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To: "Direct to Mayor and Council - DL"

CC: "City Manager's Correspondence Group - DL"
"Impey, Patrice" <Patrice.Impey@vancouver.ca>

Date: 12/10/2018 1:03:28 PM

Subject: 2015-2019 Detailed Operating Budget Table

Attachments: 2015-2019 Detailed Operating Budget Table (with notes).xlsx

Dear Mayor and Council,

As requested by a Councillor, attached please find the "Detailed operating budget table" going back to 2015. This data is in line with the multi-year data available in the Service Plan section. The information is provided in excel format, and staff have provided some additional explanations of the multi-year changes.

I hope this historical information in excel format will help in your review of the budget. Should you have any questions, please feel free to contact me or Patrice Impey at 604.873.7610 or Patrice.Impey@vancouver.ca.

Best,
Sadhu

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2015-2019 Detailed Operating Budget Table - 5 Years

City of Vancouver

Operating Budget (\$000)

Revenue (\$000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Property taxes											
General Levy	653,542	679,256	713,260	748,547	788,828	40,281	5.4%	4.8%	2.6%	2.1%	
Business Improvement Association levies	10,175	11,192	11,667	11,701	12,546	845	7.2%	5.4%	3.2%		
Other property tax related	26,177	26,309	27,621	29,647	33,149	3,502	11.8%	6.1%	3.8%		
Empty Homes Tax	-	-	-	-	-	-	-	-	-	-	
Total Property taxes	689,894	716,757	752,548	789,894	834,522	44,628	5.6%	4.9%	2.7%		
Utility fees											
Water revenue											
Metered water charges	57,526	57,298	60,857	65,382	70,994	5,612	8.6%	5.4%	3.2%		
Flat-rate water charges	44,878	46,909	48,045	49,943	55,448	5,505	11.0%	5.4%	3.2%		
Meter charges	3,700	3,774	3,849	4,026	4,497	471	11.7%	5.0%	2.8%		
Fire line charges	2,700	2,754	2,809	2,865	3,333	468	16.3%	5.4%	3.2%		
Other water revenue	481	546	546	509	509	0	0.0%	1.4%	-0.7%		
Total Water revenue	109,285	111,281	116,107	122,725	134,781	12,056	9.8%	5.4%	3.2%		
Sewer revenue											
Metered sewer charges	34,702	37,028	40,339	45,217	49,405	4,188	9.3%	9.2%	6.9%		
Flat-rate sewer charges	24,868	27,495	30,155	32,909	36,324	3,415	10.4%	9.9%	7.6%		
Industrial waste water fees	732	786	826	935	1,013	79	8.4%	8.5%	6.2%		
Other sewer revenue	801	801	939	879	1,349	471	53.6%	13.9%	11.5%		
Total Sewer revenue	61,102	66,109	72,259	79,940	88,092	8,152	10.2%	9.6%	7.3%		1
Solid Waste revenue											
Collection revenue											
Collection revenue	34,980	35,062	28,997	31,365	32,913	1,548	4.9%	-1.5%	-3.6%		2
Disposal revenue											
Tipping fees	25,195	29,768	36,381	38,070	39,525	1,455	3.8%	11.9%	9.6%		
Metro & Delta's revenue sharing	314	(1,400)	(4,098)	(5,574)	(1,436)	(4,138)	-74.2%				
Other disposal revenue	3,063	2,676	2,276	2,312	2,739	427	18.5%	-2.8%	-4.8%		
Subtotal Disposal revenue	28,573	31,044	34,559	34,808	40,828	6,021	17.3%	9.3%	7.0%		3
Total Solid Waste revenue	63,553	66,106	63,556	66,173	73,742	7,569	11.4%	3.8%	1.6%		
Neighborhood Energy revenue											
NEU fixed levy	2,182	2,521	2,823	3,317	3,432	115	3.5%	12.0%	9.6%		
NEU energy charge	1,501	1,818	1,797	2,229	2,501	272	12.2%	13.6%	11.2%		
Total Neighborhood Energy revenue	3,683	4,339	4,620	5,546	5,933	387	7.0%	12.7%	10.3%		
Total Utility fees	237,623	247,835	256,542	274,384	302,548	28,164	10.3%	6.2%	4.0%		

Note: Totals may not add due to rounding

Inflation CAGR

2.1%

Operating Budget (continued)

Revenue (\$000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Parks & Recreation program fees											
Recreation revenue											
Admissions	9,062	9,026	9,312	9,531	10,349	818	8.6%	3.4%	1.2%	2.1%	
Programming	3,621	4,354	4,192	4,179	4,262	84	2.0%	4.2%	2.0%		
Recreation facility rentals	4,007	4,056	4,162	4,301	4,432	131	3.0%	2.6%	0.4%		
Other recreation revenue	166	196	194	198	216	18	9.1%	6.9%	4.7%		
Subtotal Recreation revenue	16,855	17,632	17,859	18,209	19,260	1,051	5.8%	3.4%	1.2%		
Golf revenue	9,067	9,242	9,829	9,834	9,864	30	0.3%	2.1%	0.0%		
Marinas	3,073	3,135	3,270	3,644	3,717	73	2.0%	4.9%	2.7%		
VanDusen Botanical Gardens	2,838	3,307	3,373	3,801	4,277	476	12.5%	10.8%	8.5%		
Stanley Park Train	1,491	1,491	1,933	2,030	2,071	41	2.0%	8.6%	6.3%		
Bloedel Conservatory	580	592	603	700	814	114	16.3%	8.9%	6.6%		
Concession revenue	2,760	2,816	2,928	2,930	2,988	59	2.0%	2.0%	-0.1%		
Event permits & other revenue	1,512	1,548	1,374	1,254	988	(266)	-21.2%	-10.1%	-12.0%		
Total Parks & Recreation program fees	38,177	39,762	41,170	42,402	43,979	1,577	3.7%	3.6%	1.4%		
Civic Theatres program fees											
Theatre facility rentals	5,201	5,199	6,421	6,453	7,169	716	11.1%	8.4%	6.1%		
Concession revenue	1,245	1,254	1,738	2,500	3,190	690	27.6%	26.5%	23.9%		
Ticket surcharges	1,309	1,874	2,084	2,279	2,503	223	9.8%	17.6%	15.1%		
Other Civic Theatres revenue	167	231	235	228	228	-	0.0%	8.2%	5.9%		
Total Civic Theatres program fees	7,921	8,557	10,479	11,461	13,090	1,629	14.2%	13.4%	11.0%		4
Community Services program fees											
Mountain View Cemetery revenue	1,938	1,977	2,189	2,233	2,278	45	2.0%	4.1%	1.9%		
Community Kitchen revenue	1,315	1,372	1,417	1,445	1,474	29	2.0%	2.9%	0.7%		
Total Community Services program fees	3,253	3,348	3,606	3,678	3,751	74	2.0%	3.6%	1.4%		
Library program fees											
Fines & penalties	922	899	814	791	791	-	0.0%	-3.8%	-5.8%		
Other library revenue	375	409	415	455	455	-	0.0%	4.9%	2.7%		
Total Library program fees	1,298	1,308	1,230	1,246	1,246	-	0.0%	-1.0%	-3.1%		
Britannia program fees											
Britannia program fees	958	977	984	1,004	1,024	20	2.0%	1.7%	-0.5%		
Other Department program fees											
Other Department program fees	2,019	2,394	2,505	2,555	3,066	511	20.0%	11.0%	8.7%		5
Total Program fees	53,625	56,346	59,974	62,345	66,155	3,811	6.1%	5.4%	3.2%		

Note: Totals may not add due to rounding

City of Vancouver

Operating Budget (continued)

Revenue (\$'000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Licence and development fees											
Trade permit fees											
Building permit fees	11,457	12,068	11,308	14,764	21,151	6,387	43.3%	16.6%	14.1%	2.1%	
Plumbing inspection fees	4,314	4,589	5,162	7,900	8,059	159	2.0%	16.9%	14.5%		
Electrical inspection fees	3,997	4,053	4,424	5,459	7,184	1,725	31.6%	15.8%	13.3%		
Residential demolition fees	750	765	784	1,581	1,292	(290)	-18.3%	14.5%	12.1%		
Gas permit fees	622	647	737	745	770	25	3.4%	5.5%	3.3%		
Street occupancy fees	655	668	622	884	902	18	2.0%	8.3%	6.0%		
Tree removal permit fees	322	575	648	428	460	32	7.4%	9.4%	7.1%		
Other trade permit fees	343	350	373	1,388	371	(1,018)	-73.3%	2.0%	-0.2%		
Total Trade permit fees	22,459	23,716	24,059	33,150	40,189	7,039	21.2%	15.7%	13.2%		6
Licence fees											
Business licence fees	15,806	16,322	16,948	17,647	18,945	1,298	7.4%	4.6%	2.4%		
Dog and other licence fees	1,658	1,692	1,725	1,760	1,795	35	2.0%	2.0%	-0.1%		
Total Licence fees	17,464	18,014	18,674	19,407	20,740	1,333	6.9%	4.4%	2.2%		
Development permit fees											
Development permit fees	6,304	6,756	6,905	7,879	11,579	3,700	47.0%	16.4%	14.0%		
Rezoning fees	1,179	1,653	2,011	4,783	5,592	809	16.9%	47.6%	44.5%		
Subdivision fees	643	825	1,123	967	1,705	738	76.3%	27.6%	24.9%		
Other development fees	472	510	618	324	343	19	5.8%	-7.6%	-9.6%		
Total Development permit fees	8,598	9,744	10,656	13,953	19,219	5,266	37.7%	22.3%	19.7%		7
Engineering fees & charges											
Anchor rod fees	2,020	2,060	2,102	2,744	3,199	455	16.6%	12.2%	9.8%		8
Street furniture fees	1,726	1,761	1,796	1,832	2,519	687	37.5%	9.9%	7.6%		9
Encroachment fees	816	832	849	866	883	17	2.0%	2.0%	-0.1%		
Sidewalk café fees	816	832	849	866	883	17	2.0%	2.0%	-0.1%		
Garbage container fees	382	389	448	1,057	1,078	21	2.0%	29.6%	26.9%		10
Films/festival fees	418	427	554	689	702	14	2.0%	13.8%	11.4%		11
Other Engineering fees	324	331	514	554	685	131	23.6%	20.6%	18.0%		
Total Engineering fees & charges	6,503	6,633	7,111	8,607	9,949	1,342	15.6%	11.2%	8.9%		
Total Licence and development fees	55,024	58,107	60,499	75,117	90,097	14,980	19.9%	13.1%	10.7%		
Parking revenue											
On-street parking revenue	45,000	46,551	50,321	56,412	62,912	6,500	11.5%	8.7%	6.4%		
Parking permit fees	952	1,102	1,102	1,124	1,199	75	6.7%	5.9%	3.7%		
Parks parking revenue	6,143	6,293	7,188	7,731	8,231	500	6.5%	7.6%	5.3%		
Civic Theatres parking revenue	360	478	599	971	952	(20)	-2.0%	27.5%	24.8%		
Other parking revenue	751	675	675	681	1,433	752	110.4%	17.5%	15.1%		
Total Parking revenue	53,205	55,098	59,884	66,920	74,727	7,807	11.7%	8.9%	6.6%		12

Note: Totals may not add due to rounding

City of Vancouver
Operating Budget (continued)

Revenue (\$'000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Cost recoveries, grants and donations											
Police Services recoveries, grants and donations	14,285	13,668	15,434	21,027	20,705	(322)	-1.5%	9.7%	7.4%	2.1%	
Fire & Rescue Services recoveries	7,065	8,244	8,247	8,451	8,654	203	2.4%	5.2%	3.0%		
General Government recoveries	1,182	1,182	2,382	1,275	1,775	500	39.2%	10.7%	8.4%		
Parks & Recreation recoveries, grants and donations	4,383	4,283	4,986	4,968	5,176	208	4.2%	4.2%	2.0%		
Community Services recoveries	3,508	3,256	3,720	3,643	3,901	257	7.1%	2.7%	0.5%		
Library recoveries, grants and donations	2,449	2,383	2,387	2,488	2,488	-	0.0%	0.4%	-1.7%		
Planning, Urban Design & Sustainability recoveries	1,150	1,050	1,050	1,226	1,226	-	0.0%	1.6%	-0.5%		
Engineering recoveries	4,885	4,883	5,045	5,065	6,849	1,784	35.2%	8.8%	6.5%		
Other department recoveries	1,439	2,240	2,371	2,221	2,889	668	30.1%	19.0%	16.5%		
Total Cost recoveries, grants and donations	40,346	41,189	45,621	50,366	53,664	3,298	6.5%	7.4%	5.1%		
Revenue sharing											
Traffic fine revenue sharing	14,502	14,502	14,502	12,000	12,000	-	0.0%	-4.6%	-6.6%		
Gaming revenue sharing	7,150	7,150	7,150	7,150	7,150	-	-	0.0%	-2.1%		
Total Revenue sharing	21,652	21,652	21,652	19,150	19,150	-	0.0%	-3.0%	-5.1%		13
Investment Income	17,603	18,036	12,166	11,066	12,825	1,759	15.9%	-7.6%	-9.6%		14
Rental, lease and other											
Civic property rental revenue	14,809	9,567	9,567	10,645	13,515	2,870	27.0%	-2.3%	-4.3%		
Engineering revenue											
Street Maintenance revenue	95	95	95	95	307	212	222.3%	34.0%	31.2%		
Street Use revenue	915	915	1,908	2,458	2,582	124	5.0%	29.6%	26.9%		
Parking Operations revenue	961	963	1,585	1,785	1,860	75	4.2%	17.9%	15.5%		
Other Engineering revenue	281	281	546	421	399	(23)	-5.3%	9.2%	6.9%		
Total Engineering revenue	2,252	2,254	4,134	4,759	5,147	388	8.1%	23.0%	20.4%		15
Lease income	3,692	3,692	2,805	2,293	1,730	(563)	-24.6%	-17.3%	-19.0%		16
Non-market housing rentals	3,691	3,751	3,766	3,269	4,116	848	25.9%	2.8%	0.6%		
Miscellaneous Citywide revenue	2,984	3,209	3,074	3,243	3,293	50	1.5%	2.5%	0.3%		
Police Services revenue	207	207	207	207	207	-	-	0.0%	-2.1%		
Other department revenue	7,205	6,990	7,031	8,481	9,137	656	7.7%	6.1%	3.9%		
Parks and Recreation Revenue	3,747	3,558	3,765	4,019	4,212	193	4.8%	3.0%	0.8%		
Total Rental, lease and other	38,587	33,228	34,349	36,916	41,357	4,441	12.0%	1.7%	-0.4%		
Bylaw fines											
Parking fine revenue	16,380	16,355	19,233	20,771	21,271	500	2.4%	6.8%	4.5%		
Other Bylaw fines	(104)	276	276	158	158	-	0.0%	-	-		
Total Bylaw fines	16,276	16,631	19,509	20,929	21,429	500	2.4%	7.1%	4.9%		
Total Revenues	\$ 1,223,835	\$ 1,264,880	\$ 1,322,745	\$ 1,407,087	\$ 1,516,474	\$ 109,387	7.8%	5.5%	3.3%	2.1%	

Note: Totals may not add due to rounding

City of Vancouver

Operating Budget (continued)

Expenditures & Transfers (\$000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Utilities											
Water											
Water purchases (Metro)	71,484	71,913	75,425	79,418	83,243	3,825	4.8%	3.9%	1.7%	2.1%	
Water operations	11,040	11,848	11,941	13,165	13,134	(31)	-0.2%	4.4%			
Capital program & other transfers											
Debt service charges	17,517	16,203	14,988	14,613	14,929	316	2.2%	-3.9%	-5.9%		
Pay-as-you-go funding	10,000	10,200	11,300	13,500	24,534	11,034	81.7%	25.2%	22.5%		
Rate stabilization & other reserve transfer	(2,695)	(828)	524	22	(2,977)	(3,000)		2.5%	0.4%		
Subtotal Capital program & other transfers	24,822	25,575	26,812	28,135	36,486	8,351	29.7%	10.1%	7.8%	17	
Shared support services	1,972	1,978	1,961	2,177	2,088	(89)	-4.1%	1.4%	-0.7%		
Total Water	109,317	111,314	116,140	122,896	134,952	12,056	9.8%	5.4%	3.2%	18	
Sewer											
GVSEDD Levy (Metro)	53,645	57,621	60,541	68,562	73,975	5,412	7.9%	8.4%	6.1%		
Sewer operations	8,293	8,488	8,810	9,032	9,692	660	7.3%	4.0%	1.8%		
Capital program & other transfers											
Debt service charges	31,348	33,228	35,218	37,688	42,753	5,065	13.4%	8.1%	5.8%		
Pay-as-you-go funding	1,200	700	700	1,700	4,340	2,640	155.3%	37.9%	35.0%		
Rate stabilization & other reserve transfer	117	47	2,547	1,641	(458)	(2,099)	-127.9%				
Subtotal Capital program & other transfers	32,664	33,976	38,465	41,029	46,635	5,606	13.7%	9.3%	7.0%	19	
Shared support services	1,440	1,445	1,444	1,614	1,632	18	1.1%	3.2%	1.0%		
Total Sewer	96,042	101,530	109,260	120,237	131,934	11,696	9.7%	8.3%	6.0%	20	
Solid Waste											
Collections	27,726	27,658	22,664	24,237	24,955	719	3.0%	-2.6%	-4.6%		
Landfill	19,213	19,578	20,297	22,162	22,745	583	2.6%	4.3%	2.1%		
Transfer station	7,561	7,938	8,537	8,752	8,249	(503)	-5.7%	2.2%	0.0%		
Capital program & other transfers											
Capital Financing Fund loan payments	2,898	2,259	2,350	2,341	2,147	(194)	-8.3%	-7.2%	-9.2%		
Pay-as-you-go funding	-	-	-	-	8,000	8,000					
Solid Waste Reserve & other transfer	4,341	7,104	7,874	6,571	5,716	(855)	-13.0%	7.1%	4.9%		
Subtotal Capital program & other transfers	7,239	9,364	10,224	8,912	15,863	6,951	78.0%	21.7%	19.1%	22	
Shared support services	1,870	1,871	2,050	2,290	2,154	(136)	-6.0%	3.6%	1.4%		
Total Solid Waste	63,610	66,409	63,771	66,352	73,966	7,614	11.5%	3.8%	1.7%		
Neighborhood Energy											
NEU operations	1,786	1,906	2,016	2,686	2,819	133	5.0%	12.1%	9.7%		
Capital program & other transfers											
Debt service charges	2,587	3,406	3,846	3,868	4,681	813	21.0%	16.0%	13.5%		
Rate stabilization & other reserve transfer	(690)	(972)	(1,243)	(1,008)	(1,567)	(560)	-55.5%	22.8%	20.2%		
Subtotal Capital program & other transfers	1,897	2,433	2,604	2,860	3,114	253	8.9%	13.2%	10.8%		
Total Neighborhood Energy	3,683	4,339	4,620	5,546	5,933	387	7.0%	12.7%	10.3%		
Total Utility	272,653	283,591	293,791	315,031	346,784	31,753	10.1%	6.2%	4.0%		

Note: Totals may not add due to rounding

City of Vancouver

Operating Budget (continued)

Expenditures & Transfers (\$000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Department											
Engineering											
Public Works											
Street Maintenance	23,162	23,198	25,362	27,342	30,546	3,204	11.7%	7.2%	4.9%	2.1%	
Parking Operations	15,242	15,296	16,819	18,171	18,361	191	1.0%	4.8%	2.6%		24
Street Use	9,228	9,355	12,032	13,962	14,279	317	2.3%	11.5%	9.2%		25
Street Cleaning	7,319	9,859	9,251	9,345	10,833	1,488	15.9%	10.3%	8.0%		26
Street Lighting	5,616	6,492	6,524	6,435	6,578	143	2.2%	4.0%	1.8%		
Transportation	3,182	3,248	3,213	3,641	3,944	303	8.3%	5.5%	3.3%		
General Public Works	2,729	2,829	2,950	3,804	5,163	1,359	35.7%	17.3%	14.8%		27
Shared support services	5,820	7,630	8,485	9,789	10,157	368	3.8%	14.9%	12.5%		
Transfers to / (from) reserves & other funds	1,479	1,474	489	575	1,442	868	151.0%	-0.6%	-2.7%		
Subtotal Public Works	73,775	79,383	85,126	93,065	101,305	8,241	8.9%	8.3%	6.0%		
Department Services											
Equipment Service Operations	(17,715)	(20,854)	(24,501)	(23,757)	(22,785)	972	-4.1%	6.5%	4.3%		
Equipment Management Group	904	883	914	1,126	1,561	435	38.6%	14.6%	12.2%		28
Construction Supplies & Services	(1,518)	(1,534)	(1,441)	(1,461)	(1,330)	131	-9.0%	-3.2%	-5.3%		
Operations Safety & Support	1,241	1,456	1,197	1,681	1,636	(45)	-2.7%	7.2%	4.9%		
Shared support services	234	240	169	76	80	4	5.6%	-23.4%	-25.0%		
Transfers to / (from) reserves & other funds	19,312	20,778	24,406	23,351	20,077	(3,275)	-14.0%	1.0%	-1.1%		
Subtotal Department Services	2,458	968	745	1,016	(761)	(1,777)	-174.9%				
Total Engineering	76,233	80,351	85,871	94,081	100,544	6,464	6.9%	7.2%	4.9%		
Police Services											
Patrol	128,346	128,950	143,110	148,278	150,870	2,592	1.7%	4.1%	1.9%		
Investigations	73,784	73,852	79,826	85,176	86,350	1,174	1.4%	4.0%	1.8%		
Operational Services	36,896	36,827	34,359	38,611	41,157	2,546	6.6%	2.8%	0.6%		
Administration	12,270	12,437	11,374	12,254	14,537	2,282	18.6%	4.3%	2.1%		
E-Comm allocation	15,395	15,781	16,101	16,492	16,888	395	2.4%	2.3%	0.2%		
Shared support services	7,087	7,253	6,290	6,668	7,200	532	8.0%	0.4%	-1.7%		
Transfers to / (from) reserves & other funds	(187)	(187)	(2,034)	(112)	286	398	-355.1%				
Total Police Services	273,591	274,913	289,025	307,369	317,288	9,919	3.2%	3.8%	1.6%		29
Fire & Rescue Services & Office of Emergency Management											
Fire & Rescue Services											
Fire Suppression & Medical	100,766	103,515	105,231	114,794	118,711	3,917	3.4%	4.2%	2.0%		
Prevention	2,629	2,924	3,024	3,665	3,990	326	8.9%	11.0%	8.7%		
Training & Administration	3,748	3,634	5,034	4,671	4,808	137	2.9%	6.4%	4.2%		
E-Comm allocation	4,065	4,173	4,352	4,472	4,601	129	2.9%	3.1%	1.0%		
Shared support services	1,356	1,699	1,633	1,899	2,375	476	25.1%	15.0%	12.6%		
Transfers to / (from) reserves & other funds	416	679	183	683	683	-	-	13.2%	10.8%		
Subtotal Fire & Rescue Services	112,979	116,625	119,458	130,183	135,168	4,985	3.8%	4.6%	2.4%		30
Office of Emergency Management											
Emergency Management	1,230	1,459	1,500	1,559	1,639	80	5.1%	7.4%	5.2%		
Subtotal Office of Emergency Management	1,230	1,459	1,500	1,559	1,639	80	5.1%	7.4%	5.2%		
Total Fire & Rescue Services & Office of Emergency Management	114,209	118,084	120,958	131,742	136,807	5,065	3.8%	4.6%	2.4%		

Note: Totals may not add due to rounding

City of Vancouver

Operating Budget (continued)

Expenditures & Transfers (\$000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Department (continued)											
Parks & Recreation											
Recreation	46,029	46,172	47,596	49,082	50,998	1,916	3.9%	2.6%	0.4%	2.1%	
Park maintenance & operations	31,582	32,076	34,061	35,745	37,583	1,838	5.1%	4.4%	2.2%		
Administration & operational support	6,655	7,514	7,237	6,783	7,414	632	9.3%	2.7%	0.6%		
Planning & Park Development	660	660	661	840	933	93	11.1%	9.1%	6.8%		
Golf	6,201	6,353	6,555	6,606	6,645	39	0.6%	1.7%	-0.4%		
Marinas	1,755	1,784	1,965	1,844	1,967	123	6.7%	2.9%	0.7%		
VanDusen Botanical Gardens	3,077	3,170	3,056	3,723	3,823	100	2.7%	5.6%	3.4%		
Stanley Park Train	1,254	1,248	1,336	1,310	1,376	65	5.0%	2.3%	0.2%		
Bloedel Conservatory	810	809	779	871	928	57	6.5%	3.5%	1.3%		
Concessions	2,090	1,960	2,229	2,232	2,241	9	0.4%	1.8%	-0.4%		
Parking	481	496	798	889	1,599	710	79.9%	35.0%	32.2%		
Shared support services	2,721	9,856	9,442	8,889	9,273	383	4.3%	35.9%	33.0%		
Transfers to / (from) reserves & other funds	2,962	2,921	2,912	3,628	3,344	(284)	-7.8%	3.1%	0.9%		
Total Parks & Recreation	106,277	115,018	118,626	122,442	128,124	5,683	4.6%	4.8%	2.6%		
Library											
Public Services	39,378	39,926	41,811	43,269	44,423	1,155	2.7%	3.1%	0.9%		
Administrative Services	5,869	5,788	6,151	6,871	7,199	328	4.8%	5.2%	3.0%		
Shared support services	2,462	2,433	1,872	1,952	2,394	442	22.7%	-0.7%	-2.8%		
Transfers to / (from) reserves & other funds	76	75	54	59	59	0	0.1%	-6.3%	-8.3%		
Total Library	47,786	48,222	49,887	52,150	54,075	1,925	3.7%	3.1%	1.0%		
Britannia Community Services Centre											
	5,028	4,724	4,693	5,284	5,404	120	2.3%	1.8%	-0.3%		
Civic Theatres											
Civic Theatre operations	4,733	5,543	7,170	8,197	9,995	1,799	21.9%	20.5%	18.0%		31
Shared support services	1,781	1,860	2,189	2,580	2,615	35	1.4%	10.1%	7.8%		
Transfers to / (from) reserves & other funds	881	1,216	1,361	1,526	1,658	132	8.7%	17.1%	14.7%		
Total Civic Theatres	7,395	8,619	10,720	12,303	14,269	1,966	16.0%	17.9%	15.4%		
Community Services											
Social Support	10,282	10,570	11,937	11,509	11,971	462	4.0%	3.9%	1.7%		
Housing	7,589	7,534	9,828	7,215	8,189	973	13.5%	1.9%	-0.2%		
General & Projects	1,896	1,507	1,665	2,990	2,842	(148)	-4.9%	10.6%	8.3%		
Social Policy	2,514	2,636	3,684	3,883	4,484	601	15.5%	15.6%	13.1%		32
Culture	2,611	2,761	2,975	2,762	2,788	26	0.9%	1.7%	-0.5%		
Mountain View Cemetery	1,471	1,473	1,663	1,721	1,758	36	2.1%	4.6%	2.4%		
Shared support services	6,248	6,964	4,276	4,202	4,413	211	5.0%	-8.3%	-10.3%		
Transfers to / (from) reserves & other funds	(283)	(416)	(432)	281	(437)	(718)	-255.7%	11.5%	9.2%		
Total Community Services	32,329	33,029	35,597	34,564	36,008	1,444	4.2%	2.7%	0.6%		
Grants											
Cultural	11,060	11,282	11,507	12,074	12,195	121	1.0%	2.5%	0.3%		
Social Policy	5,875	5,992	5,952	6,716	6,784	68	1.0%	3.7%	1.5%		
Childcare	1,424	1,453	1,508	1,512	1,962	450	29.8%	8.3%	6.1%		
Other grants	442	751	294	299	305	6	2.0%	-8.9%	-10.8%		
Total Grants	18,802	19,478	19,260	20,601	21,248	646	3.1%	3.1%	0.9%		

Note: Totals may not add due to rounding

City of Vancouver

Operating Budget (continued)

Expenditures & Transfers (\$000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Department (continued)											
Planning, Urban Design & Sustainability											
Planning	10,251	10,712	11,741	17,464	20,282	2,818	16.1%	18.6%	16.1%	2.1%	
Sustainability	3,830	4,088	4,819	4,507	5,046	539	12.0%	7.1%	4.9%		
General	987	1,368	901	1,965	2,110	145	7.4%	20.9%	18.4%		
Shared support services	858	868	440	399	391	(7)	-1.8%	-17.8%	-19.6%		
Transfers to / (from) reserves & other funds	(429)	(1,151)	(1,152)	(1,243)	(1,693)	(450)	36.2%	40.9%	38.0%		
Total Planning, Urban Design & Sustainability	15,498	15,884	16,749	23,092	26,136	3,044	13.2%	14.0%	11.6%		33
Development, Buildings & Licensing											
Building & Inspections	7,521	10,290	10,591	11,772	13,470	1,698	14.4%	15.7%	13.3%		
Development Services	8,865	7,590	8,088	8,929	10,166	1,236	13.8%	3.5%	1.3%		
Licensing & Community Standards	6,097	6,135	6,095	7,082	7,310	228	3.2%	4.6%	2.4%		
General & Projects	2,403	2,511	4,460	5,223	6,782	1,559	29.9%	29.6%	26.9%		
Shared support services	-	-	2,265	2,537	2,350	(187)	-7.4%	-	-2.1%		
Transfers to / (from) reserves & other funds	(70)	-	14	-	(439)	(439)	0.0%	58.2%	54.9%		
Total Development, Buildings & Licensing	24,815	26,526	31,513	35,543	39,639	4,096	11.5%	12.4%	10.1%		34
Mayor & Council											
Mayor	1,219	1,244	1,279	1,315	1,354	39	3.0%	2.7%	0.5%		
Council	1,303	1,329	1,698	1,738	1,790	53	3.0%	8.3%	6.0%		
Total Mayor & Council	2,522	2,573	2,977	3,052	3,144	92	3.0%	5.7%	3.4%		
Corporate Support Service											
Real Estate & Facilities Management											
Real Estate & Facility planning & development	2,524	7,532	4,519	5,241	5,075	(167)	-3.2%	19.1%	16.6%		
Facility operations	40,088	37,408	38,694	43,576	49,843	6,267	14.4%	5.6%	3.4%		
Shared support services	(18,743)	(26,817)	(23,594)	(24,645)	(27,354)	(2,709)	11.0%	9.9%	7.6%		
Transfers to / (from) reserves & other funds	4,107	4,121	3,869	4,145	3,556	(589)	-14.2%	-3.5%	-5.6%		
Subtotal Real Estate & Facilities Management	27,976	22,243	23,488	28,318	31,120	2,802	9.9%	2.7%	0.5%		
Finance, Risk & Supply Chain Management											
Training & Administration	338	697	920	1,019	1,071	52	5.1%	33.4%	30.6%		
Finance & Supply Chain Management	19,567	22,494	24,556	28,945	29,593	648	2.2%	10.9%	8.6%		
Shared support services	(5,439)	(8,244)	(8,858)	(9,460)	(9,473)	(13)	0.1%	14.9%	12.5%		
Transfers to / (from) reserves & other funds	6	6	6	(2,842)	(2,805)	38	-1.3%	-	-		35
Subtotal Finance, Risk & Supply Chain Management	14,472	14,952	16,624	17,661	18,386	725	4.1%	6.2%	3.9%		
IT, Digital Strategy & 3-1-1											
Information Technology	27,316	28,572	31,011	31,767	36,354	4,587	14.4%	7.4%	5.1%		
3-1-1 Contact Centre	5,335	5,368	5,658	6,974	7,097	123	1.8%	7.4%	5.1%		
Digital Services	1,099	1,100	1,145	2,316	2,589	273	11.8%	23.9%	21.3%		36
Shared support services	(8,509)	(8,509)	(8,939)	(10,016)	(12,068)	(2,052)	20.5%	9.1%	6.8%		
Transfers to / (from) reserves & other funds	869	869	(147)	(199)	(199)	-	0.0%	-	-		
Subtotal IT, Digital Strategy & 3-1-1	26,110	27,401	28,729	30,842	33,773	2,931	9.5%	6.6%	4.4%		

Note: Totals may not add due to rounding

City of Vancouver

Operating Budget (continued)

Expenditures & Transfers (\$000)	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget	2018 Restated Budget	2019 Proposed Budget	Net Change 2019/2018 (\$)	Net Change 2019/2018 (%)	Compounded Annual Growth 2015-2019	Inflation Adjusted CAGR 2015-2019	Inflation CAGR 2015-2019	Notes
Department (continued)											
Other support services											
Human Resources	9,699	10,064	10,838	11,265	12,113	849	7.5%	5.7%	3.5%	2.1%	
City Managers Office	3,227	3,344	3,531	3,350	3,590	241	7.2%	2.7%	0.5%		
Legal Services	5,046	5,084	5,059	6,210	6,560	349	5.6%	6.8%	4.5%		
City Clerk	3,777	3,782	4,229	4,403	4,524	121	2.7%	4.6%	2.4%		
Communications & Engagement	1,916	1,792	2,312	2,549	2,717	167	6.6%	9.1%	6.8%		
Sport Hosting	204	208	212	860	943	83	9.6%	46.6%	43.5%		
Shared support services	(3,523)	(3,476)	(3,465)	(3,740)	(3,834)	(94)	2.5%	2.1%	0.0%		
Transfers to / (from) reserves & other funds	1	1	1	1	1	-	0.0%	0.0%	-2.1%		
Subtotal Other support services	20,348	20,800	22,717	24,898	26,613	1,715	6.9%	6.9%	4.7%		
Total Corporate Support Service	88,906	85,396	91,557	101,719	109,892	8,173	8.0%	5.4%	3.2%		
General Government											
Business Improvement Association grants	10,175	11,192	11,667	11,701	12,546	845	7.2%	5.4%	3.2%		
Contingency	4,000	10,000	14,500	4,000	8,000	4,000	100.0%	18.9%	16.4%	37	
Vancouver Economic Commission	3,000	2,900	3,100	3,100	3,100	-	-	0.8%	-1.3%		
Vancouver Affordable Housing Agency	950	950	1,421	999	1,036	37	3.7%	2.2%	0.0%		
Innovation Fund	2,000	2,000	2,000	2,000	2,000	-	-	0.0%	-2.1%		
General Government expenses	18,972	21,359	23,641	27,722	34,878	7,156	25.8%	16.4%	14.0%	38	
Shared support services	1,704	1,733	824	530	475	(55)	-10.4%	-27.3%	-28.9%	39	
Transfer to/ (from) reserves & other fund	2,864	2,165	(4,023)	41	5,547	5,506	18.0%	18.0%	15.5%	40	
Total General Government	43,665	52,299	53,130	50,093	67,583	17,490	34.9%	11.5%	9.2%		
Total Department	857,055	885,116	930,563	994,035	1,060,160	66,125	6.7%	5.5%	3.2%		
General debt & Transfers to Capital Fund											
Debt charges (non-utility)	68,064	69,975	72,043	73,579	64,569	(9,011)	-12.2%	-1.3%	-3.4%		
Transfers to Capital Fund	26,063	26,198	26,348	24,442	44,961	20,519	83.9%	14.6%	12.2%		
Total General debt & Transfers to Capital Fund	94,127	96,173	98,391	98,021	109,529	11,508	11.7%	3.9%	1.7%		
Total Expenditures & Transfers	\$ 1,223,835	\$ 1,264,880	\$ 1,322,745	\$ 1,407,087	\$ 1,516,474	\$ 109,387	7.8%	5.5%	3.3%	2.1%	

Net Operating Budget

Note: Totals may not add due to rounding

Inflation CAGR 2015-2019 = 2.1%

Notes to Operating Budget table -5 years:

1 Sewer Utility revenue — Increase in Metro levy rates, metered and flat fee rates, as well as the change in the volume and type of flat rate customers.

2 Collection Revenue — In 2017, the drop in collection revenue is primarily due to the removal of the costs of providing recycling collection as the service was transitioned to Multi-Material BC (MMBC)/Recycle BC.

3 Disposal revenue — Increases in tipping fees (increases from Metro Vancouver), plus extra costs generated by increased quantities of waste disposed at the landfill.

4 Civic Theatres Programs revenue — Vancouver Civic Theatres revenues increased in 2017 due to operational improvements — including enhancements to food and beverage services, increased facility rentals and increased volume of ticket surcharge revenue received from external ticketing agencies. In 2018 and 2019, there was an increase due to the continued high usage of the theatre venues, and due to changes in liquor sale regulations, which have improved food and beverage concession sales.

5 Other Department program fees — Higher fee revenues in various departments, such as the VPD and Vancouver Fire and Rescue Services (VFRS), reflect actual revenue received in recent years.

6 Trade permit fees — As part of the 2018 and 2019 resource and fee review for rezoning, development, building and related services, fees are being increased by 12% in most areas as the complexity of development has increased with greater effort and expertise required from both staff and industry. In addition, the volume of trade permits has been increasing over the past 5 years.

7 Development permit fees — Since 2016 and 2017 fees increased by a rate higher than inflation to build capacity in the City's permitting services and to reduce application wait times. Based on the Resource and Fee Review conducted in 2018 for rezoning, development, building and related services, fees will increase by 12% in most categories, with a small number of rezoning, development and building fees increasing by 15% to 22%, and with some other complex rezoning fees increasing by 55%. In addition, revenue has been increasing due to higher permit volumes.

8 Anchor rod fees — increases reflect a fee increase as part of a 2016 Engineering Services fee review and a volume increase through 2017-2019 mostly due to additional volume of permits issued.

9 Street furniture fees — Street Furniture Fee volume has increased and budget adjusted to reflect actual revenue received in recent years.

10 Garbage container fees — Revenue from garbage container fees reflects an increase in fees that will provide for better management of commercial containers in the public right of way and their impacts on the surroundings.

11 Films/festival fees — Film volume has increased over the years.

12 Parking Revenue — increases in street parking in 2017 in support of Transportation 2040 objectives, including managing curb space by using performance pricing strategies to ensure on-street availability and reducing congestion and greenhouse gas impacts. In 2018 and 2019, the on-street parking revenue increase reflects the net impact of rate changes as well as the introduction of new parking meters. The parks parking increase reflects an increase in film activity and film permits and in 2019 reflects new Parking Enforcement revenue stream previously managed externally.

13 Revenue sharing — In 2018, there was a lower provincial revenue sharing of traffic fines due to the trend of declining ticket revenues province-wide, resulting in a declining City of Vancouver allocation.

14 Investment income — In 2017 and 2018, decreases reflected trends observed in lower revenues due to the interest rate environment. In 2019, the increasing investment income budget reflects the trend observed in 2018 of higher revenues due to the current interest rate environment.

15 Total Engineering revenue — In 2017, there was a \$2.1M increase in volume in street and traffic fee and temporary crossing fees combined with a rate increase for impounded cars. In 2018, the higher revenue is a result of opportunities to generate revenue in the public realm offset by a reduction in revenue for certain engineering fees to better reflect actual revenue generated. The 2019 budget was adjusted to reflect higher actual volume in temporary crossing fees.

16 Lease income — The lease income budget is adjusted down to reflect the Library Square mortgage, fully offset by lower expenditures.

Notes to Operating Budget table -5 years: (continued)

17 Water Capital program & other transfers — In 2012, the Water utility started transitioning its infrastructure renewal program from debt financing to pay-as-you-go to save interest costs over the long term. In 2019, the \$11.0 million increase in costs is due to capital work funded on a pay-as-you-go basis, per the approved 2019-2022 Capital Plan. The 2019-2022 Capital Plan renewal program is funded by pay-as-you go and by 2030 all historical debt servicing are projected to be settled.

18 Water expenditures — Increases due to increased rates charged by Metro Vancouver and an increase in per-capita consumption volume, increased costs of capital to support the capital renewal program for aging infrastructure.

19 Sewer Capital program & other transfers — In 2015, the Sewer utility began transition from debt financing to pay-as-you-go. City-wide sewer separation work will continue as part of infrastructure renewal, with completion targeted around 2050. This work, as well as construction of the future secondary treatment plant at Iona Island, will continue to put upward pressure on future sewer rates.

20 Sewer expenditures — Increases for the sewer levy charged by Metro Vancouver and Debt charges are increasing as a result of the sewer separation program.

21 Collection expenditures — In 2017, the decrease is primarily due to the removal of recycling costs as the service was transitioned to MMBC.

22 Solid Waste Capital program & other transfers — In 2019, pay-as-you-go funding to pay for 2019 capital expenditures as incurred. Projects include routine gas control, enclosures for streetscape recycling and disposal receptacles, and upgrades to the landfill's composting facility.

23 NEU expenditure — An increase in price of energy inputs, as options are evaluated to buy more bio methane to keep greenhouse gas (GHG) emissions performance on track, and to continue to expand the system.

24 Parking Operations — Additional staff to support enforcement and the expansion of the parking meters

25 Street Use — In 2017, there was a \$2.9M increase due to a contract with MOBI public bike share and a new investment for VIVA Vancouver, and a 2018 increase as a result of resources to support a development-related review.

26 Street Cleaning — In 2016, there was an investment of \$2.8M in street cleaning to improve public realm cleanliness and streetscape recycling; in 2017, we see a drop as the residential leaf cleaning costs have been transferred to Solid waste utility; in 2018, there was increased investment in street cleaning around public realm; and in 2019, there was an additional investment to support higher service levels in street cleaning including increases to grants in Business Improvement areas.

27 General Public Works — In 2019, increases include additional IT resources for Engineering, and also an increase in expenditure in Green Infrastructure initiatives.

28 Equipment Management Group — Increase reflects reallocation of resources to address more complex procurements, including electric vehicles.

29 Police Services — The gross expenditures in 2017 reflects the increase largely related to the Vancouver Police Union (VPU) arbitrated wage increase of 3.5% in 2016 and 2.5% in 2017. The 2018 increase is mainly for the Teamsters arbitrated wage settlement that expired at the end of 2015, the VPU's Collective Agreement wage increases, and for implementing the recommendations from the first year of VPD's Operational Review. In 2019 the increase reflects the introduction of the BC employer health tax as well as additional investments as part of the second year of VPD's Operations review to hire and outfit an additional 25 police officers and 12 civilian staff members. The Vancouver Police Union collective agreement expires on December 31, 2018.

Notes to Operating Budget table -5 years: (continued)

- 30 Fire & Rescue Services** — The Operating budget increase reflects the permanent investment in staff resources (mostly in 2018 & 2019) to support an additional medic unit, the enhancements to the Health and Wellness program as well prevention and increased outreach activities. The increase over the years reflects collective agreement wage increases and rising benefits costs as well as increases in facilities and modern firefighting equipment maintenance budgets.
- 31 Civic theatres** — Vancouver Civic Theatres expenses are increasing in line with increasing revenues, due to the continued high usage of the theatre venues and the costs of putting on performances, and due to the cost of food and beverages to support concession sales. In 2019 there is an additional Occupational health & safety Investment of \$0.5M due to Fire Plan and All Hazard Plan implementation.
- 32 Social Policy** — In 2017, there was an Investment in DTES Social impacts. In 2019, there as a \$0.6M investment in Poverty reduction strategy and accessibility.
- 33 Planning, Urban Design & Sustainability** — In 2018, additional funding to support increased public consultation work. In 2018 and 2019, increases include regulatory review related to affordable housing and permit processing and development activity. In 2019, the Zero Emissions Building Plan is funded from reprioritization of Sustainability projects.
- 34 Development, Building and Licensing (DBL)** — Investments for resources to support process improvements, address increasing volume and complexity of development and inspection activity in addition to support the transformation project and process review for both Licensing and Development Services.
- 35 Finance, Risk and Supply Chain Management transfers** — In 2018 -support the implementation and operation of the Empty Homes Tax program, funded by reserves and by the future revenues collected from the program.
- 36 Technology Services** — In, 2018 investment to address the operating impact of new IT projects that have been completed and now need to be operated and maintained on an ongoing basis such as upgrades to the GIS (geographic information system) and fleet systems or new implementations such as the POSSE system for permits and licensing, staff scheduling and emergency management.
- 37 Contingency** — In 2017, contingency increased by \$10.5M to reflect an increased number of unidentified impacts anticipated for 2017, including uncertainty regarding the timing of collective agreements and increase for the Opioid crisis. The 2016 contingency was restated to account for the Vancouver Police Department arbitrated settlement. In 2019, increased by \$4.0 million to reflect an increased number of unidentified impacts anticipated for 2019, including uncertainty regarding timing of collective agreements.
- 38 General government expenses** — In 2017, there was investment in the Empty Homes Tax Implementation Project offset by a one-time transfer from reserve and higher expenses related to the Great Beginnings project offset by recoveries. In 2018, there was investment in the Empty Homes Tax implementation project (offset by a one-time transfer from reserve), increases in investments (new workspace requirements to support the City's development and permitting process), and to lower expenses related to the Great Beginnings projects (offset by recoveries). In 2019, an increase of \$7.2 million is primarily due to (1) increases in new risk-and compliance-based investments for housing needs and affordability, financial health and operational effectiveness, and increased housing resources, information assurance, Payment Card Industry (PCI) compliance to accept credit card payments, occupational health and safety compliance, and workspace requirements to support the City's development and permitting process, (2) contingency due to emerging affordable housing priorities, and (3) higher expenses related to the Great Beginnings projects (offset by recoveries).
- 39 Shared support services** — In 2017, new Water and Sewer connection fee allocations to Capital fund .
- 40 Transfers to reserve and other funds** — In 2017, higher transfers to fund Citywide one-time investments and pre-election costs. In 2018, higher transfers to fund the Empty Homes Tax implementation project and election costs and higher transfer from the Property Endowment Fund (PEF). In 2019, the \$5.5 million increase is largely a result of higher transfers to fund housing initiatives and replenish reserve balances.

