

# MUNICIPAL FINANCE BUDGET 2012

February 15 & 16, 2012

Township of  
**ESQUIMALT**

The logo for the Township of Esquimalt features the words "Township of" in a small, sans-serif font above the word "ESQUIMALT" in a large, bold, serif font. Below the text is a stylized white wave graphic that curves under the letters.

# FUND ACCOUNTING

- Operating Funds
- Capital Funds
- Reserve Funds
- Reserve Accounts

# MUNICIPAL BUDGET

## Revenue and Expenditure Classifications:

- Core
- Supplemental
- Prior Year



# CORE OR SUPPLEMENTAL?

- Core: necessary funding to maintain current service levels
- Supplemental: funding required to increase service levels
- Supplemental items may or may not become part of the core budget in the following year:
  - New staff position
  - Capital equipment
  - O & M costs associated with capital equipment



# CAPITAL EXPENDITURES

- Operating Fund (General or Sewer)
  - Funding is current tax revenue
- Capital Fund (General or Sewer)
  - Funding is from reserves or other revenue source not requiring taxation

# REVENUE: OPERATING FUND

- **Municipal property taxes including 1% utility taxes and Federal Govt PILT are primary revenue sources**
- **Additional section for new growth tax revenue**
- **Sales of Services - includes cost recoveries, fees and charges, P&R program fees**
- **Revenue from Own Sources - licences and permits from development are primary sources**
- **Other Revenue - Casino, donations, Community Works Fund**
- **Unconditional Transfers - small community and traffic fine revenue**
- **Conditional Transfers - grant funding**
- **Transfers/Collections for Other Govts - future expenditures**



# RESERVE FUNDS

- **Capital Projects Reserve Fund**
  - Retired debt payments
  - Portion of HST rebate or GST rebate
- **Machinery & Equipment Depreciation Reserve Fund**
  - Mostly internal allocation, some external
  - Fixed amount by department based on useful life and replacement cost of item

# RESERVE FUNDS (cont'd)

- **Park Land Acquisition Reserve Fund**
  - Funded from disposal or sale of park land and/or money in lieu of park land
- **Municipal Archives Trust Fund**
  - For acquisitions, acquisition restorations, acquisition reproductions and equipment for the Esquimalt Municipal Archives
- **Local Improvement Fund**
  - To assist with local improvements such as sidewalks





# RESERVE FUNDS (cont'd)

- **Tax Sale Reserve Fund**
  - Funded from annual tax sale monies including administration fee
- **Sustainability Reserve Fund**
  - Funded by carbon tax grant program from the Province (Climate Action Revenue Incentive Program)
- **Eva Chafe Reserve Fund**
  - To assist in the maintenance of 398 Fraser Street property bequeathed to Township in 2010



# RESERVE FUND BALANCES

## AT JANUARY 1, 2012

M&E Reserve Fund	2,455,143
Capital Projects Reserve Fund	2,639,282
Local Improvement Fund	123,073
Tax Sale Lands Reserve Fund	144,926
Park Land Acquisition Reserve Fund	38,360
Municipal Archives Trust Fund	5,440
Sustainability Reserve Fund	84,691
Eva Chafe Reserve Fund	38,123
	<hr/>
	5,529,039
	<hr/>



# RESERVE ACCOUNTS

- **Casino Fund**
  - Township has internal commitment to fund recreation revitalization project debt payments (\$275,000 annually)
  - Annual reporting for gaming revenue to the Province

# RESERVE ACCOUNTS (cont'd)

- **Community Works Fund**
  - Eligible projects must fall within strict guidelines
  - Annual reporting to UBCM and verification with audited financial statements submitted to Province



# RESERVE ACCOUNT BALANCES AT JANUARY 1, 2012

Casino Revenue	199,539.92
Community Works Funding	1,043,881.00
	<hr/>
	1,243,420.92
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# MUNICIPAL DEBT

## ANNUAL MUNICIPAL DEBT COSTS

Long-term debt	2012	2013	2014	2015	2016
Rec Centre - principal & interest	\$554,150	\$554,150	\$554,150	\$554,150	\$554,150
Sewer - principal & interest	572,480	572,480	532,320	532,320	532,320
	<u>1,126,630</u>	<u>1,126,630</u>	<u>1,086,470</u>	<u>1,086,470</u>	<u>1,086,470</u>
MFA lease payments					
Municipal Hall equipment	8,450	2,840	-	-	-
Recreation Centre equipment	25,430	23,450	-	-	-
Fire equipment	5,210	-	-	-	-
Engineering equipment	5,670	5,670	1,220		
Public Works equipment	1,260	-	-	-	-
Eng./Dev. Services photocopier	3,520	3,520	3,520	660	-
	<u>49,540</u>	<u>35,480</u>	<u>4,740</u>	<u>660</u>	<u>-</u>
Short-term debt					
Admirals/Colville - principal & interest	109,814	109,814	109,814	109,814	-
Total Annual Cost	<u>\$1,285,984</u>	<u>\$1,271,924</u>	<u>\$1,201,024</u>	<u>\$1,196,944</u>	<u>\$1,086,470</u>

Liability servicing capacity remaining at December 31, 2011: \$5,312,139



# MUNICIPAL DEBT

## Total debt issued (excluding leases):

Grafton Area Pilot Project	<u>\$425,000</u>	Matures 2012
Sewers I&I Program	1,256,000	Matures 2024
	2,012,000	Matures 2025
	1,129,000	Matures 2026
	<u>2,353,000</u>	Matures 2027
	<u>6,750,000</u>	
Revitalization Project	4,000,000	Matures 2022
	<u>2,800,000</u>	Matures 2023
	<u>6,800,000</u>	
Admirals/Colville	<u>500,000</u>	Matures 2015
	<u><u>\$14,475,000</u></u>	



# BUDGET CHALLENGES

## SERVICE COMPARISON

	POLICE		FIRE		RECREATION		LIBRARY	
	OWN	COST	OWN	VOLUNTEER	OWN	COST	OWN	COST
		SHARED				SHARED		SHARED
Esquimalt	X		X		X		X	
Oak Bay	X		X		X		X	
Saanich	X		X		X		X	
Victoria	X		X		X		X	
Central Saanich	X			X		X		X
Colwood		X		X		X		X
Highlands		X		X		X		X
Langford		X		X		X		X
Metchosin		X		X		X		X
North Saanich		X		X		X		X
Sidney		X		X		X		X
View Royal		X		X		X		X





# FACTORS AND ASSUMPTIONS

- Factors for Years Two through Five
  - 101% Revenue percentage per annum
  - 102% Expenditure percentage per annum
  - 102% Management/CUPE pay increase per annum
  - 103% Fire Department pay increase per annum
- Assumptions
  - Interest rates for all investments 1.5%
  - Transfers to/from reserves occur at December 31



# CORE TO CORE BUDGET 2011 - 2012

	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>Difference</u>	<u>Factors</u>
General Government	\$2,601,680	\$2,776,251	\$174,571	
				<i>CUPE and Exempt wage increases</i>
Protective Services	\$10,189,615	\$10,441,270	\$251,655	\$135,482
				<i>Policing</i>
				<i>CUPE, Fire &amp; Exempt wage increases</i>
Transportation & Health Services	\$2,199,551	\$2,308,642	\$109,091	\$217,868
				<i>CUPE and Exempt wage increases</i>
				<i>Reinstate core to 2009 levels</i>
Development Services	\$444,885	\$465,263	\$20,378	(\$38,166)
				<i>CUPE and Exempt wage increases</i>
Recreation & Cultural Services	\$7,714,705	\$8,067,632	\$352,927	\$14,335
				<i>CUPE and Exempt wage increases</i>
				<i>Increase in cost of utilities</i>
				<i>Supplies and maintenance</i>
Fiscal Services	\$3,138,807	\$3,079,619	(\$59,188)	\$191,217
				<i>Decrease in debt costs</i>
	<u>\$26,289,243</u>	<u>\$27,138,677</u>	<u>\$849,434</u>	\$34,120
				\$19,000
				(\$59,188)



# DEPARTMENT PRESENTATIONS



# BUDGET CHALLENGES

	Revenue Increase	Tax Increase
<b><u>Approved Budget Commitments</u></b>		
Wages & Benefits-CUPE, Fire & Exempt	\$356,917	1.57%
Centennial Celebrations	\$180,730	0.79%
Contract - Recycle & Compost	\$40,018	0.18%
Contract - Janitorial Services	\$10,549	0.05%
Victoria-Esquimalt Police Services	\$389,157	1.71%
Greater Victoria Public Library	\$32,428	0.14%
	<b>\$1,009,799</b>	<b>4.43%</b>

**\*\*1% tax increase = \$228,000 based on 2011 actual**



# GRANT FUNDING

## CAPITAL PROJECT CONTRIBUTIONS

<u>PROJECT</u>	<u>VALUE</u>	<u>FUNDING</u>	<u>FUNDING SOURCE</u>	<u>TAX IMPACT</u>
Craigflower Road - Extended (2012)	\$1,044,838	\$1,044,838	General Strategic Priorities Grant	\$0
Esquimalt Village Plan - remediation	\$50,000	\$50,000	Grant - Provincial	\$0
Recreation Centre upgrades	\$500,000	\$400,000	Grant - Provincial	\$0
		\$100,000	Capital Projects Reserve Fund	\$0
Bus shelters	\$9,000	\$9,000	Community Works Fund	\$0
Bus stop structure at Lampson	\$20,000	\$20,000	Community Works Fund	\$0
Lighting upgrades Municipal Facilities	\$56,000	\$56,000	Community Works Fund	\$0
Sewer manhole separation program	\$135,000	\$135,000	Community Works Fund	\$0
Solar hot water conversion at Recreation Centre	\$91,000	\$91,000	Community Works Fund	\$0
Install HVAC/Exhaust fans- RC and SC	\$58,635	\$58,635	Community Works Fund	\$0
Energy reduction project at Recreation Centre	\$681,000	\$681,000	Community Works Fund	\$0
Seniors fitness equipment	\$80,000	\$25,000	Grant - New Horizons	\$0
		\$25,000	Sponsorships	\$0
		\$20,000	Grant - Provincial	\$0
		\$10,000	Grant - Walking Challenge	\$0
		<u>\$2,725,473</u>		<u>\$0</u>

## OPERATING CONTRIBUTIONS

Improvements in Recreation & Sports Centres	\$9,062	\$9,062	Grant - Risk Management (MIA)	\$0
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# NEXT STEPS – MARCH 6 & 7

Budget Challenges	4.43%
Additional Budget Items (Core + Supplemental + Capital)	0.40%
Supplemental personnel requests	0.35%
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Total 2012 Budget Request	5.18%
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# Corporate Services

**2012 Core Budget**

Township of  
**ESQUIMALT**

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# CORE SERVICES

- **Administration** [Community Charter Section 147] - overall management of operations; implementation of Council policies, programs, direction; advisor to Council ; ensure compliance with Strategic Plan & Financial Plan
- **Legislative** [Community Charter Section 148] - notices, agendas, minutes, bylaws; responsible for municipal records (preparation, maintenance & secure retention, public access to records); ensure compliance with applicable legislation, bylaws & policies





- **Sustainability** — management of Township’s Climate Action Charter commitments, including Sustainability Reserve Fund; development of plans & policies; promotion of sustainability initiatives within the corporation and in the community
- **Communications** — ensuring high quality and consistent messaging to internal and external stakeholders through a variety of media channels; coordinating development & production of web and print communications materials for Township initiatives



- **Archives** – preservation and interpretation of historical records; promotion of Esquimalt heritage; research
- **Elections** – municipal elections, by-elections, other voting opportunities (binding or non-binding referendum), alternative approval processes (where electoral assent required)
- **Human Resources** – recruitment & selection; employee and labour relations; occupational health & safety; collective agreements; training & development; compensation

- **Bylaw Enforcement** - compliance with municipal regulatory bylaws; review and development of policies and regulations; complaint management; public education & awareness of municipal regulations to encourage voluntarily compliance
- **Administrative Assistance** – to the Mayor, Council, CAO, Committees, Commission, Special Committees, Boards, other staff and Departments
- **Customer Service** – provide assistance and information to members of the public



# CORE SERVICES - COMMITTEES

- Communications Coordinator is the Staff Liaison for Centennial Celebrations Select Committee; also acts as Project Manager, coordinating and promoting 2012 celebrations
- Sustainability Coordinator is the Staff Liaison for Environmental Advisory Committee



# Committees (cont'd)

- Administrative Support Staff act as Recording Secretary for several Committees including:
  - Esquimalt Policing & Law Enforcement Advisory Panel
  - Arts, Culture & Special Events Advisory Committee
  - Environmental Advisory Committee
  - Heritage Advisory Committee
  - Centennial Celebrations Select Committee
  - Te'mexw Treaty Advisory Committee
  - Labour Management Committee
  - Occupational Health & Safety Committee



# STAFFING

Corporate Services Staffing = 9.4 FTE:

- Chief Administrative Officer [Deputy Corporate Officer]
- Manager of Human Resources
- Manager of Corporate Services [Corporate Officer, Head & Coordinator FOIPPA, Chief Election Officer]
- Sustainability Coordinator
- Communications Coordinator (.6)
- Bylaw Enforcement Officer (.6)



# Staffing (cont'd)

- Executive Secretary [to the Mayor and CAO]
- Office Administrator
- Confidential Recording Secretary [to Council, COTW and Esquimalt Policing & Law Enforcement Advisory Panel]
- Archivist (.8)
- Receptionist (.4)



# STRATEGIC PRIORITIES APPLICABLE TO CAO & CORPORATE SERVICES

- Future Legacy – Terms of Reference
- Policing – RPF Process
- Policing Transition - Readiness
- Service Capacity Review
- Performance Management System
- Bylaw Enforcement – review Policies and Practices
- Bylaw Review – targeted bylaws for updating





# Strategic Priorities (cont'd)

- Records Management System – update
- Policy Review Program – review and update
- Climate Action Plans – development of targets, actions & policies; implementation of programs and commitments
- Website Refreshment
- Enhanced Public Engagement



# CHALLENGES TO 2012 BUDGET

- Bylaw Enforcement workload exceeds capacity
- Strategic Plan priorities for Public Communications will impact capacity
- Sustainability Initiatives not completed in 2011 are carried forward
- 2011 core budget was reduced while attempting to maintain and improve service levels
- 2011 delayed purchase of equipment and additional filing cabinets, postponed records management project
  - crucial to address these in 2012



# Financial & IT Services

## 2012 Core Budget

February 15 & 16, 2012



# CORE SERVICES

## FINANCE – Community Charter Section 149

Responsible for the overall management of the financial affairs of the Township, which includes:

- the receiving, expending and investing of all money as authorized by Council;
- ensuring the keeping of all funds and securities of the Township;
- ensuring that accurate and full reporting of the financial affairs of the Township are prepared, maintained and kept safe.



## **CORE SERVICES – HIGHLIGHTS FOR 2011**

- **Accounting, statutory reporting, audit and budgeting of \$33.3 million in annual expenses and revenues;**
- **Cash management of up to \$23 million in investments on a daily basis to maximize returns and to provide additional income to both operating and reserve funds;**
- **Payroll coordinated the production of three different payroll groups paid on a bi-weekly basis and maintained benefits records for 135 staff and issued 349 - T4 slips;**
- **Accounts payable coordinated weekly payments with 3,956 cheques and 7,110 purchasing transactions processed;**
- **Property taxes produced 4,936 tax notices, processed 307 tax deferment applications, 3,703 home owner grants, 407 property tax certificates, and processed tax installments totaling over \$795,000;**
- **Licensing issued 800 dog licenses and 646 business licenses.**



# FINANCIAL SERVICES TEAM

**Eight full-time positions, which include:**

- **Director of Financial Services**
- **Deputy Director of Financial Services**
- **Senior Accountant**
- **Payroll Clerk III**
- **Accounting Clerk III**
- **Payroll/Licensing Clerk II**
- **Accounting Clerk II**
- **Finance Clerk I**



# CORE SERVICES

## INFORMATION TECHNOLOGY

Responsible for the overall management of the database systems, telecommunications, computer hardware, business software applications and systems security to six different locations of the Township, including:

- operating a Help Desk for staff queries;
- conducting or organizing technology training courses;
- assessing new products and applications;
- maintaining and upgrading existing corporate technology infrastructure and applications.



# CORE SERVICES – HIGHLIGHTS FOR 2011

The Information Technology Department provides support for the following:

- Daily Help Desk to over 220 users;
- 24 servers with over 60 distinct services on them;
- Over 70 pieces of end-user software;
- Over 4 terabytes of data;
- 150 computers, 25 laptops and 50 WYSE thin client terminals;
- 50 printers and multi-function devices;
- 100 mobile and smart phones;
- 15 wireless access points, 3 websites and remote access services;
- 45 network switches;
- 4 firewalls;
- multi-site corporate telephone system;
- building access control system;
- HVAC, DDC network, server and web services.





# INFORMATION TECHNOLOGY TEAM

**Two full-time positions, which include:**

- **Manager of Information Technology**
- **Information Technology Coordinator**



# Challenges to Maintaining Core Service Levels

## Staffing requirement:

- IT workload exceed capacity and resources.

## Technology requirement:

- Replace or upgrade payroll software to provide better reporting to meet payroll and human resources needs.



# QUESTIONS OR COMMENTS?



# Engineering & Public Works

**Budget 2012**

Township of  
**ESQUIMALT**

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# Mandate

Maintenance, upgrading and development of municipal infrastructure in a cost effective and sustainable manner



# Focus of Departments

## Engineering

- Capital projects
- Infrastructure maintenance planning
- Maintenance of recorded information for infrastructure systems
- New development review
- Building permits



# Focus of Departments

## Public Works

- Operation of the existing infrastructure systems
- Maintenance of the existing infrastructure systems
- Construction of new portions of the infrastructure systems



# What do we do to meet our mandate?

- Facility maintenance
- Development review
- Asset management
- Long range planning
- Capital projects
- Road surfaces
- Street Cleaning
- Snow and ice control
- Bus shelters
- Sidewalks
- Storm drains
- Fleet management
- Solid waste collection
- Sanitary sewers
- Lift station operation
- Carry out work for others
- Building inspections





# Staff who carry out the work

- Director (Engineering & Public Works)
- Engineering
  - Manager
  - Three technologists
  - Building official
  - Shared office administrator with Development
  - Total of 6 FTE's
- Public Works
  - Manager
  - Supervisor
  - Fourteen Labourers and operators for solid waste, utilities & street operations
  - Three facility maintenance
  - Two fleet maintenance
  - One stores keeper
  - Total of 22.5 FTE's



# Budget Challenges

Maintaining existing infrastructure assets to meet a minimum level of service with funding available

- Maintenance of various infrastructure systems is at a level of being reactive to failures rather than proactive

Examples:

- Road surface renewal is now 2,000 sq.m. versus 2,500 sq.m. in 2009
- Sidewalk renewal is now 235 metres versus 300 l.m. in 2009



# Budget Challenges

Creating and improving on programs for the effective management of infrastructure assets

- By creating asset management plans, the scheduled maintenance and upgrade of an asset can be carried out in a timely manner so that the asset is operable beyond its original service life

Examples:

- Road overlays
- Storm and sanitary main upgrades
- Street light upgrades



Questions or comments?



# *Development Services*

## *2012 Core Budget*

### *Overview*



Township of  
**ESQUIMALT**

# *Development Services*

## *Mission:*

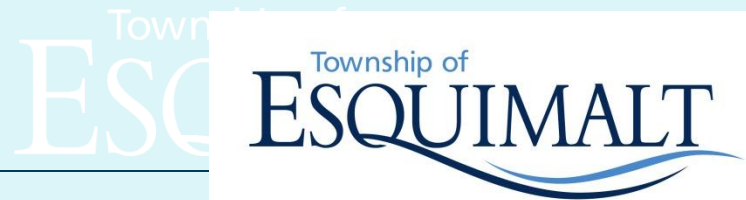
*To work with Residents, Developers, Businesses and Council to develop and implement long-range planning policies and regulations to ensure a vibrant, livable, and sustainable community.*

## *Primary Services/Areas of Responsibility:*

- ▶ *Long Range Planning*
- ▶ *Development Approvals*
- ▶ *Information Services*
- ▶ *Economic Development*
- ▶ *Subdivision Approvals*
- ▶ *Assistance to Committees and Commissions*

# *Who makes use of Our Services?*

- ▶ *Residents & Property Owners*
- ▶ *Businesses – Commercial, Industrial, Home*
- ▶ *Development Industry*
- ▶ *Visitors & Tourists*
- ▶ *Council & Committees*
- ▶ *Other Government Agencies*



# *The Development Services Team*

*Director*



*Sr. Planner  
Trevor Parkes  
1.0*

*Planning Asst.  
Karen Hay  
1.0*

*Office Admin.  
Marie Letham  
0.5*

Township of  
**ESQUIMALT**



# Core Service Levels

- 1. Much of the department's workload is generated by land use applications (OCP and Zoning changes, Development Permits, Variances) , subdivision applications or information requests.*
- 2. Policy development and review of bylaws takes place as needed to ensure they remain relevant and enforceable and that new issues are addressed.*
- 3. Other projects are undertaken to address specific issues, e.g. Parking Standards Review, discussion on Infill Housing.*
- 4. Encouraging and fostering Economic Development is an ongoing activity .*

# Core Service Levels

- ▶ *Information requests are answered **immediately**.*
- ▶ *Requests for permits are processed as **quickly** as municipal bylaws, council policies, and relevant provincial statutes, including the Local Government Act, allow .*
- ▶ *Major Studies, Bylaw Reviews, and Special Projects are done according to their **priority** in the Strategic Plan and **as resources allow**.*



# *Core Services*

- ▶ *Planning*
- ▶ *Development Approvals*
- ▶ *Information Services*
- ▶ *Economic Development*
- ▶ *Subdivision Approvals*
- ▶ *Assistance to Committees & Commissions*

# Core Services

**PLANNING:** *Developing and reviewing policies and bylaws as needed to ensure they meet current needs, are enforceable and understandable. These include the Official Community Plan, Zoning Bylaw, Development Permit Guidelines and numerous Council Policies.*

*Researching land use and other planning issues and reporting back to Council & Committees.*

*Interpreting the Official Community Plan and Zoning Bylaw for the public.*

# Core Services

**DEVELOPMENT APPROVALS:** *Many redevelopment proposals require a change of zoning and some may also require an amendment to the Official Community Plan. The change to the Zoning Bylaw may be a change to an existing zone, the creation of a new zone or a text amendment to allow a new use in an existing zone. These types of applications go through a set process which takes approximately 4 months.*

*Other projects, where the correct zoning is already in place, require only a Development Permit limiting the form and character of buildings and landscaping. Processing of these permits takes approx. 6 weeks.*

*Development Variance Permits are required when the correct zoning is in place but someone wants to vary a specific condition such as building height or setbacks. These take 2 months.*

# Core Services

## **INFORMATION REQUESTS:**

*Enquiries by mail, phone, email and in person occupy a large portion of staff's time. Some enquiries such as the age of a building can be answered immediately, other questions or long lists of questions may require research and consultation with other departments (e.g. Engineering).*

### **Some common questions are :**

- ◆ *What's the current zoning and what's the development potential?*
- ◆ *Can I add onto the existing buildings and if so by how much ?*
- ◆ *When was the building constructed; does it meet current regulations?*
- ◆ *Are there any bylaw infractions associated with this property?*
- ◆ *How do I go about obtaining a change of zoning or a variance?*

# Core Services

## **ECONOMIC DEVELOPMENT :**

*Although the Economic Development Committee was disbanded several years ago, the encouragement of new development and redevelopment, whether residential, commercial, or industrial is always a priority .*

- ▶ *Working with existing and potential property owners to foster redevelopment of properties; explaining what's possible under our bylaws and policies.*
- ▶ *Promoting the benefits of the community to attract new residents and businesses.*
- ▶ *Making it easy for developers and businesses to get information.*
- ▶ *Processing applications quickly.*



# Core Services

## **SUBDIVISION APPROVALS :**

- ▶ *Subdivision approvals are handled by the Approving Officer [who is currently the Director of Development Services]. Unless a rezoning or variance is involved, Council may not be aware of a subdivision application.*
- ▶ *If a subdivision will result in lots that meet the minimum parcel size, minimum width and provide suitable building sites, the application will not come before Council.*
- ▶ *Subdivision applications involve a lot of staff time in terms of consultation with the applicant, their civil engineer, their surveyor and with municipal departments such as Engineering and Parks & Recreation.*



# Core Services

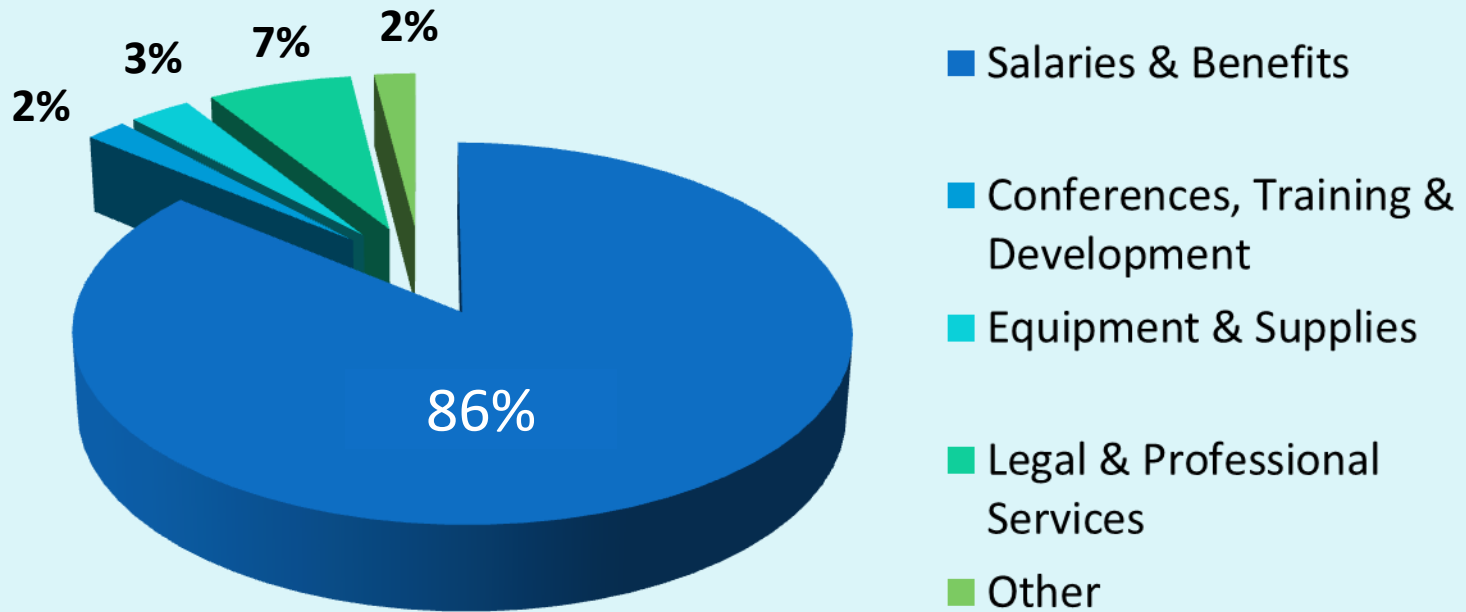
## *ASSISTING COMMITTEES & COMMISSIONS*

- ▶ *Arts, Culture & Special Events*
- ▶ *Heritage Advisory Committee*
- ▶ *Advisory Planning Commission*

### *Functions and staff participation:*

- ◆ *attendance at meetings*
- ◆ *assistance with promotion and advertising*
- ◆ *researching information*
- ◆ *preparation of staff reports*
- ◆ *orientation sessions*
- ◆ *set-up and take-down of rooms and displays*
- ◆ *participation in weekend and evening events*

# Core Services *PLANNING*:



# Questions



Township of  
**ESQUIMALT**

# Parks and Recreation Services

Budget Presentation 2012

Township of  
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# 2011 Department Overview

● Parks FTE	12
● Recreation & Dep't Admin FTE	27
● RPT	11
● Auxiliary	115
● Total Staff	<u>165</u>



# 2011 Parks Services

- 41.2 hectares of serviced park land
  - over 101.81 acres
  - 1.6 km of paved pathways & trails
  - 1.75 km of gravel or chip pathways & trails
- 46 landscaped traffic islands
  - Totalling over 16,787 sq. ft.
- 75 tree removal permits received
- 86 new large trees planted on boulevards and in parks by staff
- 11 small native trees planted in Esquimalt Gorge Park



# 2011 Recreation Programs

- 345 Different Programs Offered – 10,949 Participants
- 99,081 Drop-in Visits
- 6,835 Pass Holders (Memberships & No Charge)
- Total of 156,737 Pass Holder Visits
- Over 266,767 visits to Recreation services offered by Parks and Recreation



# 2011 Sports Centre

- 3,618 hours of arena ice rentals (4,974 hours available) - 73% committed
- 5,446 hours of curling ice rentals (14,598 hours available for 6 sheets of ice) - 37 % committed
- 8 large events hosted
- 26 medium events hosted





# 2011 Parks

- 267 bookings at Bullen Park – 982.25 hrs. used
- 8 large events at Bullen Park
- 275 events hosted at community parks



# Social Media Tools & Platforms



# Facebook

**facebook** Search Esquimalt Parks and Recreation Home

**Esquimalt Parks and Recreation**  
Sports/Recreation/Activities · Esquimalt, British Columbia · Edit Info

**Wall** Esquimalt Parks and Recreation · Everyone (Most Recent)

Share: Status Photo Link Video Question

What's on your mind?

**Esquimalt Parks and Recreation**  
Who will be joining us with a friend for 2 for 1 drop in admissions tomorrow? The offer is good all day long in celebration of Valentine's Day, 5:30am-10:30pm. Valid on single drop in admissions only (excludes passes). Includes our drop in programs; fitness classes, drop in sports, "Toddler Playgroup" and drop in WaterFit!

**Happy Valentine's Day**

Like · Comment · Share · 11 hours ago

2 people like this.

**Admins (5)** [?] See All

- Use Facebook as Gillian
- Notifications
- Promote with an Ad
- View old Insights

**Wall**  
Hidden Posts

- Info
- Insights
- Photos
- Events
- Links
- YouTube

**About** Edit

Phone  
250.412.8500 to get started in the latest and greatest in community r...  
More

**396**  
like this

**33**  
talking about this

**719**  
were here

**396 Fans**  
**719 Check-Ins**



# Twitter

twitter Search Home Profile Messages Who To Follow EsquimaltRec

**Esquimalt Recreation**  
@EsquimaltRec 527 Fraser Street  
Where healthy hearts, make lively communities! To register phone: 250.412.8500.  
<http://esquimalt.ca>

1,845 Tweets 978 Following 1,029 Followers 56 Lists

Recent images · view all

Similar to you · view all

Following · view all

About Help Blog Mobile Status Jobs Terms Privacy Shortcuts Advertisers Businesses Media Developers Resources © 2012 Twitter

1029 Followers  
56 Lists



# Additional Platforms



## YouTube

3 Videos posted

Approx. 200 views



## Bitly

Used to shorten & share links on our platforms – e.g. Active Living Guide



# Primary Revenue Centres

- Program Services
  - Registered Recreation & Special Event Programs
- Visitor Services
  - Membership Sales
  - Drop-in Admissions
- Facility Rental Services
  - Facility Rental Agreements & Contracts
  - Special Event Rentals



# Program Services

	2009	2010	2011	2012 Forecast
# of Programs Offered	338	314	345	
# of Registrants	9690	9664	10949	
Total Program Revenue	\$649,994	\$657,161	\$738,807	\$925,536
% Revenue Increase		1.1%	12.4%	25.3%



# Visitor Services

	2009	2010	2011	2012 Forecast
# of Membership Passes	5880	5510	5781	
Total Pass Revenue	\$617,994	\$602,289	\$647,902	\$700,000
% Revenue Increase		-2.5%	7.5%	8%

	2009	2010	2011	2012 Forecast
# Drop-In Admissions	89834	87605	99081	
Total Drop-In Revenue	\$254,500	\$256,121	\$250,108	\$257,000
% Revenue Increase		0.06%	-2.3%	2.8%





# Facility Rental Services

	2009	2010	2011	2012 Forecast
Recreation Centre	\$44,519	\$37,295	\$29,746	\$34,000
		-16.2%	-20.2%	14.3%
Sports Centre	\$553,494	\$575,177	\$585,081	\$572,350
		3.9%	1.7%	-2.2%
Park Rentals	\$23,507	\$29,835	\$27,493	\$27,950
		26.9%	-7.9%	1.6%



# 2012 Challenges

- Current economic climate
- Increased market competition from both public and private sector operators
- Continued reliance on Sports Centre facility rental revenues
- Need for strategic park planning and open space infrastructure renewal program
- Development of asset management processes to maximize infrastructure longevity



# 2012 Focus

- Continue to develop the P&R primary revenue centres
  - Program Services
  - Visitor Services
  - Facility Rental Services
- Diversify and enhance the Revenue Centres for the Sports Centre
- Explore new revenue and cost recovery models for parks, playfields and the Sports Centre

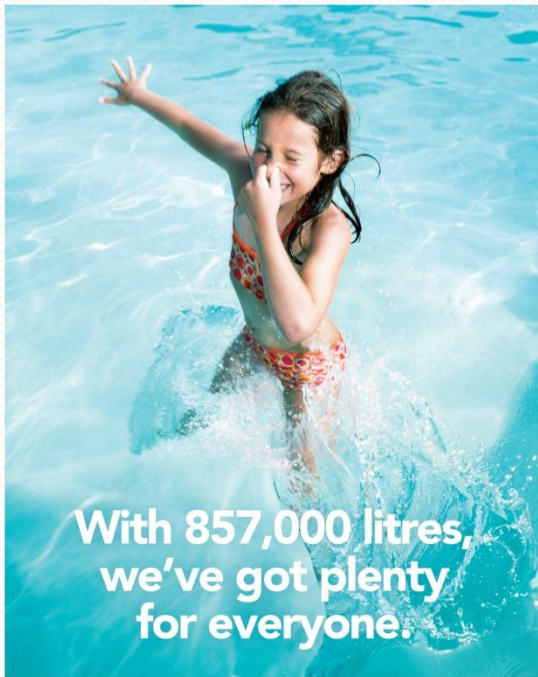


# 2012 Focus cont...

- Further implement energy saving strategies to reduce annual facility operating costs
- Invest capital resources into revenue-generating and/or expenditure-reducing infrastructure & enhancements
- Continue to revitalize and re-position Business Units to ensure maximum potential & effectiveness
- Continue to aggressively position and promote P&R programs and services to maximize sales processes



# Recent Campaigns



With 857,000 litres,  
we've got plenty  
for everyone.

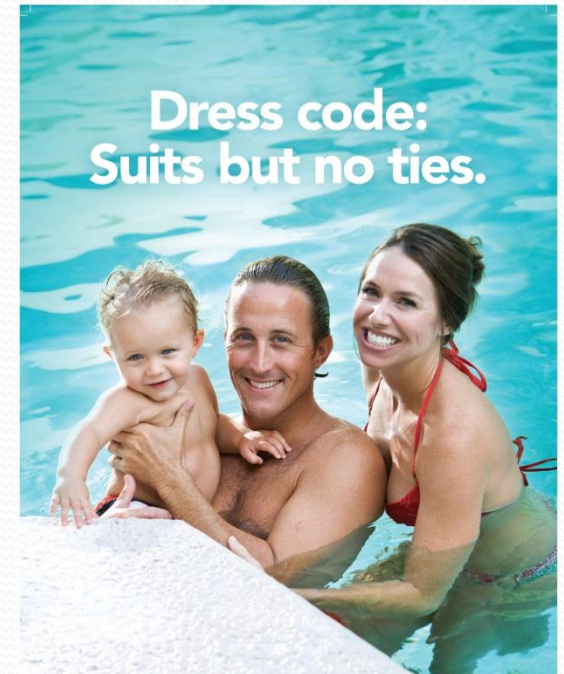
Join the fun in our swimming pools.

For more information call 250.412.8500 or visit  
[esquimalt.ca/parksrecreation](http://esquimalt.ca/parksrecreation) | FOLLOW US ON  



**House of  
Winter Fun.**  
Archie Browning Sports Centre

Come and play.  
250.412.8500 | [esquimalt.ca](http://esquimalt.ca)



Dress code:  
Suits but no ties.

Join the fun in our swimming pools.

For more information call 250.412.8500 or visit  
[esquimalt.ca/parksrecreation](http://esquimalt.ca/parksrecreation) | FOLLOW US ON  



Township of  
**ESQUIMALT**



## Esquimalt Parks & Recreation Services



**Fire Rescue  
&  
Emergency Program**

**Budget 2012**

Township of  
**ESQUIMALT**

The logo for the Township of Esquimalt features the words "Township of" in a small, white, sans-serif font above the word "ESQUIMALT" in a large, white, serif font. Below the text is a white, stylized wave graphic that curves under the letters.



# Emergency Program Administration

Emergency Program Manager (0.8FTE):

- Training Courses & Exercises for staff (EOC and ICS)
- Establish and maintain supplies for EOC, ESS Team, Communications group and NEPP
- Regional meetings
- Emergency Planning & Management
- Online Communications Committee





# Emergency Program Administration

(cont'd)

- Member of Emergency Planning Committee
- Township representative: Local Government Emergency Programs Advisory Commission
- The Great BC ShakeOut Organizing Committee
- Regional Transition to Community Recovery (Red Cross)



# Neighbourhood Emergency Program

- Volunteer Component
- Preparedness workshops for the public
  1. Individual and Family Preparedness
  2. Disaster First Aid
  3. Light Urban Search and Rescue
- Presentations to resident and work groups
- Over 240 individuals attended in 2011



# Emergency Program Communications Group

- Volunteer Group
- Provide Emergency Operations Centre Support
- Support ESS facilities
- Emergency Communications Equipment



# Emergency Social Services Team

- Volunteer group
- Currently 22 trained
- Provides evacuee assistance in a disaster or emergency (e.g. fires)
- Work in cooperation with other ESS teams in the region



# Coming in 2012

- Continued of Esquimalt ESS team
- Exercising the contents of Emergency Kiosks
- JEPP grant application
  - > Business Continuity Plan
- Increased regional participation by our volunteer components and Emergency Program Manager
- Continuation of Grade 4 program



# Township of Esquimalt

## FIRE RESCUE Core Budget Overview



# Core Service Levels

## Emergency Services

- **Fire Suppression**
- **First Response Medical Aid**
- **Support and Rescue**
- **Hazardous Materials Response**
- **Public Service**



# Emergency Services Response

NFPA 1710 (Career Fire Departments):

- **1<sup>st</sup> Arriving** Engine Company (4 personnel)
  - One minute for turnout time
  - Four minutes or less for arrival of the first arriving engine company at a fire incident
  - Four minutes or less for arrival of the first arriving engine company at a medical aid call
  - Not less than 90% of the time
- **Full 1<sup>st</sup> alarm** Assignment within 8 minutes response time 90% of the time (14 – 16 personnel)





# Mutual Aid

In addition to Saanich, Victoria and Oak Bay Fire Departments, we have now entered into a Mutual Aid Agreement with Department of National Defense to promote an enhanced and coordinated effort to minimize loss of life and property, as well as damage to the environment. This new Memorandum of Understanding also allows for joint training between the Departments.



# Other Core Service Levels

## Fire Prevention Services

- **Commercial, Educational and Multi – Unit Inspections**
- **Pre-Plans**
- **Plan Review**
- **Fire Investigations**
- **Community Education**



# Staffing

## Administration, Professional Development, Training and Operational Support

- Fire Chief
- 0.5 FTE Fire Secretary
- 0.8 FTE Emergency Program Manager / 0.2 Exec Assistant
- Four Platoons each with 6 members
- Departmental restructure implemented including four retirements and three new hires
- Maintain ongoing training requirements



# 2011 Accomplishments

- In lieu of Mobile Data Terminals, iPads have been installed in Engine 1 and Battalion 1. Esquimalt Fire is the first department in British Columbia to do so.
- First phase of seismic upgrade for Public Safety Building completed.



# 2011 Accomplishments

- Pre Planning information and inspections for commercial properties will be accessible through the iPads.
- Flag pole and fire pole installed in fire hall.
- Command Vehicle replacement process completed after Green Fleet Review.



# 2011 Accomplishments

- Develop specifications for Engine 11 planned replacement in 2013.
- Two Fire Prevention Bylaws developed and implemented.



# 2012 Objectives

- Initiation of three year Lock Box Program
- New emergency generator for the Public Safety Building
- Upgrade of Fire Hall galley to support post disaster operations



# 2012 Objectives

- Collective Agreement Negotiations
- Succession Planning
- Overtime reduction
- Creation of Departmental Strategic Plan





# 2012 Objectives

- Fire Underwriter's Survey completion
- Emergency Program Strategic Plan
- Development of Business Continuity Plan curriculum for the Emergency Program
- Seniors Fire Safety Public Education Program
- Safe Community Operational Audit





# 2012 POLICE BUDGET

Esquimalt Council | JANUARY 16, 2011

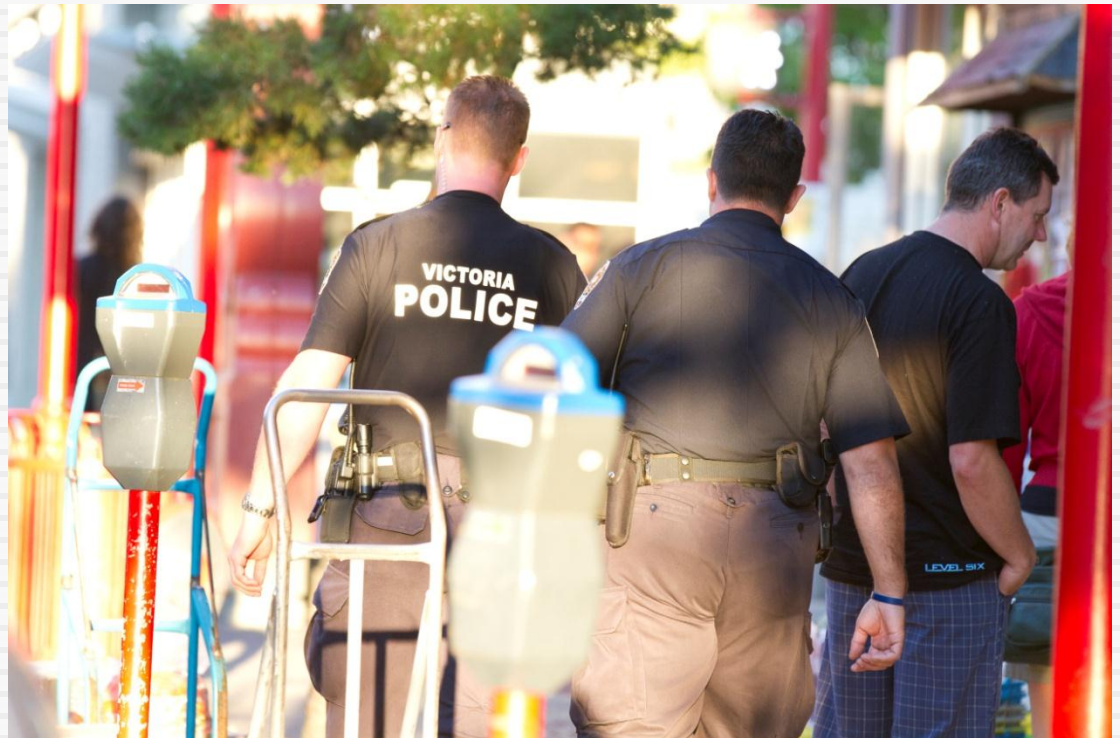
# INTRODUCTION

## CHIEF JAMIE GRAHAM



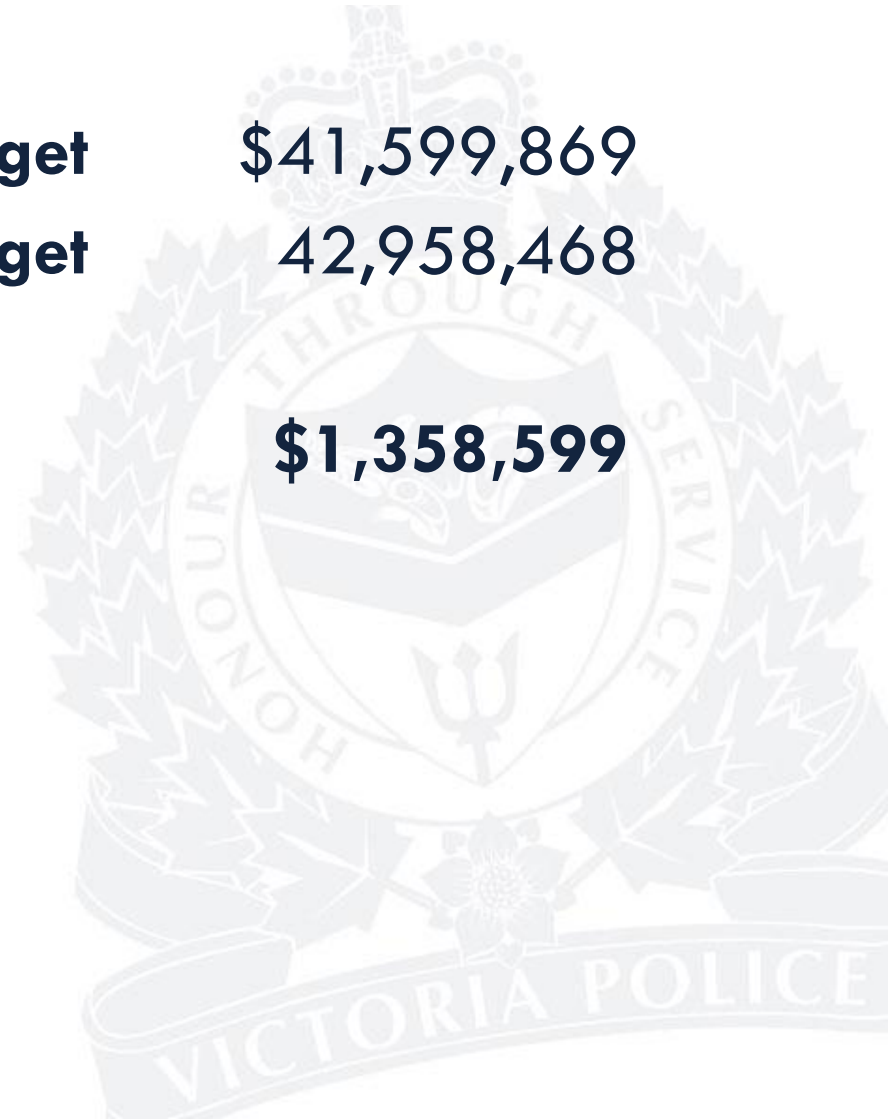
# BUDGET PRESENTATION

SCOTT SEIVEWRIGHT, Controller



# 2012 BUDGET ALLOCATION

Police Department's <b>2011 budget</b>	<b>\$41,599,869</b>
Police Department's <b>2012 budget</b>	<b>42,958,468</b>
<b>Increase (3.3%)</b>	<b>\$1,358,599</b>



# 2012 BUDGET ALLOCATION

**Based on British Columbia Assessed Property values:**

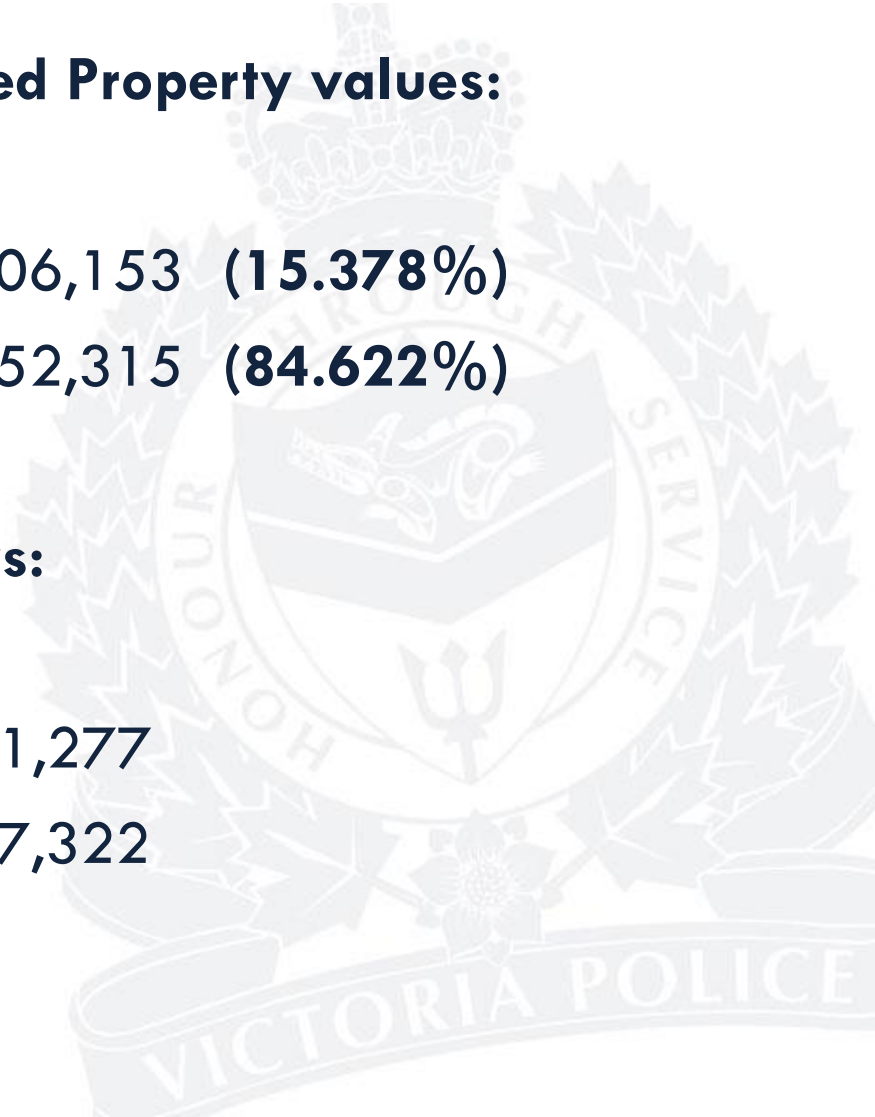
Esquimalt's share:                    \$6,606,153 (15.378%)

Victoria's Share:                    \$36,352,315 (84.622%)

**The increase is allocated as follows:**

Esquimalt:                                \$301,277

Victoria:                                    \$1,057,322





# 2012 INCREASES

The increase in the Police Department's Budget is due to:

Salary and Benefit Increases:	\$1,110,000
Net Increase in Operating Costs:	248,599
<b>TOTAL INCREASE</b>	<b>\$1,358,599</b>



# 2012 INCREASES

## Salary and Benefit increase for existing staff:

Police negotiated wage increase:	\$927,000
Non Sworn negotiated wage increase:	36,000
Benefits	147,000
<b>TOTAL INCREASE</b>	<b>\$1,110,000</b>

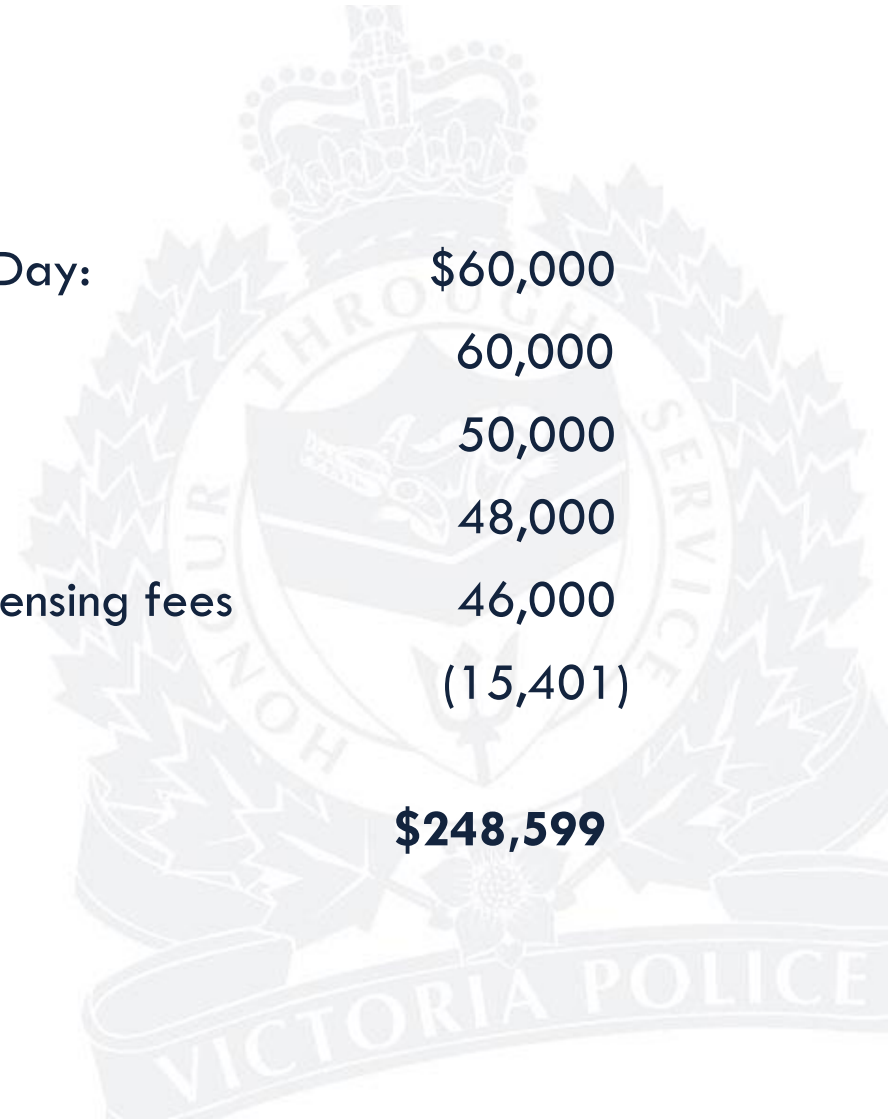




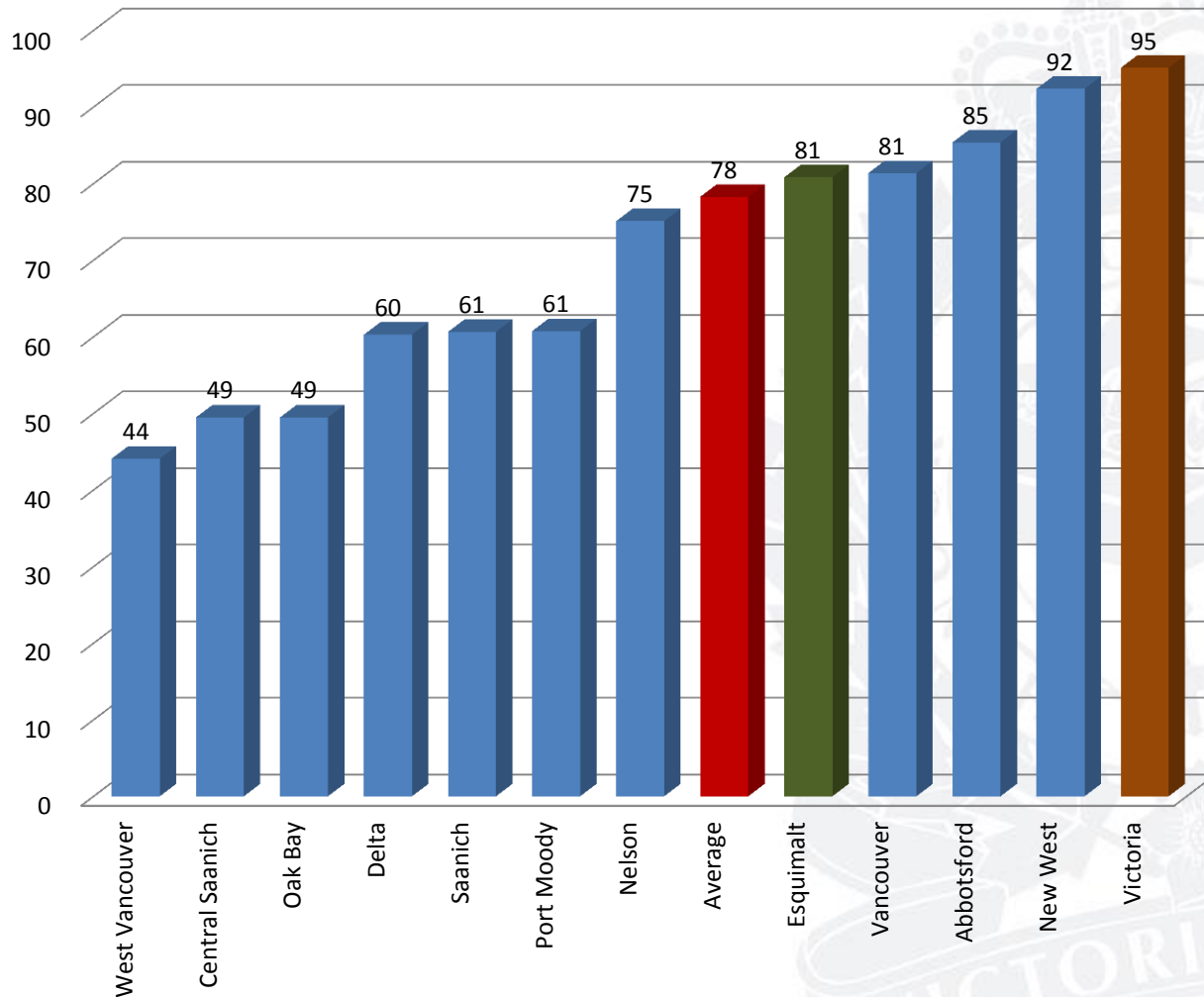
# 2012 INCREASES

## Net increase in operating costs:

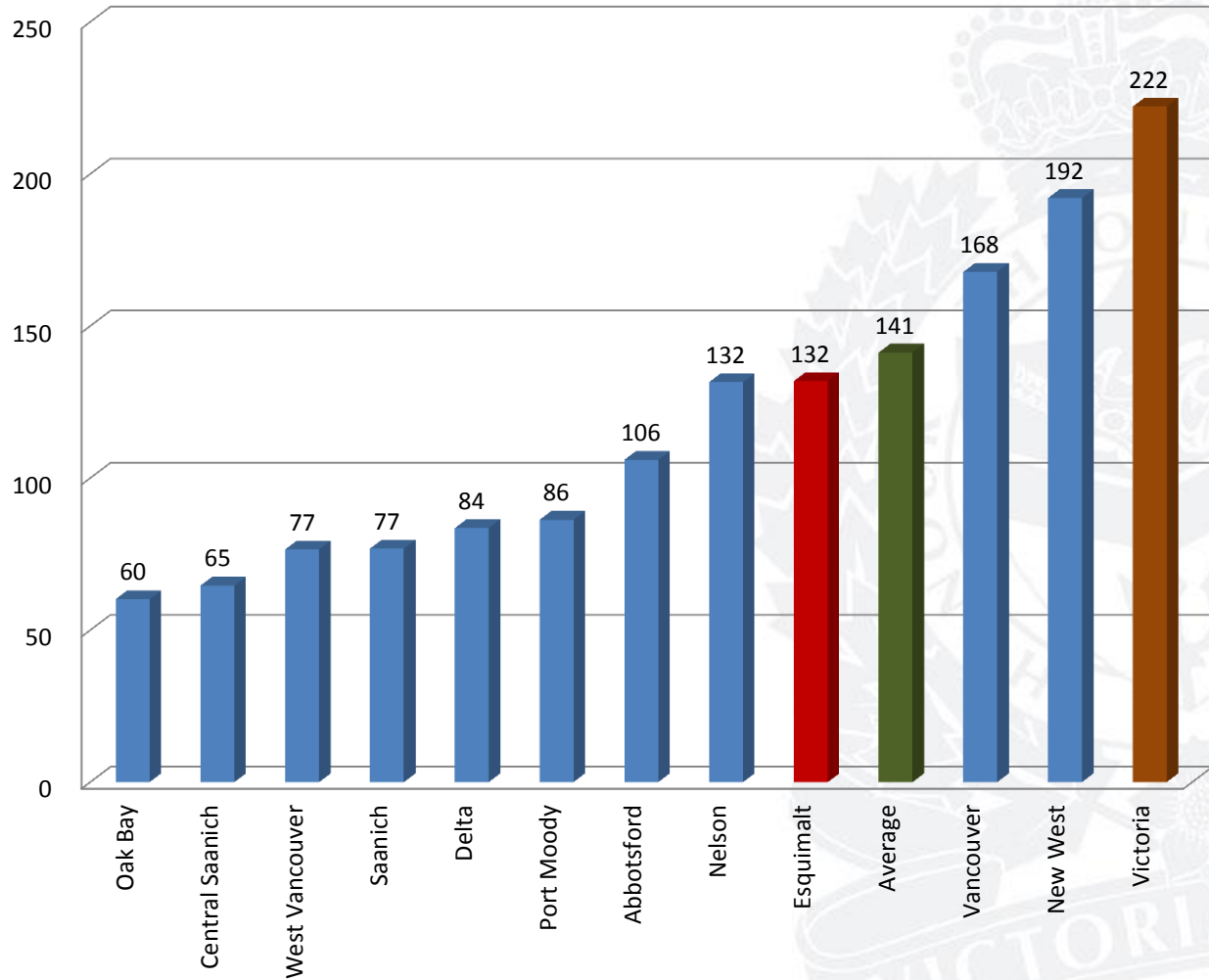
Increase in cost to police Canada Day:	\$60,000
Anticipated increase in fuel Costs:	60,000
Increase in legal costs:	50,000
New BC Undercover Program	48,000
Increased cost for maintenance/licensing fees	46,000
Net decrease in all other cost	(15,401)
<b>TOTAL INCREASE</b>	<b>\$248,599</b>



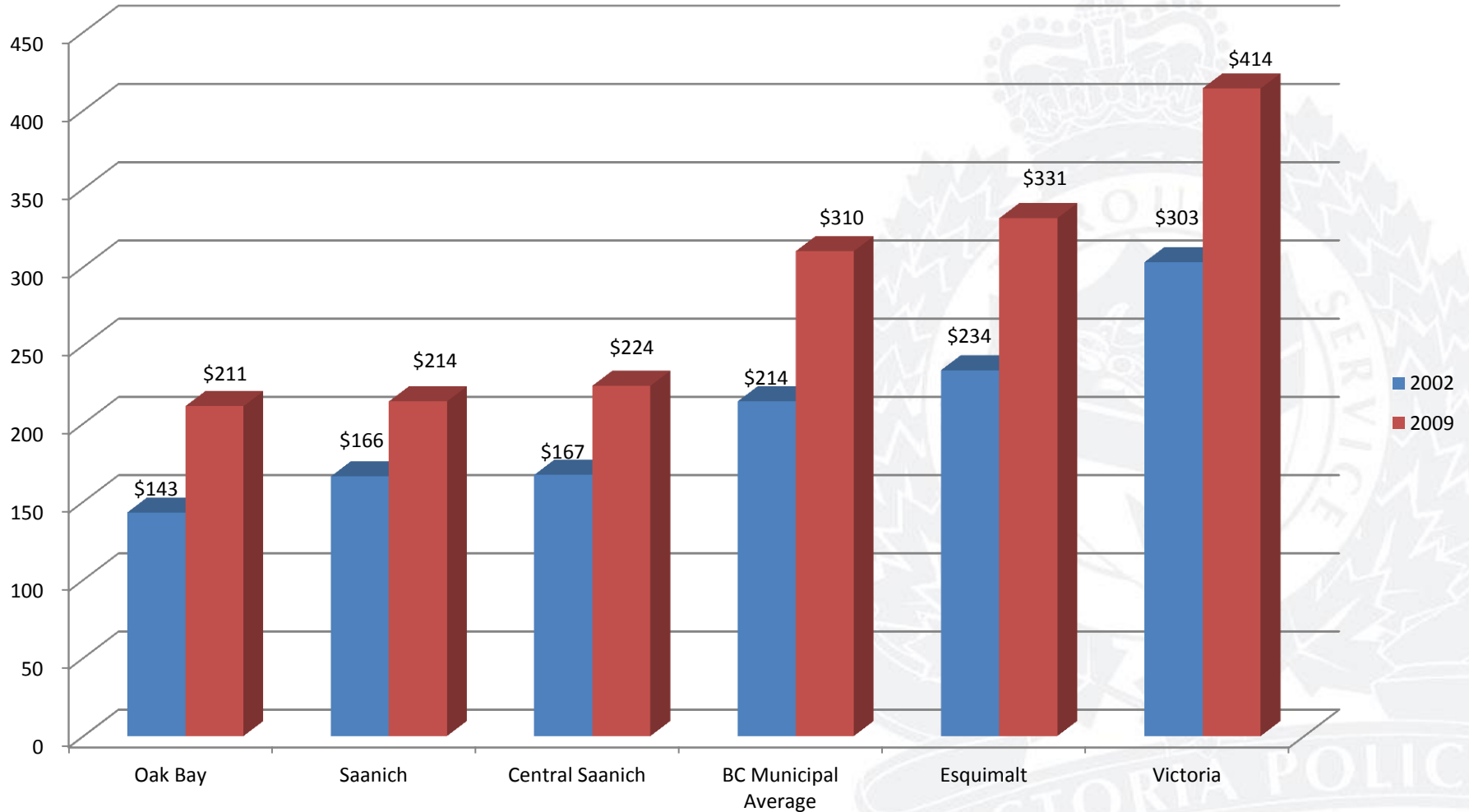
# AVERAGE CASE LOAD – 1992 - 2002



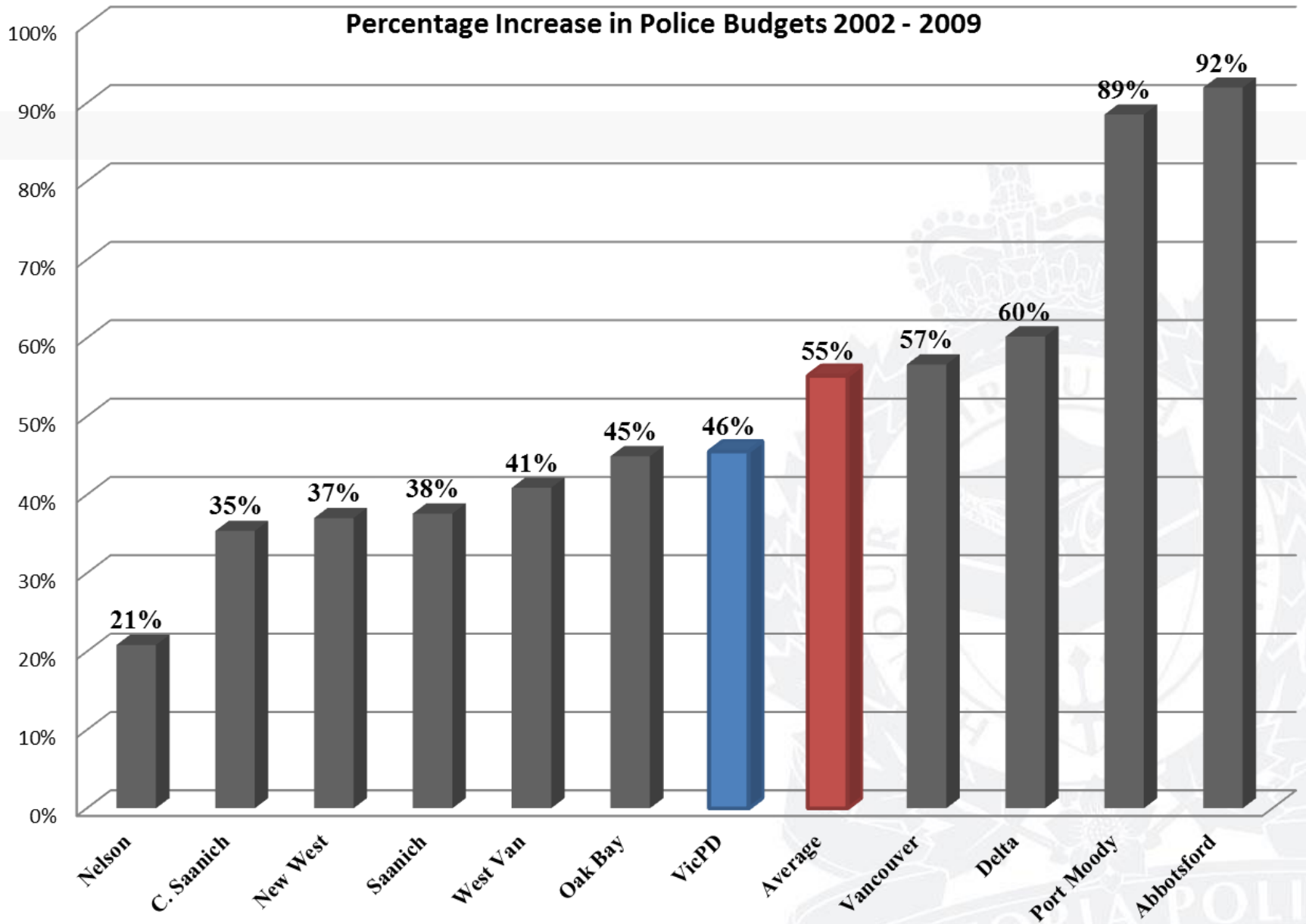
# AVERAGE CRIME RATE – 1992 - 2002



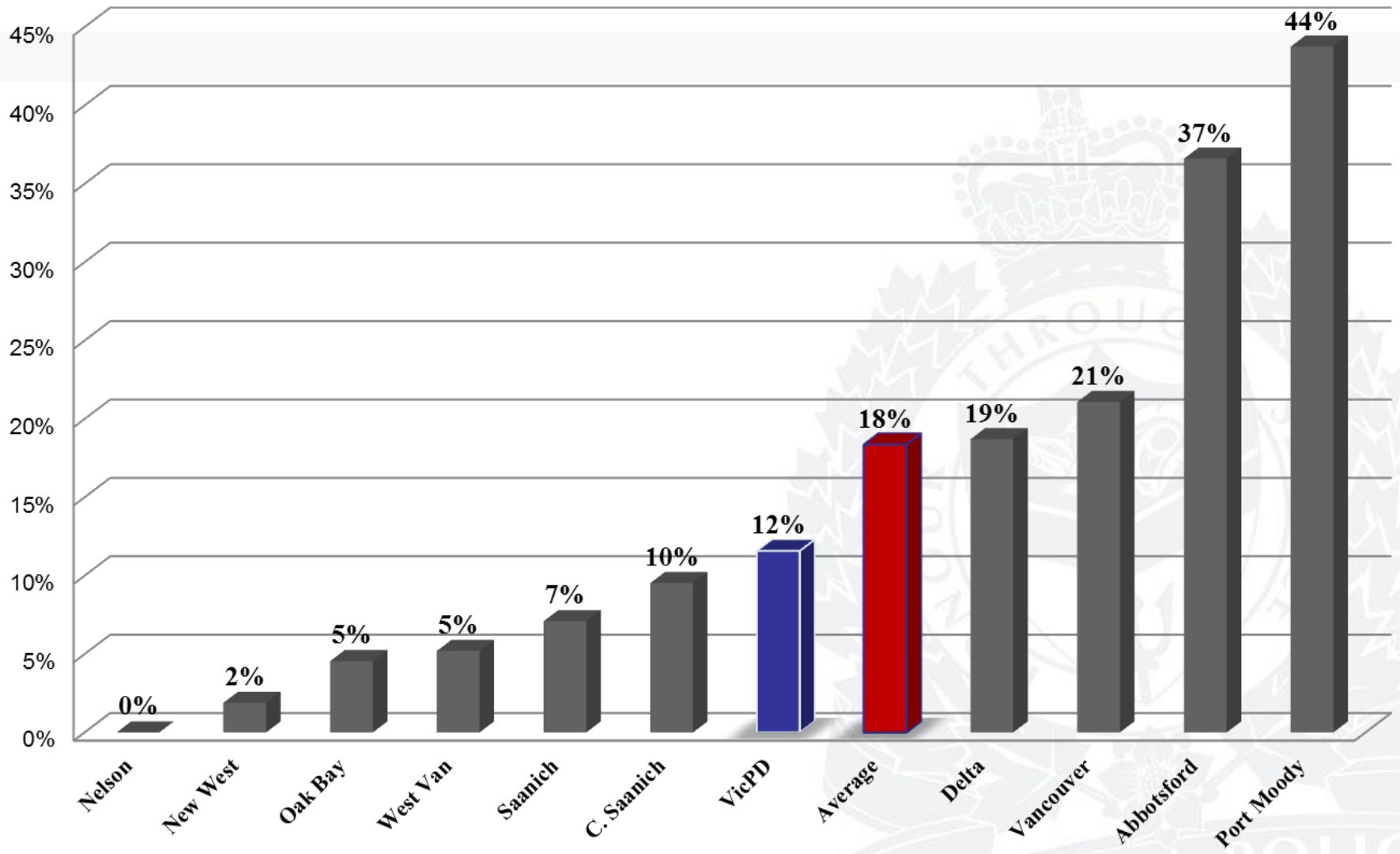
# COST PER POPULATION



**Percentage Increase in Police Budgets 2002 - 2009**



## Percentage Increase in Police Strength 2002 -2009



# BUDGET BREAKDOWN

---

## Professional and outside services - 2012 Budget

---

Provincial Integrated Units	\$74,099
Emergency Family Assistance Program	\$60,000
Telebail	\$50,000
Integrated Units	\$42,000
Polygraphs, Assessments, Occupational Health	\$46,000
Towing Services Contract	\$30,000
Other	\$17,000
Corporate Communications costs	\$15,000
Youth Camp	\$15,000
Restorative Justice	\$12,000
Prime Tables	\$5,000
	<hr/>
	\$366,099

---

# BUDGET BREAKDOWN

---

## Telecommunications - 2012 Budget

---

CREST Radio System Levy	\$422,000
Cell Phone usage costs	\$75,000
Department landline phone system	\$70,000
Backup radio System	\$40,000
Repairs and Maintenance	\$40,000
Hardware Purchases	\$40,000
Blackberry usage	\$35,000
Mobile Data Terminals (MDTs) Airtime	\$25,000
TELUS Link To Esquimalt (Fiber Optic)	\$21,000
Internet Account	\$21,000
PRIME Connection to PRIME BC in Vancouver	\$15,000
Other	\$31,259
	<hr/> <b>\$835,259</b> <hr/>



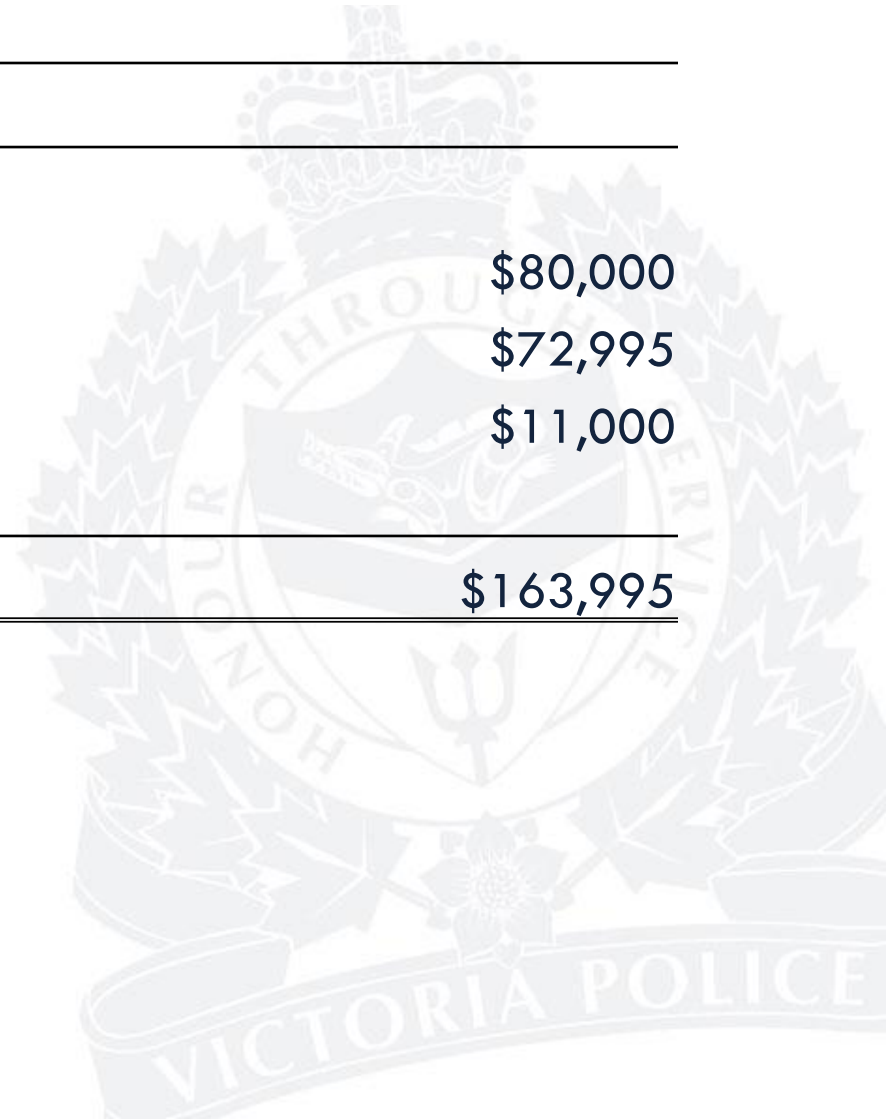
# BUDGET BREAKDOWN

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## Insurance- 2012 Budget

---

Vehicle	\$80,000
Building and Liability	\$72,995
Boats	\$11,000
	<hr/>
	\$163,995
	<hr/>



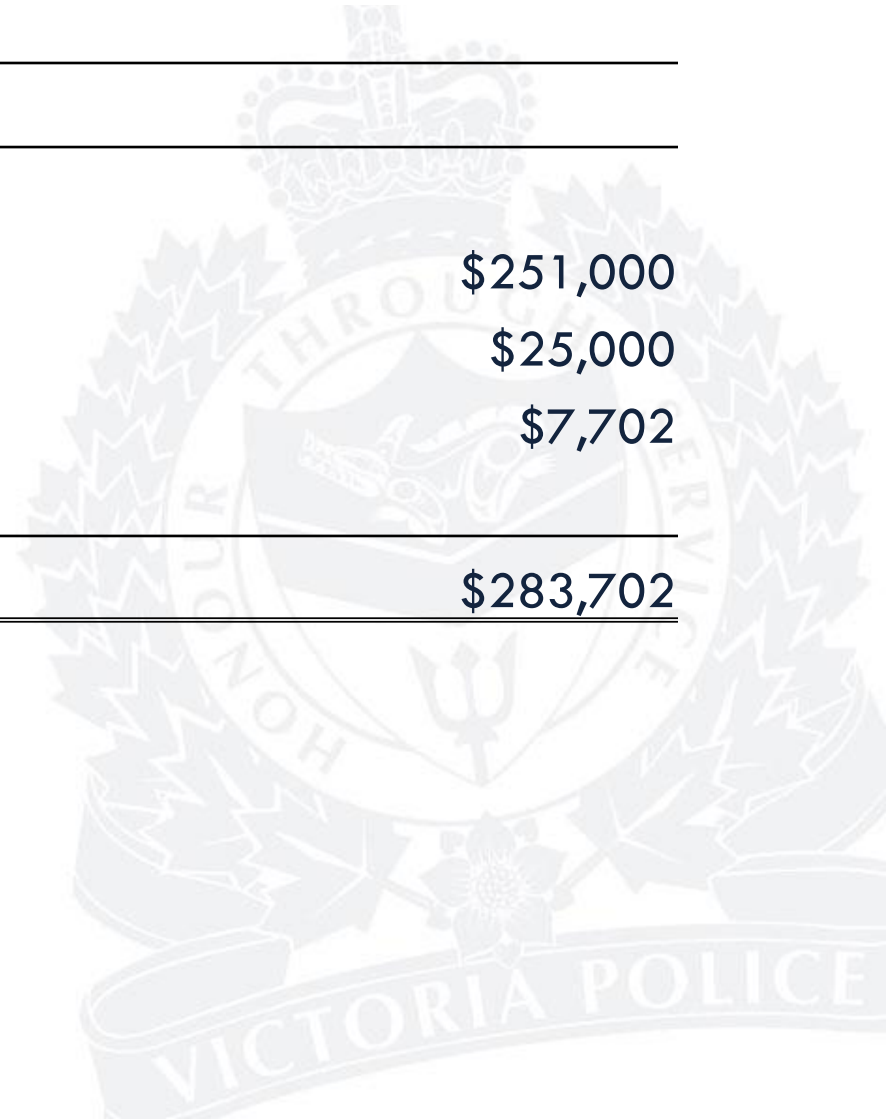
# BUDGET BREAKDOWN

---

## Lease/Rental Payments - 2012 Budget

---

PRIME user Levy	\$251,000
Offsite Storage	\$25,000
Other	\$7,702
	<hr/>
	\$283,702
	<hr/>



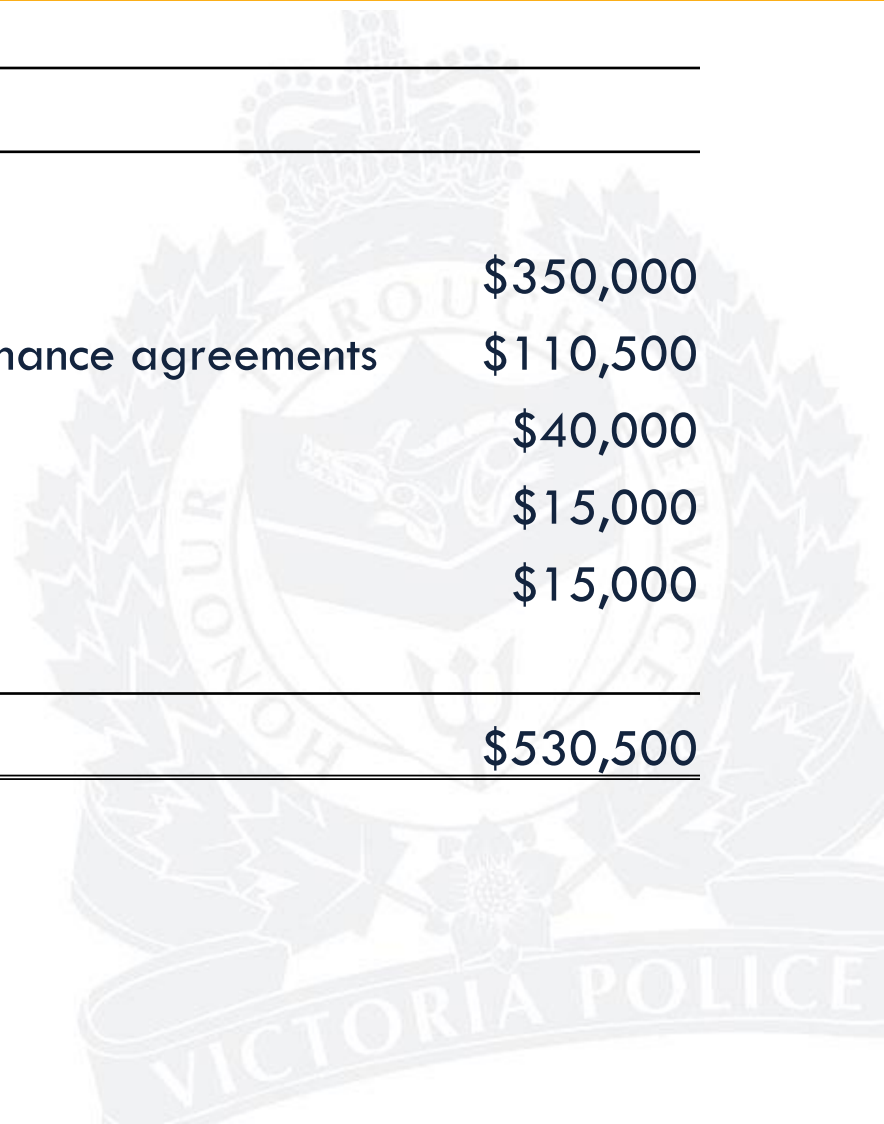
# BUDGET BREAKDOWN

---

## Equipment Maintenance - 2012 Budget

---

Fleet maintenance costs	\$350,000
Information technology licensing/maintenance agreements	\$110,500
Minor building maintenance costs	\$40,000
Minor communications maintenance costs	\$15,000
Other	\$15,000
	<hr/>
	\$530,500
	<hr/>



# CAPITAL PLAN

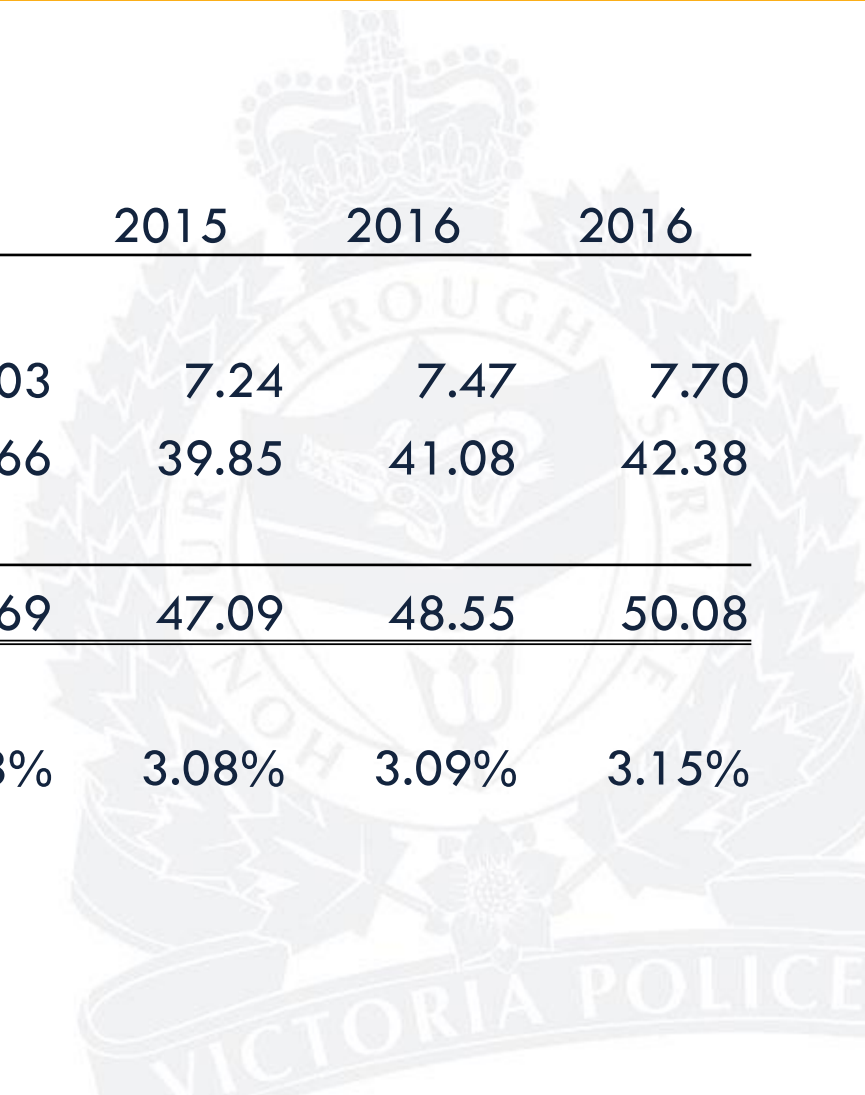
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Vehicle Replacement	505,420
Information Technology	500,000
Furniture and Equipment	30,000
Building Upgrades	20,000
Communications' Equipment	85,000
<hr/>	
<b>TOTAL</b>	<b>1,140,420</b>

---

The background of the slide features a large, light grey watermark of the Victoria Police crest. The crest is circular with a crown at the top, a central shield with a lion and a ship, and a banner at the bottom that reads "VICTORIA POLICE". The words "OUR THROU" and "SERVICE" are visible on the left and right sides of the crest respectively.

# FIVE YEAR FORECAST



	2012	2013	2014	2015	2016	2016
Esquimalt	6.61	6.81	7.03	7.24	7.47	7.70
Victoria	36.35	37.49	38.66	39.85	41.08	42.38
<b>Total</b>	<b>42.96</b>	<b>44.30</b>	<b>45.69</b>	<b>47.09</b>	<b>48.55</b>	<b>50.08</b>
		3.13%	3.13%	3.08%	3.09%	3.15%

# QUESTIONS







vision

# Greater Victoria Public Library

## 2012 Provisional Budget Review

January 16, 2012



# Serving your community needs

## **Mission**

To provide universal access to secure and safe library services, to foster the love of reading, and to enhance the quality of life in our community.

## **Vision**

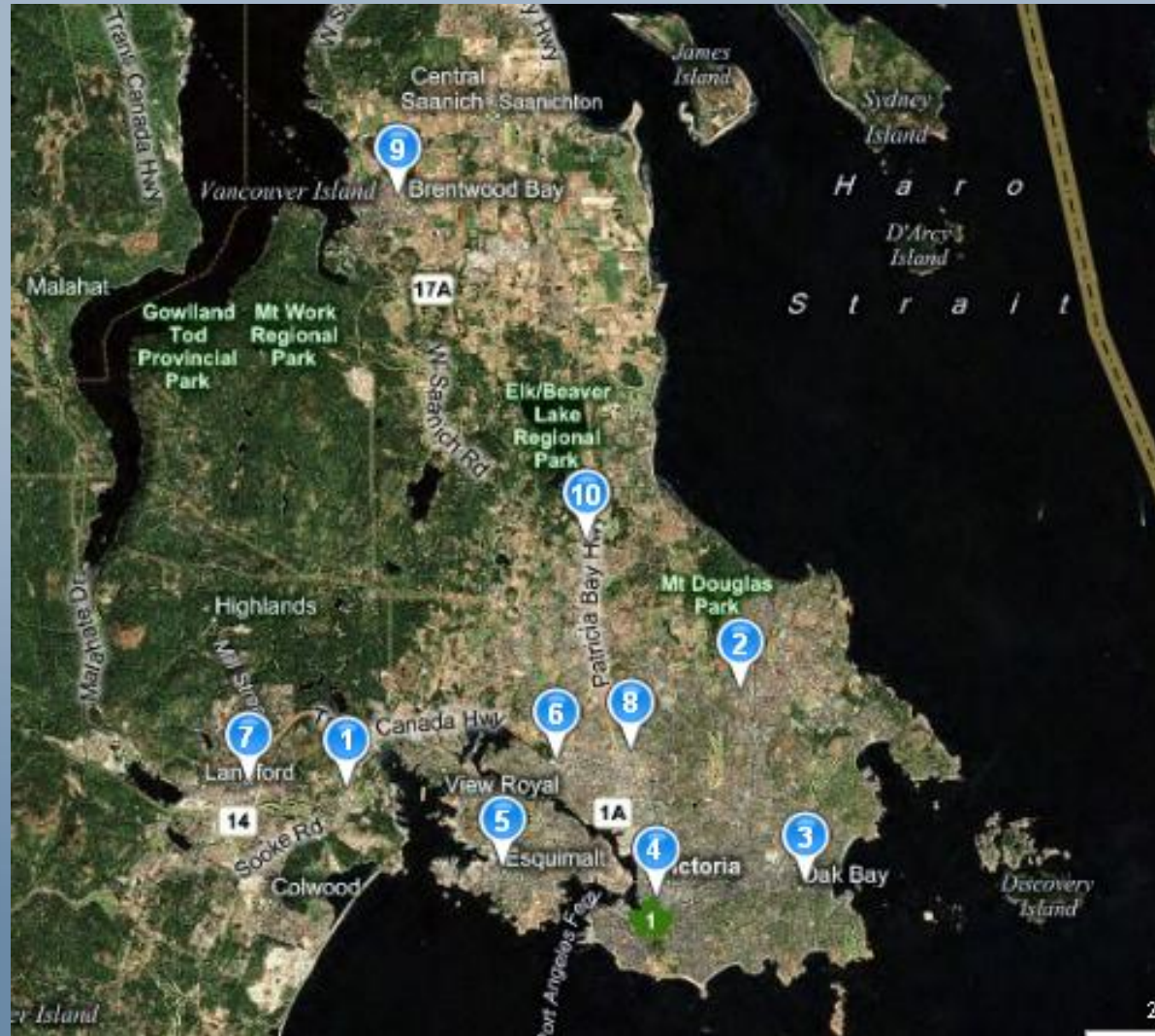
To inspire literacy, lifelong learning and community enrichment for all.

vision





# GVPL serves 10 municipalities and 5 First Nation Bands





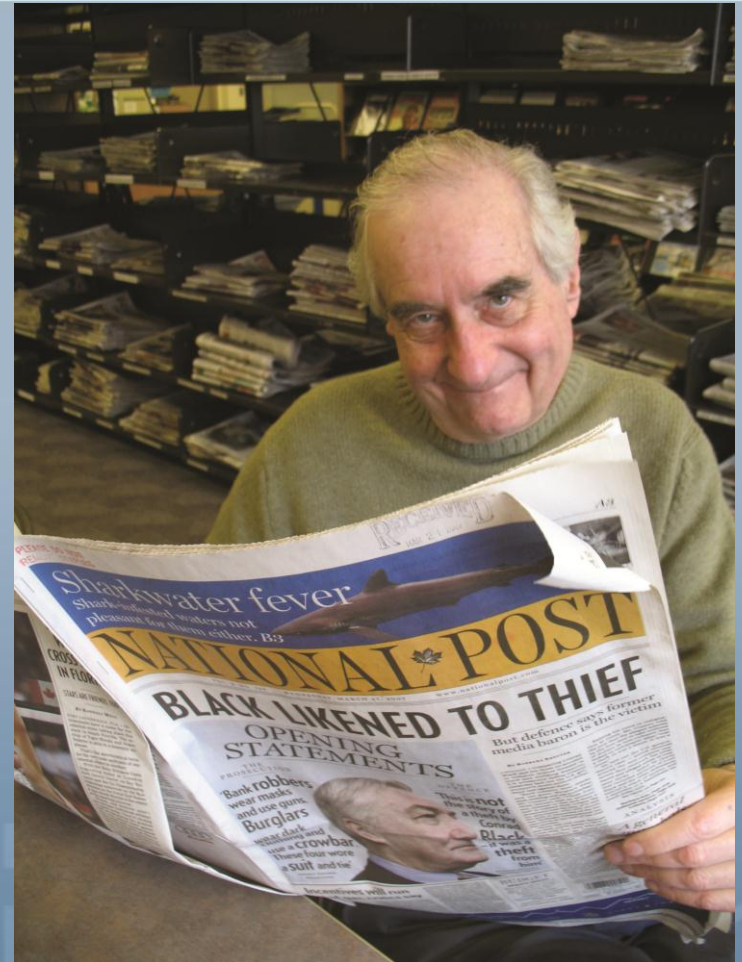
# Facts and Figures

The Greater Victoria Public Library system has one of the highest usage rates in the country

- **79%** Greater Victoria residents have library cards
- **6,069,464** items circulated in 2011
- **One-third** of items circulated are DVDs, computer games, audio and e-books
- **eBook** circulation percentage increased from 2010 to 2011 **over 800 %**
- Over 1,700,000 children's items circulated a year – **3<sup>rd</sup> highest in Canada**



# Meeting User Needs





# Building Community





# Working together





# Changing Spaces

## Facilities – Changing Needs

- Current configuration of spaces are overcrowded
- Space needed for literacy programming, DVDs, e-books, spaces for children & teens
- Space challenges related to technological innovations
- Issues with accessibility, ventilation, safety, wear and tear
- More community spaces needed: flexible areas for programming, public meetings and gathering



# 2012 Provisional Budget

	2011 Budget Approved	2012 Requested Budget	\$ Change	% Change
Employee related	11,157,412	11,366,069	208,657	1.87%
Library materials	1,789,521	2,031,635	242,114	13.53%
Supplies and services	986,418	1,063,488	77,070	7.8%
Building occupancy	708,482	716,958	8,476	1.2%
Capital	481,080	367,558	(113,522)	(23.6%)
Reserve: maintenance	75,000	75,000	0	0.00%
Reserve: contingency	10,000	20,000	10,000	100.00%
<b>TOTAL EXPENDITURES</b>	<b>\$15,207,913</b>	<b>\$15,640,708</b>	<b>\$432,795</b>	<b>2.85%</b>
Revenues	(1,818,242)	(1,671,950)	146,292	(8.05%)
<b>NET LEVY</b>	<b>\$13,389,671</b>	<b>\$13,968,758</b>	<b>\$579,087</b>	<b>4.32%</b>





# 2012 Municipal contributions

Municipality	2011 Share	2011 Budget	2011 Contribution Net of Rent Adjustment	2012 Provisional Budget	2012 Contribution Net of Rent Adjustment	Contribution Increase	Per Capita Increase
Central Saanich	5.38%	\$720,364	\$731,843	\$751,519	\$762,998	\$31,155	\$1.92
Colwood	4.77%	638,687	646,808	666,310	674,431	27,623	1.67
<b>Esquimalt</b>	<b>5.60%</b>	<b>749,822</b>	<b>747,515</b>	<b>782,250</b>	<b>779,943</b>	<b>32,428</b>	<b>1.83</b>
Highlands	0.72%	96,406	97,634	100,575	101,803	4,169	1.85
Langford	9.23%	1,235,867	1,251,654	1,289,317	1,305,104	53,450	1.83
Metchosin	1.70%	227,624	230,508	237,469	240,353	9,845	1.85
Oak Bay	6.51%	871,668	868,886	909,366	906,584	37,698	2.09
Saanich	34.42%	4,608,724	4,564,823	4,808,047	4,764,146	199,323	1.75
Victoria	28.80%	3,856,225	3,859,593	4,023,002	4,026,370	166,777	2.00
View Royal	2.87%	384,284	390,407	400,903	407,026	16,619	1.71
<b>Total Municipal Contributions</b>	<b>100.00%</b>	<b>\$13,389,671</b>	<b>\$13,389,671</b>	<b>\$13,968,758</b>	<b>\$13,968,758</b>	<b>\$579,087</b>	
				Increase		4.32%	

vision

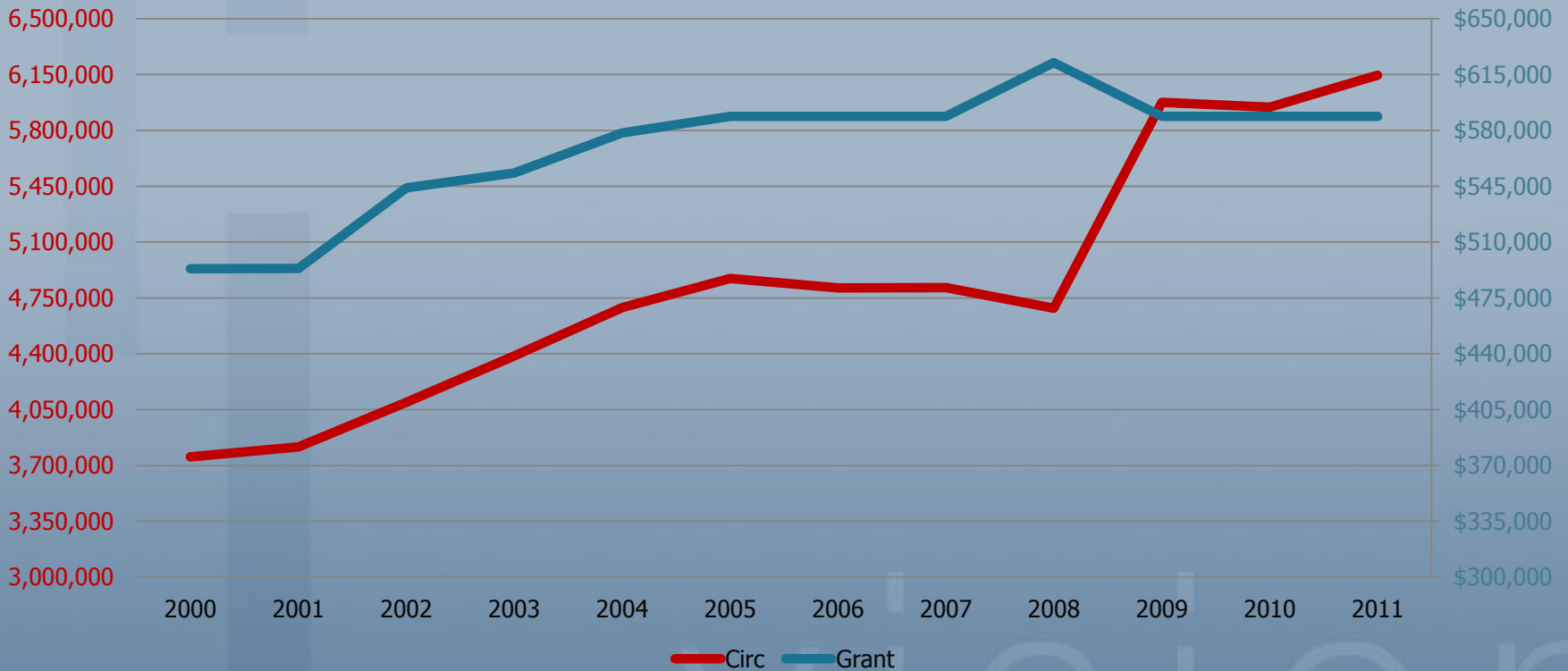




# Budget Driver

Decreased revenues, increased use

## Circulation vs. Provincial Grant Funding





# Budget Driver

## Sustainability of facilities and services

Public library demand increases and spaces and services are heavily used. Continuous maintenance and infrastructure upgrades required.



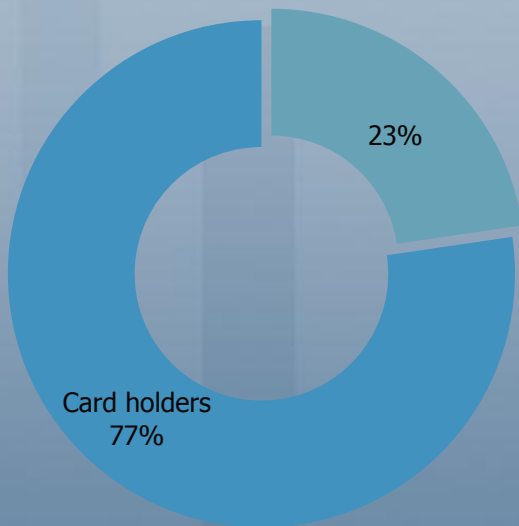




# Budget Driver

Meeting increasing demand for community services

**77% of Esquimalt citizens have current GVPL Library Cards**

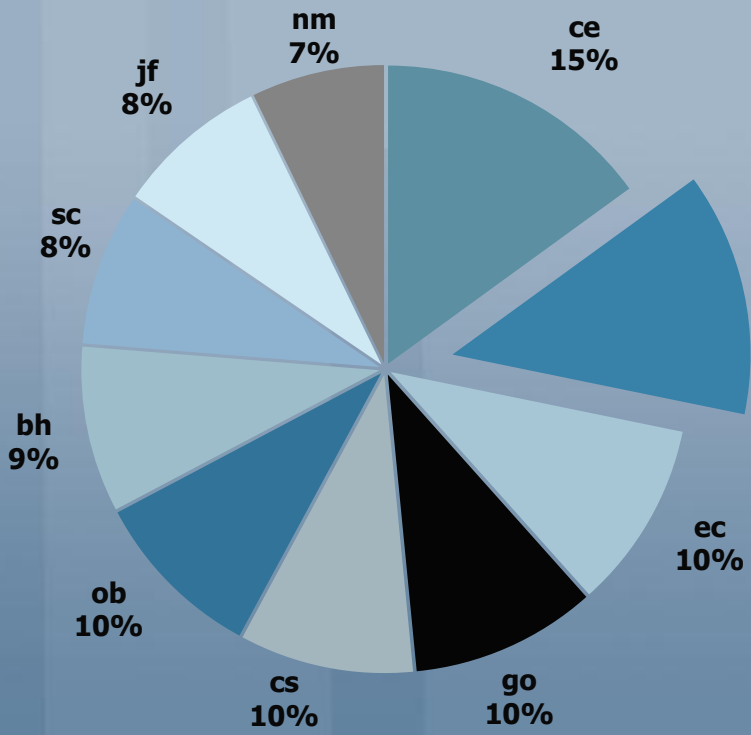




# Budget Driver

Meeting local needs for increased access

## Total Hours use per Public Computer



ESQUIMALT  
13%





# Planning for future success: Strategic Plan 2011-2014



# Welcome to the Esquimalt Branch Library

## HOURS

MON, TUES, WED & SAT

10:00 am - 6:00 pm

THURSDAY & FRIDAY

10:00 am - 9:00 pm

SUNDAY

1:00 pm - 5:00 pm

October to April



vision