>15,714,161</b>	<b>168,641</b>	<b>1.08%</b>



## Parks, Recreation & Culture 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Parks, Rec &amp; Culture Administration</b>	304,635	311,228	317,719	324,280	330,908
<b>Parks</b>	9,211,036	9,397,899	9,589,205	9,785,077	9,985,645
<b>Culture</b>	1,277,239	1,296,664	1,322,597	1,349,049	1,376,030
<b>Community Centres</b>	706,067	720,188	734,592	749,284	764,270
<b>Crystal Pool</b>	2,223,463	2,296,415	2,344,728	2,393,776	2,443,549
<b>Royal Athletic Park</b>	619,205	633,226	647,090	661,148	675,394
<b>Community Recreation</b>	1,417,516	1,444,966	1,472,965	1,501,524	1,530,655
	<b>15,759,161</b>	<b>16,100,587</b>	<b>16,428,896</b>	<b>16,764,138</b>	<b>17,106,450</b>

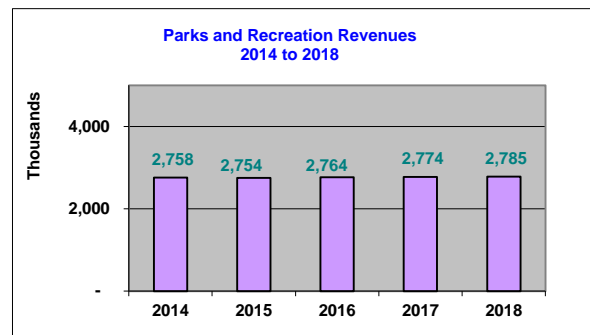
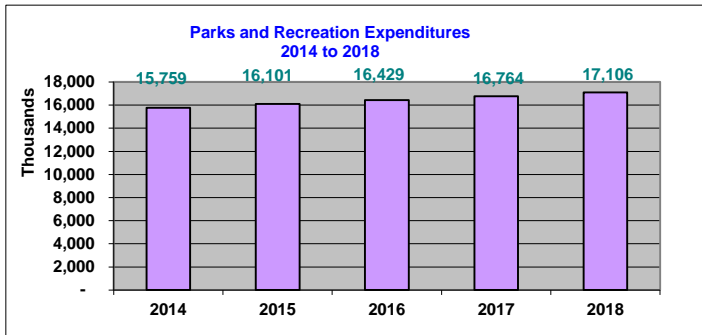
### Expenditures

### Revenues

<b>Parks</b>	796,828	796,828	796,828	796,828	796,828
<b>Culture</b>	177,975	164,535	165,105	165,687	166,281
<b>Crystal Pool</b>	937,256	937,256	937,256	937,256	937,256
<b>Royal Athletic Park</b>	462,500	471,750	481,186	490,809	500,625
<b>Community Recreation</b>	383,515	383,515	383,515	383,515	383,515
	<b>2,758,074</b>	<b>2,753,884</b>	<b>2,763,890</b>	<b>2,774,095</b>	<b>2,784,505</b>

### Net Budget

**13,001,087    13,346,703    13,665,006    13,990,043    14,321,945**



# **POLICE DEPARTMENT**



## Police 2014 Budget

Program	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
<b>Joint Police Force</b>				
Operations	46,778,120	48,046,125	1,268,005	2.71%
	<b>46,778,120</b>	<b>48,046,125</b>	<b>1,268,005</b>	<b>2.71%</b>
<b>Revenues</b>				
City of Victoria	3,071,000	3,046,000	(25,000)	-0.81%
Recovery from Esquimalt	6,721,281	6,840,019	118,738	1.77%
	<b>9,792,281</b>	<b>9,886,019</b>	<b>93,738</b>	<b>0.96%</b>
<b>Net Budget</b>	<b>36,985,839</b>	<b>38,160,106</b>	<b>1,174,267</b>	<b>3.17%</b>

## Police 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
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### Expenditures

#### Joint Police Force Operations

	48,046,125	48,953,548	50,130,757	51,346,231	52,585,841
	<b>48,046,125</b>	<b>48,953,548</b>	<b>50,130,757</b>	<b>51,346,231</b>	<b>52,585,841</b>

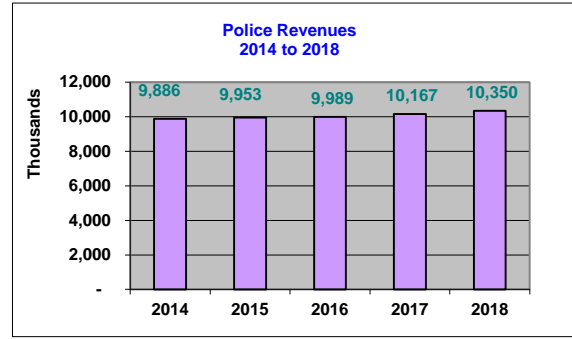
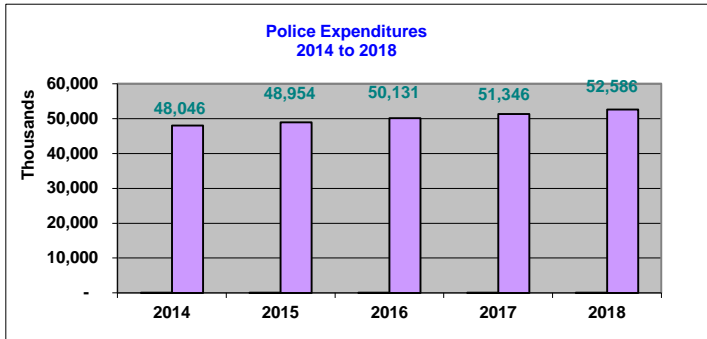
### Revenues

#### City of Victoria Recovery from Esquimalt

	3,046,000	3,071,000	3,071,000	3,071,000	3,071,000
	6,840,019	6,882,382	6,917,784	7,096,459	7,278,681
	<b>9,886,019</b>	<b>9,953,382</b>	<b>9,988,784</b>	<b>10,167,459</b>	<b>10,349,681</b>

#### Net Budget

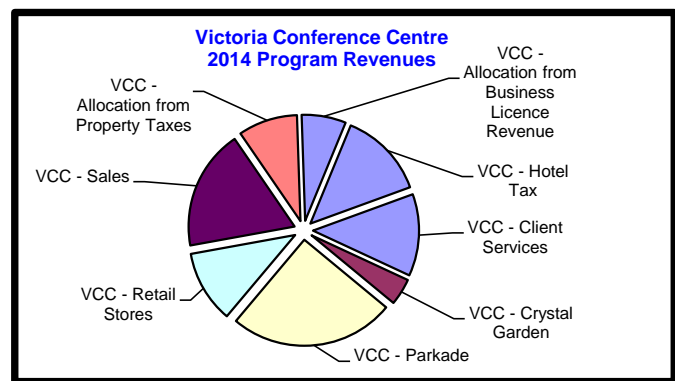
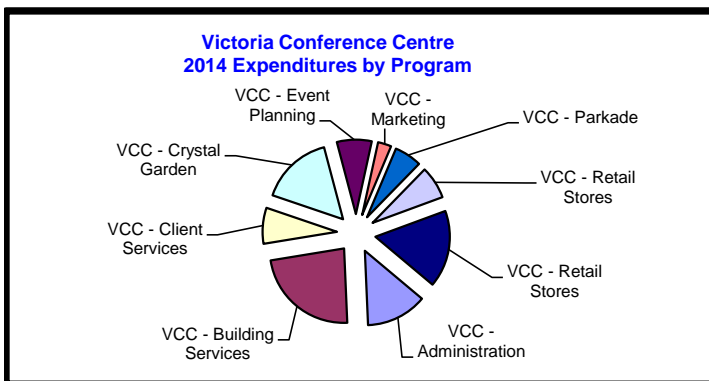
	<b>38,160,106</b>	<b>39,000,166</b>	<b>40,141,973</b>	<b>41,178,772</b>	<b>42,236,160</b>
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# **VICTORIA CONFERENCE CENTRE**

## Victoria Conference Centre 2014 Budget

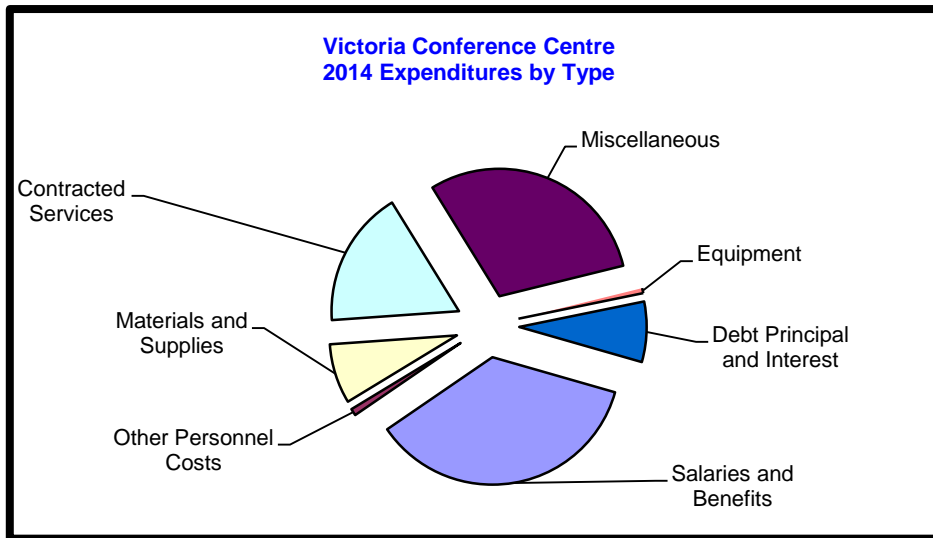
	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
VCC - Administration	590,565	586,814	(3,751)	-0.64%
VCC - Building Services	1,177,783	1,025,768	(152,015)	-12.91%
VCC - Client Services	346,624	346,624	-	0.00%
VCC - Crystal Garden	856,976	695,476	(161,500)	-18.85%
VCC - Event Planning	424,640	335,977	(88,663)	-20.88%
VCC - Marketing	129,255	129,255	-	0.00%
VCC - Parkade	265,206	263,925	(1,281)	-0.48%
VCC - Retail Stores	130,823	315,196	184,373	140.93%
VCC - Sales	742,927	742,927	-	0.00%
<b>Subtotal</b>	<b>4,664,799</b>	<b>4,441,962</b>	<b>(222,837)</b>	<b>-4.78%</b>
VCC - Event Flow Through	4,052,460	4,052,460	-	0.00%
<b>Total VCC</b>	<b>8,717,259</b>	<b>8,494,422</b>	<b>(222,837)</b>	<b>-2.56%</b>
<b>Revenues</b>				
VCC - Client Services	559,000	554,000	(5,000)	-0.89%
VCC - Crystal Garden	241,000	181,000	(60,000)	-24.90%
VCC - Parkade	1,116,000	1,116,500	500	0.04%
VCC - Retail Stores	371,897	489,246	117,349	31.55%
VCC - Sales	875,000	812,622	(62,378)	-7.13%
VCC - Allocation from Property Taxes	620,126	401,000	(219,126)	-35.34%
VCC - Allocation from Business Licence Revenue	300,000	300,000	0	0.00%
VCC - Hotel Tax	581,776	587,594	5,818	1.00%
<b>Subtotal</b>	<b>4,664,799</b>	<b>4,441,962</b>	<b>(222,837)</b>	<b>-4.78%</b>
VCC - Event Flow Through	4,052,460	4,052,460	-	0.00%
<b>Total VCC</b>	<b>8,717,259</b>	<b>8,494,422</b>	<b>(222,837)</b>	<b>-2.56%</b>



## Victoria Conference Centre Expenditures by Type

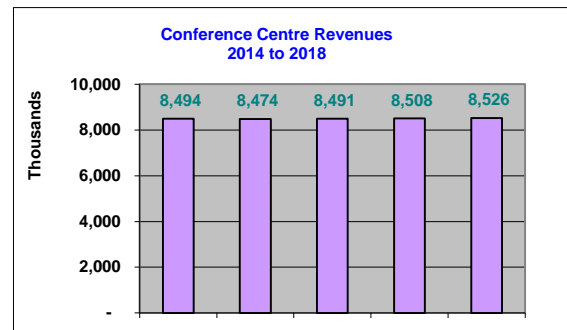
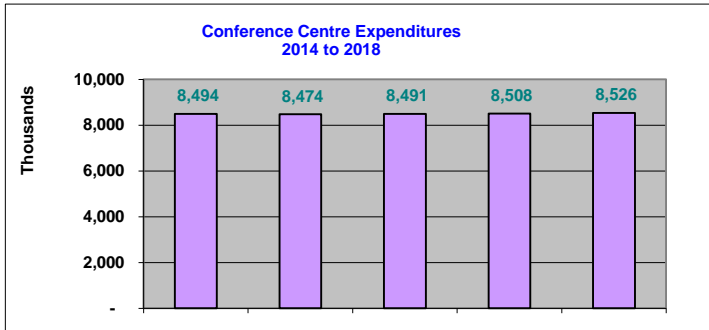
	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Salaries and Benefits	1,850,848	1,599,289	(251,559)	-13.59%
Other Personnel Costs	38,400	38,400	-	0.00%
Materials and Supplies	281,210	336,710	55,500	19.74%
Contracted Services	769,811	768,959	(852)	-0.11%
Miscellaneous	1,355,817	1,329,891	(25,926)	-1.91%
Equipment	28,354	28,354	-	0.00%
Debt Principal and Interest	340,359	340,359	-	0.00%
	<b>4,664,799</b>	<b>4,441,962</b>	<b>(222,837)</b>	<b>-4.78%</b>

Note: Supplier event costs paid by clients are excluded



## Victoria Conference Centre 2014 Budget

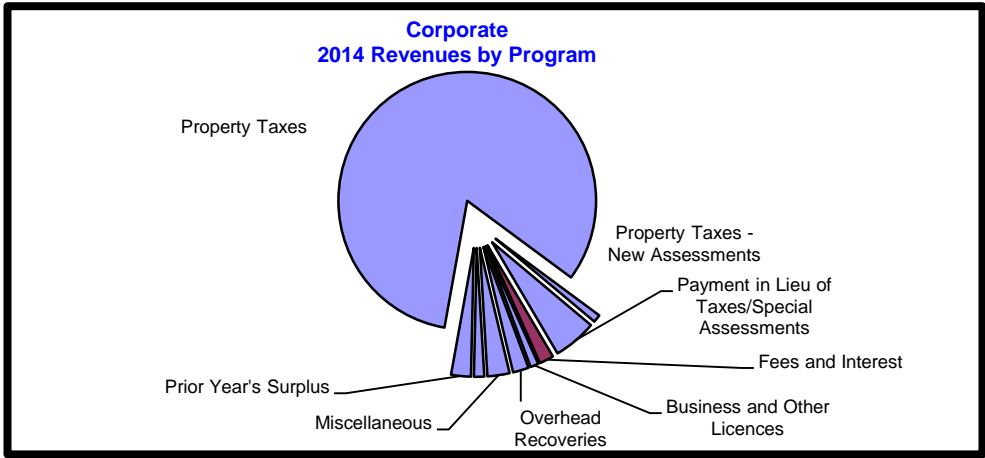
Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Expenditures</b>					
VCC - Administration	586,814	488,294	429,668	370,595	311,152
VCC - Building Services	1,025,768	1,053,635	1,078,761	1,103,582	1,128,012
VCC - Client Services	346,624	353,556	360,627	367,840	375,197
VCC - Crystal Garden	695,476	706,408	717,277	728,294	739,454
VCC - Event Planning	335,977	342,696	349,550	356,541	363,672
VCC - Marketing	129,255	131,840	134,477	137,166	139,910
VCC - Parkade	263,925	269,204	274,588	280,079	285,681
VCC - Retail Stores	315,195	317,962	320,703	323,478	326,287
VCC - Sales	742,928	757,786	772,941	788,400	804,168
<b>Subtotal</b>	<b>4,441,962</b>	<b>4,421,381</b>	<b>4,438,592</b>	<b>4,455,976</b>	<b>4,473,533</b>
VCC - Event Flow Through	4,052,460	4,052,460	4,052,460	4,052,460	4,052,460
<b>Total VCC</b>	<b>8,494,422</b>	<b>8,473,841</b>	<b>8,491,052</b>	<b>8,508,436</b>	<b>8,525,993</b>
<b>Revenues</b>					
VCC - Client Services	554,000	554,000	554,000	554,000	554,000
VCC - Crystal Garden	181,000	181,000	181,000	181,000	181,000
VCC - Parkade	1,116,500	1,127,665	1,138,942	1,150,331	1,161,834
VCC - Retail Stores	489,246	489,246	489,246	489,246	489,246
VCC - Sales	812,622	775,000	775,000	775,000	775,000
VCC - Allocation from Property Taxes	401,000	401,000	401,000	401,000	401,000
VCC - Allocation from Business Licence Revenue	300,000	300,000	300,000	300,000	300,000
VCC - Hotel Tax	587,594	593,470	599,405	605,399	611,453
<b>Subtotal</b>	<b>4,441,962</b>	<b>4,421,381</b>	<b>4,438,592</b>	<b>4,455,976</b>	<b>4,473,533</b>
VCC - Event Flow Through	4,052,460	4,052,460	4,052,460	4,052,460	4,052,460
<b>Total VCC</b>	<b>8,494,422</b>	<b>8,473,841</b>	<b>8,491,052</b>	<b>8,508,436</b>	<b>8,525,993</b>



# CORPORATE

## Corporate Revenues 2014 Budget

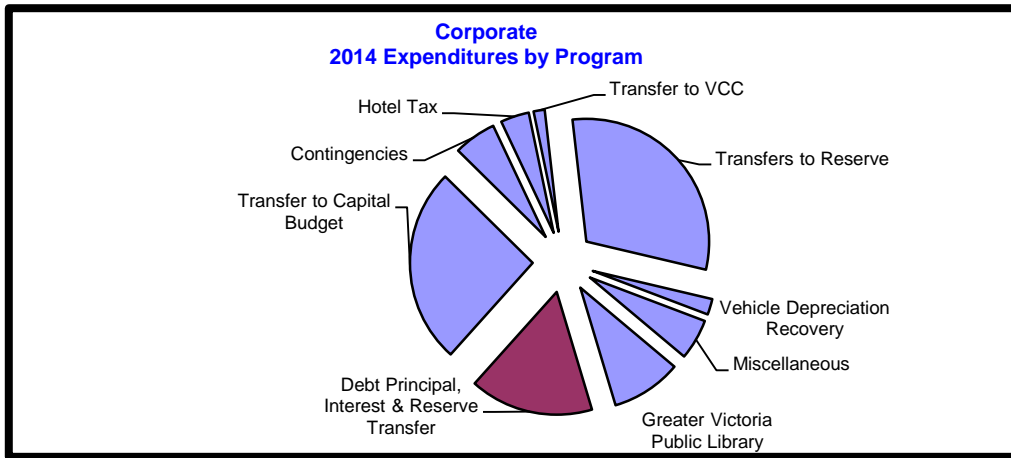
	2013 Budget	2014 Budget	Change	% Change
<b>Revenues</b>				
Payment in Lieu of Taxes/Special Assessments	7,317,400	7,567,131	249,731	3.41%
Fees and Interest	2,480,000	2,480,000	0	0.00%
Business and Other Licences	1,385,500	1,385,500	0	0.00%
Overhead Recoveries	2,780,163	2,773,266	(6,897)	-0.25%
Miscellaneous	1,762,180	3,866,464	2,104,284	119.41%
Hotel Tax	1,800,000	1,800,000	0	0.00%
Prior Year's Surplus	1,228,387	3,474,559	2,246,172	182.86%
Property Taxes	111,992,479	114,806,020	2,813,541	2.51%
Property Taxes - New Assessments		1,368,845	1,368,845	
	<b>130,746,109</b>	<b>139,521,785</b>	<b>8,775,676</b>	<b>6.71%</b>





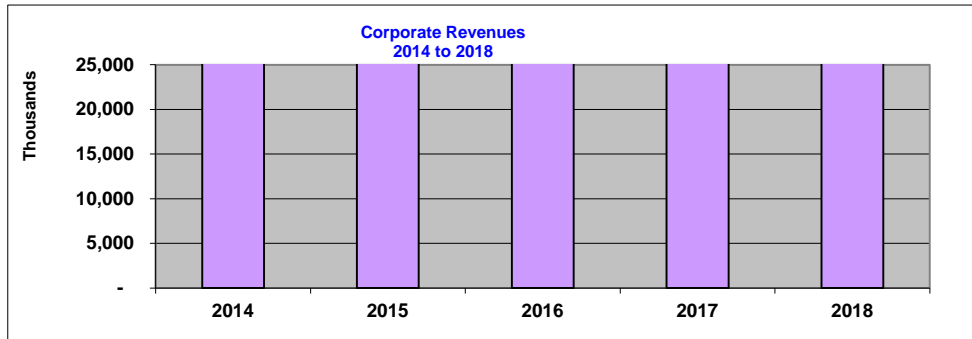
## Corporate Expenditures 2014 Budget

	2013 Budget	2014 Budget	Change	% Change
<b>Expenditures</b>				
Greater Victoria Public Library	4,275,183	4,439,201	164,018	3.84%
Debt Principal, Interest & Reserve Transfer	7,827,583	7,827,583	-	0.00%
Transfer to Capital Budget	10,794,852	12,371,491	1,576,639	14.61%
Contingencies	2,211,438	2,687,000	475,562	21.50%
Hotel Tax	1,800,000	1,800,000	-	0.00%
Transfer to VCC	920,126	701,000	(219,126)	-23.81%
Transfers to Reserve	10,029,220	14,647,400	4,618,180	46.05%
Vehicle Depreciation Recovery	(1,000,000)	(1,000,000)	-	0.00%
Miscellaneous	2,593,794	2,569,218	(24,576)	-0.95%
	<b>39,452,196</b>	<b>46,042,893</b>	<b>6,590,697</b>	<b>16.71%</b>



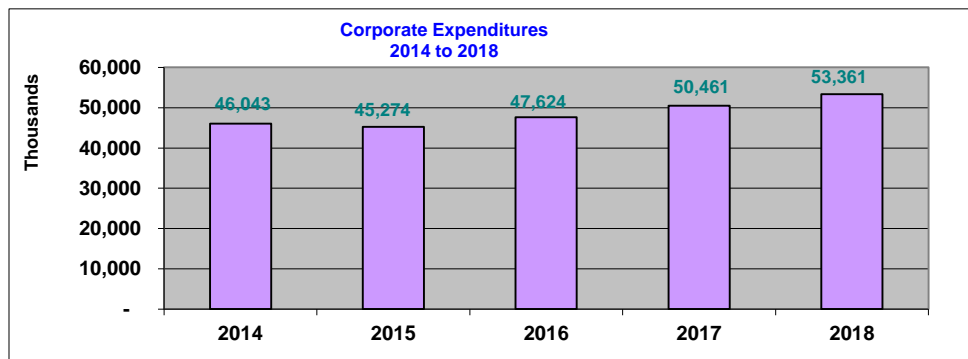
## Corporate Revenues 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Revenues</b>					
Payment in Lieu of Taxes/Special Assessments	7,567,131	8,122,441	8,200,857	8,329,801	8,461,325
Fees and Interest	2,480,000	2,480,000	2,480,000	2,480,000	2,480,000
Business and Other Licences	1,385,500	1,415,500	1,415,500	1,415,500	1,415,500
Overhead Recoveries	2,773,266	2,800,131	2,427,534	2,455,485	2,483,994
Miscellaneous	3,866,464	3,867,110	3,849,769	3,850,442	3,851,127
Hotel Tax	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Prior Year's Surplus	3,474,559	-	-	-	-
Property Taxes	116,174,865	120,445,639	125,895,820	131,559,754	136,771,075
	<b>139,521,785</b>	<b>140,930,821</b>	<b>146,069,480</b>	<b>151,890,982</b>	<b>157,263,021</b>



## Corporate Expenditures 2014 Budget

Program	2014 Budget	2015 Budget Forecast	2016 Budget Forecast	2017 Budget Forecast	2018 Budget Forecast
<b>Expenditures</b>					
Greater Victoria Public Library	4,439,201	4,594,483	4,752,893	4,916,790	5,086,556
Debt Principal, Interest & Reserve Transfer	7,827,583	7,827,583	7,827,583	7,827,583	7,827,583
Transfer to Capital Budget	12,371,491	13,706,852	15,516,852	17,406,852	19,376,852
Contingencies	2,687,000	2,927,065	2,972,052	3,018,062	3,065,119
Hotel Tax	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Transfer to VCC	701,000	701,000	701,000	701,000	701,000
Transfers to Reserve	14,647,400	11,915,899	12,019,467	12,523,107	13,026,820
Vehicle Depreciation Recovery	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Miscellaneous	2,569,218	2,801,234	3,034,118	3,267,660	3,476,873
	<b>46,042,893</b>	<b>45,274,116</b>	<b>47,623,965</b>	<b>50,461,054</b>	<b>53,360,803</b>



# **2014 – 2033 CAPITAL PLAN**

# **Capital Budget Development**

## **The 20-year Capital Plan**

As part of the Capital Budget process, departments prepare a 20-year Capital Plan. This Plan supports the City's strategic objectives which meet the current and future needs of the community. The plan is balanced and incorporates annual planned funding increases to address infrastructure funding needs as a result of deferred maintenance.

## **Objective**

To develop a Capital Plan that reflects the City's current fiscal realities, and supports the Corporate Strategic Plan.

## **Capital Budget Principles**

1. Give preference to projects and programs that support the Corporate Strategic Plan.
2. Give preference to projects and programs that maintain, preserve, and extend the life of existing assets as opposed to create new ones.
3. Give preference to projects that attract non-City funding.
4. Give preference to projects that generate cost savings and support customer service.
5. Keep the debt servicing charges at the current budget level by adding new debt only in the years when other debt issues are retired to minimize impact on taxes.

## **Capital Budget Funding Strategies**

The City's Financial Sustainability Policy outlines funding strategies to address infrastructure reserve levels and capital needs as a result of deferred maintenance.

1. Levy an annual 1.5% increase in property taxes for increased capital budget funding. (1.25% for 2014 – 2015)
2. Transfer all new assessment revenue to infrastructure reserves.
3. Transfer annual operating budget surplus to infrastructure reserves.
4. Actively pursue third party funding for projects included in the 20-year Capital Plan.
5. Where possible, only add new debt in years when other debt issues are retired and/or use debt reduction reserve to minimize impact on property taxes.

## **Definitions**

**Capital** is defined to be a new, an addition, or a major renovation to an existing asset(s), which enhances or prolongs the life of the asset(s).

**Capital Programs** are defined to include expenditure programs that are Capital in nature. Some examples of Capital Programs include:

- Equipment Replacement programs (not individual pieces of equipment)
- New Equipment programs (which meet the threshold as per the Capital Asset Policy)
- Infrastructure: sewers, storm drains, water distribution systems, buildings, roads and sidewalks, traffic systems, parks, etc.

**Capital Projects** are defined as major construction, acquisition, or renovation activities (which meet the threshold as per the Capital Asset Policy), that add value to the municipality's physical assets or significantly increase their useful life. Some examples include:

- Projects identified in neighbourhood and traffic plans.
- Corporate projects (e.g. Centennial Square, land purchases, etc.)
- Economic Development projects.
- Revitalization projects.

## 2014 to 2033 Capital Plan

Page #	Project Name	2014	2015	2016	2017	2018	2019 - 2033	Total
<b>Capital Equipment</b>								
<b>Corporate</b>								
1	Corporate Equip Replacement	189,426	193,215	197,079	201,021	205,042	3,340,863	4,326,646
		<b>189,426</b>	<b>193,215</b>	<b>197,079</b>	<b>201,021</b>	<b>205,042</b>	<b>3,340,863</b>	<b>4,326,646</b>
<b>Engineering</b>								
2	Civic Serv - Refuse Containers	42,449	43,298	44,164	45,048	45,949	810,562	1,031,470
3	Vehicle&Heavy Equip Replacemnt	2,166,496	1,371,490	1,215,339	1,940,978	1,332,623	29,152,484	37,179,410
4	Eng Small Equip and Tools	230,746	223,122	227,584	232,137	236,781	3,951,642	5,102,012
5	Asset Mgmt/Mtce Mgmt/GIS System Dev	684,130	0	0	0	0	0	684,130
6	Parking Equipment/Technology Upgrade	222,486	226,816	231,352	235,980	240,700	4,245,835	5,403,169
7	Parkade Revenue Control System	0	500,000	0	0	0	500,000	1,000,000
8	ENG-Alternative Water Supply	47,755	0	0	0	0	0	47,755
		<b>3,394,062</b>	<b>2,364,726</b>	<b>1,718,439</b>	<b>2,454,143</b>	<b>1,856,053</b>	<b>38,660,523</b>	<b>50,447,946</b>
<b>Finance-Information Systems</b>								
9	Corp IT Infrastructure	400,000	490,000	490,000	490,000	499,801	8,157,211	10,527,012
10	Corporate Application Support	600,000	510,000	510,000	510,000	520,200	8,475,919	11,126,119
11	IT Data Centre	1,000,000	0	0	0	0	0	1,000,000
		<b>2,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,020,001</b>	<b>16,633,130</b>	<b>22,653,131</b>
<b>Fire</b>								
12	Fire - Fire Boat	0	0	0	0	0	650,000	650,000
13	FIRE - Fire Equipment	100,000	102,000	104,040	106,122	108,246	1,909,521	2,429,929
14	FIRE - Furniture/Fixtures	6,936	7,075	7,216	7,361	7,509	132,533	168,630
15	Fire-Protective Fire Clothing	41,820	42,656	43,510	44,380	45,268	798,558	1,016,192
		<b>148,756</b>	<b>151,731</b>	<b>154,766</b>	<b>157,863</b>	<b>161,023</b>	<b>3,490,612</b>	<b>4,264,751</b>
<b>VEMA</b>								
16	VEM-Equipment Replacement	79,591	81,183	82,807	84,464	86,154	1,519,766	1,933,965
		<b>79,591</b>	<b>81,183</b>	<b>82,807</b>	<b>84,464</b>	<b>86,154</b>	<b>1,519,766</b>	<b>1,933,965</b>

## 2014 to 2033 Capital Plan

Page #	Project Name	2014	2015	2016	2017	2018	2019 - 2033	Total
<b>Parks, Recreation &amp; Culture</b>								
17	Rec and Culture - Festival Equipment	25,500	26,010	26,530	27,061	27,602	486,888	619,591
18	CP - Equipment	76,990	78,530	80,101	81,704	83,339	1,470,114	1,870,778
19	RAP - Equipment	33,701	34,376	35,065	35,767	36,482	636,375	811,766
20	SOFMC-Equipment Program	38,760	39,535	40,326	41,133	41,956	740,058	941,768
21	Outdoor Fitness Equipment	107,918	0	0	0	0	0	107,918
		<b>282,869</b>	<b>178,451</b>	<b>182,022</b>	<b>185,665</b>	<b>189,379</b>	<b>3,333,435</b>	<b>4,351,821</b>
<b>Police</b>								
22	Police - Communications Equip	40,000	50,000	50,000	50,000	100,000	940,000	1,230,000
23	Police - Computer Equipment	525,000	500,000	510,000	520,200	530,604	9,359,474	11,945,278
24	Police - Furniture & Fixtures	30,000	25,000	37,500	26,010	26,530	1,017,973	1,163,013
25	Police - Vehicles	405,000	811,506	168,145	440,488	814,743	8,681,804	11,321,686
26	Police - K9 Unit	0	0	0	0	0	0	0
27	Police - Marine Response Unit	280,000	0	0	0	0	0	280,000
		<b>1,280,000</b>	<b>1,386,506</b>	<b>765,645</b>	<b>1,036,698</b>	<b>1,471,877</b>	<b>19,999,251</b>	<b>25,939,977</b>
<b>Victoria Conference Centre</b>								
28	VCC - Equipment	100,000	32,000	78,625	80,198	81,802	1,443,003	1,815,628
		<b>100,000</b>	<b>32,000</b>	<b>78,625</b>	<b>80,198</b>	<b>81,802</b>	<b>1,443,003</b>	<b>1,815,628</b>
<b>Subtotal Capital Equipment</b>		<b>7,474,704</b>	<b>5,387,812</b>	<b>4,179,383</b>	<b>5,200,052</b>	<b>5,071,331</b>	<b>88,420,583</b>	<b>115,733,865</b>
<b>Capital Programs/Projects</b>								
<b>Public Works</b>								
29	Traffic Controller Replacement Program	114,577	118,014	121,554	123,986	126,466	2,230,827	2,835,424
30	Streets Repair-Elec Kiosks	50,772	51,788	52,824	53,881	54,959	969,487	1,233,710
31	Streets-HarbourPathwayUpgrades	100,919	102,938	104,997	107,097	109,239	1,962,233	2,487,423
32	Street-StreetLightReplacement	182,070	185,712	189,427	193,216	197,081	3,476,404	4,423,910
33	Streets-StreetLightReplacement Projects	22,500	0	0	0	0	0	22,500
34	Point Ellice Bridge Painting	0	3,000,000	0	0	0	0	3,000,000
		<b>470,838</b>	<b>3,458,452</b>	<b>468,802</b>	<b>478,180</b>	<b>487,745</b>	<b>8,638,951</b>	<b>14,002,967</b>



## 2014 to 2033 Capital Plan

Page #	Project Name	2014	2015	2016	2017	2018	2019 - 2033	Total
	<b>Facilities</b>							
35	Customer Service & Accessibility Improvements-City	280,000	0	0	0	0	0	280,000
36	FAC-Energy Conservation	156,060	159,182	162,366	165,614	168,927	2,979,825	3,791,974
37	FAC - Life Cycle Replacement	1,465,000	1,615,000	1,865,000	2,115,000	2,365,000	62,359,503	71,784,503
38	FAC-Minor Capital Repairs	750,000	850,000	950,000	1,050,000	1,150,000	23,886,509	28,636,509
39	FAC-Security of City Properties	156,060	159,182	162,366	165,614	168,927	2,979,825	3,791,974
40	Fire Hall Assessment	172,275	0	0	0	0	0	172,275
41	Gorge 120 - Renovations	89,000	0	0	0	0	0	89,000
		<b>3,068,395</b>	<b>2,783,364</b>	<b>3,139,732</b>	<b>3,496,228</b>	<b>3,852,854</b>	<b>92,205,662</b>	<b>108,546,235</b>
	<b>Transportation &amp; Parking Services</b>							
42	T&D - Major Street Rehabilitation	555,000	655,000	755,000	855,000	955,000	23,370,719	27,145,719
43	T&D - Local Street Rehabilitation	1,030,391	1,120,593	1,320,799	1,521,009	1,721,223	36,444,409	43,158,424
44	T&D - Bicycle Master Plan Implementation	520,100	240,302	245,609	251,022	256,543	3,841,286	5,354,862
45	T&D - Bus Shelter Installation	26,010	26,531	27,062	27,604	28,157	494,528	629,892
46	T&D - Crosswalk Installations/Upgrades	104,040	106,121	108,244	110,409	112,618	1,977,774	2,519,206
47	T&D - LED Signal Head/Ped Countdown Signal and	31,212	31,836	32,473	33,122	33,784	595,930	758,357
48	T&D - Traffic Signal Safety Upgrades: Phasing/New	57,222	58,366	59,533	60,724	61,938	1,087,718	1,385,501
49	Dallas Road Seawall Balustrade	586,475	200,000	1,143,825	0	0	0	1,930,300
50	T&D - Arterial Upgrades/DCC Projects	970,200	530,604	541,216	552,040	563,081	9,932,360	13,089,501
51	T&D - Street Lighting Installations	15,606	15,919	16,238	16,563	16,895	296,743	377,964
52	T&D - Pedestrian Master Plan Implementation	358,000	341,160	349,484	357,974	366,634	6,665,181	8,438,433
53	TPS-Seasonal Decoration Program	83,232	84,897	86,595	88,327	90,094	1,589,251	2,022,396
54	TPS-Downtown Beautification	229,898	209,996	215,196	220,500	225,910	4,116,922	5,218,422
55	T&D - Bay Street: Wark to Quadra - Pedestrian	0	0	0	0	0	600,000	600,000
56	T&D - Point Ellice Bridge and Approaches - Cycling	0	0	5,900,000	0	0	0	5,900,000
57	Johnson Street Bridge - Replace	47,000,000	11,600,000	146,464	0	0	0	58,746,464
58	T&D - Victoria West Transportation Plan	400,000	0	0	0	0	0	400,000
59	T&D - Wharf Street Bike Lanes/Revitalization	0	0	0	0	0	2,000,000	2,000,000
60	T&D - Bicycle Master Plan Update	50,000	0	0	0	0	0	50,000
61	Douglas Street Retaining Wall	1,300,000	0	0	0	0	0	1,300,000
62	Parkade Repair and Rehabilitation	1,400,000	100,000	100,000	100,000	100,000	1,400,000	3,200,000
63	Active Transportation	121,639	0	0	0	0	0	121,639
		<b>54,839,025</b>	<b>15,321,325</b>	<b>11,047,738</b>	<b>4,194,294</b>	<b>4,531,877</b>	<b>94,412,821</b>	<b>184,347,080</b>

## 2014 to 2033 Capital Plan

Page #	Project Name	2014	2015	2016	2017	2018	2019 - 2033	Total
	<b>Sanitary Sewers</b>							
64	SS - Inflow & Infiltration	961,280	1,009,345	1,059,813	1,112,805	1,168,446	26,474,228	31,785,917
65	SS - Mains Rehabilitation	511,802	526,367	552,686	580,321	609,338	13,806,199	16,586,713
66	SS - Mains Replacement	909,596	832,226	873,838	917,530	963,407	21,828,460	26,325,057
67	SS - New Services	250,000	300,000	300,000	300,000	300,000	5,200,000	6,650,000
68	SS - System Modelling	330,750	347,288	364,653	382,886	402,031	9,109,089	10,936,697
69	SS - System Assessment	826,875	868,219	911,630	957,212	1,005,073	22,772,497	27,341,506
70	SS - System Upgrades	850,000	1,300,000	1,600,000	2,000,000	2,000,000	12,000,000	19,750,000
		<b>4,640,303</b>	<b>5,183,445</b>	<b>5,662,620</b>	<b>6,250,754</b>	<b>6,448,295</b>	<b>111,190,473</b>	<b>139,375,890</b>
	<b>Storm Drains</b>							
71	VicHarbourMarineProtection	680,950	0	0	0	0	0	680,950
72	SD - Stormwater Quality	262,120	267,363	272,711	278,166	283,729	5,004,872	6,368,961
73	SD - New Services	250,000	250,000	250,000	250,000	250,000	3,750,000	5,000,000
74	SD - Mains Replacement	770,948	941,436	1,141,934	1,342,442	1,542,960	32,797,299	38,537,018
75	SD - Rock Bay Remediation	575,000	0	0	0	0	0	575,000
76	SD-Brick Main Rehabilitation	1,490,360	955,088	974,190	993,674	1,013,548	17,878,299	23,305,159
77	SD - Mains Rehabilitation	1,115,000	1,265,000	1,415,000	1,565,000	1,715,000	40,411,558	47,486,558
78	Stormwater Quality Facilities (10 locations)	161,262	164,488	167,778	171,134	174,557	3,079,117	3,918,336
79	SD - System Planning	350,000	350,000	350,000	350,000	350,000	5,522,128	7,272,128
		<b>5,655,640</b>	<b>4,193,375</b>	<b>4,571,613</b>	<b>4,950,415</b>	<b>5,329,794</b>	<b>108,443,273</b>	<b>133,144,110</b>
	<b>Waterworks</b>							
80	WW - New Fire Hydrants	52,000	54,600	57,330	60,197	63,207	1,432,198	1,719,532
81	WW - New Services	500,000	500,000	550,000	550,000	550,000	8,900,000	11,550,000
82	WW - System Planning	44,000	46,200	48,510	50,936	53,483	1,211,866	1,454,995
83	WW-Main Replacement	3,488,129	3,148,863	3,305,147	3,469,221	3,641,476	82,300,853	99,353,688
		<b>4,084,129</b>	<b>3,749,663</b>	<b>3,960,987</b>	<b>4,130,354</b>	<b>4,308,166</b>	<b>93,844,917</b>	<b>114,078,215</b>

## 2014 to 2033 Capital Plan

Page #	Project Name	2014	2015	2016	2017	2018	2019 - 2033	Total
<b>Legislative &amp; Regulatory Services</b>								
84	Remediation/Capital Work-City Owned Properties	2,053,605	0	0	0	0	0	2,053,605
85	Property Purchase - 2920 Bridge	1,700,000	0	0	0	0	0	1,700,000
		<b>3,753,605</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,753,605</b>
<b>Recreation &amp; Culture</b>								
86	SOFMC Capital Repairs	15,000	0	0	0	0	0	15,000
87	Rec - Spirit Square	27,442	0	0	0	0	0	27,442
88	CP-Infrastructure Replace Prog	825,000	975,000	1,125,000	1,147,500	1,170,450	20,645,953	25,888,903
89	RAP/Cameron Bandshell- Service & Tenant	179,918	140,338	143,145	146,008	148,929	2,627,055	3,385,393
90	Crystal Pool Capital Planning	184,150	0	0	0	0	0	184,150
		<b>1,231,510</b>	<b>1,115,338</b>	<b>1,268,145</b>	<b>1,293,508</b>	<b>1,319,379</b>	<b>23,273,008</b>	<b>29,500,888</b>
<b>Parks</b>								
91	BurnsideGorge-New Park	2,000,000	0	0	0	0	0	2,000,000
92	Harbour Pathways	882,425	0	200,000	200,000	204,000	3,598,463	5,084,888
93	Infrastructure - Parks Upgrades	135,000	141,668	144,601	127,593	130,245	2,310,685	2,989,792
94	Parks-Greenways Plan Implementation	235,000	261,860	300,000	310,000	336,600	5,937,425	7,380,885
95	Irrigation & Water Management Upgrades	25,000	25,000	25,000	25,000	26,000	524,675	650,675
96	Parks-Vic West Field Upgrade	0	0	0	300,000	0	0	300,000
97	Play Area and Amenity Upgrades	177,900	182,070	185,712	189,427	193,216	3,408,236	4,336,561
98	Park Management Plan Implementation	201,500	150,000	200,000	450,000	765,000	13,494,038	15,260,538
99	Vic West Skate Park Rejuvenation	50,000	0	500,000	0	0	0	550,000
100	Park Upgrades	80,000	102,000	104,040	106,121	108,244	1,909,419	2,409,824
101	Inner Harbour Park Space Development	0	750,000	0	0	0	0	750,000
102	Parks-Rose Garden	78,086	0	0	0	0	0	78,086
		<b>3,864,911</b>	<b>1,612,598</b>	<b>1,659,353</b>	<b>1,708,141</b>	<b>1,763,305</b>	<b>31,182,941</b>	<b>41,791,249</b>

## 2014 to 2033 Capital Plan

Page #	Project Name	2014	2015	2016	2017	2018	2019 - 2033	Total
	<b>Planning &amp; Development</b>							
103	P&D-Official Community Plan Update Implementation	240,700	0	0	0	0	0	240,700
104	P&D-Downtown Core Area Plan Implementation	239,235	0	0	0	0	0	239,235
		<b>479,935</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>479,935</b>
	<b>Police</b>							
105	Police - VPD Upgrades	50,000	50,000	75,000	50,000	75,000	975,000	1,275,000
		<b>50,000</b>	<b>50,000</b>	<b>75,000</b>	<b>50,000</b>	<b>75,000</b>	<b>975,000</b>	<b>1,275,000</b>
	<b>Victoria Conference Centre</b>							
106	VCC - Building Infrastructure	278,500	25,000	0	25,500	26,010	456,838	811,848
107	VCC - Safety Upgrades	0	124,000	35,000	35,700	36,414	593,361	824,475
108	VCC-Efficiency & Effectiveness	20,000	20,000	20,000	20,400	20,808	365,472	466,680
		<b>298,500</b>	<b>169,000</b>	<b>55,000</b>	<b>81,600</b>	<b>83,232</b>	<b>1,415,671</b>	<b>2,103,003</b>
<b>Subtotal Capital Programs/Projects</b>		<b>82,436,791</b>	<b>37,636,560</b>	<b>31,908,989</b>	<b>26,633,474</b>	<b>28,199,646</b>	<b>565,582,717</b>	<b>772,398,177</b>
<b>Total Capital Budget</b>		<b>89,911,495</b>	<b>43,024,372</b>	<b>36,088,373</b>	<b>31,833,526</b>	<b>33,270,978</b>	<b>654,003,300</b>	<b>888,132,042</b>