



Preliminary 2018 Operating and Capital Budgets and 2019 to 2023 Five-Year Capital Forecast

Standing Policy Committee on Property and Development, Heritage and Downtown Development

Planning, Property and Development Department

November 27, 2017

Planning, Property and Development Department Services Provided

- Development Approvals, Building Permits & Inspections*
- City Planning*
- Economic Development*
- Heritage Conservation*
- Neighbourhood Revitalization*
- Property Asset Management (including Municipal Accommodations)*
- Cemeteries*
- City Beautification
- Arts, Entertainment and Culture
- Transportation Planning & Traffic Management
- Land Drainage and Flood Control

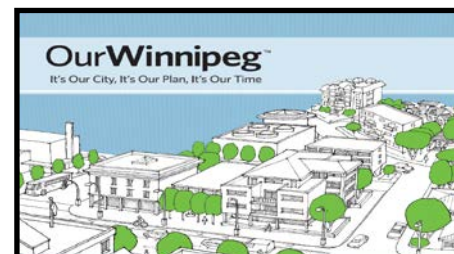
*
PPD is lead department for this service

Department Structure

City Building and Development – Four Pillars

- Urban Planning and Design
- Real Estate and Land Development
- Zoning and Permits
- Municipal Accommodations

- Goal - Flat, Flexible, Forward Thinking
- 600 Staff
- \$115 million Budget
- \$5.96 million Mill Rate Contribution



Urban Planning and Design

Fast Facts

- Land use policy advice and guidance to Community Committees, Board of Adjustment, Standing Policy Committee and Council
- Reviews, consults with other City departments and stakeholders on over 850 applications/year
- Coordination of the Universal Design and Public Art program
 - 110 community public space projects underway
 - 67 Public Space and Park contracts awarded
 - 125 Land Dedication Reserve applications processed
 - 700+ Total Historic Resources listed, nominated or commemorated



Real Estate and Land Development

Fast Facts

- Real Estate Acquisitions: 114 properties in progress
- Sales of surplus properties:
 - 26 sales closed year-to-date, gross revenue of \$12.6 million
- Land Development:
 - 175 active land development / servicing agreements
- Survey Monuments
 - 2,200 information requests, +/- 2,500 protected
- Cemeteries Perpetual Care and Maintenance
 - +/- 45,000 current interments, 12,000 Military



Zoning and Permits

Fast Facts

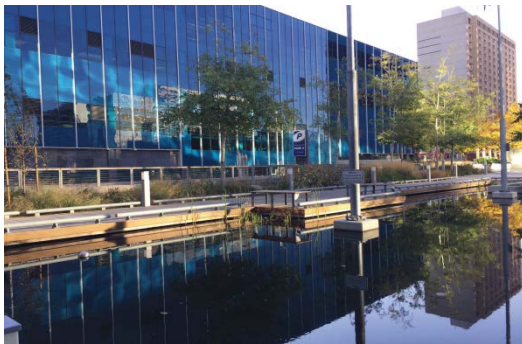
- 35,000 total permits issued
 - Including 10,000 building permits and 22,000 trades permits
- 25,000 total reviews of permit applications by all disciplines
 - structural, mechanical, electrical, etc.
- 750 variance applications processed
- Year-to-Date 2017 compared to year-to-date 2015:
 - Housing building permits – tracking 30% higher
 - Housing renovation permits – tracking 110% higher
 - Commercial building permits – tracking 20% higher
- 120,000 inspections conducted
- By-law 4304/86 Buildings non-compliance
 - reduced to 97 from 326 since 2016 (-229)



Municipal Accommodations

Fast Facts

- Total Assets Under Management¹: **1,620**
 - 900 Facilities and 6.0m sq/ft
- Proposed 2018 Operating Budget: **\$72 million**
- Total Annual Capital Budget Under Management: **\$41 million**
- Projected (Normalized) Annual Projects in Progress: **~300**
- Lease Agreements Under Management: **155**
- **“110 Smart Buildings”** (centrally controlled monitored and/or secured)
Note: Declared APWA “Best Practice”



Note 1: Total building assets of 1,150 and non-building assets of 470 (1,150 & 470 = 1,620)

Planning, Property and Development Department 2018 Preliminary Operating Services Budget (millions \$)

	REVENUE	EXPENDITURES	MILL RATE SUPPORT / (CONTRIBUTION)
City Beautification	0.000	0.150	0.150
Land Drainage, Flood Control	0.173	0.443	0.270
Parks and Urban Forestry	0.000	0.948	0.948
Transportation Planning and Traffic Management	-	0.109	0.109
Cemeteries	1.730	2.500	0.770
City Planning	0.001	2.139	2.138
Development Approvals, Building Permits & Inspections	28.497	19.564	(8.933)
Economic Development	0.000	0.815	0.815
Heritage Conservation	-	0.263	0.263
Neighbourhood Revitalization	0.000	2.282	2.282
Property Asset Management - Tax Supported	11.960	10.487	(1.473)
	<u>\$ 42.361</u>	<u>\$ 39.700</u>	<u>\$ (2.661)</u>
Transfer From Land Operating Reserve	2.300	-	(2.300)
Transfer From Permit Reserve	1.000	-	(1.000)
Total Tax-Supported	<u>\$ 45.661</u>	<u>\$ 39.700</u>	<u>\$ (5.961)</u>
Property Asset Management - Municipal Accommodations	72.050	72.050	0.000
Total Planning, Property and Development	<u>\$ 117.711</u>	<u>\$ 111.750</u>	<u>\$ (5.961)</u>

Planning, Property and Development Department 2018 to 2020 Preliminary Operating Budget (millions \$)

	<u>2017</u> (Adopted)	<u>2018</u>	<u>2019</u>	<u>2020</u>
REGULATION FEES	\$ 26.884	\$ 27.234	\$ 27.807	\$ 28.348
SALE OF GOODS & SERVICES	2.676	2.695	2.749	2.804
INTEREST & DEBT	0.000	0.000	0.001	0.000
TRANSFERS	11.707	15.574	7.525	9.868
OTHER REVENUE	0.156	0.158	0.161	0.164
	<hr/> \$ 41.423	<hr/> \$ 45.661	<hr/> \$ 38.243	<hr/> \$ 41.184
SALARIES & BENEFITS	\$ 26.860	\$ 26.940	\$ 28.050	\$ 28.792
SERVICES	3.528	3.526	3.284	3.289
MATS PARTS & SUPPLIES	0.207	0.219	0.215	0.211
ASSETS & PURCHASES	0.120	0.121	0.121	0.121
DEBT & FINANCE CHARGES	0.477	0.705	0.698	0.542
GRANTS, TRANSFERS & OTHER	16.013	10.472	13.396	13.308
RECOVERIES	(2.070)	(2.283)	(2.326)	(2.369)
	<hr/> \$ 45.135	<hr/> \$ 39.700	<hr/> \$ 43.438	<hr/> \$ 43.894
MILL RATE SUPPORT / (CONTRIBUTION)	<hr/> \$ 3.712	<hr/> \$ (5.961)	<hr/> \$ 5.195	<hr/> \$ 2.710

Planning, Property and Development Department 2018 Preliminary Operating Budget Revenue Changes Over 2017 Adopted (millions \$)

2017 Adopted Revenue	\$ 41.423
- Net Increase in Transfers from Reserves	2.700
- Increase in Transfer from Municipal Accommodations Fund	1.149
- Increase in Regulation Fees	0.350
- Net Increase in Other Revenue Accounts	0.039
	<hr/>
2018 Preliminary Revenue	\$ 45.661

Planning, Property and Development Department 2018 Preliminary Operating Budget Expenditures Changes Over 2017 Adopted (millions \$)

2017 Adopted Expenditures	\$ 45.598
- Increase in Debt and Finance Charges	0.227
- Decrease in Transfer to General Capital Fund ("Cash-to-Capital") [Note 1]	(2.480)
- Decrease in Transfer to Municipal Accommodations	(2.447)
- Decrease in Operating Grants	(0.630)
- Decrease in Salaries and Benefits (net)	(0.143)
- Net Increase in Other Expenditure Accounts	0.305
	<hr/>
2018 Preliminary Expenditures	\$ 40.430

Note 1 Decrease in transfer to General Capital Fund offset by internal financing of \$1.575 million.

Planning, Property and Development Department Municipal Accommodations 2017 to 2019 Preliminary Operating Budget (millions \$)

	<u>2017</u> (Adopted)	<u>2018</u>	<u>2019</u>	<u>2020</u>
GOVERNMENT GRANTS	\$ 0.250	\$ 0.359	\$ 0.359	\$ 0.359
REGULATION FEES	0.015	0.015	0.015	0.015
SALE OF GOODS & SERVICES	2.104	2.190	2.201	2.201
INTEREST & DEBT	0.030	0.030	0.030	0.031
TRANSFERS	72.839	69.451	74.116	74.285
OTHER REVENUE	0.005	0.005	0.005	0.005
	<u>\$ 75.243</u>	<u>\$ 72.050</u>	<u>\$ 76.726</u>	<u>\$ 76.896</u>
SALARIES & BENEFITS	\$ 20.742	\$ 20.425	\$ 21.109	\$ 21.519
SERVICES	31.170	30.270	30.958	31.579
MATS PARTS & SUPPLIES	5.406	5.744	5.789	5.789
ASSETS & PURCHASES	0.030	0.031	0.029	0.029
DEBT & FINANCE CHARGES	4.097	4.758	5.110	4.862
GRANTS, TRANSFERS & OTHER	17.328	14.388	17.303	16.690
RECOVERIES	(3.530)	(3.566)	(3.572)	(3.572)
	<u>\$ 75.243</u>	<u>\$ 72.050</u>	<u>\$ 76.726</u>	<u>\$ 76.896</u>
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Planning, Property and Development Department Municipal Accommodations Operating Budget 2018 Preliminary Revenue - Changes Over 2017 Adopted (millions \$)

2017 Adopted Revenue	\$ 75.243
- Increase in Transfer from Community Services for Facilities Operations and Maintenance	0.840
- Decrease in Transfer from General Revenue Fund	(2.192)
- Decrease in Transfer from Community Services related to Capital Projects [Note 1]	(1.997)
- Net Increase in Other Revenue Accounts	0.156
	\$ 72.050
2018 Preliminary Revenue	\$ 72.050

Note 1 Decrease in transfer from Community Services Department for capital offset by internal financing of \$2.107 million.

Planning, Property and Development Department Municipal Accommodations Operating Budget 2018 Preliminary Expenditures - Changes Over 2017 Adopted (millions \$)

2017 Adopted Expenditures	\$ 75.243
- Increase in Transfer to the General Revenue Fund	1.149
- Increase in Debt & Finance Charges for Internal Financing of Capital	0.662
- Decrease in Transfer to the General Capital Fund ("Cash-to-Capital") [Note 1]	(4.180)
- Decrease in Utilities Costs	(0.462)
- Decrease in Salaries and Benefits	(0.317)
- Net Decrease in Other Expenditure Accounts	<u>(0.045)</u>
2018 Preliminary Expenditures	<u>\$ 72.050</u>

Note 1 Decrease in transfer to General Capital Fund offset by internal financing of \$2.522 million.

Planning, Property and Development Department 2018 Preliminary Operating Budget – Full-Time Equivalents

	2017 Adopted Budget		2018 Preliminary		Change			
	FTEs	\$ (millions)	FTEs	\$ (millions)	FTEs	%	\$ (millions)	Notes
Gross	346.16	28.264	347.49	28.703	1.33	0.38%	0.439	
Vac. Mgmt.	(24.57)	(1.898)	(29.18)	(2.223)	(4.61)	18.76%	(0.325)	
Net	321.59	26.366	318.31	26.480	(3.28)	-1.0%	0.114	1

Notes:

1. FTE Change due to the following:

Increase in Positions Recovered from Other Funds	2.00
Increase in Estimated Staff Turnover	(4.61)
Decrease in temporary positions	(0.67)
	<u>(3.28)</u>

Planning, Property and Development Department Municipal Accommodations 2018 Preliminary Operating Budget – Full-Time Equivalents

	2017 Adopted Budget		2018 Preliminary		Change			
	FTEs	\$ (millions)	FTEs	\$ (millions)	FTEs	%	\$ (millions)	Notes
Gross	308.26	20.716	308.10	20.826	(0.16)	-0.05%	0.110	
Vac. Mgmt.	(11.26)	(0.844)	(14.67)	(1.148)	(3.41)	30.28%	(0.30)	
Net	297.00	19.872	293.43	19.678	(3.57)	-1.20%	(0.194)	1

Notes:

1. FTE Change due to the following:

Increase in Estimated Staff Turnover	(3.41)
Miscellaneous Adjustments - Seasonal Staff	(0.16)
	<u>(3.57)</u>

Planning, Property and Development Department 2018 Preliminary Operating Budget Summary of Reserve Balances

Financial Projections (\$000's)	2017 Proj	2018 Budget	2019 Proj	2020 Proj	2021 Proj	2022 Proj	2023 Proj
Reserve Name:							
Land Operating Reserve	11,234	12,563	13,284	11,010	12,890	11,426	10,773
Land Dedication Reserve	9,590	10,085	10,580	11,076	11,572	12,068	12,564
Permit Reserve	1,609	610	610	610	610	611	611
Heritage Investment Reserve	2,297	2,257	1,586	1,592	1,026	907	869
Housing Rehabilitation Investment Reserve	2,729	2,702	2,701	2,699	2,698	2,697	2,695
Economic Development Investment Reserve	1,181	2,242	3,045	4,583	4,205	3,828	3,450
Perpetual Maintenance Reserves	20,801	21,365	21,943	22,535	23,136	23,748	24,370
Multi-Family Dwelling Investment Reserve	3,677	1,180	925	217	167	117	67

Planning, Property and Development Department 2018 Preliminary Capital Budget & Five Year Forecast

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	2017 Adopted Capital Budget	2018 Preliminary Capital Budget	2019 to 2023 Five-Year Forecast	2018 to 2023 Six-Year Total
<u>PLANNING, PROPERTY AND DEVELOPMENT</u>				
Computer Automation	-	-	395	395
Riverbank Greenway Programs	225	-	644	644
Cemeteries - Improvements	408	200	1,993	2,193
Downtown Enhancement Program	400	125	1,133	1,258
Streets	974	400	1,132	1,532
Public Art Strategy	500	500	2,500	3,000
Land Acquisition for General Unspecified Purposes	1,800	-	996	996
Developer Payback	280	-	1,127	1,127
Riverbank Stabilization - Physical Asset Protection	1,229	500	2,023	2,523
Tache Promenade	4,303	-	-	-
TOTAL PLANNING, PROPERTY AND DEVELOPMENT	10,119	1,725	11,943	13,668

Planning, Property and Development Department 2018 Preliminary Capital Budget vs. 2018 Adopted-In-Principle

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	ADOPTED BUDGET 2017	ADOPTED IN PRINCIPLE BY COUNCIL 2018	CHANGES	PRELIMINARY CAPITAL BUDGET 2018
PLANNING, PROPERTY AND DEVELOPMENT				
Computer Automation	-	144	(144)	-
Riverbank Greenway Programs	225	406	(406)	-
Cemeteries - Improvements	408	400	(200)	200
Downtown Enhancement Program	400	400	(275)	125
BIZ Zones, Image Routes and Neighborhood Main Streets	974	400	-	400
Public Art Strategy	500	500	-	500
Land Acquisition for General Unspecified Purposes	1,800	240	(240)	-
Developer Payback	280	278	(278)	-
Riverbank Stabilization - Physical Asset Protection	1,229	1,000	(500)	500
Building Communities Initiative III	-	2,120	(2,120)	-
Tache Promenade	4,303	-	-	-
TOTAL PLANNING, PROPERTY AND DEVELOPMENT	10,119	5,888	(4,163)	1,725

Planning, Property and Development Department Municipal Accommodations 2018 Preliminary Capital Budget & 2019 to 2023 Five Year Forecast

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	2017 Adopted Capital Budget	2018 Preliminary Capital Budget	2019 to 2023 Five-Year Forecast	2018 to 2023 Six-Year Total
General Building Renovation and Refurbishing	222	-	930	930
Portage and Main Intersection Improvements	-	1,500	-	1,500
Public Safety Building and Civic Parkade	-	-	8,870	8,870
Accommodation Facilities	425	1,334	7,081	8,415
Millennium Library - HVAC and Temperature Control Improvements	-	700	2,245	2,945
Fire / Life Safety / Regulatory Upgrades	625	1,000	3,513	4,513
Energy Conservation	-	-	294	294
Tenant Improvement Prepayment - Major Department	-	-	183	183
Historic Buildings	145	187	1,104	1,291
Generator Set Replacement and Upgrades	-	125	650	775
Security / Building Automation System Initiatives	255	100	1,163	1,263
Community Centres - Refurbishing and Improvements	620	322	1,927	2,249
Arenas	547	240	1,562	1,802
Indoor Aquatic Facilities	2,375	1,200	7,420	8,620
Pan Am Indoor Pool - Parking Lot Refurbishment	156	-	-	-
Outdoor Aquatic Facilities	342	120	1,021	1,141
Facilities)	200	125	546	671
Building Asset / Work Management Program	100	-	339	339
UFF - Hockey Pen Light Standard Replacement	100	100	500	600
City-Wide Accessibility Program	425	410	2,125	2,535
City Hall - Building Refurbishment	2,645	-	-	-
TOTAL MUNICIPAL ACCOMMODATIONS	9,182	7,463	41,473	48,936

Planning, Property and Development Department Municipal Accommodations 2018 Preliminary Capital Budget vs. 2017 Adopted-In-Principle

<u>CAPITAL PROJECTS SUMMARY</u> <i>(in Thousands of \$)</i>	ADOPTED BUDGET 2017	ADOPTED IN PRINCIPLE BY COUNCIL 2018	CHANGES	PRELIMINARY CAPITAL BUDGET 2018
<u>MUNICIPAL ACCOMMODATIONS</u>				
General Building Renovation and Refurbishing	222	500	(500)	-
Portage and Main Intersection Improvements	-	-	1,500	1,500
Accommodation Facilities	425	1,227	107	1,334
Millennium Library - HVAC and Temperature Control Improvements	-	750	(50)	700
Fire / Life Safety / Regulatory Upgrades	625	720	280	1,000
Energy Conservation	-	140	(140)	-
Tenant Improvement Prepayment - Major Department	-	193	(193)	-
Historic Buildings	145	270	(83)	187
Generator Set Replacement and Upgrades	-	130	(5)	125
Security / Building Automation System Initiatives	255	255	(155)	100
Community Centres - Refurbishing and Improvements	620	644	(322)	322
Arenas	547	525	(285)	240
Indoor Aquatic Facilities	2,375	2,470	(1,270)	1,200
Pam-Am Indoor Pool - Parking Lot Refurbishment	156	-	-	-
Outdoor Aquatic Facilities	342	340	(220)	120
Rec. & Leisure Facilities (fmrly. Community Facilities)	200	260	(135)	125
Building Asset / Work Management Program	100	163	(163)	-
UFF - Hockey Pen Light Standard Replacement	100	100	-	100
City-Wide Accessibility Program	425	425	(15)	410
City Hall - Building Refurbishment	2,645	-	-	-
TOTAL MUNICIPAL ACCOMMODATIONS	9,182	9,112	(1,649)	7,463

Preliminary 2018 Operating and Capital Budgets and 2019 to 2023 Five-Year Capital Forecast – Risks & Challenges

- Increasing facilities infrastructure deficit versus competing priorities for limited resources
- Infrastructure deficit represents a contingent liability with associated risks including, but not limited to, unanticipated facility closures
- Contractual obligations (e.g., non-monetary real estate grants i.e., “\$1 leases”) also represent contingent liabilities where risks may be realized that are not currently funded
- Unknown impact of a carbon tax on facilities’ costs
- Regulation fee revenues are dependent upon local development and construction market and are subject to fluctuation
- Reduced capacity of certain reserve funds *may* limit ability to respond to evolving situations in a timely fashion
- Recruitment and retention of qualified personnel is an ongoing challenge

Preliminary 2018 Operating and Capital Budgets and 2019 to 2023 Five-Year Capital Forecast

Questions?

