

# City of Victoria

BRITISH COLUMBIA

## Annual Report

YEAR ENDED DECEMBER 31, 2016



# Welcome to Victoria







**Map of Victoria**

# Table of Contents

## Annual Report

Map of Victoria .....	2
Victoria at a Glance .....	4
Community Overview .....	5
Mayor and City Council .....	6
Message from the Mayor .....	7
City Council .....	8
Message from the City Manager .....	10
Message from the Director of Finance .....	11
Organizational Chart .....	12

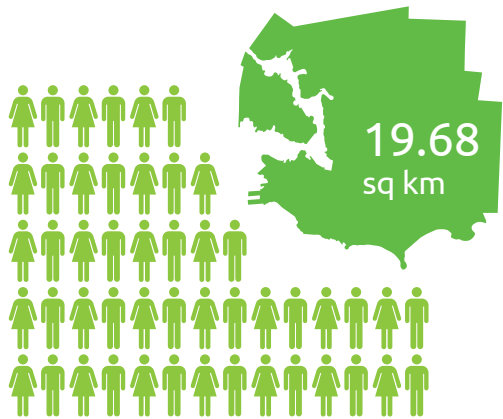
## Looking Forward

<b>Strategic Plan 2015–2018.....</b>	<b>13</b>
Innovate and Lead .....	14
Engage and Empower the Community.....	16
Strive for Excellence in Planning and Land Use .....	18
Build the Financial Capacity of the Organization.....	20
Create Prosperity Through Economic Development.....	22
Make Victoria More Affordable .....	24
Facilitate Social Inclusion and Community Wellness.....	26
Enhance and Steward Public Spaces, Green Spaces and Food Systems .....	28
Complete a Multi-Modal and Active Transportation Network.....	30
Nuture Our Arts, Culture and Learning Capital.....	32
Steward Water Systems and Waste Streams Responsibly.....	34
Take Climate Action and Prepare for Emergencies.....	36
Demonstrate Regional Leadership.....	38
Victoria Police Department .....	40

## Financial Report

<b>Financial Statements .....</b>	<b>43</b>
Management's Responsibility .....	44
Auditors' Report.....	45
Statement of Financial Position .....	46
Statement of Operations .....	47
Statement of Change in Net Financial Assets .....	48
Statement of Cash Flows.....	49
Notes to Financial Statements .....	50
<b>Statistical Information .....</b>	<b>68</b>
Taxable Assessments of Land and Improvements 2012–2016.....	69
Property Tax Rates 2012–2016.....	70
New Construction 2012–2016 .....	70
Labour Force Activity 2012–2016.....	70
Property Tax Levied and Collected 2012–2016.....	71
2016 Principal Corporate Tax Payers.....	72
Debenture Debt 2012–2016 .....	73
Revenue and Expenses 2012–2016.....	74
Statement of Operations 2012–2016.....	75
Reserve Funds 2012–2016.....	75
Capital Expenditures and Funding Sources 2012–2016.....	76
2016 Grants.....	77

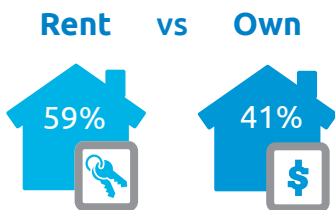
# City of Victoria at a Glance



Population **85,192\***  
(16th largest city in British Columbia)

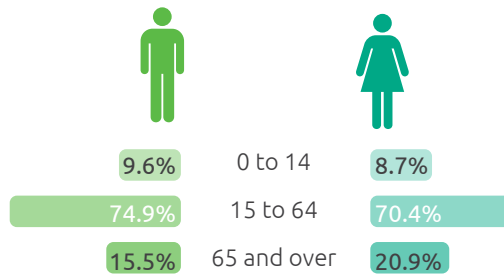
## Assessed Properties\*\*

29,322



Average household income \$58,648  
Median household income \$45,827

## Demographics by age and gender



## Family size

Married couples with children .....3,475  
Married couples without children .....6,845  
Common-law couples with children ..... 820  
Common-law couples without children .....3,815



## Marital Status

- 35% Single
- 30% Married
- 13% Common Law
- 11% Divorced
- 7% Widowed
- 4% Separated



Source: Stats Canada, 2011 Census  
\*BC Stats, 2016  
\*\*City of Victoria, 2016

# Community Overview

On the southern tip of Vancouver Island, the City of Victoria is home to 85,000 people, and is the metropolitan core for a region of 345,000. The Capital City of British Columbia, Victoria is a community of choice for its temperate climate, natural beauty, recreational sites, economic opportunities and vibrant neighbourhoods.

Anchored by the spectacular Inner Harbour, downtown Victoria is the economic heart of the region that includes 13 municipalities. The region's strategic location as a gateway to the Pacific Rim, its proximity to American markets, and its many sea and air links, make Victoria a hub for tourism, business development and economic investment.

Located in a sub-Mediterranean zone, Victoria enjoys the mildest climate in Canada. This, combined with spectacular outdoor settings adorned with ocean views and mountain vistas, encourage year round recreational opportunities including hiking, golfing, cycling, gardening and kayaking.

Victoria is home to a vibrant and eclectic arts and culture community, from world class performing arts, museums and festivals to local authors and artisans. The juxtaposition of heritage charm and modern urban living is part of what makes Victoria one of the most uniquely special places in Canada.

## Victoria at a glance:

- Incorporated on August 2, 1862
- Capital City of British Columbia
- Median age – 41.9\*
- Five year growth rate – 2.5%\*
- Over 3 million visitors annually
- Average rainfall is 58.3 centimetres per year

\*SOURCE: STATS CANADA, 2011 CENSUS

# Mayor and City Council

The Mayor and Council of the City of Victoria were each elected for a four-year term in the municipal election held in November 2014. Each member is appointed to specific portfolios and City standing committees, and is responsible for a particular Victoria neighbourhood. Some members of Council are also appointed to the Board of the Capital Regional District (CRD). Appointments are made by the City to internal committees as well as external boards and committees. There are also external sub-committees or other groups to which members are appointed by those external bodies.

As of February 1, 2016 Council had one committee, Committee of the Whole. Committee of the Whole is comprised of the Mayor and all eight Councillors, focusing on broad policy issues that affect the community or organization as a whole, land development regulations and policy, and specific land development applications.





# Message from Mayor Lisa Helps

On behalf of Council, I am proud to share our 2016 Annual Report with you. In 2016 we continued work towards achieving the City's Strategic Plan goal: "Victoria is a leading edge capital city that embraces the future and builds on the past, where human well-being and the environment are priorities, where the community feels valued, heard and understood and where City Hall is trusted. Victoria is a city that is livable, affordable, prosperous and vibrant, where we all work in partnership to create and seize opportunities and to get things done."

I'll highlight just a few of the many successes.

In order to continue to strengthen Victoria's economic ecosystem and implement the City's Economic Action Plan, *Making Victoria: Unleashing Potential*, we repurposed an existing FTE and hired a Business Ambassador. The Business Ambassador works alongside the City's Manager of Strategic Relations and Business Development in the Business Hub. She provides front line service to existing businesses in Victoria, helping to cut red tape and make it easier to do business in the City. She also works with people interested in opening new businesses. In 2016 the Business Hub had 344 inquires, 240 of which were related to starting a new business.

2016 also marked the launch of CityStudio Victoria ([www.citystudiovictoria.com](http://www.citystudiovictoria.com)). For many years discussions have been underway about having a post-secondary campus downtown. In 2016, we started with a downtown classroom. CityStudio is a collaboration between the City, Camosun College, Royal Roads University, the University of Victoria and the community. CityStudio is an inclusive, creative place that inspires and engages students, City staff and community members as they learn by working together on projects, generating ideas, and exploring complex urban systems. Students get post-secondary course credits for working in teams on projects with city staff and community members.

Planning for the future was a key focus of our work in 2016. We launched Create Victoria, a public engagement process for the City's Arts and Culture Masterplan. This plan will guide the City's role in supporting Victoria's rich and creative arts and culture community. We also launched Visual Victoria – a process to develop a new Downtown Public Realm Plan and City-wide Wayfinding Strategy. Visual Victoria is a program that will refresh the overall look and feel of downtown, and will introduce an efficient system to help people find their way to key points in the city. We also got our Parks and Open Spaces Masterplan

underway. Victorians cherish their parks and open spaces. This 25-year plan will guide investment into the parks system and ensure that we steward our natural assets, mitigate the impacts of climate change and maintain high quality spaces for people to gather and recreate. Finally, in partnership with the community we began working with the residents and businesses of Fairfield, Gonzales and Victoria West to get their neighbourhood plans underway.

Our amazing staff team at the City of Victoria has worked incredibly hard in 2016 to deliver on Council priorities. I'd like to express sincere gratitude to them. On behalf of Council, it has been a pleasure to work alongside staff and the community in 2016 to continue to achieve the objectives of the City's Strategic Plan and to continue to deliver high-quality services to the public.

Lisa Helps  
Mayor

[mayor@victoria.ca](mailto:mayor@victoria.ca)

@LisaHelps

Lisa Helps

# City Council

## Councillor Neighbourhood Liaisons and Regional Service and Civic Committees for 2016



**Marianne Alto**

malto@victoria.ca

**Neighbourhood Liaison:**

- Oaklands Community Association

**Regional Service and Civic Committees**

- Canadian Capital Cities Organization Board
- Community Action Plan on Discrimination
- Te'mexw Treaty Advisory Committee
- Victoria Regional Transit Commission
- Lead, First Nations Task Force
- Capital Regional District (CRD) Board
- CRD Regional Representative to the Treaty Table
- CRD Governance Committee
- CRD Special Task Force on First Nations Engagement
- University of Victoria Liaison, Committee



**Chris Coleman**

ccoleman@victoria.ca

**Neighbourhood Liaison:**

- Fairfield Gonzales Community Association

**Regional Service and Civic Committees**

- CRD Board 2nd Alternate
- CRD Regional Water Supply Commission
- Federation of Canadian Municipalities Board of Directors
- Greater Victoria Labour Relations Association
- Te'mexw Treaty Advisory Committee – Alternate



**Margaret Lucas**

mlucas@victoria.ca

**Neighbourhood Liaison:**

- Downtown Residents Association, including Harris Green  
– *Shared appointment with Councillor Thornton-Joe*
- James Bay Neighbourhood Association

**Regional Service and Civic Committees**

- Capital Region Emergency Service Telecommunications (CREST)
- CRD Board 5th Alternate
- Greater Victoria Airport Authority – Airport Consultative Committee
- Greater Victoria Harbour Authority Member Representative
- Tourism Victoria Board of Directors
- Victoria Civic Heritage Trust
- Victoria Conference Centre Advisory Committee
- University of Victoria Liaison, Committee – Alternate



**Pamela Madoff**

pmadoff@victoria.ca

**Neighbourhood Liaison:**

- North Jubilee Neighbourhood Association
- South Jubilee Neighbourhood Association
- Rockland Neighbourhood Association

**Regional Service and Civic Committees**

- CRD Board Arts Council
- CRD Board 3rd Alternate
- Greater Victoria Public Library Board
- Royal and McPherson Theatres Society Board
- Victoria Civic Heritage Trust
- Victoria Conference Centre Advisory Committee
- Victoria Heritage Foundation



**Ben Isitt**

bisitt@victoria.ca

**Neighbourhood Liaison:**

- Hillside-Quadra Neighbourhood Action Group

**Regional Service and Civic Committees**

- CRD Board
- CRD Board Water Supply Commission
- CRD Core Area Liquid Waste Management Committee
- CRD Transportation Select Committee
- CRD Regional Parks Committee
- CRD Traffic Safety Commission
- CRD Regional Representative to the Treaty Table – Alternate
- Community Action Plan on Discrimination
- Greater Victoria Harbour Authority Board
- Island Corridor Foundation Board
- Victoria Parks and Recreation Foundation Society



**Jeremy Loveday**

jloveday@victoria.ca

**Neighbourhood Liaison:**

- North Park Neighbourhood Association
- Victoria West Community Association

**Regional Service and Civic Committees**

- CRD Board 1st Alternate
- CRD Arts Committee
- CRD Regional Water Supply Commission
- City of Victoria Youth Council



**Charlayne Thornton-Joe**

cthorn-ton-joe@victoria.ca

**Neighbourhood Liaison:**

- Downtown Residents Association, including Harris Green – *Shared appointment with Councillor Lucas*
- Fernwood Community Association

**Regional Service and Civic Committees**

- Canadian Capital Cities Organization Representative
- CRD Board 4th Alternate
- Greater Victoria Family Court and Youth Justice Committee
- Regional Housing Trust Fund Commission



**Geoff Young**

gyoung@victoria.ca

**Neighbourhood Liaison:**

- Burnside-Gorge Community Association

**Regional Service and Civic Committees**

- Board of Cemetery Trustees of Greater Victoria
- CRD Board
- CRD Core Area Liquid Waste Management Committee
- CRD Executive Committee
- CRD Governance Committee
- CRD Transportation Select Committee
- CRD Regional Water Supply Commission
- Municipal Insurance Association of British Columbia



# Message from the City Manager

The annual report is a time to reflect on what we accomplished last year, and to celebrate our achievements. In 2016 we made significant progress towards Council's *Strategic Plan* objectives and the Operational Plan, and I am proud to share those here in the *2016 Annual Report*. I hope you will take a few moments to read the report and the good work our staff, Council and community have been engaged in.

2016 started off with the introduction of a new parking enforcement model for the City, offered by City of Victoria staff rather than as a contracted service. This new model allows for improved customer service, and is better integrated with the rest of the City's parking services.

Another new service we were proud to offer in 2016 was the Business Hub, staffed and running at full capacity in the spring of 2016. From April to December, the Business Ambassador handled 344 inquiries, with 240 being directly related to businesses looking to open or expand in Victoria. The City was presented with the *2016 Open for Business Award* from the province's Small Business Roundtable in recognition of this achievement of making it easier to do business in Victoria.

2016 was an unprecedented year for community engagement with an increase of 55% in the number of citizens engaged in-person at City events. We continue to try new methods to engage the community, both online and in-person, to ensure we hear from our citizens on projects and initiatives we are undertaking. We are continuing to improve on our budget

process, and look forward to engaging our citizens this fall on what is sure to be an energizing budget for 2018.

At the City of Victoria we continue to focus on "better is possible." As part of this commitment to continuous improvement, a Project Management Framework was introduced in 2016 to support our *Strategic Plan* objective to Innovate and Lead. In addition to the Project Management Framework, a new Capital Cost Estimates Policy has been implemented to both address improvements identified in the 2015 Financial Audit, as well as ensure that there are clear standards and common language for communicating all capital project costs to Council, staff and citizens. Cumulatively, this work ensures that projects undertaken by the City undergo the rigour and planning needed for successful outcomes and that we continue to provide value for money to citizens.

It was a busy year for development in the city, with 3,569 construction permits issued, for a total value of \$300 million. This is great news as we strive for increased housing stock and greater affordability for the community. Despite the brisk pace of development, staff in our Development Centre have been meeting target timelines for turnaround of development applications 90% of the time, and 81% for major permits.

Every great city is made up of great neighbourhoods. This year we embarked on an ambitious plan to update 10 neighbourhood plans before February of 2019. These plans will be developed in collaboration with their respective

communities, and will include opportunities for neighbourhoods to participate, design, facilitate and provide feedback.

We ended the year in the Capital City of British Columbia at the First Night celebration on December 31. This family-friendly affair saw 24,000 residents in our Inner Harbour enjoying music, food and activities. Attendees celebrated the end of 2016 and the beginning of 2017, which Council has declared the Year of Reconciliation with local First Nations communities. During the Year of Reconciliation we will be starting the process of making make the culture, history, and modern reality of local Indigenous Peoples become present and apparent throughout the City.

2017 is shaping up to be an exciting year with the arrival of the new Johnson Street Bridge from China in the summer, new bike lanes, plans for parks and open spaces, and a renewed investment in arts and culture. I look forward to sharing those achievements with you next year.

Sincerely,

Jason Johnson  
City Manager

[jjohnson@victoria.ca](mailto:jjohnson@victoria.ca)



# Message from the Director of Finance

I am pleased to present the City of Victoria's audited financial statements for the year ended December 31, 2016. The financial statements are the responsibility of the City of Victoria's management and have been prepared in compliance with Section 167 of the Community Charter and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board (PSAB). The City maintains a system of internal accounting controls, including policies and procedures, designed to safeguard the assets of the corporation and provide reliable financial information. The financial statements have been audited by BDO Canada LLP, who have expressed that in their opinion these statements present fairly, in all material aspects, the financial position of the City as at December 31, 2016.

Financial reporting standards require the preparation of four statements, and notes to those statements, to ensure comparability between government organizations nationally. The format of these statements is very high level and may be difficult for the reader to interpret; however municipalities are legislated to comply with the national reporting standards. To provide a more detailed explanation of the financial activity for the year, the summary below describes significant operating results for 2016.

## Operational Results

The City's net financial position continued to grow in 2016, reflecting the ongoing commitment to strengthening the City's capacity to meet financial obligations. Unlike senior government organizations, municipalities are legislated not to incur deficits and debt for operations. Debt can only be incurred for capital purposes, and an accumulated surplus must be maintained.

The accumulated surplus grew in the year to a total of \$570.4 million. This balance reflects the accumulation of the City's increases in equity in capital assets and reserve balances since its inception. Equity in capital assets, such as roads, underground infrastructure, land, and buildings, makes up the most significant portion of the accumulated surplus balance (\$387.5 million), followed by reserve balances (\$184.7 million).

Revenues for 2016 were not significantly higher than 2015, however sale of goods and services increased \$8m due primarily to the change from property taxes to a user fee for the stormwater utility, as well as increased revenue from parking services and Victoria Conference Centre. This increase was offset by an \$8m decrease in Government transfers primarily due to a lower amount of federal government grant funding for the replacement of Johnson Street Bridge. The largest expense increase was \$2 million in Protective Services, as a result of increased amortization of capital assets, increased cost of materials and supplies, and contractual wage and benefit increases. The net result for 2016 is a contribution to accumulated surplus of \$42.5 million for the year. This balance consists primarily of increased investment in tangible capital assets, followed by growth in reserve balances, with a small portion of general operating fund surplus which is available for future spending.

## Highlights

Through its commitment to continuous improvement, the City of Victoria developed a Project Management Framework in 2016 to support a standard approach to planning and executing projects, as well as support a common understanding of governance

structures and approval processes across the organization.

As part of this Framework, Victoria has adopted a Capital Cost Estimates Policy that is integrated into the Framework to improve the quality and reliability of project costing by establishing principles and standards for costing factors, direction on requirements for lifecycle costing, as well as engagement of external expertise, when required. Also embedded within the Framework is the incorporation of Lessons Learned both in terms of reviewing previous projects as well as documenting new learnings that are tied to project records.

Training of staff in the City's approach to managing projects is ongoing and further refinements and enhancements to systems and process to further support implementation of the Framework is continuing in 2017.

Working as a "One-City" team to achieve continuous improvement every day, the City maintains its commitment to long term financial sustainability as reflected in its financial policies and processes; increasing investment in capital assets and reserves; and prudent management of debt.

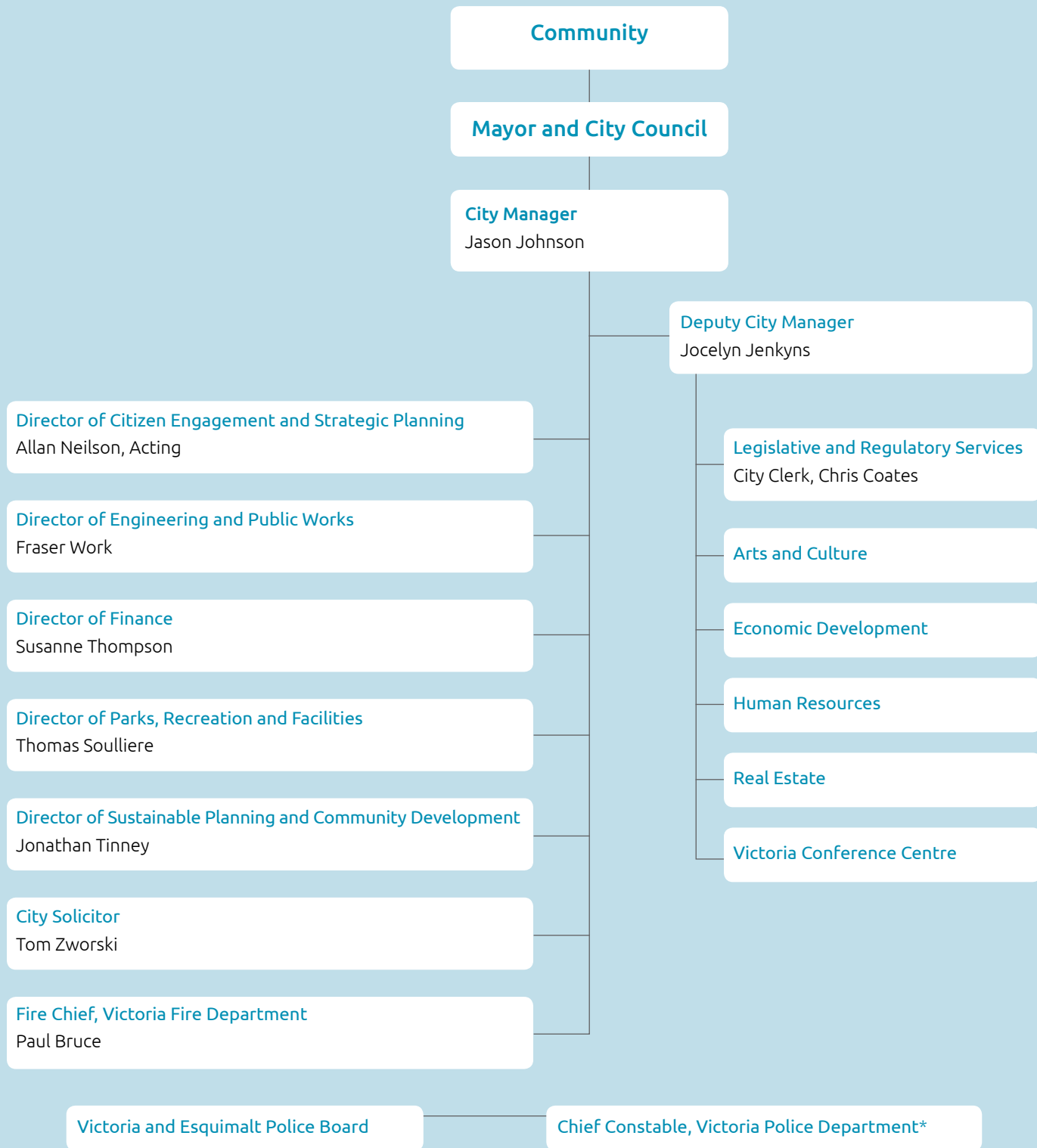
Sincerely,

Susanne Thompson, CPA, CGA  
Director of Finance

April 28, 2017

# 2016 Organizational Chart

City of Victoria | as of December 31, 2016



*\*The Police Department reports to the Police Board which is co-chaired by the Mayor of Victoria and the Mayor of the Township of Esquimalt.*

# Looking Forward

## Strategic Plan 2015 – 2018



In April 2015 Mayor and Council adopted a new Strategic Plan that will guide the direction for the City in the coming years.

### Our Goal

“Victoria is a leading edge capital city that embraces the future and builds on the past, where human needs and the environment are priorities, where the community feels valued, heard and understood and where City Hall is trusted. Victoria is a city that is livable, affordable, prosperous and vibrant, where we all work in partnership to support opportunities and get things done.”

### Objectives

- 1 Innovate and Lead
- 2 Engage and Empower the Community
- 3 Strive for Excellence in Planning and Land Use
- 4 Build the Financial Capacity of the Organization
- 5 Create Prosperity Through Economic Development
- 6 Make Victoria More Affordable
- 7 Facilitate Social Inclusion and Community Wellness
- 8 Enhance and Steward Public Spaces, Green Spaces and Food Systems
- 9 Complete a Multi-Modal and Active Transportation Network
- 10 Nurture Our Arts, Culture and Learning Capital
- 11 Steward Water Systems and Waste Streams Responsibly
- 12 Take Climate Action and Prepare for Emergencies
- 13 Demonstrate Regional Leadership

# Innovate and Lead



## Performance measures:

2015 2016

# of job competitions	176	187
% of promotions/internal movement	38%	49%
# of learning hours	5,245	5,360
# of learning events	103	117
# of employee forums	2	1
# of hours of sick time used	44,910	47,794
# of hours lost to workplace injury	8,528	8,554
# of full-time equivalents	796.48	799.98
# of Council and Committee meetings	161	154



## At the City of Victoria, we embrace a “better is possible” approach in everything we do, constantly seeking new ways to deliver the best programs and services to our citizens.

The ConnectVictoria app was launched in 2016 to make it easier to connect with the City. The app was created to take online connection points on the City’s website and to provide them in an easily accessible mobile app. ConnectVictoria allows residents to search for jobs, latest news, media releases, events, contact information and submit a service request through their mobile device. The service request function allows residents to report potholes, street light outages and other issues right from the app. Residents can take a picture of the issue, pinpoint it on a map, and submit directly to staff from their phone. The app can be found in the iTunes or Google Play app stores under the name ConnectVictoria. Local start-up mobile app development firm FreshWorks Studio created the app using modern design and clean, easy to navigate functionality.

As of January 1, 2016 all City parking services are now offered by City of Victoria staff. The in-house Parking Ambassador model provides greater ability to offer a parking experience consistent with customer service objectives and the needs of the community. The City’s new Parking Ambassador team provide professional and customer-oriented parking services and information in the Capital City.

The City’s parking review function is now part of the Public Service Centre at City Hall, making it a “one-stop shop” for parking. Having the parking review function available at the Public Service Centre makes it easier to find and improves the customer’s experience. The review process has a turnaround of five business days.





**At the City of Victoria we recognize that effective engagement with citizens is an integral part of good governance, and that the amount and quality of such engagement affects our quality of life.**

2016 was a busy year for community engagement. There was an increase of 55% in the number of citizens engaged in person at City events, with 7,429 citizens engaged in 2016 compared to 4,759 the previous year. Eighty-three engagement events were held in 2016.

Social media continues to play a large role in our outreach efforts, and in 2016 the City's Twitter feed reached 40,000 followers. This was achieved by engaging content, responsive staff, impactful visuals, and a growing community that is engaged online and in civic matters.

The City's neighbourhoods model continued to provide an opportunity to take a more holistic approach to supporting neighbourhoods. The My Great Neighbourhood grants were introduced in 2016 to bring neighbours together to create something for their neighbourhood for all to enjoy. Through the grant the City will provide funds to match the equivalent contribution the neighbourhood makes.

City Hall is a resource for citizens, and is open to the public, representing the community's relationship with the local government and City operations. A new policy was implemented in 2016 allowing members of the public to book spaces in City Hall for meetings and events for non-profits and other community organizations, providing citizens with a better to connection to their local government and the physical space of City Hall.

As part of this new initiative to open the doors of City Hall to the public, City Hall hosted its first wedding ceremony in 2016. The first couple to book the space were two long time City of Victoria employees. They met at work and married in the public building that they both love.

**Performance measures:**

	<b>2015</b>	<b>2016</b>
# of unique users at victoria.ca	770,295	<b>778,140</b>
# of unique visitors to Council and committee webcasts	19,882	<b>25,689</b>
# of Facebook likes	11,186	<b>12,786</b>
# of Twitter followers	27,300	<b>40,600</b>
# of LinkedIn followers	1,349	<b>1,826</b>
# of Instagram followers	1,500	<b>6,304</b>
# of VicMap unique users (mobile and desktop)	42,832	<b>41,485</b>
# of total pages view to Development Tracker	5,821	<b>8,400</b>
# of households signed up for active garbage collection reminders	8,554	<b>11,207</b>
# of Freedom of Information requests received	124	<b>142</b>
# of Freedom of Information requests closed	99	<b>159</b>
# of citizens engaged in person at City events	4,759	<b>7,429</b>
# of media releases	136	<b>130</b>
# of dog licences sold	6,492	<b>6,565</b>
Total number of online transactions	152,112	<b>155,135</b>
Total value of online transactions	\$95.4 million	<b>\$101.6 million</b>

# Strive for Excellence in Planning and Land Use

## Performance measures:

	2015	2016
Value of heritage grants to Victoria Civic Heritage trust to administer Building Incentive Program	\$420,000	\$420,000
Value of private investments leveraged from these grants	\$950,000	\$5.46 million
Heritage Alteration Permits issued	21	2
Heritage Alteration Permits received	18	8
Heritage Minor Amendment Permit applications received	23	53
Community Association Land Use Committee meetings	43	39
Board of Variance meetings	20	20
Advisory Design Panel meetings	9	6
Heritage Advisory Committee meetings	13	10
Technical Review Committee meetings	29	43
Rezoning applications	29	49
Development Permit applications	54	35
Development Variance Permit applications	18	28
Development Permit Minor Amendment applications	85	92
Board of Variance applications	39	49
Construction permits issued	3,426	3,569
\$ value of construction permits	\$235 million	\$300 million



## The way that land is managed, communities develop, and infrastructure is built has a direct impact on community vitality and the wellness of its citizens.

2016 saw a number of new developments proposed and approved in the City of Victoria, with 3,569 construction permits issued, for a total value of \$300 million.

The City has embarked on a process to update 10 neighbourhood plans before February of 2019. The plans will be developed using a collaborative planning and engagement process with the community. Each community will be asked how they would like to be involved in developing their neighbourhood plan.

The Burnside Gorge draft neighbourhood plan was presented to Council in 2016 after comprehensive engagement with the community. The plan will shape future growth and development in the neighbourhood including transportation, housing, parks and other infrastructure.

Neighbourhood plans for the Vic West, Fairfield and Gonzales neighbourhoods commenced in 2016, with community visioning and designing the engagement process. All three plans will be completed in 2017.

The third annual Development Summit was held at the Victoria Conference Centre in 2016. The purpose of the Summit was to share information about progress the City made over the past year and discuss what's next, share perspectives on opportunity areas across a wide range of themes, and identify actions for improving the overall development experience.

# Build the Financial Capacity of the Organization

Performance measures:	2015	2016
Grants received	31	23
Value of investment	\$17.2 million	\$10.1 million
Value of investment interest earned	\$2.76 million	\$2.71 million
Value of growth/new property tax assessment revenue	\$2.33 million	\$425,000





## As stewards of taxpayer dollars, we take this responsibility seriously.

The City's Financial Planning process continued to evolve and improve in 2016. Improvements this year included focusing on improved metrics and summary sheets for each capital project area, divisional summary sheets, and a financial plan overview including community impacts. Public consultation on the Draft Financial Plan included a Town Hall with an e-Town Hall component, an online survey, the introduction of a new budget simulator, and a budget at a glance package. The budget simulator is an interactive educational tool to help the community better understand the budget process and decisions City Council and staff make when developing budgets and allocating funds.

In 2016 the Mayor's Task Force on Social Enterprise and Social Procurement convened, comprised of business and community leaders. The purpose of the Task Force was to provide recommendations to Victoria City Council on how the City can support the social enterprise, social-purpose business, and community economic development sectors in Victoria. Recommendations from the Task Force will be presented to Council in 2017.

In April 2016, the City of Victoria issued a Request for Qualifications (RFQ), inviting interested parties to submit responses indicating their interest in and qualifications to replace the current Victoria Fire Department Headquarters, otherwise known as Fire Hall No. 1. The City of Victoria is looking to partner with a developer to ideally develop a mixed use development encompassing a new Fire Department Headquarters on a suitable site that the developer either already owns or can quickly secure. The City is also willing to consider making available land that it currently owns, including the current site of Fire Hall No. 1. The intended outcome continues to be a new headquarters/ fire station as part of a multi-use development at the best value for taxpayers.

## The strength of our economy is the foundation for supporting our entire community.

The City of Victoria is focusing on economic engines that help drive businesses, generate jobs, raise household incomes, and increase well-being.

In 2016 the City opened its new Business Hub as a way to support new business development. The Business Hub is a welcoming and collaborative first point of contact for business start-ups, relocations, expansions, investors, property owners, leasing agents, and others interested in creating prosperity in Victoria. The main goal of the City Hall Business Hub is to make it easier to do business in Victoria.

The Business Hub's inauguration year was well received in Victoria's business community in 2016 with 344 inquiries from April to December, with 240 number of inquiries directly related to starting, expanding or relocating a business. In recognition of the work of the Business Hub, the City was presented with the *2016 Open for Business Award* for the Vancouver Island/Coastal Region from the province's Small Business Roundtable.

CityStudio Victoria was a focus in 2016, an innovation hub where staff, university students and community members co-create, design and launch projects on the ground. The central mission of CityStudio Victoria is to innovate and experiment with the ways cities are co-created, while teaching students the skills needed to collaborate on real projects. CityStudio is a partnership between Camosun College, Royal Roads University, the University of Victoria and the City of Victoria.

The City hosted the first Capital Mission in 2016, an invitation to angel and venture capital investors with an interest in early stage innovative technology companies to visit Victoria. Attendees were treated to front row access to some of the city's top academic minds, business leaders, investment opportunities and investors through three days of events designed to foster meaningful business and academic relationships.



Performance measures:	2015	2016
ParkVictoria app users	13,857	23,982
ParkVictoria app transactions	207,953	418,206
On street parking transactions	2,721,014	2,764,168
City parkade transactions	1,282,830	1,434,342
Business Hub Inquiries	n/a	344
Events held at the Victoria Conference Centre	175	209
Delegate days at the Victoria Conference Centre	96,590	106,808
Value of events at the Victoria Conference Centre*	\$43,465,500	\$48,063,600
Victoria Conference Centre contracts signed for future events	62	49

\*based on delegate days at average delegate spend

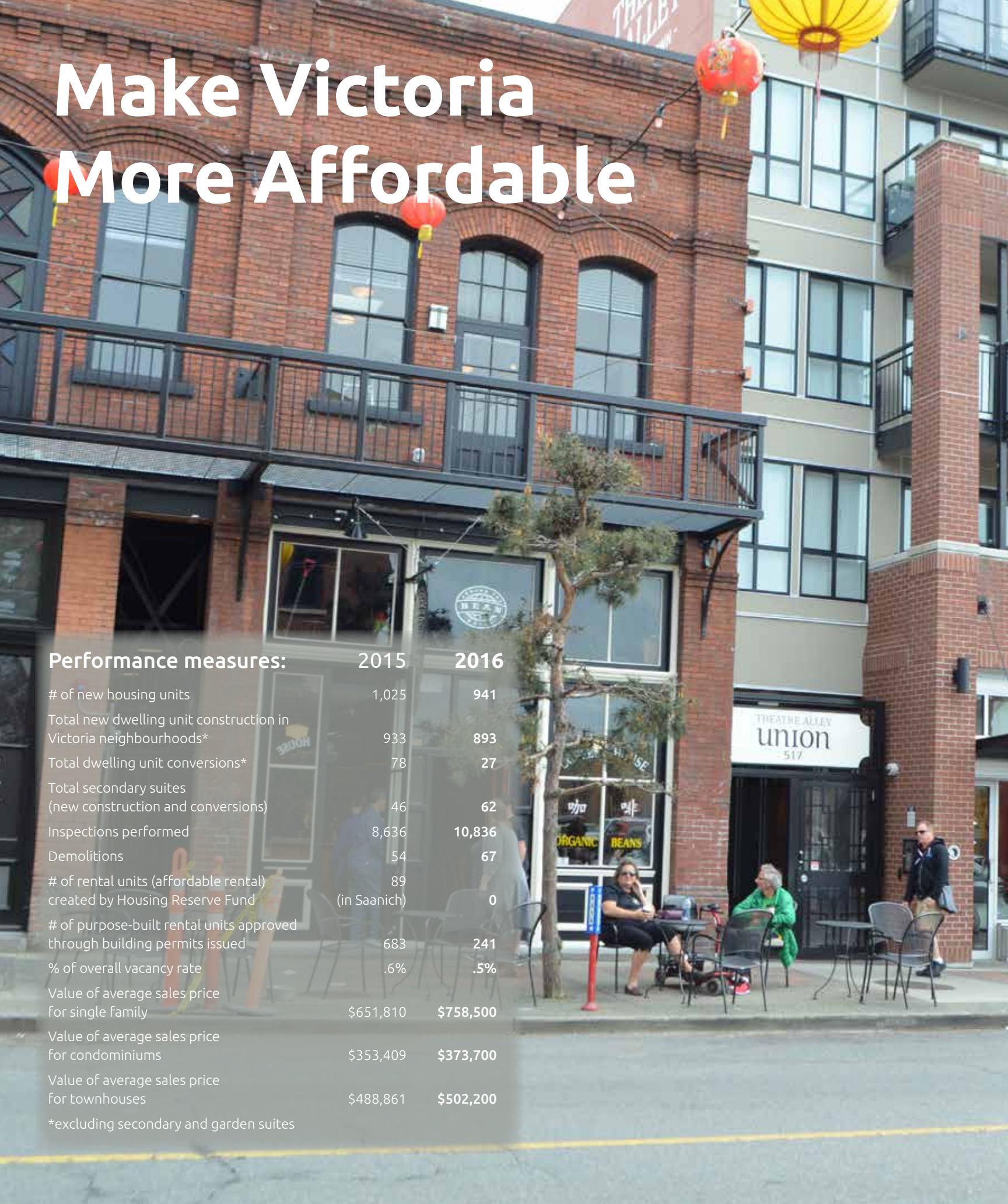


**Create Prosperity  
Through Economic  
Development**

# Make Victoria More Affordable

Performance measures:	2015	2016
# of new housing units	1,025	941
Total new dwelling unit construction in Victoria neighbourhoods*	933	893
Total dwelling unit conversions*	78	27
Total secondary suites (new construction and conversions)	46	62
Inspections performed	8,636	10,836
Demolitions	54	67
# of rental units (affordable rental) created by Housing Reserve Fund (in Saanich)	89	0
# of purpose-built rental units approved through building permits issued	683	241
% of overall vacancy rate	.6%	.5%
Value of average sales price for single family	\$651,810	\$758,500
Value of average sales price for condominiums	\$353,409	\$373,700
Value of average sales price for townhouses	\$488,861	\$502,200

\*excluding secondary and garden suites





**Victoria is committed to developing innovative housing policy solutions, including measures that will improve housing affordability and increase the supply of affordable housing units.**

Over the past 30 years Victoria has grown and changed dramatically. The population is expected to grow by an additional 20,000 residents by 2041. Affordable housing is an important component of Victoria's transition to become a leader in urban sustainability while remaining one of Canada's most livable cities.

In June of 2016 the Victoria Housing Strategy 2016 – 2025 was approved. The strategy assesses and forecasts Victoria's affordable housing needs and establishes affordable housing targets over the next 10 years. To meet the estimated rental and ownership targets, the strategy contains three strategic direction:

- 1) to increase the supply of attainable housing for low to moderate income households;
- 2) to encourage diversity of housing types, tenure and prices across the city and within neighbourhoods; and
- 3) to build awareness and partnerships for affordable housing through communication, education and advocacy. Each of these strategic directions contain actions for implementation over the next three years.

In 2016, a number of new rental units were approved or came on line, as a result of high rates of development across the city. These rental units will fill a much-needed gap in the city, with the rental vacancy rate currently less than 1%.

The City of Victoria, in partnership with BC Housing, extended the lease of 1240 Yates for continued use as transitional housing for 40 people. Over the course of the year, the Provincial Government committed to several housing projects in partnership with the City, due in large part to pressure from "Tent City" at the Provincial Courthouse grounds. BC Housing purchased the former Central Care Home to provide more than 140 additional housing units for people who are homeless, including those on the courthouse lawns.

# Facilitate Social Inclusion and Community Wellness





## The City of Victoria is a healthy and inclusive community, committed to the well-being of all citizens.

The Crystal Pool and Fitness Centre continued to be a vibrant community hub in 2016, drawing residents from across the region to participate in healthy activities. The facility saw over 250,000 visits over the course of the year, with a number of special activities.

Customers new and old were invited to take part in Try it Free, two weeks of free wellness and recreation programs offered at the pool, Save-On-Foods Memorial Centre and participating community centres. Try it Free offered a range of recreation programs at no charge for all ages.

In partnership with the Victoria November Project, the City of Victoria offered the Be Victorious fitness series, free fitness classes in Centennial Square once a month from May to September. The five-part series brought together more than 50 participants each class and was intended to motivate and support Victorians of all ages, shapes and fitness levels to get up, get moving, and gain the experience a life of health, fitness and movement provide.

The Victoria Firefighters Charitable Foundation presented a cheque for \$3,500 to the City's summer camp staff in support of the City of Victoria Campership Program. The program provides financial assistance to the families of children who are unable to register in summer camps due to financial hardship. Since 2013, the campership program has helped 154 children attend a City of Victoria summer camp.

In 2016 the City developed a transgender inclusion policy and urged other municipalities in the Capital Region to develop and implement their own policies, in order that transgender and gender variant citizens can be better included in all our communities.

### Performance measures:

	2015	2016
Crystal Pool and Fitness Centre:		
# of visits	256,000	<b>254,014</b>
# of registrants	8,464	<b>8,287</b>
# of online registrations	1,250	<b>1,699</b>
# of registrations in person/by phone	6,944	<b>5,315</b>
# of registered programs	2,016	<b>1,590</b>
# of camp registrants	1,700	<b>2,066</b>
# of drop-in fitness participants	6,200	<b>6,436</b>
# of aquatic fitness classes	794	<b>772</b>
# of aquatic fitness participants	13,282	<b>13,185</b>
Ball diamonds and soccer fields maintained	45	<b>45</b>
Outdoor fitness equipment locations maintained	4	<b>4</b>
Bookings of Royal Athletic Park	79	<b>71</b>
People attending Royal Athletic Park	60,089	<b>74,510</b>
Dog leash-optional areas	12	<b>13</b>
Public washrooms in parks	17	<b>17</b>
Tennis courts	23	<b>23</b>
Community/senior centres owned and maintained	10	<b>10</b>

# Enhance and Steward Public Spaces, Green Spaces and Food Systems

<b>Performance measures:</b>	<b>2015</b>	<b>2016</b>
Tree removal permits issued for private property	62	72
Pruning permits issued for private property	78	78
Trees removed from public property	109	214
Trees planted on public property	144	318
City-owned trees	32,753	32,857
City parks and green spaces (parks only)	72	137
Annuals produced in nursey for hanging baskets and beds	86,623	72,000
Edible demonstration gardens	2	2
Hanging baskets made	1,290	1,260
Parks calls for service	3,404	4,307
Ladybugs released	0	105,000
Predatory midges released	149,500	134,000
Km of City-owned boulevards	300	219.7
Rain gardens	9	9
Hectares of parkland	191	207



## In the City of Gardens, there are so many ways to enjoy green spaces, parks and natural areas.

The Parks and Open Spaces Master Plan project commenced in 2016, including extensive community engagement. The final plan will be presented to Council in 2017.

Construction of a new fully-fenced dog off-leash area was completed in Vic West Park. The dog park is located in the north east corner of the park and includes agility play features, a dog drinking fountain, and incorporates the natural rock outcropping. Upgrades to the playground at this park was also completed, in a new junior play structure for children ages two to five, and a senior play structure for children ages five to 12.

Having adopted 2017 as a Year of Reconciliation, the City has committed a portion of the hill top at Beacon Hill to the Esquimalt and Songhees Nations to build a traditional longhouse for cultural and educational activities. To prepare the site for future development, Checkers Pavilion was demolished and the hill top was landscaped in November.

Urban gardening and food production contribute positively to health and well-being, social interaction, connection to nature, and environmental education. In 2016 the City approved bylaw changes that allow the community to grow, harvest, package, store and sell a range of food anywhere in Victoria, while limiting any negative impacts on neighbours. These include unprocessed food such as fruits, nuts, seeds, eggs and honey.

In the spring, the public was invited to submit concepts for a temporary pop-up public space at Ship Point. Nearly 50 submissions were received, including a local high school design class, and from as far away as New York, Denmark and Indonesia. A jury of five reviewed the proposals and selected "Pop-Up Ships" as the winning submission. Pop-Up Ships was installed at the end of July, and added vibrancy and activity to the space for the public to enjoy over the summer.

**Victoria is transforming its transportation system to provide improved infrastructure for people to walk, bike and drive. Our vision is to be one of the best small cities for cycling in the world.**



# Complete a Multi-Modal and Active Transportation Network

In 2016, construction of the Pandora Avenue bike lanes was well underway, the first separated cycling lanes in the city. Detailed design for Fort Street, and functional designs for Cook Street were also initiated. Once completed, these lanes will form an All Ages and Abilities (AAA) cycling network that services the downtown core and surrounding villages within Victoria. AAA networks are designed to be suitable, safe and comfortable for most people riding their bikes, regardless of their ability and experience.

Infrastructure for pedestrians was priority in 2016 as well, with seven crosswalks installed or upgraded for pedestrian safety and mobility. Crosswalk locations included Douglas at Michigan, Douglas at Blanshard, Fairfield at Linden, Finlayson at Yew, Hillside at Higgins, Hillside at Blackwood, and Richmond at Leighton.

Recognizing that a growing number of people use skateboards as a mode of transportation, the City of Victoria introduced new regulations in 2016 that allow skateboard use on downtown streets. City bylaws now allow for the use of a skateboard, roller skates, in-line skates, or non-motorized scooters on City streets with an expectation that users will adhere to the same rights and responsibilities as a cyclist. The Parks Regulation Bylaw also allows the use of skateboards and similar devices on roads in parks and along designated paths.

The City consulted with the community in 2016 regarding plans for the Heron Cove and Raymur Point bridges along the David Foster Harbour Pathway, and the Heron Cove Special Place, a feature of the pathway plan.

<b>Performance measures:</b>	<b>2015</b>	<b>2016</b>
Km of road paved	2.3 km	<b>2.3 km</b>
New crosswalks installed	3	<b>3</b>
Sidewalk projects completed	5	<b>4</b>
Metres of new sidewalk installed	680 m	<b>440 m</b>
Metres of new bike lane	1,500 m	<b>230 m</b>
New bike racks installed	14	<b>12</b>
Bus shelters installed	3	<b>2</b>
New LED pedestrian countdown signals	6	<b>6</b>
Major street rehabilitation projects completed	8	<b>5</b>
Local street rehabilitation projects completed	6	<b>6</b>

# Nurture our Arts, Cultural and Learning Capital

## Performance measures:

	2015	2016
Call to artists	3	3
Number of applicants	151*	73
Calls for musicians	0	2
Public art pieces	86	91
Block parties	26	31
Outdoor festivals and events		
City financially supports	39	40
Special event permits issued	213	200
Film permits issued	98	68
Attendees at Canada Day celebrations	40,000	50,000
City-programmed concerts at Beacon Hill Park	43	51

\*increase due to national call for Art in Parkades



## Victoria is the regional centre for arts and culture, a creative city that is a natural draw for festivals and events.

In 2016 Victoria-based artist Luke Ramsey was announced as the City's Artist in Residence for a one-year term. The Artist in Residence program aims to "keep art in mind", providing the opportunity for a local artist to work collaboratively with City staff and the community to identify and develop creative artwork for one or more capital projects over a one-year term.

Ann-Bernice Thomas was announced as the fourth Youth Poet Laureate in 2016. Thomas, a spoken word artist and screenplay writer, will serve as a champion for youth and the literary arts, seeking to inspire and engage local youth to share their stories and artistic voice through both the spoken and written word.

To celebrate Canada's 149th birthday, the City showcased a line-up of performances, family-friendly activities, multicultural programming, and international food village, and spectacular fireworks over Victoria's Inner Harbour on Canada Day, drawing close to 50,000 people downtown. A highlight of event was the ever popular Living Flag on the Legislature lawns.

Car Free YYJ returned again in 2016, spanning nine blocks of Douglas Street for the second annual community celebration. This year's event included four stages including the First Peoples Festival stage, three licensed areas, the park, and more than 275 vendors with activities and food to enjoy.

The City of Victoria, in partnership with the Greater Victoria Spirit Committee, kicked off Canada's 150th in style on New Year's Eve with a First Night event. Approximately 24,000 people came downtown to the Inner Harbour to gather for a community celebration of music, performance, artwork, lighting spectacles and fireworks. Highlights included a First Nation welcome and blanket ceremony, artwork projections by the City's Artist in Residence, headline performances on the mainstage, and an exciting fireworks display.

# Steward Water Systems and Waste Streams Responsibly

## Performance measures:

	2015	2016
Km of sewer upgrades	2.23	2.22
Km of stormwater system upgrades	2.08	2.80
Km of water system upgrades	1.84	1.32
Properties participating in stormwater utility rebates	10	14
Properties participating in stormwater utility credits	21	38
Tonnes of residential garbage collected	3,687	4,103
Tonnes of residential organics collected	1,989	2,124



## Victoria is located in an environmentally rich and diverse region. Acting as stewards for our physical and marine environment helps ensure the sustained health of our community.

In 2016 the City approved changes to improve management of the Gorge Waterway, limiting long-term mooring to a maximum of 48 hours, and not more than 72 hours in a 30-day period. These regulations are intended to deal with abandoned vessels in the waterway, and enhance the use of the area for recreation, and address the negative impacts that unregulated marine activities are having on the marine environment, without restricting navigation.

The City continued a downtown public space recycling program in 2016. This program saw separated garbage and recycling bins throughout the downtown core, allowing residents and visitors to properly dispose of their waste.

The City participated as an intervenor in the Trans Mountain Pipeline Expansion National Energy Board (NEB) hearings. This role provided the City the opportunity to submit questions and events, and present an argument on whether or not the project should be approved. The City's submission was filed with the NEB, and noted that the City believes the project is not in the public interest, and the risks to communities located along the tanker shipping route far outweigh any potential benefits.

The 100 year old brick storm drains that run under Ross Bay Cemetery were rehabilitated. A new glass-reinforced fibre pipe was installed inside the old, existing pipe, avoiding any excavation or disruption to the cemetery.

# Take Climate Action and Prepare for Emergencies

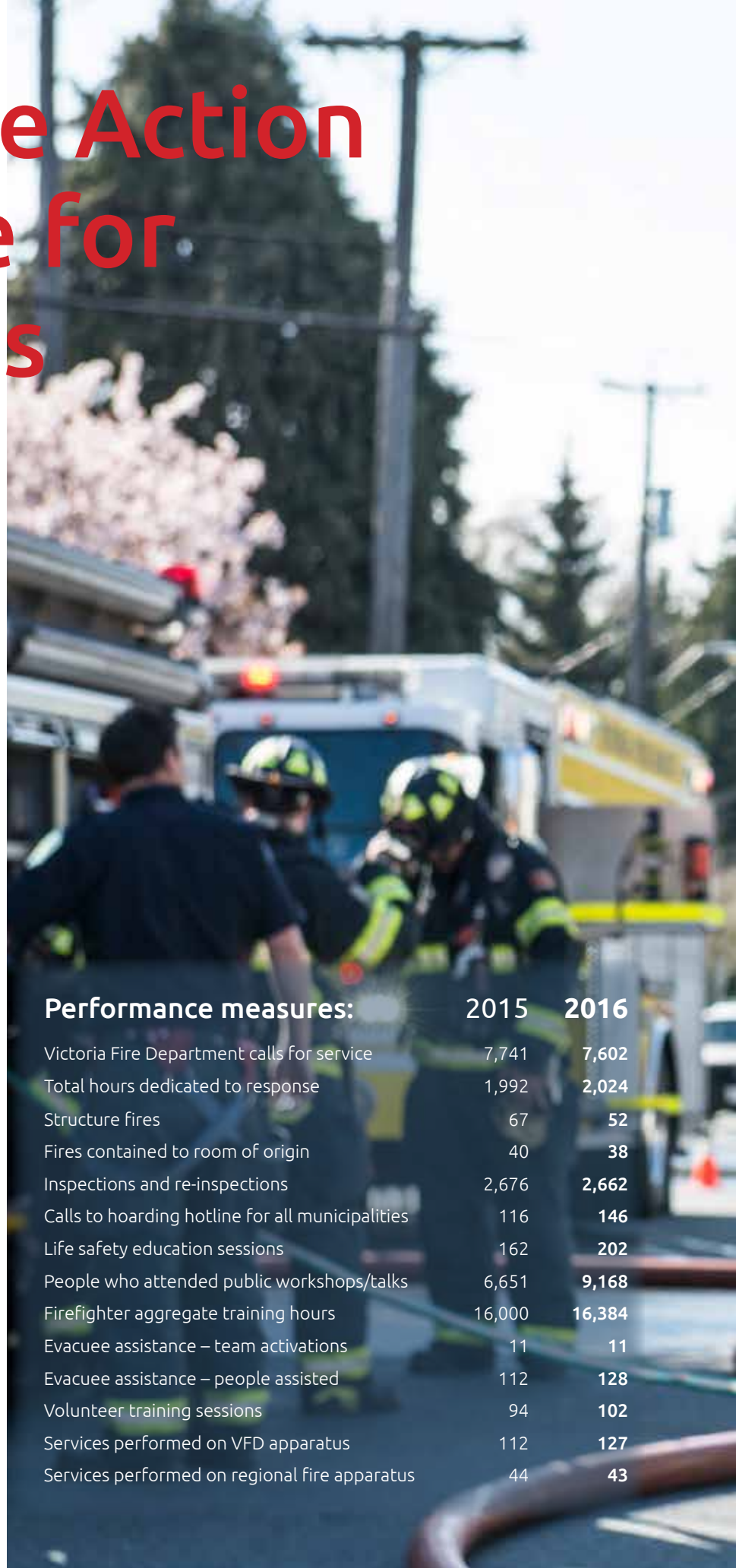
In 2016 the Victoria Fire Department (VFD) responded to 7,602 calls for service, including 52 confirmed structure fires, for a total of 2,024 hours of response. 2,662 fire inspections were performed, and 202 life safety education sessions delivered.

In 2016 the VFD focused on rebuilding the Emergency Management division, with increased emphasis on mitigation, preparedness, response capacity, and the education and practical training of City staff, volunteers and regional stakeholders. A new brand “VictoriaReady” was rolled out to citizens, and included: continuation of free community emergency preparedness workshops; Emergency Social Services (ESS) response to major events including evacuee assistance; and emergency preparedness exercises to increase understanding of roles and responsibilities with the City’s Emergency Plan.

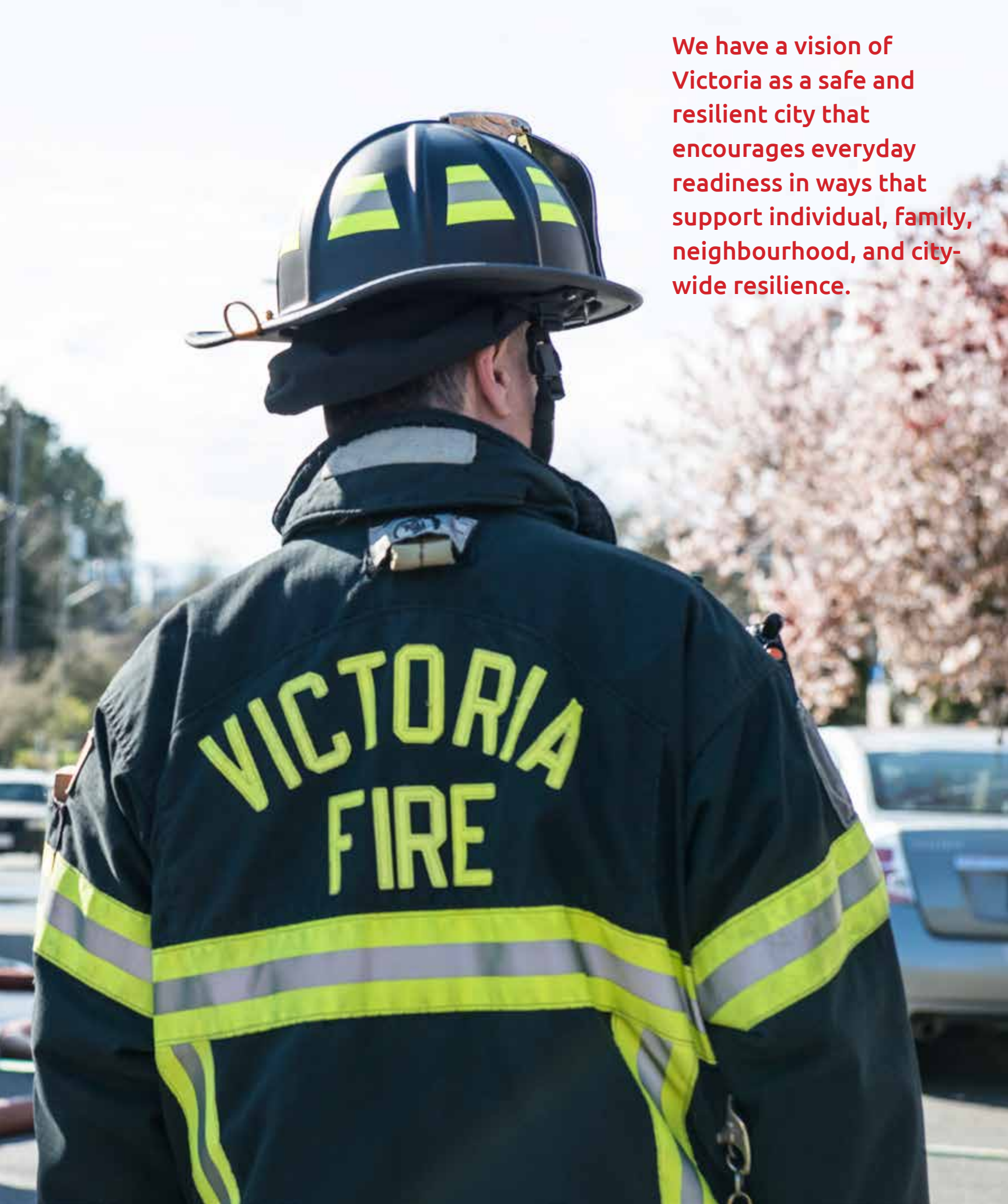
The Victoria Fire Department hosted a Mental Health Symposium in 2016 which was attended by fire fighters and police personnel. The focus of this year’s symposium was mental resiliency. The department also continued to work with a registered nurse in the provision of mental health and mental resilience training in relation to first responder wellness.

The 2016 Fire Prevention Week theme was “Don’t Wait: Check the Date! Replace Smoke Alarms Every 10 Years.” The week was launched with an opening ceremony at City Hall followed by a staff fire drill. Suppression and Prevention staff conducted fire drills and presented fire safety messaging to over 3,300 children at 14 schools.

Nine new electric vehicles were purchased in 2016, adding to the City’s fleet of vehicles. As estimated savings of nearly \$3,000 per vehicle and seven tonnes less of carbon is projected over the lifetime of the each vehicle.



Performance measures:	2015	2016
Victoria Fire Department calls for service	7,741	7,602
Total hours dedicated to response	1,992	2,024
Structure Fires	67	52
Fires contained to room of origin	40	38
Inspections and re-inspections	2,676	2,662
Calls to hoarding hotline for all municipalities	116	146
Life safety education sessions	162	202
People who attended public workshops/talks	6,651	9,168
Firefighter aggregate training hours	16,000	16,384
Evacuee assistance – team activations	11	11
Evacuee assistance – people assisted	112	128
Volunteer training sessions	94	102
Services performed on VFD apparatus	112	127
Services performed on regional fire apparatus	44	43



We have a vision of Victoria as a safe and resilient city that encourages everyday readiness in ways that support individual, family, neighbourhood, and city-wide resilience.

# Demonstrate Regional Leadership





## As the Capital City of British Columbia, the City of Victoria plays an important role in the region, and as is the economic and entertainment heart of the region.

The City of Victoria hosted the annual Union of British Columbia Municipalities convention at the Victoria Conference Centre in 2016. The City submitted six resolutions for consideration by the membership, all of which were endorsed and included: Respect for Local Government; Legislation and Action for a Barrier-Free BC; Time Available for Mail Ballot Process; Empowering Local Governments to Pursue Socially Responsible Investing; Transgender Rights; and National Pharmacare Program.

The City continued to work closely in 2016 with the CRD to support the regional process on determining potential sewage locations. In May the CRD announced that the Province presented to the CRD Board a solution to move forward with the Core Area Wastewater Project. The seven-member panel assessed the shortlisted locations in more detail before releasing its final report and recommendations in September which identified McLoughlin Point in Esquimalt as the sole location for a wastewater treatment plant.

The City provided feedback on the CRD's proposed 2016 Regional Growth Strategy (RGS) for consideration at a public hearing in 2016. The feedback confirmed that the RGS is consistent with the *Official Community Plan* objectives related to growth, environment, housing, transportation and economic development.

# Victoria Police Department





## The Victoria Police Department (VicPD) is the oldest police department west of the Great Lakes and has been proudly serving the City of Victoria since 1858 and the Township of Esquimalt since 2003.

VicPD made steady progress in 2016 towards its strategic vision of “healthy communities through partnerships, accountability, and service excellence.” The department’s strategic plan, which was launched in 2015, is based on the four pillars of community mobilization, intelligence-led policing, communication, and being our best.

Two of the department’s divisions were reorganized in 2016 to better reflect this community-centred approach. The Community Services Division, which was formerly known as the Focused Enforcement Team, provides proactive community-based policing services to all citizens as it relates to traffic safety and education, social issues, homelessness, mental illness, and substance use.

Similarly, the Community Engagement Division, which was formerly the Crime Prevention Section, engages the citizens of Victoria and Esquimalt through a variety of efforts including Block Watch, the Volunteer and Reserve programs, social media, public engagement, and media relations. Other VicPD divisions include the Patrol Division, the Esquimalt Division, Investigative Services, Information Management, Human Resources, Executive Services, and Financial Services.

In 2016, VicPD introduced new training for its officers, including “Fair and Impartial Policing” and “Road to Mental Readiness” training. These courses complement the extensive array of existing training that VicPD officers receive, including crisis intervention and de-escalation training and annual control tactics training.

With 58,000 calls for service in 2016, the officers and civilian staff of VicPD continue to provide first-rate community policing service to its citizens in a way that is operationally effective and efficient. To ensure that trend continues, VicPD began an Efficiency Review in 2016 that analyzed how VicPD can continue to deliver the services that its citizens expect in a financially sustainable manner.



FINANCIAL STATEMENTS OF

# The Corporation of the City of Victoria

Year Ended December 31, 2016

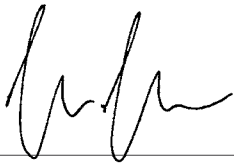
# Management's Responsibility for the Financial Statements

The accompanying financial statements of The Corporation of the City of Victoria (the "City") are the responsibility of management and have been prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of Chartered Professional Accountants Canada. A summary of the significant accounting policies are described in the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The City's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

Mayor and Council meet with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by BDO Canada LLP, independent external auditors appointed by the City. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the City's financial statements.



Chief Administrative Officer



Director of Finance

April 27, 2017



Government Finance Officers Association

## Canadian Award for Financial Reporting

Presented to

**City of Victoria  
British Columbia**

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2015**



Executive Director/CEO

# Independent Auditors' Report

## To the Mayor and Councillors of The Corporation of the City of Victoria

We have audited the accompanying financial statements of The Corporation of the City of Victoria, which comprise the Statement of Financial Position as at December 31, 2016, the Statements of Operations, Change in Net Financial Assets and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

## Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Corporation of the City of Victoria as at December 31, 2016 and its results of operations, cash flows and changes in net financial assets for the year then ended, in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants

Victoria, British Columbia

April 27, 2017

**BDO Canada LLP**      T 250.383.0426  
 Suite 500                      F 250.383.1091  
 1803 Douglas Street      victoria@bdo.ca  
 Victoria, BC V8T 5C3      bdo.ca

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

# Statement of Financial Position

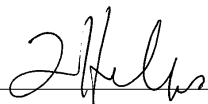
December 31	2016	2015
<b>Financial Assets</b>		
Cash and cash equivalents (Note 2)	\$ 88,214,735	\$ 98,849,674
Accounts receivable		
Property taxes	2,679,561	2,689,705
Other (Note 3)	27,965,007	30,269,322
Portfolio investments (Note 4)	136,900,025	101,700,272
Mortgage receivable (Note 5)	839,007	812,844
Tax sale properties	–	6,922
Other assets	2,264	1,915
Restricted cash ( Note 18)	1,124,988	1,040,502
	<b>257,725,587</b>	<b>235,371,156</b>
<b>Liabilities</b>		
Accounts payable and accrued liabilities (Note 6)	27,075,850	27,130,216
Deposits and prepayments	13,607,090	12,262,183
Deferred revenue (Note 7)	19,336,948	15,800,475
Long-term debt (Note 8)	67,123,425	64,757,797
Obligations under capital lease (Note 9)	–	137,175
Employee future benefit liability (Note 10)	17,051,123	15,635,995
	<b>144,194,436</b>	<b>135,723,841</b>
<b>Net Financial Assets</b>	<b>113,531,151</b>	<b>99,647,315</b>
<b>Non-Financial Assets</b>		
Tangible capital assets ( Note 11)	454,762,429	426,567,296
Inventory of supplies	964,213	840,988
Prepaid expenses and deposits	1,179,575	848,782
	<b>456,906,217</b>	<b>428,257,066</b>
<b>Accumulated Surplus (Note 12)</b>	<b>\$ 570,437,368</b>	<b>\$ 527,904,381</b>
Commitments (Note 17)		
Contingent liabilities (Note 18)		

The accompanying notes are an integral part of these financial statements.

On behalf of the City:



Director of Finance



Mayor

# Statement of Operations

For the year ended December 31	Financial Plan 2016	2016	2015
	(Note 19)		
<b>Revenue</b>			
Taxation (Note 13)	\$ 125,321,377	<b>\$ 126,112,506</b>	\$ 127,687,104
Net grants in lieu of taxes	6,055,300	<b>5,864,539</b>	5,959,046
Sale of goods and services	44,516,418	<b>48,788,424</b>	40,616,789
Sale of water	18,724,745	<b>19,687,181</b>	18,566,652
Licences and permits	3,993,000	<b>5,117,573</b>	4,269,237
Fines	3,190,000	<b>3,393,807</b>	3,203,190
Rentals and leases	1,457,253	<b>1,348,593</b>	1,229,910
Other penalties and interest	1,390,000	<b>738,026</b>	726,885
Investment income	1,700,000	<b>2,743,165</b>	2,823,513
Government transfers (Note 14)	13,762,491	<b>9,845,760</b>	18,181,429
Actuarial adjustment on debt	–	<b>663,669</b>	570,578
Miscellaneous (Note 15)	3,847,811	<b>6,246,349</b>	6,331,989
	223,958,395	<b>230,549,592</b>	230,166,322
<b>Expenses</b>			
General government	17,644,159	<b>19,478,185</b>	19,390,073
Protective services	71,333,283	<b>72,407,533</b>	70,262,797
Transportation services	22,444,196	<b>24,381,515</b>	23,794,331
Environmental and public health services	7,386,962	<b>7,859,118</b>	8,330,785
Social services and housing	677,822	<b>711,508</b>	4,947,545
Planning and development	16,176,908	<b>17,059,341</b>	15,606,659
Parks, recreation and culture	29,416,139	<b>29,419,773</b>	27,359,049
Water utility	13,025,351	<b>13,357,085</b>	12,367,641
Sewer utility	2,841,608	<b>3,342,547</b>	3,542,038
	180,946,428	<b>188,016,605</b>	185,600,918
<b>Annual Surplus</b>	43,011,967	<b>42,532,987</b>	44,565,404
<b>Accumulated Surplus, beginning of year</b>	527,904,381	<b>527,904,381</b>	483,338,977
<b>Accumulated Surplus, end of year</b>	\$ 570,916,348	<b>\$ 570,437,368</b>	\$ 527,904,381

The accompanying notes are an integral part of these financial statements.

## Statement of Change in Net Financial Assets

For the year ended December 31	Financial Plan 2016	2016	2015
	(Note 19)		
Annual Surplus	\$ 43,011,967	<b>\$ 42,532,987</b>	\$ 44,565,404
Acquisition of tangible capital assets	(77,518,541)	<b>(39,488,467)</b>	(54,492,823)
Amortization of tangible capital assets	8,000,000	<b>11,282,374</b>	10,903,102
Loss (gain) on disposal of tangible capital assets	–	<b>(73,940)</b>	3,860,636
Proceeds on disposal of tangible capital assets	–	<b>84,900</b>	927,021
	(26,506,574)	<b>14,337,854</b>	5,763,340
Net consumption of inventory of supplies	–	<b>(123,225)</b>	4,252
Net purchase of prepaid expenses and deposits	–	<b>(330,793)</b>	64,576
Change in Net Financial Assets	(26,506,574)	<b>13,883,836</b>	5,832,168
Net Financial Assets, beginning of year	99,647,315	<b>99,647,315</b>	93,815,147
Net Financial Assets, end of year	\$ 73,140,741	<b>\$ 113,531,151</b>	\$ 99,647,315

The accompanying notes are an integral part of these financial statements.

# Statement of Cash Flows

For the year ended December 31	2016	2015
Cash provided by (used in):		
<b>Operating Transactions</b>		
Annual surplus	\$ 42,532,987	\$ 44,565,404
Items not involving cash		
Amortization of tangible capital assets	11,282,374	10,903,102
Loss (gain) on disposal of tangible capital assets	(73,940)	3,860,636
Change in employee benefits and other liabilities	1,415,128	134,203
Actuarial adjustment on debt	(663,669)	(570,578)
Non-cash grant related to Gorge property	–	(4,787,657)
Changes in non-cash operating assets and liabilities		
Accounts receivable other	2,304,315	(4,681,837)
Property taxes receivable	10,144	1,105,989
Mortgage receivable	(26,163)	(812,844)
Other assets	(77,913)	(13,321)
Accounts payable and accrued liabilities	(54,366)	3,509,889
Deposits and prepayments	1,344,907	4,068,346
Deferred revenue	3,536,473	4,065,684
Inventory of supplies	(123,225)	4,252
Prepaid expenses and deposits	(330,793)	64,576
	<b>61,076,259</b>	<b>61,415,844</b>
<b>Capital Transactions</b>		
Acquisition of tangible capital assets (net)	(39,488,467)	(49,705,165)
Proceeds on disposal of tangible capital assets	84,900	927,021
	<b>(39,403,567)</b>	<b>(48,778,144)</b>
<b>Investing Transactions</b>		
Increase in investments	(35,199,753)	(8,000,206)
<b>Financing Transactions</b>		
Debt issued	5,500,000	–
Debt repayments	(2,470,703)	(3,025,622)
Capital lease repayments	(137,175)	(147,412)
	<b>2,892,122</b>	<b>(3,173,034)</b>
Increase in Cash and Cash Equivalents	(10,634,939)	1,464,460
Cash and Cash Equivalents, beginning of year	98,849,674	97,385,214
Cash and Cash Equivalents, end of year	<b>\$ 88,214,735</b>	<b>\$ 98,849,674</b>

The accompanying notes are an integral part of these financial statements.

# Notes to Financial Statements

December 31, 2016

The Corporation of the City of Victoria (the "City") is incorporated and operates under the provisions of the Local Government Act and the Community Charter of British Columbia. The City provides municipal services such as: protective services, transportation services, environmental and public health services, community planning, parks, recreation and community development, water utility, sewer utility and other general government operations.

The financial statements of The Corporation of the City of Victoria (the "City") are prepared by management in accordance with Canadian generally accepted accounting principles as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants Canada. Significant accounting policies adopted by the City are as follows:

## 1. Significant accounting policies

### (a) Reporting Entity

The financial statements include a combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all of the City's activities and funds. Inter-departmental balances and organizational transactions have been eliminated.

#### (i) Funds held in trust

The financial statements exclude trust assets that are administered for the benefit of external parties (Note 16).

### (b) Basis of Accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

### (c) Government Transfers

Government transfers are recognized in the financial statements as revenues in the period the transfers are authorized and any eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. Transfers received which meet the definition of a liability are included in deferred revenue and are recognized over the period that the liability is settled.

### (d) Deferred Revenue

Certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred or the services are performed.

### (e) Deposits and Prepayments

Receipts restricted by third parties for future services or repayment are deferred and reported as deposits and are refundable under certain circumstances. Deposits and prepayments are recognized as revenue when qualifying expenditures are incurred.

### (f) Taxation Revenue

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized and the taxable event occurs. Annual levies for non-optional municipal services and general administrative services are recorded as taxes for municipal services in the year they are levied. Taxes receivable are recognized net of an allowance for anticipated uncollectible amounts. Levies imposed by other taxing authorities are not included as taxes for municipal purposes.

Through the British Columbia Assessment's appeal process, taxes may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes are recognized at the time they are awarded.

### (g) Investment Income

Investment income is reported as revenue in the period earned. When required by the funding agreement, investment income earned on deferred revenue is deferred and forms part of the deferred revenue balance.

### (h) Cash and Cash Equivalents

Cash equivalents include short term highly liquid investments with a term to maturity of 90 days or less at acquisition. Cash equivalents also include investments in the Municipal Finance Authority of British Columbia ("MFA") Money Market Funds which are recorded at cost plus earnings reinvested in the funds.

### (i) Long-Term Debt

Long-term debt is recorded net of related sinking fund balances and actuarial earnings.

# Notes to Financial Statements

December 31, 2016

## (j) Employee Future Benefits

- (i) The City and its employees make contributions to the Municipal Pension Plan. As this is a multi-employer pension plan, contributions are expensed as incurred.
- (ii) Sick leave and other retirement benefits are also available to the City's employees. The costs of these benefits are actuarially determined based on years of service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

## (k) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

### (i) Tangible Capital Assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The costs, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives as follows:

Asset	Useful life in years
Land improvements	15 – 50
Buildings	20 – 50
Furniture, equipment, technology and motor vehicles	5 – 25
Roads, bridges and highways	10 – 80
Water infrastructure	20 – 125
Sewer infrastructure	50 – 100
Drainage infrastructure	50 – 100

Tangible capital assets are written down when conditions indicate that they no longer contribute to the City's ability to provide goods and services, or when the value of future economic benefits associated with the asset are less than the book value of the asset. Assets under construction are not amortized until the asset is available for service.

The City does not capitalize interest costs associated with the acquisition or construction of a tangible capital asset.

### (ii) Contributions of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

### (iii) Natural Resources

Natural resources are not recognized as assets in the financial statements.

### (iv) Works of Art and Cultural and Historic Assets

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

### (v) Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

### (vi) Inventories of Supplies

Inventories of supplies held for consumption are recorded at the lower of cost and replacement cost.

### (vii) Tangible Capital Assets Disclosed at Nominal Values

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value.

# Notes to Financial Statements

December 31, 2016

## 1. Significant accounting policies: (CONTINUED)

### (l) Use of Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating useful lives of tangible capital assets, estimating provisions for accrued liabilities, estimates related to contaminated sites and in performing actuarial valuations of employee future benefits. Actual results could differ from these estimates.

### (m) Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. Liabilities are recorded net of any expected recoveries.

A liability for remediation of contaminated sites is recognized when all the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the Authority is directly responsible or accepts responsibility;
- (iv) It is expected that future economic benefits will be given up; and
- (v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the mediation strategy for a contaminated site.

## 2. Cash and Cash Equivalents:

	2016	2015
Cash	\$ 10,227,662	\$ 6,371,175
MFA Money Market Funds	59,987,073	83,478,499
Guaranteed investment certificate	18,000,000	9,000,000
	<b>\$ 88,214,735</b>	<b>\$ 98,849,674</b>

Guaranteed investment certificates have interest rates of 1.25% to 1.45 % (2015 – 1.27%) and are redeemable after 90 days.

## 3. Accounts Receivable

	2016	2015
Sewer	\$ 2,936,348	\$ 2,656,369
Water	12,540,291	9,961,380
Grants	4,175,509	8,140,553
GST and carbon tax	628,642	880,329
Investment interest income	986,209	877,683
Parks, recreation and community development	1,980,307	2,371,302
Municipal tickets	1,326,350	1,079,180
Victoria police department	1,024,764	871,676
Business licenses	8,349	244,851
Rental properties	61,172	670,425
Permits	946,014	411,754
Garbage	455,098	446,615
Third party billing	230,066	824,190
Miscellaneous	1,351,474	1,526,273
Valuation allowance	(685,586)	(693,258)
	<b>\$ 27,965,007</b>	<b>\$ 30,269,322</b>

# Notes to Financial Statements

December 31, 2016

## 4. Portfolio Investments

	Yield	Maturity	2016	2015
Corporate bonds			\$ –	\$ 6,000,000
Term deposits	1.28% to 1.95%	December 22, 2017	<b>136,900,025</b>	95,700,272
			<b>\$ 136,900,025</b>	<b>\$ 101,700,272</b>

Term deposits include Guaranteed Investment Certificates of Canadian Banks and Credit Unions. The City's investments have costs that approximate market values.

## 5. Mortgage Receivable

	2016	2015
Mortgage receivable	<b>\$ 839,007</b>	\$ 812,844

In 2011, the Federal Government of Canada entered into an agreement with the Capital Regional District to provide a financial contribution for new permanent, safe, transitional and supportive housing. Subsequently, the Capital Regional District entered into a sub project funding agreement in which \$1,200,000 was contributed to the City towards the purchase of two properties within the City. The agreement states that if the properties are not operated for their intended purpose or are sold and the proceeds of disposition are not applied to providing similar services then the City will be required to repay the contribution amount. The amount of the required repayment is dependent on the length of time that the intended purpose of the contribution is met and extends to March 31, 2026 at which point no further repayment is required.

In 2013, one of the properties was purchased by Provincial Rental Housing Corporation. In 2015, the remaining property was purchased by a not-for-profit housing society and a mortgage of \$1,300,000 was issued by the City. The mortgage bears no interest and is secured by the property. Payment is not due until the mortgage matures on September 15, 2029. The balance represents the present value of the payment, using the City's estimated cost of borrowing.

Both purchases include transfer of the funding agreement repayment obligation applicable to each property.

## 6. Accounts Payable and Accrued Liabilities

	2016	2015
Trade accounts payable	<b>\$ 11,031,714</b>	\$ 12,320,790
Capital projects	<b>1,945,350</b>	3,434,083
Payroll accounts payable	<b>6,592,566</b>	4,963,724
Contract holdbacks	<b>4,816,003</b>	4,247,566
School authorities	<b>1,056,181</b>	714,716
Capital Regional District	<b>412,995</b>	406,147
Legal settlements	<b>880,762</b>	678,381
Recreation Integration Victoria	<b>79,455</b>	100,077
BC Transit	<b>145,697</b>	147,688
Regional Hospital District	<b>94,842</b>	95,810
BC Assessment Authority	<b>20,285</b>	21,234
	<b>\$ 27,075,850</b>	<b>\$ 27,130,216</b>

# Notes to Financial Statements

December 31, 2016

## 7. Deferred Revenue

	2016	2015
Building permit fees	<b>\$ 3,958,073</b>	\$ 2,867,315
Development cost charges	<b>13,534,862</b>	11,337,517
General operating deferred revenue	<b>1,844,013</b>	1,595,643
	<b>\$ 19,336,948</b>	\$ 15,800,475
Building permit fees		
Opening balance of building permit fees	<b>\$ 2,867,315</b>	\$ 1,964,002
Add: fees and contributions received	<b>3,847,440</b>	3,085,134
Less: revenue earned and/or fees refunded	<b>(2,756,682)</b>	(2,181,821)
	<b>\$ 3,958,073</b>	\$ 2,867,315
Development cost charges		
Opening balance of unspent funds	<b>\$ 11,337,517</b>	\$ 8,405,584
Add: development cost charges received during year	<b>2,117,491</b>	2,906,876
Add: interest earned	<b>79,854</b>	78,057
Less: amount spent on projects and recorded as revenue	<b>–</b>	(53,000)
	<b>\$ 13,534,862</b>	\$ 11,337,517
Development cost charges include the following:		
Water and environment	<b>\$ 930,730</b>	\$ 922,057
Streets	<b>20,391</b>	20,201
Transportation	<b>5,257,231</b>	4,390,097
Water	<b>546,774</b>	451,834
Drainage	<b>316,614</b>	266,426
Sewage	<b>2,150,145</b>	1,746,071
Parkland acquisition	<b>3,138,906</b>	2,594,643
Parkland development	<b>1,174,071</b>	946,188
	<b>\$ 13,534,862</b>	\$ 11,337,517

There were no waivers and/or reductions in development cost charges during 2016 or 2015.

# Notes to Financial Statements

December 31, 2016

## 8. Long-Term Debt

The City issues debt instruments through the Municipal Finance Authority "MFA", pursuant to security issuing bylaws under authority of the Local Government Act, to finance certain capital expenditures. Sinking fund balances, managed by the MFA, are used to reduce long-term debt. Interest rates on long-term debt range from 2.10% to 4.90%. The weighted average interest rate for 2016 was 3.10% (2015-3.18%).

(a) Gross amount of debt and the repayment and actuarial earnings to retire the debt are as follows:

	Rate	Gross debt	Repayment & actuarial earnings	Net debt 2016	Net debt 2015	Year of Maturity
Issue 79	2.10%	\$ 10,000,000	\$ (2,743,118)	\$ 7,256,882	\$ 7,535,186	2033
Issue 80	2.40%	10,000,000	(2,698,562)	7,301,438	7,575,115	2033
Issue 81	2.40%	10,000,000	(2,478,787)	7,521,213	7,787,768	2034
Issue 102	4.82%	4,509,000	(2,390,916)	2,118,084	2,427,297	2022
Issue 103	4.82%	1,800,000	(851,178)	948,822	1,070,437	2023
Issue 105	4.90%	5,240,015	(2,114,715)	3,125,300	3,464,190	2024
Issue 110	4.50%	5,200,000	(1,772,944)	3,427,056	3,752,370	2025
Issue 115	3.89%	10,200,000	(1,872,427)	8,327,573	8,731,172	2031
Issue 130	3.00%	23,200,000	(1,602,943)	21,597,057	22,414,262	2034
Issue 139	3.00%	5,500,000	–	5,500,000	–	2036
		\$ 85,649,015	\$ (18,525,590)	\$ 67,123,425	\$ 64,757,797	

(b) Future aggregate payments of net outstanding debenture debt, including sinking fund payments, over the next five years and thereafter are as follows:

2017	\$ 3,425,823
2018	3,568,727
2019	3,717,687
2020	3,872,963
2021	4,034,828
Thereafter	48,503,397
<b>Total</b>	<b>\$ 67,123,425</b>

(c) Scheduled debt repayments may be suspended in the event of excess sinking fund earnings within the MFA. Principal paid during the year was \$2,470,703 (2015 – \$3,025,622). Interest paid during the year was \$2,528,197 (2015 – \$2,566,962).

## 9. Obligations Under Capital Lease

The City has financed a fire truck by entering into capital leasing arrangements with the MFA. The City acquired ownership of the equipment at the end of the lease term in 2016.

# Notes to Financial Statements

December 31, 2016

## 10. Employee Future Benefit Liability

Information about liabilities for the City's employee obligation is as follows:

	2016	2015
Accrued benefit obligation		
Balance, beginning of year	<b>\$ 17,729,501</b>	\$ 17,272,301
Service cost	<b>1,387,100</b>	1,354,600
Interest cost	<b>571,400</b>	556,800
Benefits payments	<b>(884,600)</b>	(1,826,000)
Immediate recognition loss/(gain) for event driven liabilities	<b>37,400</b>	(131,900)
Actuarial gain (loss)	<b>(747,800)</b>	503,700
Accrued benefit obligation, end of year	<b>18,093,001</b>	17,729,501
Less unamortized net actuarial loss	<b>(1,516,802)</b>	(2,522,346)
Add pension over contributions due to staff	<b>474,924</b>	428,840
Accrued benefit liability, end of year	<b>\$ 17,051,123</b>	\$ 15,635,995

The accrued benefit obligation and the benefit costs for the year were estimated by an independent actuarial firm using data from December 31, 2014 and extrapolated to December 31, 2016. Key estimates were used in the valuation including the following:

	2016	2015
Discount rates	<b>3.30%</b>	3.10%
Expected future inflation rates	<b>2.25%</b>	2.25%
Expected wage and salary increases	<b>2.33% to 4.38%</b>	2.33% to 4.38%
Estimated average remaining service life of employees	<b>12 years</b>	12 years

The accrued benefit liability includes both vested and non-vested amounts as follows:

	City	Police	2016	2015
Vested benefits	<b>\$ 3,642,390</b>	<b>\$ 7,275,808</b>	<b>\$ 10,918,198</b>	\$ 9,661,954
Non-vested benefits	<b>4,936,525</b>	<b>1,196,400</b>	<b>6,132,925</b>	5,974,041
Total accrued benefit liabilities	<b>8,578,915</b>	<b>8,472,208</b>	<b>17,051,123</b>	15,635,995
Charged to operating funds in current and past years	<b>(4,512,964)</b>	<b>(6,731,241)</b>	<b>(11,244,205)</b>	(10,904,547)
Portion of benefits charged against reserves	<b>\$ 4,065,951</b>	<b>\$ 1,740,967</b>	<b>\$ 5,806,918</b>	\$ 4,731,448

Vested benefits include lump sum payments, death benefits, and certain sick leave and vacation in the year of retirement benefits. Vested benefits are contractually required to be paid to an employee regardless of their future employment. Non-vested benefits include long service leave, personal leave program and certain sick leave programs. Non-vested benefits are conditional upon future employment.

# Notes to Financial Statements

December 31, 2016

## GVLRA – CUPE Long Term Disability Trust

The Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relations Association representing a number of employers and the Canadian Union of Public Employees representing a number of CUPE locals. The Trust's sole purpose is to provide a long term disability income benefit plan. The City and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2014. At December 31, 2015, the total plan provision for approved and unreported claims was \$19,101,700 with an accumulated deficit of \$1,519,598. The total plan provision for approved and unreported claims and net surplus or deficit at December 31, 2016 will be available later in 2017.

The City paid \$585,900 (2015 – \$567,058) for employer contributions and City employees paid \$585,900 (2015 – \$567,058) for employee contributions to the Plan in fiscal 2016.

## Municipal Pension Plan

The municipality and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly trustee pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2015, the Plan has about 189,000 active members and approximately 85,000 retired members. Active members include approximately 37,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the Plan and adequacy of the funding. The actuary determines an appropriate combined employer and member contribution rate to fund the Plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the Plan. This rate is then adjusted to the extent there is amortization of any funding deficit.

The most recent valuation for the Municipal Pension Plan as of December 31, 2015, indicated a 2,224 million funding surplus for basic pension benefits on a going concern basis. The next valuation will be as at December 31, 2018, with results available 2019.

Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate, with the result that there is no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the Plan.

The City of Victoria paid \$10,910,603 (2015 – \$10,676,045) for employer contributions and City of Victoria employees paid \$8,585,600 (2015 – \$8,481,780) for the Plan in fiscal 2016.

# Notes to Financial Statements

December 31, 2016

## 11. Tangible Capital Assets

	Land and land improvements	Buildings	Furniture, equipment, technology, motor vehicles	Roads, bridges, highways	Water infrastructure	Sewer infrastructure	Drainage infrastructure	Assets under construction	2016 Total	2015 Total
Cost, beginning of year	\$ 135,832,584	\$ 105,590,104	\$ 65,333,556	\$ 95,842,515	\$ 60,304,187	\$ 20,088,026	\$ 18,128,854	\$ 74,861,105	<b>\$ 575,980,931</b>	\$ 527,266,382
Additions	1,698,256	3,536,274	4,908,818	4,814,040	3,751,657	2,687,582	2,982,573	21,573,476	<b>45,952,676</b>	59,019,911
Disposals/transfers	-	-	(335,227)	-	-	-	-	(6,464,209)	<b>(6,799,436)</b>	(10,305,362)
Cost, end of year	137,530,840	109,126,378	69,907,147	100,656,555	64,055,844	22,775,608	21,111,427	89,970,372	<b>615,134,171</b>	575,980,931
Accumulated amortization, beginning of year	210,867	40,261,967	42,625,538	48,849,485	8,982,900	5,535,424	2,947,454	-	<b>149,413,635</b>	139,501,150
Disposals	-	-	(324,267)	-	-	-	-	-	<b>(324,267)</b>	(990,617)
Amortization	66,979	2,712,612	5,045,527	2,455,487	568,541	235,988	197,240	-	<b>11,282,374</b>	10,903,102
Accumulated amortization, end of year	277,846	42,974,579	47,346,798	51,304,972	9,551,441	5,771,412	3,144,694	-	<b>160,371,742</b>	149,413,635
Net carrying amount, end of year	\$ 137,252,994	\$ 66,151,799	\$ 22,560,349	\$ 49,351,583	\$ 54,504,403	\$ 17,004,196	\$ 17,966,733	\$ 89,970,372	<b>\$ 454,762,429</b>	\$ 426,567,296

- a) Work in Progress – Assets under construction having a value of \$89,970,372 (2015 – 74,861,105) have not been amortized. Amortization of these assets will commence when the asset is put into service.
- b) Contributed Assets – No contributed assets have been recognized in 2016 or 2015.
- c) Write down of Tangible Capital Assets – No write down of tangible capital assets occurred during 2016 or 2015.

# Notes to Financial Statements

December 31, 2016

## 12. Accumulated Surplus

Accumulated surplus consists of individual fund surplus and reserve funds as follows:

	2016	2015
<b>Surplus</b>		
Equity in tangible capital assets	<b>\$ 387,505,952</b>	\$ 361,539,272
<b>Reserves</b>		
Operating Fund	<b>4,032,822</b>	1,818,422
Financial Stability Reserves	<b>48,259,590</b>	42,193,595
Equipment and Infrastructure Replacement Fund	<b>123,129,773</b>	112,327,085
Tax Sale Lands Fund	<b>5,865,775</b>	6,877,431
Parks and Greenways Acquisition Fund	<b>2,346,203</b>	2,324,124
Local Amenities	<b>637,198</b>	595,525
Victoria Housing Fund	<b>2,882,724</b>	2,708,914
Climate Action	<b>765,867</b>	634,467
Art in Public Places	<b>579,639</b>	546,075
Downtown Core Area Public Realm Improvements	<b>151,034</b>	99,261
Downtown Heritage Building Seismic Upgrades	<b>87,709</b>	22,061
Strategic Objectives	–	949,597
Less: Underfunded employee benefit obligations (Note 10)	<b>(5,806,918)</b>	(4,731,448)
<b>Total reserves</b>	<b>182,931,416</b>	166,365,109
	<b>\$ 570,437,368</b>	\$ 527,904,381

# Notes to Financial Statements

December 31, 2016

## 13. Taxation:

Taxation revenue, reported on the Statement of Operations is made up of the following:

	Financial Plan 2016	2016	2015
General taxation	\$ 121,511,377	\$ 121,485,130	\$ 123,007,789
Special assessments	1,410,000	1,488,694	1,527,934
Hotel tax	2,400,000	3,138,682	3,151,381
Collections on behalf of other governments			
Capital Regional District	–	19,149,615	19,009,131
School Authorities	–	49,222,779	50,519,268
Regional Hospital District	–	7,452,081	7,419,988
Municipal Finance Authority	–	5,157	4,969
BC Assessment Authority	–	1,515,385	1,578,496
BC Transit	–	9,065,133	9,073,952
Business Improvement Association	–	1,024,171	1,008,867
	125,321,377	213,546,827	216,301,775
Transfers to other governments			
Capital Regional District	–	(19,149,615)	(19,009,131)
School Authorities	–	(49,222,779)	(50,519,268)
Regional Hospital District	–	(7,452,081)	(7,419,988)
Municipal Finance Authority	–	(5,157)	(4,969)
BC Assessment Authority	–	(1,515,385)	(1,578,496)
BC Transit	–	(9,065,133)	(9,073,952)
Business Improvement Association	–	(1,024,171)	(1,008,867)
	–	(87,434,321)	(88,614,671)
	\$ 125,321,377	\$ 126,112,506	\$ 127,687,104

## 14. Government Transfers

The City recognizes the transfer of government funding as revenues in the period that the events giving rise to the transfer occurred. The Government transfers reported on the Statement of Operations are:

	Financial Plan 2016	2016	2015
Unconditional transfers			
Traffic fine revenue sharing	\$ 2,183,000	\$ 1,972,324	\$ 2,183,320
Conditional transfers			
Jail	95,000	33,180	38,128
Gas tax	3,428,000	3,427,988	3,316,307
Infrastructure grants:			
General capital	–	–	476,530
Johnson Street Bridge	8,056,491	4,285,926	10,854,533
Cost-sharing agreements:			
General capital	–	126,342	1,312,611
	11,579,491	7,873,436	15,998,109
	\$ 13,762,491	\$ 9,845,760	\$ 18,181,429

# Notes to Financial Statements

December 31, 2016

Traffic Fine Revenue Sharing program is an unconditional grant provided to municipalities to assist in ensuring community safety and addressing community specific strategic priorities. The program returns 100% of net revenues from traffic violations to municipalities that are directly responsible for paying for policing.

Gas Tax is provided by the Government of Canada. The use of the funding is established by a funding agreement between the City and the Union of British Columbia Municipalities. These funds may be used towards designated infrastructure projects that achieve positive environmental results.

Infrastructure grants related to the Johnson Street Bridge Replacement Project are restricted to eligible expenses as defined by the funding agreement established between the City, Union of British Columbia Municipalities and The Government of Canada's Building Canada Fund Program.

## 15. Miscellaneous Revenue

	Financial Plan 2016	2016	2015
Third party billing, cost sharing and recoveries	\$ 1,015,263	<b>\$ 3,103,378</b>	\$ 2,945,262
Arena lease equivalent, share of naming rights and ticket surcharge	621,375	<b>543,958</b>	572,255
CREST levy	400,000	<b>365,632</b>	389,734
Rezoning applications	270,000	<b>396,485</b>	382,079
Dog licences and fines	212,350	<b>233,505</b>	226,652
Bus shelter advertising	150,000	<b>132,283</b>	133,649
Tax certificates	115,000	<b>154,185</b>	126,750
Bonus density	–	<b>100,000</b>	100,000
Traffic and sidewalk permits	89,500	<b>88,569</b>	81,764
Other: administrative fees, lease fees, information sales and asset disposals	974,323	<b>1,128,354</b>	1,373,844
	<u>\$ 3,847,811</u>	<u><b>\$ 6,246,349</b></u>	<u>\$ 6,331,989</u>

Third party billing and CREST levy are offset by expenses therefore budget variance has no impact on the City's operating surplus. Ticket surcharge revenue from the arena is impacted by arena annual operational activity. RAP user fee revenue are transferred to reserves, therefore do not impact operating surplus. Amounts for bonus density are not determinable in advance, and do not impact operating surplus as balances are transferred to reserves, therefore no budget amount is provided in the Financial Plan.

# Notes to Financial Statements

December 31, 2016

## 16. Trust Funds

Trust funds administered by the City have not been included in the Statement of Financial Position nor have their operations been included in the Statement of Operations.

	2016	2015
Ross Bay Cemetery	\$ 933,714	\$ 907,645
Nature Interpretation Centre	609,181	603,448
Bastion Square Revitalization	233,520	231,322
	<b>\$ 1,776,415</b>	<b>\$ 1,742,415</b>

The Ross Bay Cemetery Trust is a fund for the non-commercial Ross Bay Cemetery and is used for perpetual maintenance.

The Nature Interpretation Centre is a trust for the construction of a nature interpretation centre in Beacon Hill Park.

The Bastion Square Revitalization Trust is a trust received from the Bastion Square Association Society for the sole purpose of improving Bastion Square.

## 17. Commitments

In the normal course of business, the City enters into commitments for both capital and operational expenses. These commitments have been budgeted for within the appropriate annual budget and have been approved by Council.

In 2010, residents authorized the City, by referendum, to borrow up to \$49.2 million for the planning, study, design, and construction of a bridge to replace the Johnson Street Bridge and to decommission the existing bridge. The City has loans totaling \$33.4 million from the CMHC under the Municipal Infrastructure Lending Program in respect of the authorized borrowing for this project (Note 8). The estimated total cost for the Johnson Street Bridge is \$105.6 million and completion is expected by March 2018. At December 31, 2016, major construction contracts of \$61.9 million were in process with estimated costs to complete of \$18.8 million.

On March 23, 2011, the City signed a contribution agreement with the Federal Government agreeing to financial assistance towards the project of \$21 million through the Building Canada Fund. On March 3, 2012, the Federal Government announced an additional commitment of \$16.5 million towards the project through the Federal Gas Tax Fund.

## 18. Contingent Liabilities

The City is a defendant in various lawsuits. The City records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. The remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable. Included in reserve funds is an insurance reserve of \$3,855,063 (2015 – \$3,818,785), maintained to offset settlements and insurance coverage is maintained to provide for insurable claims should they exceed the liability deductible of \$1,000,000 in any year. As of November 2008, the City joined the Municipal Insurance Association and all insurable claims from that date forward will be subject to a liability deductible of \$250,000 in any year.

Under borrowing arrangements with the Municipal Finance Authority, the City is required to lodge security by means of demand notes and interest bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are included in the City's financial assets as restricted cash and are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the City. At December 31, 2016 the balance of the deposits was \$1,124,988 (2015 – \$1,040,502). At December 31, 2016 there were contingent demand notes of \$2,256,949 (2015 – \$2,151,856) which are not included in the financial statements of the City.

Capital Regional District debt, under provisions of the Local Government Act, is a direct, joint and several liability of the Capital Regional District and each member municipality within the Capital Regional District, including the City.

The City is reviewing environmental objectives and potential liabilities for its activities and properties including potential site reclamation obligations. The amount of any such obligations is not presently determinable.

# Notes to Financial Statements

December 31, 2016

## 18. Contingent Liabilities (Continued)

The City is a shareholder and member of Capital Regional Emergency Service Telecommunications (CREST) Incorporated, which provides centralized emergency communications and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

## 19. Financial Plan Data

The financial plan data presented in these financial statements is based upon the 2016 operating and capital financial plan approved by Council. The table below reconciles the approved financial plan to the financial plan figures reported in these financial statements.

	Financial plan bylaw	Financial statement budget
Revenues		
Taxation	\$ 131,376,677	\$ 131,376,677
User fees and other revenue	63,241,163	63,241,163
Other	29,340,555	29,340,555
	<u>223,958,395</u>	<u>223,958,395</u>
Expenses		
General government	16,006,419	17,644,159
Protective services	70,268,757	71,333,283
Transportation services	19,614,043	22,444,196
Environmental and public health services	7,045,604	7,386,962
Social services and housing	677,822	677,822
Community planning	15,724,039	16,176,908
Parks, recreation and cultural services	28,313,253	29,416,139
Water utility	12,622,215	13,025,351
Sewer utility	2,674,276	2,841,608
Amortization	8,000,000	-
	<u>180,946,428</u>	<u>180,946,428</u>
	43,011,967	43,011,967
Less:		
Capital expenditures	(77,518,541)	-
Debt repayment	(2,824,314)	-
Add:		
Interfund transfers	37,330,888	-
Annual surplus	<u>\$ -</u>	<u>\$ 43,011,967</u>

# Notes to Financial Statements

December 31, 2016

## 20. Segmented Information

The City of Victoria is a diversified municipal organization that provides a wide range of services to its citizens. For management reporting purposes, the City's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. City services are provided by departments and their activities reported within these funds. Certain functions that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

### (i) General Government

The General Government operations provide the functions of Corporate Administration, Finance, Human Resources, Legislative Services and any other functions categorized as non-departmental.

### (ii) Protective Services

Protective Services is comprised of four different functions, including the City's Emergency Management Agency, Fire, Police and the permits and inspections function of the Sustainable Planning and Community Development department. The Emergency Management Agency prepares the City to be more prepared and able to respond to, recover from, and be aware of, the devastating effects of a disaster or major catastrophic event that will impact the community. The Fire Department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies. The Police Department ensures the safety of the lives and property of Victoria as well as Esquimalt citizens through the enforcement of municipal bylaws, criminal laws and the laws of British Columbia, the maintenance of law and order, and the prevention of crime. The Sustainable Planning and Community Development department has a broad range of policy, regulatory and program responsibilities including processing undertakings related to permits and inspections for Building Permits, Plumbing Permits, Electrical Permits, and signs.

### (iii) Transportation Services

Transportation Services is responsible for a wide variety of transportation functions such as Parking, Engineering Operations and Streets. As well, providing services around infrastructure, traffic control, transportation planning, review of land development impacts on transportation, traffic management, pedestrian and cycling issues, on-street parking regulations, including street signs and painting as well as traffic signal timing.

### (iv) Environmental and Public Health Services

The Environmental and Public Health Services is comprised of three sections in the areas of Solid Waste Services, Storm Drains, Street Cleaning. The Solid Waste Collection and Recycling Operations section is responsible for the collection of household garbage. Storm Drains section provides the design, inspection and technical supervision of civil engineering projects related to the construction and maintenance of the storm drain collection systems to protect public health. The Street cleaning section is responsible for the collection and disposal of litter and debris from streets, sidewalks and squares.

### (v) Social Services and Housing

Social services and housing includes grants to non-profit organizations for the purpose of facilitating social inclusion and community wellness, and to support affordable housing initiatives.

### (vi) Parks, Recreation and Cultural Services

Parks is responsible for the maintenance, planning and development of all park facilities such as ornamental gardens, natural ecosystems, sport and entertainment venues and playgrounds for recreational and cultural enjoyment in a beautiful and safe environment; preserves and enhances green spaces on public lands. Recreation Services facilitates the provision of recreation and wellness programs and services through the Crystal Pool, Save-On-Foods Memorial Arena, Royal Athletic Park, and Community and Seniors Centres. The Arts and Culture function supports community vibrancy and economic impact through tourism and visitor attraction.

# Notes to Financial Statements

December 31, 2016

## (vii) Planning and Development

This segment is composed of four departments:

**Sustainable Planning and Community Development:** Supports quality development and economic health of the City. This function includes regulatory and program responsibilities including: community and city-wide land use planning; urban design; planning applications including zoning, development and variance permits, demographic and other planning information services.

**Real Estate:** Administers the City's portfolio of commercial properties; in particular, negotiating leases and lease renewals with tenants (lease-outs) and landlords (lease-ins).

**Economic Development:** This function is guided by six primary "engines" to drive Victoria's businesses, generate jobs, raise household incomes, and increase well-being. The six engines include: advance education and research and development; the ocean and marine sector; experimental tourism; government; technology; and entrepreneurship, start-ups and social enterprise.

**Victoria Conference Centre:** Responsible for strengthening the City's economy through the implementation of a vision and action plan for economic sustainability and growth in Victoria. Economic development in Victoria focuses on the prospects for the future as a city with high quality of life which supports the building of a vibrant, prosperous, fiscally sound and economically robust community.

## (viii) Water and Sewer Utilities

The Sewer Utility protects the environment and human health from the impacts of liquid wastes generated as a result of human occupation and development in the City. The Water Utility delivers clean, safe and aesthetically pleasing potable water, in accordance with the Provincial Drinking Water Protection Act, to the citizens of the City of Victoria and Township of Esquimalt. The water is for the purpose of domestic consumption and firefighting.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The General Fund reports on municipal services that are funded primarily by taxation such as property taxes and other tax revenues. Taxation and payments in lieu of taxes are apportioned to the General Fund services based on budgeted taxation revenue as presented in the 2016 – 2020 consolidated financial plan.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements as disclosed in Note 1.

# Notes to Financial Statements

December 31, 2016

## 20. Segmented Information (CONTINUED)

2016	General Fund							Water Fund		Sewer Fund	Total
	General Government	Protective Services	Transportation Services	Environmental and Public Health Services	Social Service and Housing	Parks, Recreation and Culture	Planning and Development	Water Utility	Sewer Utility		
<b>Revenues</b>											
Taxation	\$ 25,814,908	\$ 60,557,702	\$ 11,404,876	\$ 1,250,000	\$ 564,822	\$ 27,849,065	\$ 3,745,154	\$ -	\$ 790,517	\$ 131,977,044	
Goods and services	41,978	8,445,837	13,569,183	8,049,930	-	2,407,089	7,956,666	20,420,772	7,584,150	68,475,605	
Government transfers	-	2,005,504	5,848,013	1,801,878	-	190,365	-	-	-	9,845,760	
Other	4,757,187	4,885,511	4,932,373	-	-	1,141,121	3,582,336	558,086	394,569	20,251,183	
	30,614,073	75,894,554	35,754,445	11,101,808	564,822	31,587,640	15,284,156	20,978,858	8,769,236	230,549,592	
<b>Expenses (recovery)</b>											
Salaries and wages	12,534,719	62,564,396	13,092,970	4,297,428	-	12,891,801	5,041,128	2,438,335	1,650,409	114,511,186	
Materials, supplies and services	3,346,425	8,197,329	5,481,153	2,458,738	-	11,194,500	10,863,776	10,299,244	859,943	52,701,108	
Interest and foreign exchange	122,222	-	1,457,234	-	-	798,884	168,561	-	-	2,546,901	
Grants	-	-	-	-	711,508	2,002,534	284,295	-	-	2,998,337	
Other	1,135,442	-	-	-	-	-	-	-	-	1,135,442	
Capital expenditure not meeting tangible capital asset criteria	29,677	144,511	358,803	621,536	-	976,657	62,901	50,965	596,207	2,841,257	
Amortization	2,309,700	1,501,297	3,991,355	481,416	-	1,555,397	638,680	568,541	235,988	11,282,374	
	19,478,185	72,407,533	24,381,515	7,859,118	711,508	29,419,773	17,059,341	13,357,085	3,342,547	188,016,605	
<b>Annual surplus</b>	\$ 11,135,888	\$ 3,487,021	\$ 11,372,930	\$ 3,242,690	\$ (146,686)	\$ 2,167,867	\$ (1,775,185)	\$ 7,621,773	\$ 5,426,689	\$ 42,532,987	

# Notes to Financial Statements

December 31, 2016

## 20. Segmented Information (CONTINUED)

2015	General Fund							Water Fund		Sewer Fund	Total
	General Government	Protective Services	Transportation Services	Environmental and Public Health Services	Social Service and Housing	Parks, Recreation and Culture	Planning and Development	Water Utility	Sewer Utility	Sewer Fund	
<b>Revenues</b>											
Taxation	\$23,870,929	\$ 59,299,458	\$ 12,590,902	\$ 9,680,971	\$ 448,278	\$ 22,473,826	\$ 4,491,342	\$ -	\$ 790,445	\$ 133,646,151	
Goods and services	37,533	8,177,665	12,192,657	3,287,627	-	2,094,751	7,027,453	19,188,762	7,176,993	59,183,441	
Government transfers	-	2,221,448	14,723,531	936,450	-	300,000	-	-	-	18,181,429	
Other	4,943,675	4,079,345	4,618,017	-	812,844	940,461	3,404,190	235,783	120,986	19,155,301	
	28,852,137	73,777,916	44,125,107	13,905,048	1,261,122	25,809,038	14,922,985	19,424,545	8,088,424	230,166,322	
<b>Expenses (recovery)</b>											
Salaries and wages	12,419,701	62,516,780	11,853,390	4,624,480	-	11,995,966	4,726,758	1,859,140	1,654,225	111,650,440	
Materials, supplies and services	3,384,856	6,205,441	5,954,747	2,495,285	-	10,402,316	9,660,830	9,839,889	902,472	48,845,836	
Interest and foreign exchange	127,392	46,290	1,444,777	-	-	798,667	168,561	-	-	2,585,687	
Grants	-	-	-	-	1,017,446	1,991,738	215,700	-	-	3,224,884	
Other	1,130,765	-	-	-	-	-	-	-	-	1,130,765	
Loss (gain) on disposition	-	-	-	-	3,930,099	-	-	-	-	3,930,099	
Capital expenditure not meeting tangible capital asset criteria	5,555	48,364	672,650	757,414	-	674,406	253,903	136,013	781,800	3,330,105	
Amortization	2,321,804	1,445,922	3,868,767	453,606	-	1,495,956	580,907	532,599	203,541	10,903,102	
	19,390,073	70,262,797	23,794,331	8,330,785	4,947,545	27,359,049	15,606,659	12,367,641	3,542,038	185,600,918	
<b>Annual surplus</b>	\$ 9,462,064	\$ 3,515,119	\$ 20,330,776	\$ 5,574,263	\$(3,686,423)	\$(1,550,011)	\$(683,674)	\$ 7,056,904	\$ 4,546,386	\$ 44,565,404	

## 21. Comparative Figures

Certain figures in the comparative information have been reclassified to conform with the current year presentation.

STATISTICAL INFORMATION

# The Corporation of the City of Victoria

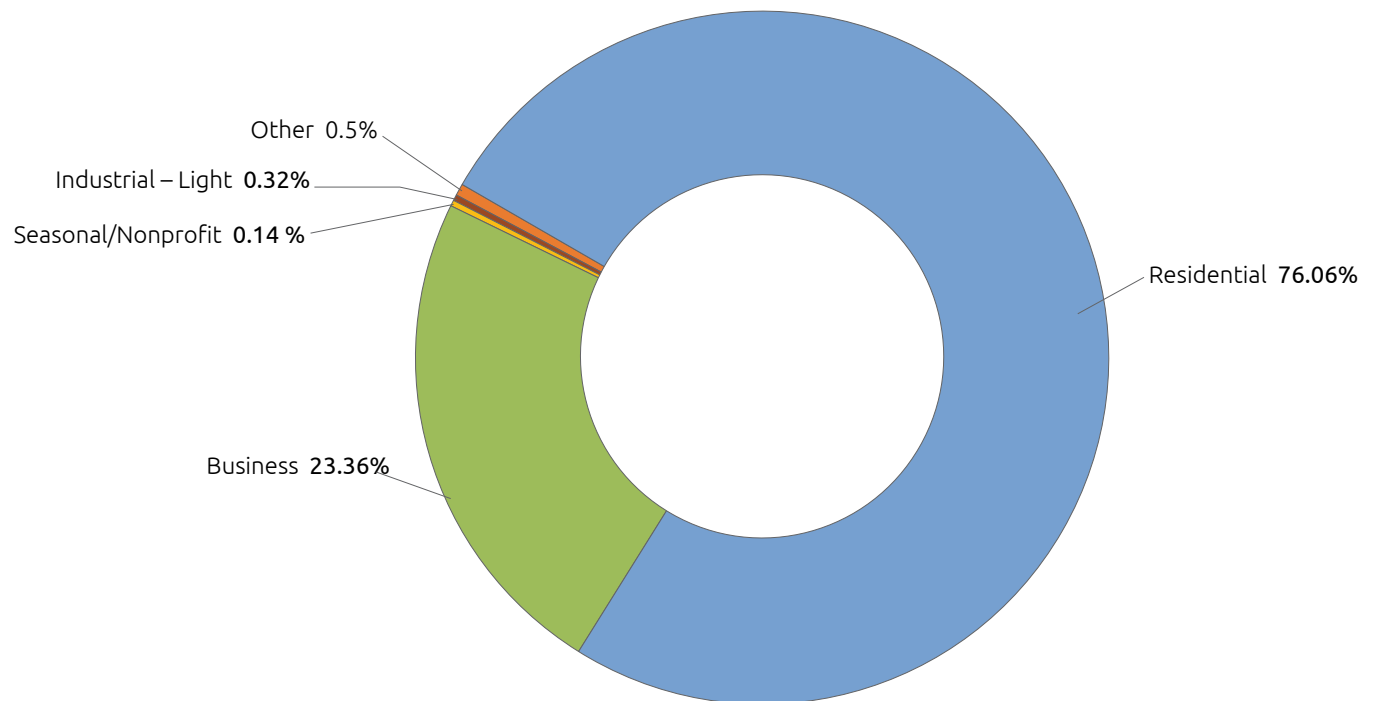
Year Ended December 31, 2016

## Statistical Information

### Taxable Assessments of Land and Improvements 2012 – 2016 (IN MILLIONS)

PROPERTY CLASS	2012	2013	2014	2015	2016
Residential	\$ 13,645	\$ 13,333	\$ 13,152	\$ 13,774	<b>\$ 14,306</b>
Utilities	21	16	16	15	<b>15</b>
Industrial – Major	10	10	10	9	<b>10</b>
Industrial – Light	53	57	60	59	<b>59</b>
Business	3,960	4,017	4,146	4,236	<b>4,393</b>
Seasonal/Non-profit	24	21	23	23	<b>27</b>
	<b>\$ 17,713</b>	<b>\$ 17,453</b>	<b>\$ 17,408</b>	<b>\$ 18,116</b>	<b>\$ 18,810</b>

### 2016 Assessments By Property Class



SOURCE: BC ASSESSMENT

## Statistical Information

### Property Tax Rates 2012 – 2016

	2012	2013	2014	2015	2016
<b>MUNICIPAL</b> (\$ PER 1000 ASSESSMENT)					
Residential	3.9536	4.2271	4.4691	4.4414	<b>4.2746</b>
Utilities	32.9529	32.5274	33.1233	37.7158	<b>36.8124</b>
Supportive Housing	3.9536	4.2271	4.4691	4.4414	<b>4.2746</b>
Industrial – Major	13.3089	13.4535	13.4416	13.8749	<b>13.0546</b>
Industrial – Light	13.3089	13.4535	13.4416	13.8749	<b>13.0546</b>
Business	13.3089	13.4535	13.4416	13.8749	<b>13.0546</b>
Seasonal	7.9917	8.2639	8.1846	8.2188	<b>7.1681</b>
<b>TOTAL</b> – Including School, Region, etc. (\$ PER 1000 ASSESSMENT)					
Residential	6.5009	6.8790	7.1894	7.1137	<b>6.8297</b>
Utilities	51.8776	51.4691	51.7735	56.6735	<b>55.6549</b>
Supportive Housing	4.8200	5.1573	5.4366	5.4017	<b>5.2194</b>
Industrial – Major	23.1375	23.2940	23.1686	23.3965	<b>22.0839</b>
Industrial – Light	22.8105	27.5538	22.8326	23.0614	<b>21.7419</b>
Business	22.5344	22.6671	22.5370	22.7749	<b>21.4646</b>
Recreation Non-profit	12.4785	12.8241	12.7579	12.6931	<b>11.3723</b>
<b>MUNICIPAL TAX BILLINGS BY PROPERTY CLASS</b> (IN THOUSANDS)					
Residential	\$ 53,946	\$ 56,358	\$ 58,779	\$ 61,174	<b>\$ 61,154</b>
Utilities	682	524	537	550	<b>545</b>
Industrial – Major	138	136	137	127	<b>124</b>
Industrial – Light	708	760	812	817	<b>774</b>
Business	52,707	54,041	55,723	58,780	<b>57,350</b>
Seasonal	190	174	187	188	<b>192</b>
<b>TOTAL</b>	<b>\$108,371</b>	<b>\$111,993</b>	<b>\$116,176</b>	<b>\$121,636</b>	<b>\$120,140</b>

### New Construction 2012 – 2016

	2012	2013	2014	2015	2016
Construction Permits	3,798	3,666	3,452	3,422	<b>3,537</b>
Construction Value (\$ MILLION)	\$ 289	\$ 157	\$ 156	\$ 235	<b>\$ 300</b>
Taxes Generated from New Growth	\$328,105	\$108,640	\$1,369,512	\$2,871,843	<b>\$425,267</b>

SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

### Labour Force Activity 2012 – 2016

	2012	2013	2014	2015	2016
Victoria Unemployment Rate	5.6%	5.2%	5.4%	5.8%	<b>5.2%</b>
Number of City Employees	1,194	1,188	1,218	1,246	<b>1,259</b>

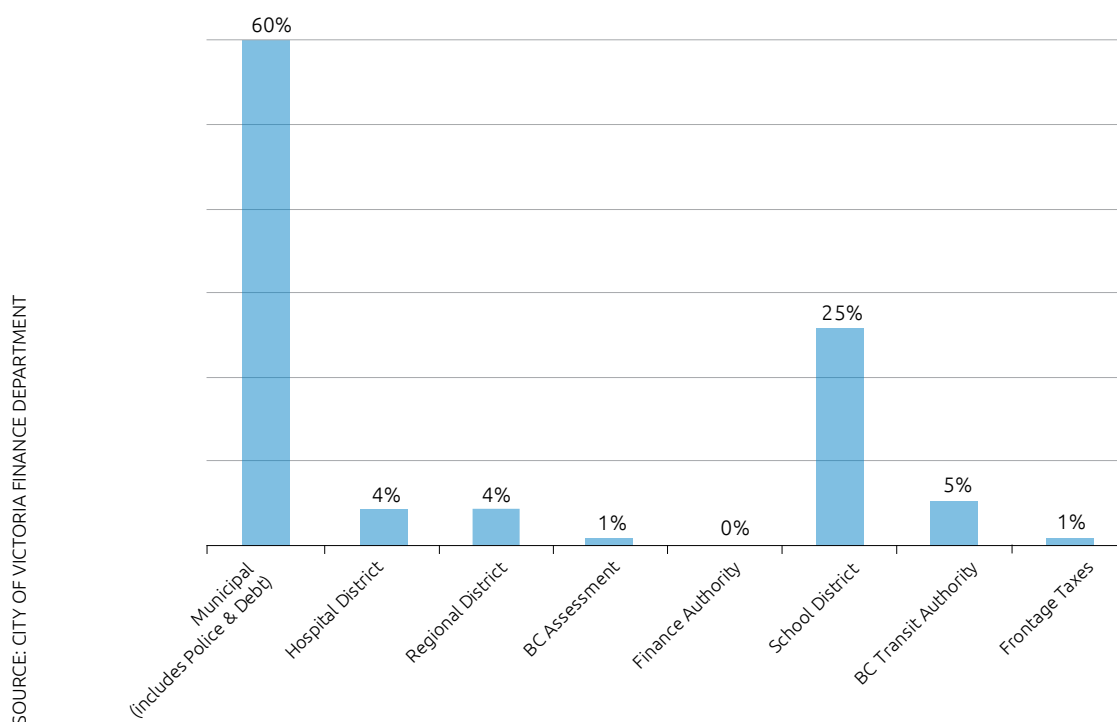
SOURCE: LABOUR FORCE SURVEY: STATISTICS CANADA

## Statistical Information

### Property Tax Levied and Collected 2012 – 2016 (IN THOUSANDS)

	2012	2013	2014	2015	2016
Municipal (incl Police & Debt)	\$108,371	\$111,992	\$116,176	\$121,636	<b>\$120,140</b>
Hospital District	6,917	7,055	7,396	7,420	<b>7,452</b>
Regional District	6,990	7,130	7,627	8,194	<b>8,516</b>
BC Assessment	1,598	1,630	1,590	1,578	<b>1,515</b>
Finance Authority	5	5	5	5	<b>5</b>
School District	50,580	51,600	50,249	50,519	<b>49,223</b>
BC Transit Authority	7,398	7,550	8,917	9,074	<b>9,065</b>
Frontage Taxes	2,376	2,426	2,431	2,458	<b>2,425</b>
	<b>\$184,234</b>	<b>\$189,389</b>	<b>\$194,392</b>	<b>\$200,885</b>	<b>\$198,342</b>
Total Current Taxes Levied	\$184,234	\$189,389	\$194,392	\$200,885	<b>\$198,342</b>
Current Taxes Collected	183,453	188,678	193,352	200,487	<b>197,958</b>
Percentage	99.58%	99.62%	99.47%	99.80%	<b>99.81%</b>
Outstanding at Beginning of Year	\$7,601	\$8,156	\$8,138	\$8,848	<b>\$9,996</b>
Arrears Collected	6,475	7,239	7,108	8,187	<b>9,301</b>
Percentage	85.19%	88.76%	87.35%	92.52%	<b>93.05%</b>
Total Tax Collections	<b>\$189,928</b>	<b>\$195,916</b>	<b>\$200,460</b>	<b>\$208,674</b>	<b>\$207,260</b>

### 2016 Taxes by Jurisdiction



## Statistical Information

### 2016 Principal Corporate Tax Payers

Registered Owner	Primary Property	Taxes Levied
Hillside Centre Holdings Inc	Shopping Centre	\$ 5,216,322
4239440 Canada Inc	Shopping Centre	4,615,402
TBC Nominee Inc	Shopping Centre	2,550,940
Jawl Holdings Ltd	Various	1,832,380
Jawl Investment Corporation	Office Building	1,771,067
Jim Pattison Developments Ltd	Various	1,318,765
Empress Title Corp	Hotel	981,107
Columbus Real Estate Inc	Office Building	970,672
Greater Victoria Harbour Authority	Various	889,721
596961 BC Ltd	Office Building	861,386
Sussex Place Equities Ltd	Office Building	833,695
Canadian Imperial Bank of Commerce/ Standard Life Assurance Company of Canada	Office Building	808,031
Pacific Sun Hotel Inc	Hotel	769,435
Sun Life Assurance Company of Canada	Office Building	675,895
Jawl Precinct Lands Corp/South Block (Concert) Ltd	Office Building	674,205
Telus Communications Inc	Office Building	655,328
Grampian Holdings Ltd	Office Building	621,628
Victoria Downtown Hotel Estates Ltd	Hotel	570,269
DHL No 40 Holdings Ltd	Various	558,986
Westside Village Shopping Centre Ltd	Shopping Centre	556,394
LLRC Investments Ltd	Shopping Centre	550,171
IMH James Bay Properties Ltd	Multi-Family/Shopping Centre	529,137
Wilson Kool Ltd	Shopping Centre	508,616
Andrew Sheret Holdings Ltd	Office Building	485,614
Saratoga Investments Ltd	Office Building	450,040
1675 Douglas (BC) Properties Inc	Office Building	427,675
Investors Group Trust Co Ltd	Office Building	421,737
Park Pacific Apartments Ltd	Hotel	419,883
Concert Real Estate Corporation	Office Building	401,181
		\$ 31,925,681

## Statistical Information

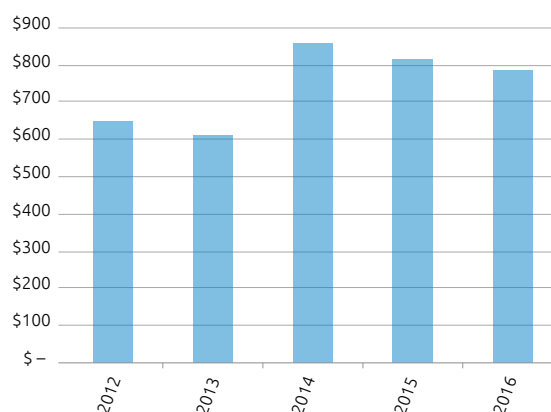
### Debenture Debt 2012 – 2016 (IN THOUSANDS)

	2012	2013	2014	2015	2016
Gross Outstanding Debt	\$ 61,715	\$ 60,915	\$ 84,115	\$ 81,415	<b>\$ 85,649</b>
Less: Sinking Fund Payments	9,921	12,231	15,761	16,657	<b>18,526</b>
Net Debt	<b>\$ 51,794</b>	<b>\$ 48,684</b>	<b>\$ 68,354</b>	<b>\$ 64,758</b>	<b>\$ 67,123</b>
General	\$ 51,794	\$ 48,684	\$ 68,354	\$ 64,758	<b>\$ 67,123</b>
Sewer	–	–	–	–	–
Net Debt	<b>\$ 51,794</b>	<b>\$ 48,684</b>	<b>\$ 68,354</b>	<b>\$ 64,758</b>	<b>\$ 67,123</b>
Property Tax Supported	\$ 8,193	\$ 5,484	\$ 5,170	\$ 5,611	<b>\$ 4,988</b>
Specified Area & Other	–	–	–	–	–
Sewer Utility	14	–	–	–	–
Total Debt Servicing Costs	<b>\$ 8,207</b>	<b>\$ 5,484</b>	<b>\$ 5,170</b>	<b>\$ 5,611</b>	<b>\$ 4,988</b>
Population	80,017	80,017	80,017	80,017	<b>85,792</b>
Net Debt per Capita	\$ 647	\$ 608	\$ 854	\$ 809	<b>\$ 782</b>
Debt Servicing per Capita	\$ 103	\$ 69	\$ 65	\$ 70	<b>\$ 58</b>
Debt Service as % of Expenses	4.80%	3.15%	2.97%	3.02%	<b>2.65%</b>
# of Households	47,691	47,691	47,691	47,691	<b>49,212</b>
Gross Debt Servicing Limit	\$ 47,971	\$ 49,332	\$ 51,004	\$ 52,570	<b>\$ 54,700</b>
Debt Servicing Capacity Available	\$ 36,254	\$ 40,329	\$ 44,052	\$ 45,245	<b>\$ 48,755</b>

### Statement of Financial Position 2012 – 2016

	2012	2013	2014	2015	2016
Financial Assets	\$ 162,195	\$ 185,477	\$ 221,504	\$ 235,371	<b>\$ 257,726</b>
Financial Liabilities	\$ 104,358	\$ 108,507	\$ 127,689	\$ 135,724	<b>\$ 144,194</b>
Net Financial Assets/(Net Debt)	<b>\$ 57,837</b>	<b>\$ 76,970</b>	<b>\$ 93,815</b>	<b>\$ 99,647</b>	<b>\$ 113,531</b>

### Per Capita Net Debt



## Statistical Information

### Revenue and Expenses 2012 – 2016 (IN THOUSANDS)

<b>Revenue</b>	2012	2013	2014	2015	2016
Property Taxes	\$113,627	\$117,528	\$121,800	\$127,687	<b>\$126,113</b>
Payment In Lieu of Taxes	5,695	6,002	5,658	5,959	<b>5,865</b>
Sales of Services	39,126	39,214	40,075	40,617	<b>48,788</b>
Sale of Water	15,734	18,014	19,712	18,567	<b>19,687</b>
Licences and Permits	3,553	3,763	3,809	4,269	<b>5,118</b>
Fines	5,275	4,648	3,976	3,203	<b>3,394</b>
Rentals and Leases	996	964	916	1,230	<b>1,349</b>
Other penalties and interest	895	796	886	727	<b>738</b>
Investment income	2,389	2,344	3,567	2,824	<b>2,743</b>
Unconditional					
Government Transfers	3,439	1,867	1,873	2,183	<b>1,972</b>
Conditional Government Transfers	8,412	8,487	13,507	15,998	<b>7,873</b>
Other	5,520	5,916	5,381	6,903	<b>6,910</b>
	<b>\$204,661</b>	<b>\$209,545</b>	<b>\$221,161</b>	<b>\$230,166</b>	<b>\$230,550</b>

#### Expenses by Function\*

General Government	\$ 39,122	\$ 36,887	\$ 39,202	\$ 19,390	<b>\$ 19,478</b>
Protective Services	61,022	64,195	65,931	70,263	<b>72,408</b>
Transportation Services	20,327	20,345	19,618	23,794	<b>24,382</b>
Environmental/Public Health	6,080	6,574	6,795	8,331	<b>7,859</b>
Social Services and Housing				4,948	<b>712</b>
Planning and Development	3,129	2,884	2,874	15,607	<b>17,059</b>
Parks Recreation and Cultural	25,347	24,917	23,772	27,359	<b>29,420</b>
Water Utility	12,550	12,896	12,375	12,368	<b>13,357</b>
Sewer Utility	3,347	5,233	3,461	3,542	<b>3,343</b>
	<b>\$170,923</b>	<b>\$173,930</b>	<b>\$174,030</b>	<b>\$185,601</b>	<b>\$188,017</b>

#### Expenses by Object\*

Salaries Wages and Benefits	\$100,624	\$104,138	\$107,308	\$111,650	<b>\$114,511</b>
Materials Supplies and Services	37,368	38,645	31,963	48,846	<b>52,701</b>
Interest & Other	24,264	21,564	24,352	14,202	<b>9,522</b>
Amortization	8,667	9,584	10,407	10,903	<b>11,282</b>
	<b>\$170,923</b>	<b>\$173,930</b>	<b>\$174,030</b>	<b>\$185,601</b>	<b>\$188,017</b>

\*Note: Expense by function and expense by object for 2015 and 2016 have been reclassified to conform with the current year financial statement presentation

SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

## Statistical Information

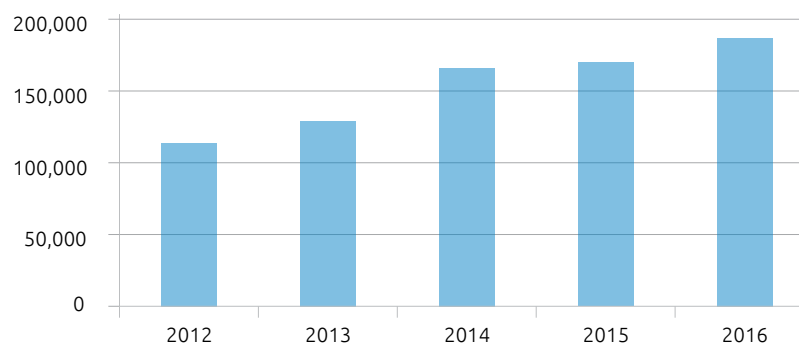
### Statement of Operations 2012 – 2016 (IN THOUSANDS)

	2012	2013	2014	2015	2016
Accumulated Surplus, Beginning of Year	\$ 366,856	\$ 400,594	\$ 436,208	\$ 483,339	\$ 527,904
Annual Surplus/(Deficit)	33,738	35,615	47,131	44,565	42,533
Accumulated Surplus, End of Year	\$ 400,594	\$ 436,208	\$ 483,339	\$ 527,904	\$ 570,437

### Reserve Funds and Statement of Surplus 2012 – 2016 (IN THOUSANDS)

	2012	2013	2014	2015	2016
<b>Reserve Funds</b>					
Operating Fund	\$ 1,228	\$ 3,512	\$ 2,898	\$ 1,818	\$ 4,033
Financial Stability Reserves	24,040	31,424	36,072	42,194	48,260
Equipment and Infrastructure Replacement Fund	74,956	81,956	117,190	112,327	123,130
Tax Sale Lands Fund	10,327	9,664	7,202	6,877	5,866
Parks and Greenways Acquisition Fund	2,241	2,269	2,298	2,324	2,346
Local Amenities	407	442	522	596	637
Victoria Housing Fund	2,051	1,897	2,141	2,709	2,883
Climate Action	253	381	506	634	766
Art in Public Places	234	302	437	546	580
Downtown Core Area Public Realm Improvements	–	57	58	99	151
Downtown Heritage Building Seismic Upgrades	–	19	19	22	88
Strategic Objectives	–	–	–	950	–
Less: Unfunded Employee Benefit Obligations	(3,863)	(4,175)	(4,998)	(4,731)	(5,807)
<b>Total Reserves</b>	<b>\$111,876</b>	<b>\$127,749</b>	<b>\$164,345</b>	<b>\$166,365</b>	<b>\$182,931</b>

## Reserves



SOURCE: CITY OF VICTORIA FINANCE DEPARTMENT

## Statistical Information

### Capital Expenditures and Funding Sources 2012 – 2016 (IN THOUSANDS)

	2012	2013	2014	2015	2016
<b>Expenditures</b>					
Civic Facilities	\$ 8,470	\$ 7,678	\$ 3,810	\$12,232	\$ 3,224
Equipment	6,043	5,540	4,413	4,610	3,691
Streets	2,402	2,438	2,995	4,214	3,042
Transportation and Development	9,277	9,618	19,174	25,671	17,759
Civic Services	42	36	6	42	–
Storm Drains	2,191	3,074	3,617	2,758	5,186
Parks	2,734	1,370	2,681	806	2,274
Planning and Development	32	4	95	–	–
Shoreline Protection	10	–	3	26	–
Revitalization	16	12	346	515	436
Downtown Revitalization	311	322	287	130	182
Environmental Remediation	274	806	845	870	115
Water Utility	2,666	2,716	4,081	3,575	3,099
Sewer Utility	1,891	2,405	2,106	2,157	3,242
Victoria Conference Centre	154	35	273	350	281
	<b>\$36,513</b>	<b>\$36,053</b>	<b>\$44,732</b>	<b>\$57,958</b>	<b>\$42,531</b>
<b>Funding Sources</b>					
Property Taxes	10,502	10,895	12,371	12,927	10,299
Equipment and Infrastructure	8,053	9,537	2,123	14,031	10,651
Tax Sale Land Reserve	522	781	2,633	473	1,127
Development Cost Charges	277	–	52	53	–
Economic Development Reserve	–	–	–	–	–
Parks and Recreation					
Facility Reserve	–	93	–	–	–
Parking Reserve	557	1,211	786	758	1,049
Trust Funds	7	–	–	–	–
Grants and Partnerships	3,903	5,121	10,055	11,331	4,286
Gas Tax	677	912	1,394	730	4,681
Debt	5,779	564	7,788	8,746	–
Water Utility	2,631	2,716	4,081	3,575	3,099
Sewer Utility	1,664	2,405	2,106	2,157	3,242
Storm Water Utility	236	253	234	278	2,726
Victoria Conference Centre	–	–	286	250	281
Tree Conservation	–	–	–	–	–
Police Equipment and Infrastructure	1,208	927	173	1,301	870
Affordable Housing Reserve	360	390	–	–	–
Other	136	249	648	1,347	221
	<b>\$36,513</b>	<b>\$36,053</b>	<b>\$44,732</b>	<b>\$57,958</b>	<b>\$42,531</b>

## Statistical Information

### 2016 Grants

	Grants	In-kind Services	Exemption from Property Taxes	Total
5th (BC) Field Regiment, RCA	\$	\$ 85	\$	\$ 85
AIDS Vancouver Island			29,608	29,608
Anawim Companions Society			4,454	4,454
Anglican Synod Diocese of BC			79,073	79,073
Art Gallery of Greater Victoria	8,000	8,081	83,732	99,813
Arthritis Society of BC and Yukon	2,100		20,592	22,692
ArtsREACH	1,000			1,000
Attractions Victoria	11,250			11,250
Bayanihan Cultural and Housing Society			3,136	3,136
BC Accordion Society	3,000			3,000
BC Association of Aboriginal Friendship Centres		55		55
BC Dom Operations Canadian Forces		421		421
BC Muslim Association			16,250	16,250
BC Society for the Prevention of Cruelty to Animals			28,994	28,994
Beacon Community Services	37,440		27,114	64,554
Belfry Theatre Society	3,115		29,347	32,462
Beshano Bike Trials Club		144		144
Bipolar Disorder Society of British Columbia	7,125			7,125
Bishop of Victoria			14,924	14,924
Black Hat Building (Heritage)			57,453	57,453
Blue Bridge Theatre Society			11,475	11,475
Boys' and Girls' Club of Greater Victoria			26,225	26,225
Bridges for Women Society	13,500			13,500
British Columbia Healthy Communities Society	11,387			11,387
British Columbia Healthy Communities Society – City of Victoria Youth Council	26,000			26,000
Burnside Gorge Community Association	99,655	281	27,524	127,460
Canada Tibet Committee		81		81
Canadian Cancer Society BC and Yukon Division		619	46,435	47,054
Canadian Red Cross Society			47,754	47,754
Capital Mental Health Association			28,929	28,929
Carter, Peter (Ship Point Design Award)	2,500			2,500
Casa Maria Emergency Housing Society			2,731	2,731
Centennial United Church			12,094	12,094
Central Baptist Church			15,024	15,024
Central Middle School PAC	5,000			5,000
Cerebral Palsy Association of BC	4,000			4,000
CFUV 01.9 Radio Campus Community Radio		345		345
Chabad of Vancouver Island		138	2,072	2,210
Chinese Consolidated Benevolent Association		2,136		2,136
Chinese Empire Reform Association Building (Heritage)			10,672	10,672
Church of Jesus Christ of Latter Day Saints			13,400	13,400

## Statistical Information

### 2016 Grants

	Grants	In-kind Services	Exemption from Property Taxes	Total
Church of Our Lord	\$	\$	\$ 12,666	\$ 12,666
CineVic Society of Independent Filmmakers	4,500			4,500
Cleverley, William and Hilary (Secondary Suite)	5,000			5,000
Clover Point Anglers' Association			2,543	2,543
Community of Christ Inc			2,498	2,498
Community Social Planning Council of Greater Victoria	16,704	324		17,028
Congregation Emanu-El			1,118	1,118
Cook Street Village Activity Centre Society (New Horizons)	50,600			50,600
Cornerstone Christian Fellowship			1,855	1,855
Craigdarroch Castle Historical Museum Society			79,879	79,879
Cridge Centre for the Family			26,533	26,533
Crisis Intervention and Public Information Society of Greater Victoria	21,000			21,000
Dart Coon Club of Canada		173		173
Deuces Northwest		11,134		11,134
Dockside Green Limited			18,038	18,038
Dogwood Building (Heritage)			142,661	142,661
Douglas, Kaela (Mayor's School Entrepreneur Award)	250			250
Downtown Residents' Association	12,204	87		12,291
Downtown Victoria Business Association		14,443		14,443
Earth Walk Committee		714		714
Ecole George Jay Elementary School	5,000			5,000
Fairfield Community Place	110,290			110,290
Fairfield Gonzales Community Association	27,269			27,269
Fairfield United Church			3,718	3,718
Fairway Gorge Paddling Club		193		193
Fares, Marie-Claude (Ship Point Design Award)	2,500			2,500
FED Restaurant Society	5,500			5,500
Fernwood Community Association	6,535		6,997	13,532
Fernwood Community Association (Heritage)			1,557	1,557
Fernwood Neighbourhood Resource Group Society	77,795	1,211		79,006
Firefighters' Burn Fund of Greater Victoria			2,065	2,065
First Baptist Church			2,330	2,330
First Church of Christ Scientist			8,824	8,824
First Church of the Truth			3,398	3,398
First Metropolitan United Church			19,476	19,476
First Open Heart Society of BC			2,851	2,851
Flemenco de la Isla Society	5,000			5,000
Foursquare Gospel Church of Canada			1,333	1,333
Franciscan Friars of Western Canada			4,698	4,698
Freshwater Fisheries Society of BC			9,961	9,961
Friends Uniting for Nature Society	1,613			1,613
Fung Loy Kok Institute of Taoism			6,806	6,806

## Statistical Information

### 2016 Grants

	Grants	In-kind Services	Exemption from Property Taxes	Total
Girl Guides of Canada Southern Vancouver Island	\$	\$	\$ 6,632	\$ 6,632
Glad Tidings Pentecostal Church			59,775	59,775
Go Rowing and Paddling Association of Canada		198		198
Good Shepherd Lutheran Church			2,480	2,480
Gorge Swim Fest Society	1,500			1,500
Governing Council of the Salvation Army in Canada			73,143	73,143
Grace Evangelical Lutheran Church			15,132	15,132
Greater Victoria Bike to Work Society	7,500	110		7,610
Greater Victoria Citizens' Counselling Centre			8,916	8,916
Greater Victoria Coalition to End Homelessness	100,000			100,000
Greater Victoria Festival Society	12,600	14,506		27,106
Greater Victoria Housing Society			4,766	4,766
Greater Victoria Performing Arts	500			500
Greater Victoria Rental Development Society			15,547	15,547
Greater Victoria Visitors and Convention Bureau	25,000			25,000
Gurdwara Singh Sabha Society of Victoria			13,546	13,546
Holdstock, Pauline (Butler Book Prize)	5,000			5,000
Hook Sin Tong Building (Heritage)			23,543	23,543
Hotel Rialto Building (Heritage)			99,776	99,776
Hudson Building (Heritage)			154,671	154,671
India Canada Cultural Association	2,400	3,000		5,400
InnovativeCommunities.Org Foundation			4,685	4,685
Integrate Arts Society	2,500	86		2,586
InterArts Centre for Makers	15,000			15,000
Intrepid Theatre Company	16,000	886		16,886
Island Corridor Foundation			23,889	23,889
Island Equipment Owners Association		7,154		7,154
Island Sexual Health Society	5,706			5,706
James Bay Anglers Association			3,633	3,633
James Bay Community Project	10,000			10,000
James Bay Community School Centre	63,683			63,683
James Bay Health and Community Services Society			31,010	31,010
James Bay Neighbourhood Association	17,757			17,757
James Bay New Horizons Society	81,948			81,948
James Bay United Church			11,639	11,639
John Howard Society of Victoria			5,275	5,275
Jubilee Congregation of Jehovah's Witnesses			4,401	4,401
Kaleidoscope Theatre Productions Society	4,500	1,500	6,501	12,501
Kalghidhar Shromani Society			2,394	2,394
Keystone Victoria Christian Ministries Inc			2,358	2,358
Khalsa Diwan Society of Victoria			12,745	12,745
Kiwanis Club of Victoria			9,195	9,195

## Statistical Information

### 2016 Grants

	Grants	In-kind Services	Exemption from Property Taxes	Total
Knights of Columbus	\$	\$ 55	\$	\$ 55
Laren Society			4,715	4,715
Lathrop, Michael and Thompson, Julie (Secondary Suite)	5,000			5,000
Lawrence, Toby		57		57
Leadership Victoria Society	3,750			3,750
Leiser Building (Heritage)			49,821	49,821
Lewis and Humphrey Block (Heritage)			59,972	59,972
Lifecycles Project Society	15,000			15,000
Lockyer, Heather and Darren (Secondary Suite)	5,000			5,000
Maplewood Gospel Hall			4,752	4,752
Maritime Museum	31,000			31,000
Maximus BC Health Inc (Victoria Urbacity Challenge)		85		85
Ministry of Casual Living	6,000			6,000
Morley's Soda Factory Building (Heritage)			10,854	10,854
Multiple Sclerosis Society of Canada			35,065	35,065
Mustard Seed Street Church			10,888	10,888
New England Hotel Building (Heritage)			23,991	23,991
North Jubilee Neighbourhood Association	7,288			7,288
North Park Neighbourhood Association	2,588			2,588
North Saanich, District of	2,500			2,500
Oak Bay Gospel Assembly			5,046	5,046
Oaklands Chapel		55	2,622	2,677
Oaklands Community Association	85,149	311	2,569	88,029
Open Door Spiritualist Church			1,219	1,219
Open Space Arts Society	3,500	113	9,073	12,686
Oriental Hotel Building (Heritage)			54,521	54,521
Our Place Society	50,000			50,000
Pacific Montessori Society		192		192
Pacific Peoples' Partnership	3,000			3,000
Pacifica Housing Advisory Association			47,933	47,933
Palladian (Heritage)			44,545	44,545
Parkdale Evangelical Free Church			2,453	2,453
Peers Victoria Resource Society	14,625			14,625
Pentecostal Assemblies of Canada			3,178	3,178
Phoenix Human Services Association			12,833	12,833
Portland Hotel (Heritage)			54,302	54,302
Prior Building (Heritage)			66,522	66,522
Quadra Village Community Centre	70,194	170		70,364
Recreation Integration Victoria	30,758			30,758
Redeemed Christian Church of God			1,469	1,469
Religious Society of Friends			5,591	5,591
Rockland Community Association	2,618			2,618

## Statistical Information

### 2016 Grants

	Grants	In-kind Services	Exemption from Property Taxes	Total
Ross Bay Villa Society	\$ 7,500	\$	\$	\$ 7,500
Royal and McPherson Theatre Society			106,878	106,878
Royal Victoria Yacht Club		85		85
Ryder Hesjald's Tour de Victoria		16,708		16,708
Saint Germain Foundation of Canada (Victoria Branch)			2,652	2,652
Saint Sophia Parish of the Russian Orthodox Church			2,674	2,674
Scouts Canada 2nd Fort Victoria Group			9,634	9,634
Seventh-Day Adventist Church			2,086	2,086
Shekinah Homes Society			4,155	4,155
Silver Threads Service	182,989			182,989
Societe Francophone de Victoria	6,000	3,000		9,000
Society of Saint Vincent de Paul of Vancouver Island	172,000		38,602	210,602
South Island Prosperity Project	129,545			129,545
South Jubilee Neighbourhood Association	6,643			6,643
SportHost Victoria	10,000			10,000
St Andrew's Presbyterian Church			19,089	19,089
St John Ambulance (Volunteer Brigade)	3,000			3,000
Stokes, Tobin and Isabella, Judith (Secondary Suite)	5,000			5,000
Suddenly Dance Theatre Society	6,000			6,000
Surfrider Foundation Vancouver Island Chapter	5,000			5,000
Szirmay-Corrales, Josh (Mayor's School Entrepreneur Award)	250			250
Terry Fox Foundation		1,727		1,727
Theatre SKAM Association	13,125	1,363		14,488
Thomas Earle Warehouse (Heritage)			22,812	22,812
Threshold Housing Society	12,500		3,257	15,757
Times Colonist Cycling Festival		2,076		2,076
TLC (The Land Conservancy) of BC			18,938	18,938
Together Against Poverty Society	11,250			11,250
Tweed Ride Victoria		855		855
Ukrainian Catholic Eparchy of the New Westminster			3,032	3,032
United Church of Victoria			23,091	23,091
United Way of Greater Victoria		140	17,671	17,811
Unity Church of Victoria			3,241	3,241
University of Victoria – Native Student Union		945		945
University of Victoria – Students Society		83		83
Vancouver Island Addiction Recovery Society			1,979	1,979
Vancouver Island Shakespeare Association	3,000	57		3,057
Vancouver Island South Film and Media Commissions	45,000			45,000
Victoria Association for Community Living			5,660	5,660
Victoria BC SKA Society	8,000	562		8,562
Victoria Brain Injury Society	7,500			7,500
Victoria Chinese Alliance Church			2,796	2,796

## Statistical Information









### 2016 Grants

	Grants	In-kind Services	Exemption from Property Taxes	Total
Victoria Chinese Presbyterian Church	\$	\$	\$ 7,512	\$ 7,512
Victoria Civic Heritage Trust	527,661			527,661
Victoria Community Association	900			900
Victoria Compost and Conservation Education Society	4,875	256		5,131
Victoria Conservatory of Music	8,625		81,043	89,668
Victoria Cool Aid Society	50,600		2,667	53,267
Victoria Cycling Series		2,000		2,000
Victoria Dragon Boat Festival Society	8,800	2,880		11,680
Victoria Heritage Foundation	205,000			205,000
Victoria Highland Games Association	7,000	2,820		9,820
Victoria Hospice Foundation		85		85
Victoria Human Exchange Society	3,000			3,000
Victoria Independent Film and Video Festival	12,000	1,788		13,788
Victoria Innovation, Advanced Technology and Entrepreneurship Council (ViaTEC)	25,000			25,000
Victoria International Buskers Festival Society	9,000	1,629		10,629
Victoria International Chalk Art Society	2,000	1,203		3,203
Victoria International Kite Festival Society	3,000	110		3,110
Victoria International Running Society		5,882		5,882
Victoria Jazz Society	19,000	4,632		23,632
Victoria Judo Club			3,017	3,017
Victoria Marathon Society		27,673		27,673
Victoria Native Friendship Centre	20,000		24,690	44,690
Victoria Pretty Good Society	5,000			5,000
Victoria Pride Society	6,000	9,549		15,549
Victoria Shambhala Centre			2,322	2,322
Victoria Single Parent Resource Centre Society			8,433	8,433
Victoria Symphony Society	12,000	10,561		22,561
Victoria Theatre Guild and Dramatic School			21,331	21,331
Victoria Truth Centre Inc			36,823	36,823
Victoria West Community Association	103,879			103,879
Victoria Women in Need Community Cooperative			10,156	10,156
Victoria Women's Sexual Assault Centre	25,000		7,402	32,402
Victoria Women's Transition House Society			14,114	14,114
Victoria Youth Empowerment Society	7,500		6,788	14,288
We Rage, We Weep Alzheimer Foundation	800			800
Wilson Dalby/Mc and Mc Building (Heritage)			153,606	153,606
Wood Buffalo, Regional Municipality of (Fort McMurray)	1,000			1,000
YM/YWCA of Greater Victoria			75,222	75,222
	<b>\$ 2,998,337</b>	<b>\$ 167,813</b>	<b>\$ 2,853,781</b>	<b>\$ 6,019,931</b>



## Our commitment to the environment

The environmental savings below were achieved by printing the Annual Report using post-consumer recycled fibre in place of virgin fibre:

-  2 trees preserved for the future
-  0.45 kg water-borne waste not created
-  3,183.5 litres wastewater flow saved
-  25.4 kg solid waste not generated
-  70.3 kg net greenhouse gases prevented
-  20.86 kg ghg emissions not generated
-  0.001 cubic metres natural oil unused
-  Equivalent to not driving 24.14 km in an average car

City of Victoria  
1 Centennial Square  
Victoria, British Columbia  
V8W 1P6  
[victoria.ca](http://victoria.ca)

