

Town of Sidney



Annual Report

Year Ended December 31, 2013



Crowds at the July 1, 2013 Canada Day Parade

Sidney, British Columbia, Canada

Town of Sidney
Annual Report
For the Year Ended December 31, 2013

This document was a collaborative effort of the Administration and Corporate Services departments, with contributions from across the organization.



Our vision:

***Sidney will be the best seaside town in Canada -
vibrant, unique, welcoming.***



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Community Profile & Annual Highlights



Sidney at a Glance



Sidney and the Region



The Saanich Peninsula and Southern Gulf Islands

The Town of Sidney is located 26 kilometres north of Victoria, British Columbia's capital city, and is one of 13 municipalities and three electoral areas that comprise the Capital Regional District (CRD). Sidney is situated on the Saanich Peninsula, which extends north from Victoria. The Town of Sidney's south, west, and north boundaries are shared with the District of North Saanich. To the east, Sidney overlooks Haro Strait, the Southern Gulf Islands, and the Northern San Juan Islands.

Sidney's geographic area is only 5.04 square kilometres (1.94 square miles), which explains Sidney's high population density (2,183.6 people per square kilometre, whereas the population density for the entire CRD is 153.8 people per square kilometre). Data from Statistics Canada indicates that Sidney's population grew by 3.5% between 2001 and 2006, yet dropped by 1.2% between 2006 and 2011, whereas the total population of the CRD saw consistent growth of 4.3% between 2006 and 2011.

Sidney and the Region

Sidney's current population of 11,178 residents is largely made up of people over the age of 50, which makes Sidney quite unique in terms of population structure when compared to other municipalities across the Province. An aging population and the challenges of retaining youth and young families are just a few of the issues the Town of Sidney needs to consider to ensure a balanced community.

Regionally, the Town of Sidney is a very important transit hub and offers a variety of transportation options. Home to the Sidney International Ferry Terminal, the Sidney/Anacortes ferry route, operated by Washington State Ferries, offers a valuable service which is enjoyed by residents and visitors from all over the world. Minutes away are the Victoria International Airport and the Swartz Bay Ferry Terminal (BC Ferries), which connect Southern Vancouver Island to the BC Mainland and beyond.

Sidney lies within an area that is quickly becoming one of the world's premier places to live, work and visit. Endowed with a temperate climate, rich ecology, stunning landscapes, and proud histories, the member communities of the CRD offer livable, vibrant communities, practice exemplary environmental stewardship, and encompass a prosperous and sustainable economy.



Coat of Arms and Flag

In 1998, changes were made to the original Coat of Arms to include Bufflehead ducks and Arbutus leaves as “supporters” to represent the natural environment of Sidney.

Shoal Harbour, particularly Roberts Bay, is the Bufflehead’s primary winter habitat and they symbolize Sidney’s position by the sea. The Bufflehead was also selected for vivacity and boundless energy. The Arbutus grows only in a small area along the Southern BC coast and was a natural choice to present the flora of Sidney. The new Coat of Arms also incorporates portions of the old Coat of Arms.

In 1969, Council formally accepted the Town’s first Coat of Arms, consisting of a shield centered with the Sloop H.M.S. Plumper.

On the upper left and right of the shield were two arrow heads with clasped hands between them. Above the shield was a flaming beacon and below it on a curved scroll the motto “PHARUS EXCLARARET NOS” (let the beacon enlighten us). The arrowhead on the upper right was Salish while on the left, the blue barbed arrowhead was from the Sidney family’s Coat of Arms. The clasped hands between them symbolize the friendship between the First Nations and the settlers. The beacon represents the one that formerly marked the rocks off Sidney and after which Beacon Avenue was named. A beacon can also signify knowledge and enlightenment.

The Town’s official flag consists of the shield as contained in the Town’s Coat of Arms with two blue waves of the sea below. On April 26, 1999, the Town’s flag was granted and sealed by the Chief Herald of Canada, of the Canadian Heraldic Authority, and entered into the Public Register of Arms, Flags, and Badges of Canada.



History of Sidney

The Saanich People have lived on the Peninsula for thousands of years, and prior to European contact, had winter villages throughout the Region.

In 1852, the Hudson's Bay Company obtained two large tracts of forested land from the Saanich People. The area was then roughly surveyed by Joseph D. Pemberton, becoming known as North and South Saanich Districts. The first white settlers to make residence at North Saanich were John and Mark Coles in 1857.

Within a few months after the advent of the Fraser River gold rush excitement in April 1858, the majority of the North Saanich District was spoken for by gold miners, settlers, and speculators. Among them were William and Charles Reay, Donald Fraser, William Booth, and Octavius Ommaney, who purchased land which is now part of the Town of Sidney.

Some debate has arisen over the bestowing of the name of Sidney in the area. There is little doubt that Sidney Island (previously known as Sallas Island) and Sidney Channel were re-named after Lieutenant Frederick William Sidney (later Captain) who was a member of the Hydrographic Service of the Royal Navy. The question is who bestowed his name on the Island. Traditionally it has been believed that Captain George Henry Richards, of the H.M.S. Plumper, a friend and colleague of Lt. Sidney, named them after charting the area in 1859.



History of Sidney



Alternatively, the British Admiralty state that their findings show that Captain Henry Kellet, in command of the H.M.S. Herald, with its tender the H.M.S. Pandora, under the command of Lt. Com. James Wood, had conducted surveys in the area during 1846 to 1848, and that there is “very little doubt” they were responsible for re-naming the Island. Until recently, this view was received with reservation, as no undeniable supportive evidence was provided. With the locating of the Admiralty Chart of 1847 (printed 1850), there is now no question that the name change from Sallas Island to Sidney Island occurred many years previous to Captain Richards arrival in the area.

In 1891, fifty acres of land owned by the Brethour family was subdivided in lots and registered as the Township of Sidney. By the close of 1892, there was a general store, a post office, a boat building shop, and a hotel. The name “Sidney” apparently came about when Julius Brethour, who became the first president of the Victoria and Sidney Railway, was asked the question concerning a name for the site. “Brethour, looking across the water from the rude settlement, saw Sidney Island directly opposite, ‘It will be called Sidney’, said Mr. Brethour.” Sidney continued to grow as pioneer families moved into the area and businesses flourished.

Transportation played a major role in the success of the Peninsula, with rail and sea links to Victoria and the Mainland, and more recently with Victoria International Airport established on the border of Sidney. Sidney was incorporated as a village on September 30th, 1952, has enjoyed steady growth, and now boasts a population in excess of 11,000 residents.

Sidney Community

The Town of Sidney's small geographic area provides for a dense mix of businesses, housing, employment, services, and recreation in close proximity to each other. In addition, Sidney is pedestrian and cyclist friendly, transit focused, safe and socially diverse. Sidney's labour force is generally made up of industrial, retail and healthcare services. Our climate is one of the mildest in Canada with moderate rainfall and only occasional snowfall in the winter.

Sidney's residential community is comprised of a wide array of housing options, from single family dwellings to multi-family and mixed-use developments. Objectives and policies to encourage a balanced population and provide a mix of amenities for all residents are included in the Official Community Plan.

The Town of Sidney will endeavour to continue to be a primary service centre for the Saanich Peninsula, providing commercial, industrial, professional, social and leisure services. Sidney will also strive to be a primary employment centre for the Peninsula, providing a balanced mix of employment opportunities.



Sister Cities

The Town of Sidney had the honour of declaring “Sister Cities” relationships with three cities: On May 3, 1984, with the City of Cairns, Queensland, Australia; on June 7, 1996, with the City of Anacortes, Washington, USA; and on June 30, 2008, with the City of Niimi, Japan. In establishing these affiliations, each community has a greater opportunity to develop meaningful and long term relationships and enjoy mutual benefits in tourism and economic development.

The Sidney Sister Cities Association (SSCA) facilitated communications and played a key role in the twinning of these communities. The SSCA is a non-profit organization made up of community volunteers who work on behalf of the Town to promote peace through respect, understanding and cooperation. The goal of the SSCA is to foster international relationships, understanding and cooperation at the grass roots level, person to person, and between organizations. The SSCA is continuing to grow and strengthen relationships with Cairns and Anacortes, and is pleased to have ties with our newest sister city, Niimi. The prospects for new professional, educational, recreational and cultural exchanges are excellent and the SSCA is continuing to move ahead to help Sidney become internationally known.

In recent years, the SSCA, working with Town Hall staff, has produced and sold the Town of Sidney Calendar. The calendar has proven to be a huge success and has grown in popularity annually. Funds raised from calendar sales are used to strengthen ties with our three Sister Cities and fund special projects. Student exchange visits, art exchanges, an Artist in Residence program, and a new parade float are some current examples of our ongoing friendship and activities with Cairns, Anacortes, and Niimi.

City of Cairns, Australia



City of Anacortes, USA



City of Niimi, Japan



Sister Cities

The Sidney Sister Cities Association (SSCA) had another busy and successful year in 2013.

In 2013 we went online with a website (www.sidneysistercitiesassociation.com).

One of the projects we have been working on since 2008 when Niimi became our third sister city is the employment of an Assistant Language Teacher (ALT) to work in the junior schools in Niimi. The SSCA's role was to recruit a suitable teacher, the city of Niimi would take care of all finances, arrange accommodation and generally help the ALT to settle into a new country. Terry Patton, a long-time resident of Sidney, departed for Niimi in mid- August and has kept us entertained with his blog about his life in Niimi on our website. We were very pleased to recently learn that he has been offered and accepted a further contract.



Terry Patton



Birds-eye view of Niimi, Japan

We continue to publish the Town of Sidney Calendar that has continued to be a steady seller. Our thanks to the Town of Sidney and to Tanner's Books for assistance with this project.

2014 sees the 30th anniversary of the signing of the Agreement with Cairns, Australia and we are preparing a suitable celebration for May 3, 2014 in Beacon Park.

Mayor's Message

On behalf of Sidney Town Council, I am pleased to report that 2013 was a progressive and productive year for our community. I am honoured to be a part of a Council that has developed an excellent working relationship that has benefited the Town in many ways. As a result, we saw a year of progress and growth for the community backed by strong, fiscal responsibility.

Beacon Avenue is obviously a treasured community icon in Sidney as several of the key initiatives we undertook in 2013 focused on our main street; from the Sidney Street Market, to downtown beautification to traffic patterns. We began the year by securing the long-term sustainability of the Town's Street Market which is held on Beacon Avenue each Thursday night from May to August. During the past 14 years, the Market has grown to be one of the largest and most popular outdoor markets in the Province, attracting 3,000 to 5,000 people each night and providing significant economic benefits to the community. During 2012, there was cause to believe we may lose this wonderful community event. In response, the Town contracted Laurie McDermid of West Coast Impressions through an RFP process. Under Laurie's guidance, her team, in cooperation with Town staff has brought a renewed vibrancy and vitality to the Market. I can say with confidence that the Sidney Street Market will remain a cornerstone event in Sidney; drawing visitors from around the world and bringing economic opportunity to our local businesses.



Mayor Larry Cross



Mayor Larry Cross and Lieutenant Governor Judith Guichon at the Sidney Days Opening Ceremonies, June 30, 2013

In conjunction with downtown revitalization, the Town has completed several beautification projects making our downtown core that much more inviting during the Market and throughout the year. Street lighting along Beacon Wharf and Beacon Avenue have transformed the downtown during the evening hours. In addition, Council approved the purchase of new street furniture in 2013 and we will see this installed during 2014. The simple, elegant black iron benches, trash receptacles and planters will replace aging furniture and bring a fresh, new feeling and look to downtown Sidney.

Mayor's Message



Mayor Cross learning some tips about scooter safety on transit buses, at the November 8, 2013 "Scooter Rodeo"

Council also undertook an extensive community consultation process to determine the directional traffic flow on Beacon Avenue. In the end, public opinion was overwhelmingly in favour of Beacon Avenue remaining as it is.

Also in 2013, Council approved the development of a Ports and Waterfront Infrastructure Committee. This Committee recently began meeting with a focus on marine infrastructure. Sidney was named one of the "50 best yachting towns" in North America by Yachting Magazine in 2012; this committee will strive to ensure we maintain and exceed this expectation.

The Town was also successful in securing a Memorandum of Understanding along with a financial commitment of up to \$1 million with the Provincial Government for a pedestrian overpass at the Patricia Bay Highway and Beacon Avenue. We are currently working with the Ministry of Transportation and Infrastructure to develop the detailed engineering plans for the project.

This is a brief overview of a few of the key projects and initiatives the Town has focused on in 2013. Sidney is fortunate to be in a position where we have already established a solid foundation on which to work, based on our Local Area Plan and Strategic Plan. I look forward to continue on this exciting and direct course in 2014.

A handwritten signature in black ink, appearing to read 'Larry Cross'.

Mayor and Council

2011 - 2014



Back row: S/Sgt Dennis O’Gorman, Councillor Tim Chad, Councillor Kenny Podmore, Councillor Steve Price, Councillor Marilyn Loveless, Honourable Judge Brian Neal

Front row: Councillor Mervyn Lougher-Goodey, Mayor Larry Cross, Councillor Melissa Hailey

Mayor and Council

The Town of Sidney is governed by an elected Council consisting of a Mayor and six Councillors. The current Council was elected in November 2011 for a three-year term. The next election is in the Fall of 2014.

Council meetings are held at 7:00 p.m. on the second and fourth Monday of each month. When required, Committee of the Whole meetings are held on the first and third Monday of each month at 6:00 p.m.. In July and August, Council meetings are only held on the second Monday of the month and there are no Committee of the Whole meetings. The public is welcome to attend all sessions, including Commission and Committee meetings.



Dignitaries, members of Council, and the public at the June 30, 2013 Citizenship Reaffirmation Ceremony

Council Portfolios



Mayor Larry Cross

Capital Regional District Board
Community Development Committee
Greater Victoria Labour Relations Association
Memorial Park Society - Joint Finance Steering Committee
Municipal Insurance Association of BC
Peninsula Recreation Commission

Councillor Tim Chad

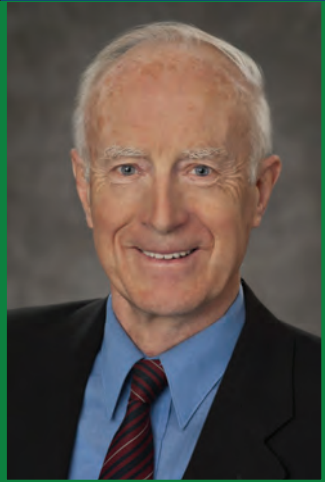
CREST
Emergency Measures Executive
Emergency Planning Committee
Memorial Park Society (MPS)
MPS Joint Finance Steering Committee
Peninsula Recreation Commission
Victoria Family Court



Councillor Melissa Hailey

CRD Solid Waste Advisory Committee
Healthy Community Committee
Sidney/North Saanich Ball Facility Liaison Committee
Vancouver Island Regional Library

Council Portfolios



Councillor Mervyn Lougher-Goodey

Advisory Planning Commission
CRD Water Supply Commission
Highway 17 Joint Steering Committee
MPS Joint Finance Steering Committee
Saanich Peninsula Chamber of Commerce
Saanich Peninsula Water Commission
Saanich Peninsula Wastewater Committee

Councillor Marilyn Loveless

Community Arts Council
CRD Arts Committee
Healthy Community Committee
Peninsula Agricultural Commission
Peninsula Celebrations Society
Saanich Peninsula Water Commission
Saanich Peninsula Wastewater Committee
Shaw Ocean Discovery Centre
Sister Cities Association



Councillor Kenny Podmore

Beacon Community Services
School District No. 63
SHOAL Centre
Society of Saanich Peninsula Museums

Councillor Steve Price

Community Development Committee
CRD Climate Action Steering Committee
CRD Housing Trust Fund
First Nations
Highway 17 Joint Steering Committee
VAA Airport Consultative Committee
VAA Noise Management Committee



Mayor's Community Builder Award

In 2009, the Town of Sidney honoured one of Sidney's great ladies, Joan E. Ballenger, by dedicating a plaque in recognition of her outstanding contributions to the community. The plaque was installed in Beacon Park and became the first of many to come. In 2011, Sidney Council formalized the process of recognizing an individual each year whose volunteer efforts have a profound impact on the community and Don Trivett became the second recipient of this prestigious local award. John Bell was the recipient of the Community Builder Award in 2012.

In 2013, the award was bestowed upon Jeanette Hughes posthumously. Jeanette was a long-time resident of Sidney and an avid community volunteer. Her contributions to the community included serving nine years as a Town Councillor, organizing Access Awareness Day, and tirelessly advocating to establish Sidney as one of the most accessible communities on the Island. Jeanette also served on many committees and boards, including the Advisory Planning Commission, the Advisory Committee for People with Disabilities, the Vancouver Island Library Board, and the Sidney Sister Cities Association. One of Jeanette's proudest achievements was founding the annual Christmas Dinner at the Mary Winspear Centre, which is dedicated to people who would otherwise be alone on Christmas Day.



Jeanette Hughes

Queen's Diamond Jubilee Medal



Mayor Larry Cross and John Bell

At a private ceremony, held on the afternoon of February 25, 2013, Mayor Larry Cross awarded long time Sidney resident, John Bell with the Queen's Diamond Jubilee Medal. John is one of only 60,000 outstanding Canadians to receive the prestigious commemorative medal that was created to mark the 60th anniversary of Her Majesty Queen Elizabeth II's accession to the Throne as Queen of Canada.

In regards to the presentation Mayor Cross stated, "I cannot think of a more deserving

recipient to this great honour than our own John Bell. The list of his contributions to the community is too great to state here but those of us that know John recognize that he embodies the true nature of volunteerism in his generosity with both his time and his expertise; all the while, dispensing his advice, abilities and knowledge with a high degree of modesty, respect and kindness."

The ceremony was attended by members of John's family and some of his closest friends. Mayor Cross provided a short bio on John's many accomplishments and years of dedicated volunteer service to the community before making the presentation of the medal, which John was visibly touched by.

Amongst his many and varied volunteer roles; John Bell sat on the Town's Advisory Planning Commission for 18 years and the Memorial Park Society board for 20 years. He was a driving force behind the fund-raising and construction campaign of the Mary Winspear Centre. His influence can be seen throughout the community in the design of the Town's famous Bevan fishing pier, Sidney Lawn Bowling Club House, Mount Newton Centre addition and the special street signs on Beacon Avenue to name only a few.

In addition, John has given back to the community countless times and provided pro bono design services to many non-profit organizations. His contributions to his community will stand for generations to come.

Queen's Diamond Jubilee Medal

The Council meeting of Monday, March 25 started off a bit differently than usual as Councillor and Acting Mayor, Tim Chad presented Mayor Larry Cross with the prestigious Queen Elizabeth II Diamond Jubilee Medal in a quiet ceremony before his peers on Council.

Mayor Cross served on Sidney Town Council from 2006 – 2008 and was elected as Mayor in 2008. But his work in the community extends far beyond his political career. His life's focus has been in education and community development. He was Vice Principal at Parkland School and Principal of North Saanich Middle School in Sidney as well as the Director of Instruction with the Saanich School District.



Councillor Tim Chad presenting Mayor Cross with his Queen's Diamond Jubilee medal

Some of his influential community work includes membership on the North Saanich Environmental Commission and Coordinator for North Saanich Recycle. He served as Chair for the Deep Cove Ratepayers' Association and was a member of Friends of Pat Bay where he was instrumental in the creation of the Pat Bay Park. As Chair for the Friends of the Sidney/North Saanich Regional Library he worked with the Board to ensure the Resthaven Drive Library building was completed with BC Government assistance. As Chair of the Memorial Park Society, funding for Blue Heron Park was achieved through the Town's expropriation of land for the Bevan Avenue access from Beacon Avenue. Mayor Cross was also a Board Member and Volunteer Infrastructure Grant Administrator for the Memorial Park Society and a member of the Mary Winspear Centre Management Committee. In addition, he served as Chair of the Sidney Police Advisory Committee.

Mayor Cross' passion for education extends to his affiliation with the University of Victoria where he was Chair of the UVic Alumni Association Board, founding Chair of the UVic Education Undergraduate Society, Provincial Government Appointee of UVic Senate and a member elected by the Convocation of UVic Senate.

Queen's Diamond Jubilee Medal

Mayor Cross is the second member of Sidney's Town Council to be recognized with a Queen's Medal. Councillor Kenny Podmore was awarded his medal by Elizabeth May, Member of Parliament for Saanich Gulf Islands, on September 13, 2012 at a community ceremony held at the Mary Winspear Centre. Councillor Podmore's name is synonymous with community service. He has spearheaded fund-raising for numerous community causes including the Lions Food Bank, Sidney-by-the Sea Rotary events, the Heart Smart Walk along Sidney's waterfront, emergency relief following the Haiti Earthquake, a fundraiser for RCMP families whose fathers/husbands were gunned down in Mayerthorpe Alberta during the 2005 standoff, Haiti victims and many individuals in the community facing hard times. Kenny has also worked with the Canadian Cancer Society, the Salvation Army and the Saanich Peninsula Hospital Foundation. Councillor Tim Chad stated, "I think I speak for all of Council when I say that it is an honour and a privilege to work with both of these fine gentlemen and that they are well deserving of this medal on many levels".



Councillor Kenny Podmore receiving his Queen's Diamond Jubilee Medal from Elizabeth May, MP

The Queen Elizabeth II Diamond Jubilee Medal is a commemorative medal created in 2011 by the Government of Canada to mark the 60th anniversary of the accession to the throne of Queen Elizabeth II. Only 60,000 medals were created and were distributed to individuals across Canada, who have worked to enhance the quality of life for individuals in their community and in our country.

Message from the Chief Administrative Officer



Randy Humble
Chief Administrative Officer

On behalf of Council, Sidney's management team and staff, I am pleased to present the Town of Sidney 2013 Annual Report. 2013 represented an exciting, and at times, challenging year. In many respects the focus remained on the Town's efforts to support our business community in the face of economically trying times. However, we are fortunate to have such a resilient and resolute community. That, in tandem with the Town's support in undertaking such initiatives as a bylaw to establish a new downtown Business Improvement Area or ensuring the sustainability of the Sidney Street Market through the formation of an agreement with a private contractor, I truly believe that Sidney is on an upward trajectory toward economic stability and success.

One of the great things about Sidney is the incredible passion our citizens have for this community. This zeal was reflected both in the response received to our first ever Citizen Satisfaction Survey along with the overwhelming feedback from both citizens and businesses on the Beacon Avenue traffic configuration. Both of these processes clearly illustrated a steadfast commitment to the efforts of Mayor and Council.

I thank the incredible staff of the Town of Sidney for their dedication to our community and for providing our citizens with an exceptional standard of municipal services. I am proud of our accomplishments and the progress we have made in the past year. Town staff, along with myself, will continue our unwavering support of the strategic direction established by Council to ensure the long term resiliency and sustainability of our wonderful community.

A handwritten signature in black ink, appearing to be 'Randy Humble', written in a cursive style.

Message from the Director of Corporate Services

As Chief Financial Officer for the Town, I am pleased to present the Town of Sidney's audited financial statements for the year ending December 31, 2013. The financial statements are the responsibility of the Town's management. The statements have been prepared in compliance with Section 167 of the Community Charter, and in accordance with generally accepted accounting principles approved by the Public Sector Accounting Board (PSAB). The financial statements have been audited by KPMG LLP, who have expressed their opinion that the statements present fairly, in all material aspects, the financial position of the Town as at December 31, 2013. The Town maintains a system of internal accounting controls designed to safeguard the assets of the Town and provide reliable financial information. For most people, financial statements are hard to read, and they don't provide the concise and relevant information that the average reader is looking for. We are continually striving to make them simpler, but national accounting standards require us to present our financial results in a specific manner and format. To assist the average reader in better understanding our financial statements, a Management Discussion and Analysis report follows the financial statements.



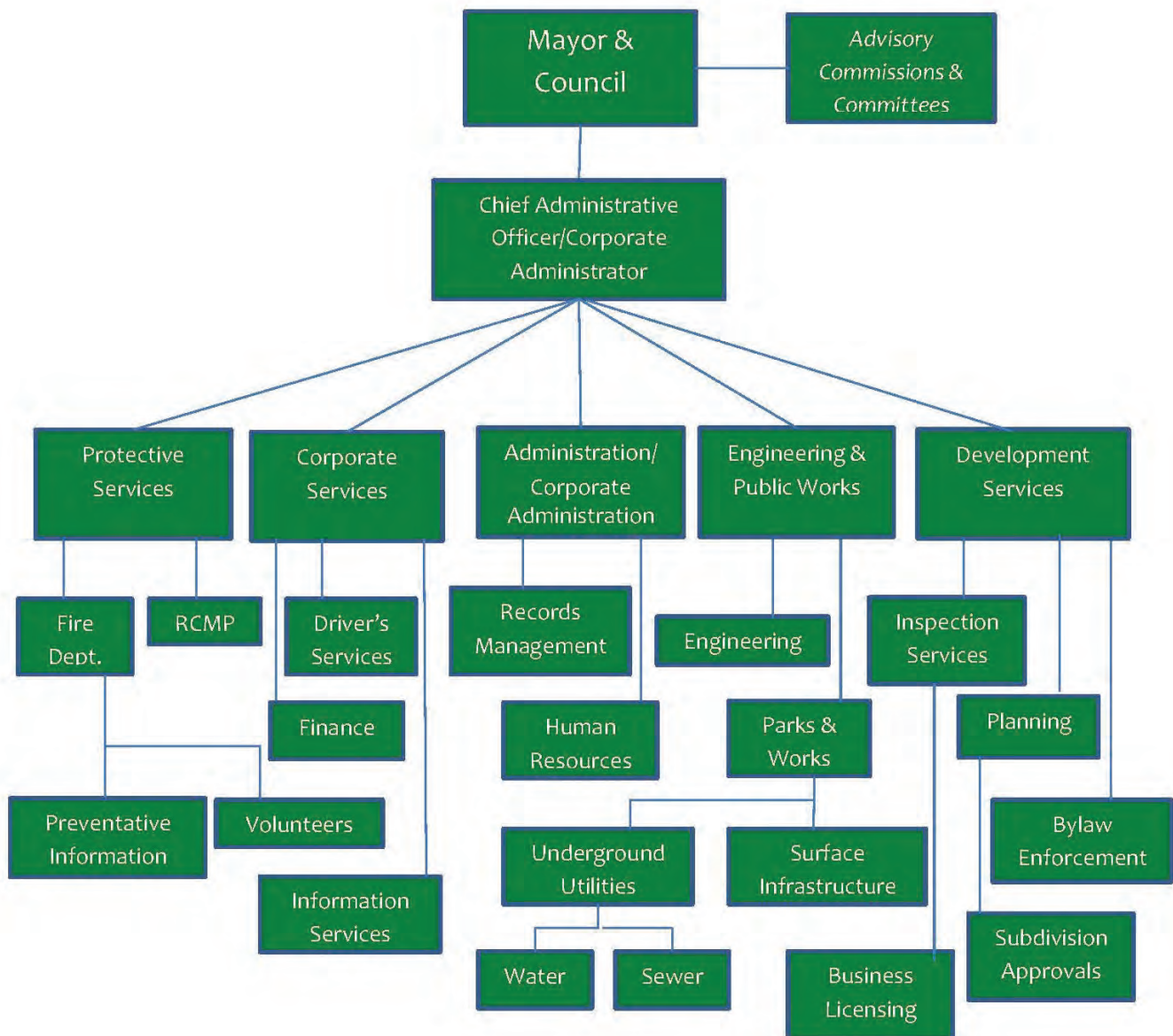
Andrew Hicik
Director of
Corporate Services

Executive Summary of Financial Results

As detailed in the 2013 Financial Statements, the Town's financial results reflect an improved financial position and a continued commitment to sound financial management. Operating results for last year were generally in line with budgeted expectations, the Town's net investment in capital assets increased by \$128,000, and reserves grew by over \$673,000. The Town has comparatively low levels of debt, a reasonable level of reserves, and remains committed to renewing its infrastructure. It is important to note that any debt held by the Town is for the purposes of capital construction, and bears no relation to the type of debt associated with senior governments. Senior governments incur deficits and debt to finance their operations as a whole. Sidney is only allowed to incur debt for capital purposes, and must maintain an operating surplus; the Town's consolidated operating surplus increased during the year to just over \$3.5 million. While Sidney continues to be well managed financially, improvements are always possible; staff and Council are always looking to enhance our financial and asset management planning processes to ensure the Town's long-term financial sustainability. Facing new challenges each day, the Town is evolving to find innovative ways of providing the highest possible level of service, while controlling costs. I would like to acknowledge Town Council, senior management, and staff in all departments for their commitment to innovation, continuous improvement and service to the community.

A handwritten signature in black ink that reads "Andrew Hicik". The signature is written in a cursive style.

Organizational Chart



Appointed Officials

Randy Humble
Marlaina Elliott
Rob Hall
Andrew Hicik
Jim Tweedhope
Dennis O’Gorman

Chief Administrative Officer / Corporate Administrator
Director of Development Services
Director of Engineering and Works
Director of Corporate Services
Fire Chief
RCMP Staff Sergeant

Municipal Auditors
KPMG

Municipal Solicitors
Young, Anderson

Municipal Bankers
TD Canada Trust



Sidney Street Market

Advisory Committees 2013

Advisory Planning Commission

Erin Bremner
Kelly Bull-Tomer
Dennis Carlsen
Tara Cumming
Greg Flanagan
Debbie Gray
Terry Johnston
Robert McLure
Susan Myer
Mel Satok
John Bell (alternate)

Community Development Committee*

Graham Debling
Ross Kemball
Ross Macfarlane
Angus Matthews
Darren Millar
Adam Olsen
Susan Simosko
Terry Stewart
Debbie Thorlacius
Diane Thorp

Board of Variance

Art Finlayson
Nicola Furlong
David Hamilton

Healthy Community Committee*

Hermann Biedermann
Kerry Broome
Sergeant Wayne Conley
Clint Flood
Brian Losie
Judy Wiggins

**In April 2013, Council resolved to combine the Healthy Community Committee and the Community Development Committee.*

Departmental Highlights

Administration Department

The Administration Department, under the leadership of the Chief Administrative Officer (CAO), is responsible for overseeing all municipal operations. This Department also provides administrative support to Mayor and Councillors, and is responsible for all corporate administration statutory duties required under the *Local Government Act* and the *Community Charter*. The CAO makes recommendations to Council on a broad range of policy and administrative issues and is responsible for the efficient management of the Town, its officers, and employees. The Administration Department also ensures that Council's directions and policies are carried out. It is a link between public, staff, and Council, advising on protocol and procedural issues. Key functions include:

- Organizing all meetings of Council, including the preparation of agendas and minutes;
- Processing and coordinating all business relative to Town Council;
- Providing advice with respect to Council procedures, policies and functions;
- Publishing official notices and press releases;
- Providing public and community relations;
- Coordinating the production of the quarterly Town Talk newsletter;
- Safekeeping of minutes of Council and its Committees, Bylaws, agreements/leases and other official documents;
- Certifying documents and administering oaths and taking affirmations, affidavits, and declarations;
- Administering the Town's Records Management System;
- Administering municipal elections; and
- Administering the Freedom of Information and Protection of Privacy Act (FOIPP) and processing requests to access records under FOI.



Sculptures, benches, and the Bevan Pier along Sidney's waterfront

Departmental Highlights

Administration Department 2013 Highlights

- Completed Human Resources policies review and implementation;
- Completed review of the Council Procedure Bylaw and Records Management Bylaw;
- Began implementation of the Communication Strategy action items;
- Initiated communication of Flex Time options as per the Collective Agreement;
- Completed the 2013 Strategic Planning process;
- Initiated development of a comprehensive orientation package for new members of Council;
- Completed the Citizen Satisfaction survey and reported on results;
- Initiated discussions with the Vancouver Island Regional Library on library facilities planning; and
- Continued to plan and undertake annual volunteer and community recognition initiatives such as the Mayor's Community Builder Award, the Volunteer Firefighters Appreciation Dinner, and the New Year's Day Community Celebration.

Council Meetings:

Regular Council Meetings	22
Special Council Meetings	9
Special Council In-Camera Meetings	24
Committee of the Whole Meetings	12

Commission/Committee Meetings:

Audit and Finance Committee	2
Advisory Planning Commission	4
Board of Variance	0
Community Development Commission	7
Healthy Community Commission	2

Bylaws/Policies:

New Bylaws	6
Amended Bylaws	12
Repealed Bylaws	0
New Policies	56
Amended Policies	6
Rescinded Policies	27

Departmental Highlights

Administration Department 2014 Objectives

- Planning and support for various events and functions, such as the Firefighter's 100th Anniversary and Access Awareness Day;
- Ensure the long term sustainability of the Sculpture Walk through an administration agreement with the Community Arts Council of the Saanich Peninsula;
- Completion of the CGI Video Project;
- Provide staff support to the newly formed Sidney Events Advisory Group;
- Provide staff support and guidance to the newly formed Ports and Waterfront Infrastructure Committee;
- Completion of Election 2014;
- Vancouver Island Regional Library Service Area Bylaw with the Capital Regional District;
- Review Signing Authority and Delegations Procedures bylaws;
- Investigate a Document Management system and develop best practices for records management (electronic and paper);
- Redesign the Town of Sidney website;
- Develop an Orientation Manual for new Councillors;
- Review the Employee Recognition Policy; and
- Liaise and work with North Saanich and Central Saanich Fire Chiefs to establish a working committee to consider mutual service provision opportunities.



The watermelon eating competition during Sidney Days festivities

Departmental Highlights

Corporate Services

As a service department, Corporate Services' main focus is on assisting the public, and on helping other departments accomplish their goals and tasks. We are often the first line of contact with the public through telephone reception or at the front counter. We strive to provide excellent, timely and friendly customer service. Corporate Services includes the following functional areas:

- Finance;
- Driver Services;
- Information Services;
- Risk Management (jointly with Engineering & Works); and
- Human Resources (jointly with Administration).

Finance

From a corporate perspective, the departmental strategy is to support the administrative and financial needs of the Municipality, thereby enhancing the quality of service to the public. Our objective is to provide timely and accurate financial information to facilitate the decision-making needs of Council, senior management, and external stakeholders, and to provide analysis and business advice to the various municipal departments. Responsibility and authority for financial operations is derived from legislation mandated by the *Provincial Community Charter* and *Local Government Act*, Provincial and Federal Statutes, and Municipal bylaws. Additional responsibility comes from national accounting standards, as established by the Public Sector Accounting Board.

Driver Services

The Driver Services section of Corporate Services provides local services for residents of the Peninsula. As appointed agents, staff at the 9884 Third Street office provide a wide variety of driver licencing and ICBC Autoplan services, products and information. Beginning in February 2013, Driver Services has also been issuing the joint Driver's Licence/BC Services Card.

Information Services

Information Services provides technical leadership, solutions, service and support for all the Town's integrated hardware, software, GIS, EOC, wireless and telephone systems at five locations; the Town Hall, Driver Services, Fire Department, Public Works, and Parks.

Departmental Highlights

Corporate Services (continued)



Driver Services staff serving the public

Risk Management

Risk Management ensures that the financial stability of the Town is protected against the effects of accidental loss, by developing and maintaining information related to losses, claims, insurance premiums and other risk-related costs. Accordingly, Corporate Services works closely with operational departments to ensure the Town's risks are minimized.

Human Resources

Human Resources is responsible for the attraction, selection, training, assessment and retention of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labour laws.

Departmental Highlights

Corporate Services 2013 Highlights

In addition to our regular, ongoing tasks, some of our non-routine accomplishments over the past year include:

- Implemented additional on-line services, including credit card payments and access to Town utility and business accounts through MySidney;
- Upgraded the Town's financial and reporting systems;
- Assisted with the creation of a downtown Sidney Business Improvement Area to help stimulate the downtown economy;
- Increased services and capacity at the Drivers Services Branch;
- Completed the full scale replacement of the Town's computer workstations;
- Continued enhancements to the understandability and quality of the Town's financial information;
- Driver Services earned a Broker Customer Experience Award, along with the associated financial reward to the Town, for a second year in a row;
- Supported the implementation efforts around the Town's new separated garbage and organics program; and
- Took an active role in the implementation of enhanced human resources policies.



Official Ceremony to kick-off Sidney Days 2013

Departmental Highlights

Corporate Services 2014 Objectives

Over the next year, we will be focusing on the following objectives:

- Continue implementation of asset management software, and development of new business processes to allow life cycle costing of all Town capital assets;
- Review funding levels and financial capacity for long term infrastructure replacement;
- Update financial plan and reporting processes to make financial information more accessible to the public;
- Work with Development Services on a Revitalization Tax Exemption policy;
- Review the Town's Grant-In-Aid and Tax Exemption Policies;
- Update the Town's purchasing policy to incorporate new best practices for green and sustainable purchasing;
- Refine the Town's taxation policies;
- Review the Town's Utility Fees structure;
- Implement electronic payments system for accounts payable invoices;
- Implement enhanced GIS capabilities for Town and public use;
- Identify efficiencies in the Town's computer network infrastructure;
- Assist with the exploration of options for expansion of library services;
- Assist with enhancements to the Town's website, especially with respect to financial content;
- Continually review the Town's financial policies and practices for maximum efficiency;
- Assist with the transition to a new garbage contractor, and the implementation of a new kitchen organics collection program;
- Assist with review of the Town's parking enforcement contract to ensure it is meeting stated goals, and is cost effective; and
- Assist in the succession planning for Engineering, Works and Parks.

- **\$107/month** - 2013 Municipal Taxes per average residence
- **\$9.9 million** - Total municipal taxes collected in 2013
- **\$17.9 million** - Total municipal expenditures in 2013

Source: Town of Sidney Finance Department

Departmental Highlights

Development Services

The Development Services Department provides service in the areas of municipal planning, building permits and inspections, business licensing and bylaw enforcement. The Department is committed to the delivery of a broad range of high quality services to residents, businesses and the development community by responding to all inquiries quickly, efficiently and accurately. Department staff have an open door policy and welcome face-to-face meetings to further communicate the goals, policies and guidelines contained within the Town's Vision 2020 Strategic Plan, the Official Community Plan (OCP), the Downtown/Downtown Waterfront Local Area Plan (LAP), Zoning Bylaw, the Building Code, and other applicable bylaws and policies.

Planning

Planning combines the functions of current planning, long-range policy planning, and project management. Administration of the Zoning Bylaw through land use development review serves to implement the Official Community Plan and the Local Area Plan, ensuring an integrated approach to community growth and sustainability in Sidney.

Building Permits and Inspections

Building Permits and Inspections is responsible for monitoring building construction in the Town of Sidney by ensuring compliance with the BC Building and Fire Codes. To promote health, life-safety and fire prevention throughout the community, Building Permit and Inspection personnel work closely with developers, other agencies and the Fire Department. Functions include plan review, issuance of permits for new construction and renovations, and inspection of premises for code compliance prior to the issuance of occupancy. Staff also work with developers to implement Construction Management Plans to facilitate project efficiency with an emphasis on public safety to ensure minimal disruption to the surrounding neighbourhood.

Building Officials are available to assist the public with a broad range of queries at the counter and on the phone. Additional duties include Bylaw Enforcement, inspections of secondary suites, issuance of Business Licences, and assisting in preparing bylaws and policies. In 2013, 233 permits were issued by Building Officials, with a combined total construction value of \$9,279,985.

Departmental Highlights

Development Services (continued)



Newly constructed “East Shore Village” on Bowerbank Road

2013 – New Dwelling Units Constructed	
Multi-Family – NEW	2
Two-Family – NEW	2
Single-Family – NEW	3
SF - 2F (including adding a legal suite)	8
Total new units	15

2013 – Permits Issued	
Building Permits Issued (with construction value)	126
Plumbing permits (no construction value associated)	94
Fire department permits (no construction value associated)	13
Total Permits Issued	233
Total Construction Value	\$9,279,985

Departmental Highlights

Development Services (continued)

Business Licences

Businesses operating within the Town of Sidney, including home occupations, are required to hold a valid Business Licence, as per Business Licence Bylaw 1668. In 2013 the Town issued 817 Business Licences, including 80 to new businesses, for a total revenue of \$90,540.

Bylaw Enforcement

Bylaw Enforcement Services are currently staffed by one part-time Senior Bylaw Enforcement Officer. Bylaw Enforcement is responsible for the administration and day-to-day operations of bylaw enforcement, which includes supporting other departments in carrying out enforcement action, ongoing consultation and coordination with Town staff in the review and modification of bylaws to meet community needs, and to ensure integration with Town policies.

Bylaw Enforcement works closely with the local RCMP Detachment to implement and enforce the Streets and Traffic Bylaw governing traffic related matters.

The Senior Bylaw Enforcement Officer oversees and administers parking enforcement through a contracted service with the Commissionaires. Commissionaires conduct routine patrol to ensure compliance with downtown parking restrictions and provide response to all areas of Sidney by request.

Animal Control issues are also overseen and administered by the Senior Bylaw Enforcement Officer through a contracted service with CRD Bylaw Enforcement. CRD Bylaw Enforcement Officers conduct regular patrols of Sidney and also respond to specific requests for service.



Trees in bloom along Third Street

Departmental Highlights

Development Services 2013 Highlights

Planning Applications

The following development applications were submitted in 2013, and received Council approval early in 2014:

2428 & 2434 Henry Avenue

Application for a Development Permit and Development Variance Permit to amalgamate two existing lots and construct a seven unit townhouse development in three separate buildings.

9651 Third Street

Application for a Development Permit and Development Variance Permit for the construction of four small-lot single-family dwellings.

9717 & 9725 First Street

Application for Zoning and Official Community Plan amendments, and Development Permit and Development Variance Permit applications for a four storey mixed use development in Sidney's downtown core consisting of 15 units of residential and 250 square metres of commercial floor space.



Artist's rendition of the First Street Commercial / Residential Development

Departmental Highlights

Development Services 2013 Highlights (continued)

10475 McDonald Park Road (former North Saanich Middle School site)

Application for Zoning and Official Community Plan amendments, and Development Permit and Development Variance Permit applications for a 37 lot development that includes small lot single-family dwellings, the potential for secondary suites or carriage houses and two-family dwellings. The development involves the creation of two new municipal rights-of-way (a street and a lane) and includes improvements to the Resthaven Drive, McDonald Park Road and White Birch Road street frontages.

Building Permits

The following projects were completed and received Occupancy in 2013:

10230 Bowerbank Road - 6 of the 58 units (47 dwelling units and 11 flex-suites) for East Shore Village received occupancy in 2013, the other units received occupancy in 2014.

Single-family Dwellings - 6 new single-family dwellings.

Secondary Suites - 5 new secondary suites.

Commercial Units - One new commercial unit and a change of use for another commercial unit.

A total of 15 new dwelling units were constructed in 2013. The following projects received Building Permits to begin construction in 2013:

2212 Harbour Road - 2 Units

A Building Permit was issued for the construction of a three-storey mixed-use (marine industrial/residential) development that includes two residential units, marine-related manufacturing and office space, and surface parking.

Two-Family Dwellings - 1 new two-family dwelling.

Single-Family Dwellings - 3 new single-family dwellings.

Secondary Suites - 8 Building Permits were issued for the construction of new secondary suites.

Departmental Highlights

Development Services 2013 Highlights (continued)

Department Initiatives

Climate Action and Sustainability Initiatives

Development Services staff continued to collaborate with other Town staff on the implementation of the Climate Action Plan (CAP), which was adopted by Council in May 2010. The goal of the Climate Action Plan is to reduce corporate greenhouse gas (GHG) emissions and implement strategies that reduce GHG's throughout the community. The Town became a signatory to BC's Climate Action Charter in 2007, committing the Town to becoming carbon neutral in its own operations by 2012, which was achieved.

To further the Town's CAP and transition to a more sustainable community, Development Services staff identified opportunities for the Town to reduce the use of fossil fuels by supporting the adoption of electric vehicles (EV) through the installation of EV infrastructure. The Province provided funding through the Community Charging Infrastructure (CCI) Fund to help support communities, businesses, and other organizations to expand the network of public and fleet EV charging stations. The Town was awarded a CCI program grant, which paid 75% of the cost of the 5 Level 2 EV charging stations, which were installed in March 2013; one at Town Hall, one at the Public Works yard for fleet EVs, one each at Tulista and Iroquois Parks, and one at the public parking lot at the intersection of Third Street and Bevan Avenue.

Development Services staff also obtained a rebate from the Provincial EV purchase program and a discount from Nissan Canada, which allowed the Town to purchase a 2012 Plug-In 100% electric vehicle in March 2013. The Town's first fleet EV replaced a 14-year old internal combustion engine. The Nissan Leaf has resulted in considerable cost savings for the Town, as the EV has not required any maintenance and the cost of electricity has been minimal.



*The Electric Vehicle Charging Station
at Parking Lot F on Third Street*

Departmental Highlights

Development Services 2013 Highlights (continued)



Councillor Mervyn Lougher-Goodey, Robin Pallett, and Corey Newcomb accepting the PIBC Award

Planning Institute of BC Award for New Zoning Bylaw

The Planning Institute of BC awarded the Town's new Zoning Bylaw No. 2015 the Gold Award for "Excellence in Planning Practice (Small Town and Rural Area)" in July 2013. The Zoning Bylaw is the key regulatory tool for implementing the land-use policies in the Town's Official Community Plan. Staff undertook a comprehensive review of the Town's previous Zoning Bylaw and focused on ensuring that the document would effectively implement the Town's vision as reflected in the OCP, Local Area Plan for the Downtown/Downtown waterfront area, and Strategic Plan; is user-friendly and colour coded; is easy to understand and that graphics provide guidance; improves urban design and quality of development; increases the number of residents living in the downtown, and creates a more vibrant, walkable town centre.

Review and Update of Intensive Single Family Residential Development Permit Area Design Guidelines

The Town's Official Community Plan contains detailed design guidelines to encourage a high level of architectural design and compatibility with adjacent land uses for new development within the Town. With the recent update of the Zoning Bylaw and a subsequent change in a number of the permitted uses, staff commenced a review of design guidelines for intensive single family residential development to provide guidance to architects, designers and developers to ensure that new buildings reflect appropriate architectural design thereby creating an aesthetically pleasing and well-designed built environment. The new guidelines were adopted in April 2014.

Historical Displays in Town Hall

Development Services staff continued to work with the Sidney Museum and Archives staff on creating historical displays for the Town hall building. Historical information and photographs are used to highlight different heritage information, with a new theme and display being completed quarterly. Articles on heritage topics are also included in the quarterly Town Talk newsletter.

Departmental Highlights

Development Services 2013 Highlights (continued)

Street Furniture Plan

Development Services staff worked throughout 2013 to develop a new street furniture plan for Beacon Avenue, which will gradually be expanded to the entire downtown area. Development of the plan included displays at public open houses and events to gain public feedback on the proposed plan. The plan includes the installation of new benches, planters, and recycling/waste receptacles on Beacon Avenue from Highway 17 to the waterfront. Installation of the new furniture will occur in 2014.

Review of Sign Bylaw No. 1806

The Development Services Department reviewed Sign Bylaw No. 1806 with the goal of updating regulations, reducing repetition within the bylaw, and making the format more user-friendly. In addition, a key regulation requiring a Sign Permit for new signage was removed to reduce barriers for new businesses and streamline the process for establishing a new business in Sidney. A new Sign Bylaw (Bylaw No. 2058) was adopted by Council in April 2014.

Utility Kiosk Wraps

Four utility kiosks were wrapped with vinyl graphics in 2013. Pump stations located at the intersection of Ardwell Avenue and Resthaven Drive; the intersection of Harbour Road and Resthaven Drive; and the northern terminus of Seaport Place were all wrapped with local artists' artwork. The wraps are made of graffiti-resistant vinyl and beautify the kiosks, while also acting as a deterrent to graffiti.

Town Adopts Solar Hot Water Ready Regulations

The Town adopted the BC Building Code Solar Hot Water Regulations (SHWR) to require that new single and two-family homes be built to structurally accommodate the installation of solar hot water, either at the time of construction, or at a later date. The Town joins 47 other communities in adopting the SHWR regulations, which enables local governments to increase options for residential energy conservation and energy efficiency, thus reducing energy costs. The SHWR regulation also provides an opportunity for municipalities to show leadership in taking action against climate change at a local level. The SHWR regulations became effective June 21, 2013.

Departmental Highlights

Development Services 2013 Highlights (continued)

Fire Hall Planning

Development Services staff collaborated with other Town staff and School District 63 staff to obtain Board of Education support to undertake a feasibility study to determine if the Town's proposal to construct a new fire hall/community safety/ambulance building on the Sidney Elementary School site can be accommodated without impacting the redevelopment of a new elementary school in the future.

Planning for Saanich Peninsula Healthy Communities “You Are Where You Eat” Event

Development Services staff worked with the District of Central Saanich and the District of North Saanich to design, develop and deliver a Peninsula wide forum on healthy eating, food security, and healthy living. The Province of BC awarded a Healthy Communities Grant in September 2013 to assist in funding the event. The forum was held in March 2014.

Water Week

In the spring of 2013 a Drinking Water Week Small Community Grant was awarded to the Town from the BC Water and Waste Association. Development Services staff organized a full-day field trip for local middle-school and high-school students and their supervising teachers on a guided tour of the Capital Regional Watershed. A total of 28 students participated from the tour, led by CRD staff, along with their accompanying teachers. Half of the students were from a Grade 8 class from North Saanich Middle School and half were from a Grade 11 class from Parkland Secondary School. These students used footage they recorded on the tour to produce a short video about water conservation, our water system and ways they plan to try to conserve water. The Grade 11 students planned, filmed, and produced a short video which featured interviews and commentary by the Grade 8 students. This video was promoted on the Town of Sidney's website as well as the websites of Parkland Secondary School and North Saanich Middle School.

Anacortes Ferry Terminal Toll Booth Building

The Town owns the Sidney/Anacortes ferry terminal and has worked with the Washington State Ferry (WSF) representatives and the terminal operator, Flair Hospitality, to identify upgrades needed at the terminal, including construction of new buildings. Development Services staff coordinated the design of a new toll/office building with a local architect, which will be the first building to be replaced in the 2015 WSF closure period.

Departmental Highlights

Development Services 2013 Highlights (continued)



Rope lighting on Beacon Avenue

Wayfinding Signs Project

Development Services staff have been working with a subcommittee of the Community Development Committee to develop a comprehensive wayfinding sign plan to bring a coherent wayfinding signage plan to the community and the town centre, in particular. The Committee's work focuses on signage located in public areas of the community and includes several types of signage; directional, informational, attractions, business directories, highway signs, public buildings and places (parks), and street signs.

Tree Bylaw Review

Development Services began working with staff from the Engineering and Parks Departments to undertake a comprehensive review and update of the Town's Tree Preservation Bylaw. The intent of the bylaw review and update is to ensure that Sidney's urban forest is preserved and enhanced for future generations, and all of Sidney continues to receive the positive environmental benefits that trees provide. A new bylaw is scheduled to be brought forward for consideration by the public and Council in the second half of 2014.

Departmental Highlights

Development Services 2014 Objectives

- Initiate the development of a Local Area Plan for Sidney's West Side;
- Review and Amend the following Bylaws:
 - Business Licence Bylaw No. 1668
 - Parking Bylaw No. 1661
 - Tree Preservation Bylaw No. 1663
 - Subdivision and Development Bylaw No. 1390
- Investigate potential to establish revitalization area tax exemption and other options to encourage redevelopment;
- Develop a Community Amenity Contribution Policy;
- Continue review of OCP Design Guidelines;
- Work with private sector to include public wharf access from water (dinghy docks) in future plans;
- Continue to collaborate with Mary Winspear Centre to attract events (e.g. Creative City Summit);
- Develop a business contact list to streamline consultation on planning and development initiatives and projects;
- Complete Wayfinding Signage plan in conjunction with Community Development Commission;
- Develop urban design standards and concept plan for a revitalized Beacon Avenue as per LAP vision of "pedestrian priority street";
- Work with Engineering Department to evaluate opportunities to expand WiFi and plan for future expansion of power to public areas for staging festivals and events, and beautification of the Town;
- Continue work on a quarterly changing Heritage Feature in the Town Hall lobby to highlight different heritage information for Sidney (in collaboration with Archives);
- Encourage installation of electric vehicle infrastructure, and other sustainable/green energy and conservation initiatives, including gray water reuse;
- Develop policy to encourage use of "Passive House" design for energy efficiency and evaluate reducing Building Permit fees for "green" buildings;
- Research options for inclusion of solar lighting in the design of public infrastructure;
- Create standing committee to implement the Town's Communication Plan;

Departmental Highlights

Development Services 2014 Objectives (continued)

- Work with housing societies (e.g. Greater Victoria Housing Society, Pacifica Housing Advisory Association) as opportunities arise to enable attainable housing;
- Work with proponents for regional and local workforce housing initiatives within Sidney;
- Work with Engineering Department to develop shared-street concept and to incorporate context-sensitive street design to prioritize pedestrian mobility;
- Work with Engineering Department to develop scope and terms of reference for Parks Master Plan;
- Support the implementation of GIS to improve efficiency, service delivery, streamline processes and expand functionality to all departments; and
- Continue working with School District 63 to investigate feasibility of locating new Fire Hall on school district property.



*Artist's rendition of the "Harbour Landing" development on McDonald Park Road
(standing at the intersection of McDonald Park Road and Resthaven Drive, looking northeast
- formerly the site of the North Saanich Middle School)*

Departmental Highlights

Engineering, Parks, & Works

Engineering

The Engineering Department provides technical advice, surveying and design services for capital projects and maintenance activities relating to the water, sewer, storm drain, street / traffic systems and parks.

Engineering is also responsible for the following functions:

- Utility service records;
- Street infrastructure records;
- Planning, design and “As Built ” record drawings for improvements and replacements to roads, parks and underground infrastructure;
- Surveys and mapping;
- Contracts for:
 - Services
 - Materials
 - Equipment
 - Public Works projects
 - Building maintenance
- Harbour Authority for Beacon Wharf;
- Public inquiries, calls for service, etc.;
- Risk management;
- Asset Management;
- Service applications;
- Long Term Plans:
 - Works infrastructure replacement plan
 - Parks infrastructure
 - Vehicle and equipment replacement plan
- Traffic, transportation and local improvements;
- General administration for Public Works, water, sewer, storm drainage; and parks;
- Development review and cost estimates for off-site services;
- Liaise with other government agencies, groups, etc.; and
- Infrastructure grants applications.



Bike sharrows on Beacon Avenue

Departmental Highlights

Engineering, Parks, & Works (continued)

Parks and Works

The Parks and Works Department is divided into two groups; both are on call 7 days/week and 24 hours/day.

The **Parks Division** is responsible for construction and maintenance activities in 24 municipal parks.

Areas of responsibility include:

- Boulevard green spaces;
- Hanging baskets and nursery;
- Permits for special events;
- Tree Preservation bylaw;
- Playgrounds;
- Integrated pest management, and
- Public tennis courts.



Iroquois Park pond and stream

Departmental Highlights

Engineering, Parks, & Works (continued)

The **Works Division** comprises two groups; Surface Infrastructure and Underground Utilities.

The Surface Infrastructure Group is responsible for construction and maintenance activities for 55 km of roads and all municipally owned buildings, docks and facilities.



Pouring concrete at the Fifth Street and Ocean Avenue roundabout

Other areas of responsibility include:

- Roads;
- Public access and fire lanes;
- Sidewalk and seafront walkways;
- Beach accesses;
- Seawalls;
- Tulista Boat Ramp;
- Streetlights;
- Parking lots;
- Docks and piers;
- Street signage; and
- Sanding and snow removal.

Departmental Highlights

Engineering, Parks, & Works (continued)

Water and Sewer

The **Water Section** is responsible for construction and maintenance activities for 55 km of water mains.

Responsibilities include:

- Uni-directional flushing program;
- Leak detection and repairs;
- Meter reading;
- Capital construction of new and replacement mains; and
- Installation of service connections.

The **Sewer Section** is responsible for construction and maintenance activities for 50km of sanitary sewers and 40 km of storm drains.



Water main construction

Responsibilities include:

- 10 sanitary pump stations and monitoring using SCADA System;
- Regular flushing and video inspection programs;
- Installation of service connections; and
- Monitoring, detection and elimination of inflow and infiltration.

Treatment facilities and regional trunk mains for both water and sewer are provided by the Capital Regional District.

Departmental Highlights

Engineering, Parks, & Works 2013 Highlights

Significant design and construction projects undertaken by Engineering, Parks and Works in 2013 included:

- Completed improvements to the Public Works Yard;
- Installed rope lighting on street light poles and flag poles along Beacon Avenue and Fifth Street;
- Completed relocation of Ferry Terminal Hydraulic Power Unit (HPU) and building repairs;
- Installed bike sharrows and signage on Beacon Avenue from Highway 17 to Fifth Street and along Fifth Street to Ocean Avenue;
- Installed five Electric Vehicle charging stations;
- Completed the installation of walkway bollard lighting in Tulista Park;
- Constructed the roundabout at Fifth Street and Ocean Avenue;
- Installed a new crosswalk with pedestrian activated flashing lights on Beacon Avenue West at Stirling Way;



New Crosswalk with pedestrian activated flashing lights on Beacon Avenue West

Departmental Highlights

Engineering, Parks, & Works 2013 Highlights (continued)



Road, curb, and sidewalk construction at McDonald Park Road and Ardwell Avenue intersection

- Installed pedestrian activated flashing lights at the existing crosswalk on Ardwell Avenue at McDonald Park Road;
- Completed the landscaping and lighting at the public parking lot on Bevan Avenue at Third Street;
- Downtown Traffic Movement Evaluation Study;
- Undertook communications plan for the new kitchen organics collection program;
- Installed curb and gutter on McDonald Park Road from Ardwell Avenue to Melville Drive.;
- Completed paving on:
 - Bevan Avenue from Fifth Street to Third Street
 - Fifth Street from Henry Avenue to Malaview Avenue
 - Bowerbank Road from Ardwell Avenue to Resthaven Drive
 - McDonald Park Road from Ardwell Avenue to Melville Drive.
- Installed sidewalks on:
 - Fifth Street from Henry Avenue to Malaview Avenue
 - McDonald Park Road from Ardwell Avenue to Melville Drive
 - A section of Resthaven Drive between Beacon Avenue and James White Boulevard.

Departmental Highlights

Engineering, Parks, & Works 2014 Objectives

- Allbay Road (north of Bowden Road) infrastructure replacement design and stakeholder communication outreach (construction 2015);
- Tulista Park playground improvements;
- Fourth Street & Ocean Avenue drainage improvements;
- Resurfacing the tennis courts at Resthaven By The Sea;
- Installation of roadside safety fencing at Resthaven Park;
- Installation of Beacon Avenue street furniture;
- Speed reader display units at various locations;
- Installation of pedestrian activated flashing lights at the existing crosswalk on Henry Avenue at Seventh Street;
- Signage and landscaping at Galaran Road and Beacon Avenue West;
- Traffic calming on Resthaven Drive;
- Install a mini-roundabout on Bowerbank Road at Amelia Avenue;
- Installation of pedestrian activated flashing crosswalk lights at Ocean Avenue and Epcoc Drive;
- Installation of a new crosswalk with pedestrian activated flashing lights on Canora Road;
- Calvin Avenue path improvements;
- Install solar lighting on the Lochside Trail;
- Install bicycle sharrows and signs on Weiler Avenue;
- Canora Road and Ocean Avenue west intersection improvements;
- Highway 17 pedestrian overpass design (with Ministry of Transportation);
- Replacement of bus shelter at library; and
- Installation of a SCADA on East Saanich Road PRV.

Departmental Highlights

Engineering, Parks, & Works 2014 Objectives (continued)

In addition to the above, the following are scheduled Infrastructure Replacement Plan projects for 2014:

- Construction of concrete curb & gutter on Mills Road from Pleasant Street to the Pat Bay Highway;
- Construction of sidewalk on Mills Road from Siddall Road to the Pat Bay Highway;
- Road repaving on:
 - Brethourpark Way from Waxwing Place to Redwing Place
 - Christine Place
 - Gabriola Place
 - Godfrey Place
 - Hornby Place
 - Mills Road from Pleasant Street to the Pat Bay Highway
 - Pollard Place
 - Second Street from Ocean Avenue to Orchard Avenue
- Water main replacement on Gabriola Place and Hornby Place;
- Water main abandonment on Mills Road from Pleasant Street to Bowerbank Road;
- Water system study;
- Sanitary sewer main pipe re-lining on:
 - Second Street from Beacon Avenue to Mt. Baker Avenue
 - On Resthaven Drive from SMH 469 to SMH 471
 - Sanitary sewer system study
- Storm sewer replacement and re-lining from Ardwell Avenue, north through backyard easements to Melville Park;
- Storm sewer system study; and
- Storm sewer replacement on Mills Road from Judson Place to Cotoneaster Place.

Departmental Highlights

Fire Services



In 2013 Sidney Fire Rescue consisted of 38 members responding to 505 total call outs for the Department. Prior the first firefighter career hire in July, there were four career staff. These positions were the Fire Chief, Deputy Fire Chief, Assistant Fire Chief/Training Officer, and Fire Prevention Officer/Firefighter. July 22nd brought Aaron Kary to the career team as a full time Firefighter. The remaining 33 members (and staff after-hours) attend calls and practices on a volunteer basis.

Sidney Fire Rescue responds to emergency incidents including fires, alarm bells/activation, medical first response calls assisting BC Ambulance Service, motor vehicle incidents, and mutual aid to Central Saanich, North Saanich, and Victoria Airport Authority Fire Departments.

During this twelve-month period, Sidney Fire Rescue responded to 443 requests for an emergency response by pager. Duty Officer page outs and Public Requests for Service totaled at 62 responses, resulting in 505 call outs for 2013. These concerns include assisting residents with smoke alarm inspections, repairs and replacements, as well as any other concerns residents may have. Accordingly, the total number of requests for service received in 2013 was 505. Included in these emergency responses were: 266 medical first response calls, 79 alarm bells/activation, 39 motor vehicle accidents, 17 natural gas incidents, 17 vehicle fires, 14 structure fires, and 10 mutual aid calls.

Areas of increase in categories of response in 2013

	<u>2012</u>	<u>2013</u>
Burning/Smoke Complaints	14	28
First Response Calls	241	266
Garbage Fires	2	3
Motor Vehicle Incidents	21	39
Mutual Aid	9	10
Natural Gas Incidents	10	17
Structure Fires	2	14
Vehicle Fires	1	4

Departmental Highlights

Fire Services (continued)

Areas of reduction in categories of response in 2013

	<u>2012</u>	<u>2013</u>
Alarm Bells/Activation	90	79
Bush/Grass Fires	8	3
Duty Officer Calls	22	13
Electrical Fires	9	3

The categories that increased in response for 2013 included natural gas incidents, garbage fires, vehicle fires, burning/smoke complaints, structure fires, motor vehicle incidents, and first response calls. An increase in natural gas incidents could be attributed to increased public awareness and diligence on the part of home and business owners to report suspicious smells and/or spills. Burning/smoke complaints and structure fires may have increased due to elevated public awareness and diligence on the part of home and business owners to report suspicious smoke and could be attributed to warming weather patterns during summer months when burning/smoke complaints were most prevalent. Motor vehicle incidents could be credited to a rainy winter resulting in poor visibility and hydroplaning. First Responder calls are historically the highest type of emergency response for the Department, which proved to remain true for 2013. October of 2013, Sidney Fire began responding as Mutual Aid for emergency responses at the airport with Victoria International Airport Authority and North Saanich Fire Department. Naturally, this will increase volume for mutual aid calls in the future, but more importantly it will ensure enough personnel are available in the event of a disaster.

Areas of decrease in categories of response for 2013 were bush/grass fires, Duty Officer calls, alarm bells/activation, and electrical fires. Bush/grass fires may have decreased because of increased fire prevention awareness, or even due to being reported under another category. A decrease in Duty Officer calls could be a result of fewer incidents of concern, or issues being assigned to another response category. Alarm bells/activation calls decreasing is likely due to the increased level of inspections that were completed in 2013. Moreover, it is hoped that a decrease in electrical fires is a result of effective public education related to fire safety and prevention.

Departmental Highlights

Fire Services (continued)

100th Anniversary Celebrations

The members of the Sidney Volunteer Firefighters Association will be celebrating their 100th anniversary as a Fire Department in 2014. In conjunction with the celebrations that will be ongoing, it was decided amongst the membership that an Honour Guard would be formed to be part of this momentous occasion. An Honour guard consists of a number of specially-uniformed staff who are trained in marching protocol. The primary purpose of the Honour Guard is to represent the Town of Sidney and its Fire Department at civic functions, memorial services, retirements and other formal events. The Honour Guard may, at the request of the Fire Chief, attend or participate at funerals of leading citizens or political leaders locally. The current members of the Honour Guard are Assistant Chief Hank Michno, Assistant Chief Mike Harman, Captain Joe Geary, Lieutenant Ryan Michno, Lieutenant Richard Ford, and firefighters Carl Gardner, Kirk Peck, and Jared Ponath.



“Old Betsy” still makes appearances on special occasions

Departmental Highlights

Fire Services (continued)

2013 Initiatives

- Ongoing Emergency Planning for both Sidney Fire Rescue and the Town of Sidney;
- Identified a secondary EOC at the new Parks Building and stocked it with all necessary documentation and equipment;
- Updated Town of Sidney maps for the Local Government Emergency Program Advisory Commission and the Regional Emergency Planning Advisory Commission;
- Ongoing public education in the event of a large-scale earthquake and/or tsunami;
- Created a “Twitter” account to heighten the level of communication with the public during an emergency;
- Ongoing work on creating a video to engage the public in the different aspects of being a volunteer - also created a YouTube channel so future content can be uploaded for viewing;
- Introduced a Fire Fighter Response System to track which members are responding to a call, so members who are at the fire hall can plan accordingly;
- Attended the Sidney Street Market and job fairs to promote recruitment;
- Continued to investigate the use of tablets for fire inspections;
- Ongoing evolution and improvement to the FDM database;
- Purchased a new four door, mid-size, 4 x 4 Nissan Titan pick-up truck which has been used primarily for fire prevention and education activities;
- Continued to update Sidney Fire Rescue policies and procedures; and
- Continued to create a culture that promotes health and fitness as key performance dimensions.

2014 Priorities

- Update the existing Sidney Fire Rescue website with more relevant and easily accessible information;
- Facilitate a supplementary tabletop Emergency Operations Centre (EOC) exercise;
- Focus on Member instruction as it applies to multi-story training;
- Facilitate Automated External Defibrillator (AED) and spinal endorsement adjuncts for First Responder members of Sidney Fire Rescue; and
- Recruit a second career firefighter in the Summer of 2014.

Departmental Highlights

Fire Services (continued)

2013 Emergency Response Summary



Day Calls
(06:00 to 18:00)

352

Night Calls
(18:00 to 06:00)

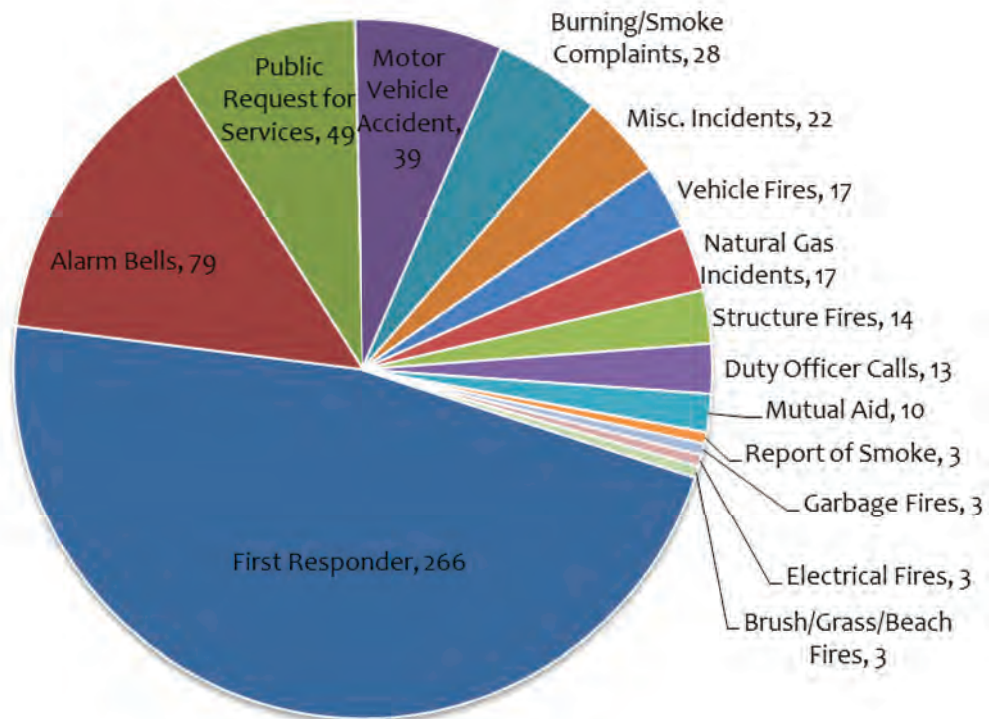
149



Note: Sidney Fire Rescue attended a total of 505 Emergency Calls in 2013.

2013 Emergency Response by Type

2013 Call Statistical Data



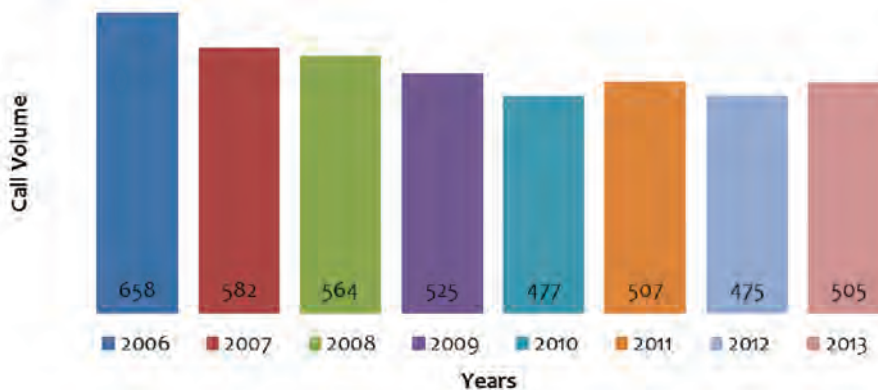
Departmental Highlights

Fire Services (continued)

Detailed Response Statistics - Eight Year Comparison

CATEGORY	2006	2007	2008	2009	2010	2011	2012	2013
STRUCTURE FIRES	10	7	8	11	3	5	2	14
BRUSH/GRASS/BEACH FIRES	9	9	8	7	9	6	8	3
BURNING/SMOKE COMPLAINTS	21	7	6	16	9	8	14	28
REPORT OF SMOKE	7	2	8	-	1	-	-	3
MVA	28	40	40	37	33	37	21	39
FIRST RESPONDER	410	352	342	300	286	300	241	266
MUTUAL AID	21	7	8	6	5	13	9	10
ALARM BELLS	65	86	74	80	75	66	90	79
DUTY OFFICER CALLS	41	26	26	18	15	29	22	13
NATURAL GAS INCIDENTS	6	6	5	9	3	6	10	17
VEHICLE FIRES	5	4	4	6	2	5	1	4
MISCELLANEOUS INCIDENTS	18	24	20	13	16	25	46	22
ELECTRICAL FIRES	6	6	8	11	13	7	9	3
GARBAGE FIRES	8	4	3	2	2	-	2	3
PUBLIC REQUEST FOR SERVICE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	49
TOTAL EMERGENCY RESPONSES	658	582	564	525	477	507	475	505

Emergency Response Levels - 8 Year Comparison



Departmental Highlights

Fire Services (continued)

An eight year comparison of emergency response levels reveals a slight increase in call volume from 2012 to 2013. The First Responder program, as per usual, contributed to the majority of the calls with 266 responses. Alarm Bells Activation continued to be the second highest category for call volume at 79 calls. However, this number has decreased from previous years. This could be accounted to the work of the Fire Prevention Officer increasingly reviewing buildings and being diligent with the follow up on these buildings. Additionally, when compared to 2012, calls received during the day increased significantly from 318 to 352. Conversely, night calls decreased from 157 in 2012 to 149 in 2013.

Training Division - Overview

All members of the Sidney Fire Department are currently enrolled in the British Columbia Firefighter program with the Justice Institute of British Columbia.

The members of the Sidney Fire Department have been registered with the Justice Institute of British Columbia Firefighter certification program since 1989. At the time of inception, firefighters could be accredited to the BC Volunteer Firefighter Certification program which was equivalent to the National Fire Protection Association 1001 program. This standard was changed on January 1, 2000 to the new B.C. Firefighter Standard which upon completion also gives firefighters the National Fire Protection Association 1001 standard.

The Deputy Chief Mikkelsen, Assistant Chief Michno, Captain Tomlin, and Firefighter Krieger are currently certified by the Justice Institute of British Columbia Fire Academy to evaluate and administer examinations under the new program. All officers are certified to the National Fire Protection Association 1001 standard.

As of this date, 28 firefighters have completed the National Fire Protection Association 1001 Standard for Firefighting Professional qualifications. This program is also accredited by the International Fire Service Accreditation Congress.

Departmental Highlights

Fire Services (continued)

All members of the Sidney Fire Department strive towards becoming Driver/Operators. As Ladder 903 is a specialized piece of equipment, an in house policy requiring all operators to hold a valid class 3 license is in effect. The training officer trains all qualified applicants who require their class 3 license on weekend courses so that they can write the Class 3 exam and pass the practical portion of the exam administered by the Motor Vehicle Branch. There are also other courses taken to supplement the in house Driver/Operator program. They include:

- Hazard avoidance training administered by Roadmasters Safety Group;
- Air brake training administered by CSTT School of Truck Transportation;
- In house obstacle driving course administered by the Assistant Chief;
- Emergency Vehicle Driving administered Roadmasters Safety Group; and
- Probationary driving program on all streets and roads in Sidney.

All drivers must then be checked out by Assistant Chief Michno for successful completion of their driving program.



Sidney Honour Guard

Departmental Highlights

Fire Services (continued)

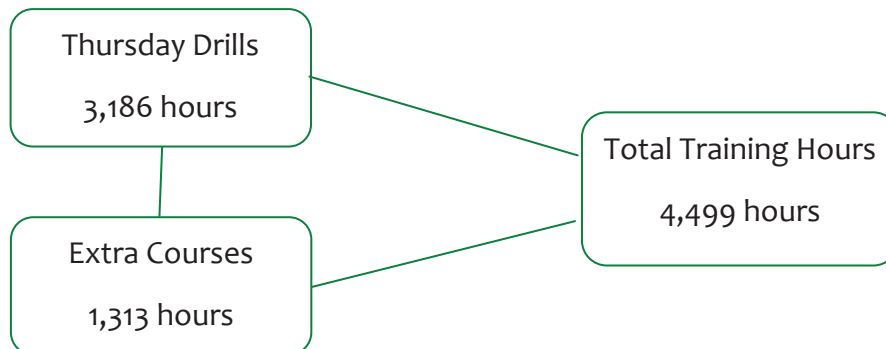
Summary of Average Firefighter Attendance

YEAR	EMERGENCY CALLS	TRAINING
2013	32%	78%
2012	37%	74%
2011	39%	76%
2010	43%	79%
2009	37%	78%
2008	43%	81%
2007	43%	80%
2006	39%	76%
2005	41%	72%

The officers of the Sidney Fire Department have a combined total of 131 years of service with an average of 18.71 years of department service.

The firefighters of the Sidney Fire Department have a combined total of 196 years of service with an average of 6.1 years of department service.

Total Training Hours for 2013



Departmental Highlights

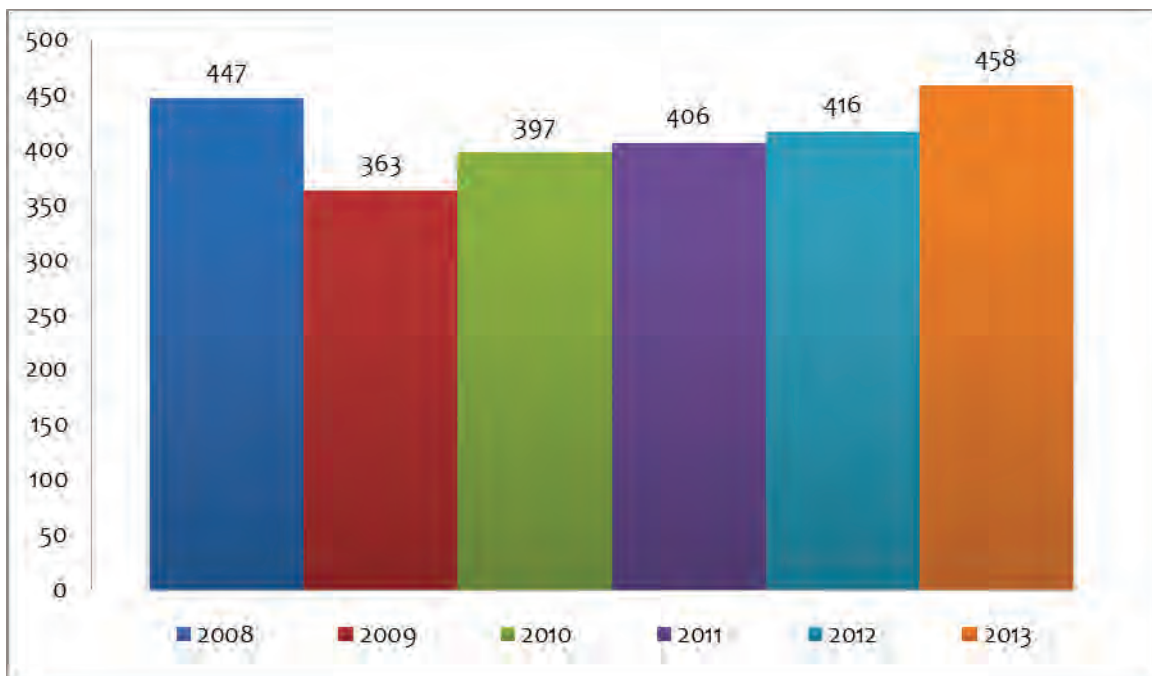
Fire Services (continued)

Fire Prevention Division

Fire Prevention has two primary tasks in British Columbia: fire code enforcement and public education. Code enforcement entails inspection of commercial properties for compliance of appropriate federal, provincial, and municipal regulations and local bylaws. These inspections help identify deficiencies and potential problems that may pose a danger to life and property.

Public education involves engaging strata groups, students, and Town of Sidney residents/stakeholders, as well as using the Town website to convey safety messages and tips.

Total Fire and Life Safety Inspection Conducted - Six Year Comparison

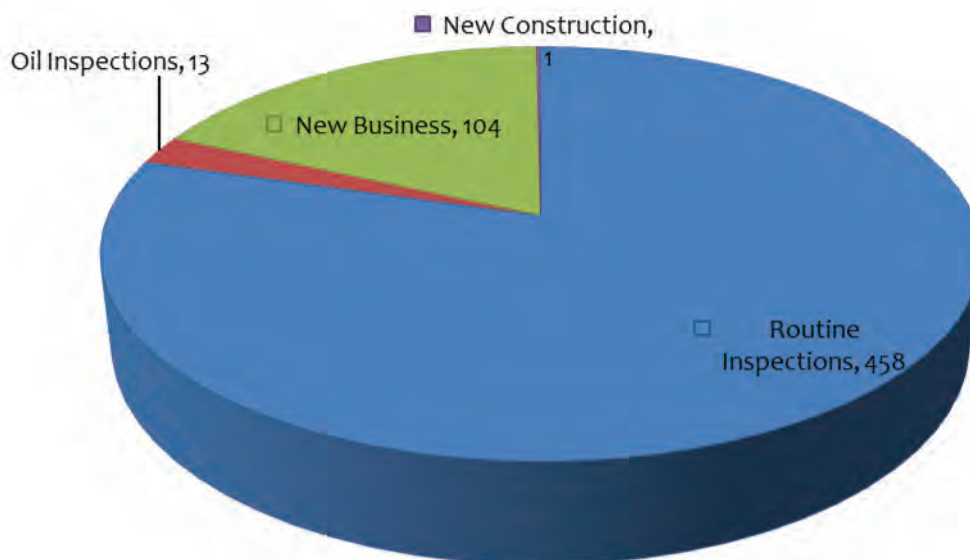


The number of inspections conducted in 2013 was 458, complemented by 160 fire inspection follow-ups. Each of these inspections included a comprehensive review of the establishment's physical attributes.

Departmental Highlights

Fire Services (continued)

2013 Inspections by Type



As the Town continues to grow there has been an increase in the demand for staff time due to the plan review and construction process, new business applications, an increase in day time emergency responses, and a stronger emphasis on Building Specific Pre- Planning and Recovery procedures. Effectively the total number of inspections reflects only a portion of the overall duties performed during the year.

Moreover, public education is an integral part of fire prevention. Statistics indicate that property losses, injuries, and death are minimized by making the public aware of hazards and ways to minimize their risk.

Sidney Fire Rescue hosts two annual programs involving school-aged students. One is a kindergarten fire and safety class and the other a Grade 5 Expo held in conjunction with Central Saanich, North Saanich, and Saanich Fire Departments.

Numerous other programs and information sessions are provided over the course of the year. These include fire safety talks to strata groups, fire extinguisher training, conducting fire drills, and installation of smoke alarms for Sidney residents. Fire inspections are also important in that they provide business owners and their employees a safe working environment and help to ensure a safe business community.

Departmental Highlights

Police Services

The Sidney/North Saanich RCMP provides police services to the Town of Sidney and the District of North Saanich through a federal/provincial/municipal contract. This detachment also provides diverse policing services to the four First Nation communities on the periphery of the Saanich Peninsula, the Willis Point region, 52 islands and the surrounding waters extending to the United States boundary. The detachment is also responsible for police service to the Victoria International Airport and the Swartz Bay Ferry Terminal.



Through discussions each year with the RCMP “E” Division Headquarters located in Vancouver, the District budgets its share of the costs of the members and operations at the detachment located in the Town of Sidney. The District of North Saanich also cost shares with the Town of Sidney for the RCMP premises and civilian staff.

The Sidney/North Saanich detachment is comprised of 31 police officers and 9 civilian support staff. The management team is comprised of the Detachment Commander, Operations Commander, Operations Support NCO and a Civilian Officer Manager.

The management team is responsible for providing leadership and management of policing services to the Town of Sidney, the District of North Saanich, and the Provincial area within the detachment boundaries. Detachment resources are assigned to general duties and specialized units who carry out a number of policing functions and duties. The Detachment is supported by Island District Headquarters which is located in Victoria. They provide support in areas of extra resources when required, training, oversight and accountability in police service delivery in every community on Vancouver Island.

The detachment policing priorities have been established through local consultation and in alignment with National, Provincial and District priorities. The priorities for 2014 and 2015 include Traffic Enforcement, Impaired driving, First Nation Policing, and Organized Crime which consists predominately of drug trafficking in our area. A number of specific objectives and strategies have been developed for each policing priority. The Detachment Commander provides feedback to the Mayors and Councils through a quarterly policing report and presentation on how the detachment is progressing towards reaching its defined goals for the year. All detachment members contribute towards the achievement of these objectives and work with our community partners to reduce crime in the community.

Departmental Highlights

Police Services (continued)

The detachment is complimented by a number of dedicated volunteers who donate their time to help make Sidney a desirable community in which to live. Victim Services, Restorative Justice, Speed Watch and Auxiliary officer are programs citizens can volunteer for which enhance the police service to the community.

The community policing Auxiliary officers are actively involved in the delivery of crime prevention and education programs and work closely with the youth through our school liaison program. The detachment has trained 11 new Auxiliary officers in 2013. These new officers will be taking on Crime Prevention roles in 2014. The D.A.R.E. (Drug Awareness Resistance Education) program is also delivered to students in each of the elementary schools within North Saanich and Sidney.

The Town of Sidney enjoys one of the lowest crime rates in British Columbia. The support of the community in reporting and assisting in solving crime has contributed to Sidney as being recognized as a safe community in which to live. For more detailed information, please visit the detachment website at www.sidney.rcmp.ca.



Members of the Sidney Volunteer Fire Department and the Sidney / North Saanich RCMP Detachment at the annual Remembrance Day Parade

Annual Planning Framework

Sidney's annual planning framework is comprised of three separate but complementary planning processes:

- Strategic planning - occurs in September/October
- Business planning/establishing Departmental Work Plans - occurs October - December
- Financial planning - occurs throughout the year, culminating in February

These processes result in a set of integrated plans that support the overall vision and mission of the Town, and align activities and resources to achieve the strategic goals and annual business priorities set by Council.

The **Strategic Plan** is the highest level statement of the Town's aspirations for the future and is updated every year by Council. It articulates the vision, mission, values and broad strategic priorities and goals. Progress of the plan is monitored through an annual review of key performance measures.

The **Business Plan** translates the high level strategic goals in to Departmental Work Plan priorities. The priorities and associated objectives and measures are established annually by staff. Operational performance measures are reviewed annually to monitor success of the business plan.

Lastly, the **Financial Plan** provides the resourcing strategy to support the strategic and business plans. Updated annually, it is a five-year plan that includes both operating and capital components.

Each year's Annual Report reflects upon the previous year and evaluates whether the Town successfully accomplished the goals and strategic direction set out in the annual planning framework.



Progress Report 2013

Section 98 of the *Community Charter* outlines municipal progress reporting requirements. The following report provides feedback on the progress we are making toward the established objectives set by Council in 2013.



Lining up for the Community Dinner, June 30, 2013

Progress Report 2013

Balanced Healthy Community

Strategy - Sustained support for local groups and organizations engaged in community and economic development

Initiatives and Commitments 2012 - 2014	Status
<p>A. Review bylaws to ensure balance between community character and being business friendly</p> <p>B. Financially support collaborative economic development initiatives</p> <p>C. Honour the work of our many community volunteers</p>	<p>a. Reviewed and redrafted Sign Bylaw No. 1806 to remove requirement for a Sign Permit for new signage</p> <p>b. Maintained Economic Development and funded viable applications; assisted in the establishment of downtown Business Improvement Area (BIA)</p> <p>c. Annual Firefighters' Appreciation Dinner; Worked towards the 100th Anniversary celebrations of the Volunteer Fire Department; Planning towards facilitating Lego/Family Day</p>

Strategy - Strive to achieve a more balanced demographic

Initiatives and Commitments 2012 - 2014	Status
<p>A. Pursue regional and local workforce housing initiatives within Sidney</p> <p>B. Promote activities, events and infrastructure for our youth and young families</p> <p>C. Encourage development of a wide range of housing forms, tenures and levels of attainability by implementing the Town's new Zoning Bylaw</p>	<p>a. Ongoing - participate in regional housing roundtable to identify opportunities/partners and collaborate with developers to incorporate affordable housing; 'micro' units to be built in new downtown development</p> <p>b. Hosted Fire Hall tours, educational seminars, annual involvement with the Grade 5 Expo/emergency preparedness/tsunami seminars; Parks Master Plan and major upgrades to Tulista Park playground commencing Spring 2014</p> <p>c. Ongoing - development application received for a mixed use commercial/ multi-family residential development including micro-units (i.e. floor areas of 34 square metres or less)</p>

Progress Report 2013

Balanced Healthy Community (continued)

Strategy - Promotion of the inherent authenticity of Sidney to support economic development and its social fabric

Initiatives and Commitments 2012 - 2014	Status
<p>A. Support our community festival events that showcase the Town</p> <p>B. Brand Sidney and the Peninsula to support local economic development and competitively position ourselves within the Region</p> <p>C. Explore incentives for downtown revitalization (e.g. tax exemption bylaw, reduced parking requirements, bonus density)</p>	<p>a. Provided organizational support to non-profits hosting events</p> <p>b. Newly formed SBIA developed “Distinctly Sidney” brand for the business community; Mayor and Council confirmed “Sidney by the Sea” as the official community brand</p> <p>c. Commercial review of policy on bonus residential density and amenity contributions</p>



Mayor Cross and the Peninsula Singers

Progress Report 2013

Quality Community Spaces

Strategy - A commitment to development that is compact, appropriately scaled and efficient

Initiatives and Commitments 2012 - 2014	Status
<p>A. Review of Town's Official Community Plan Development Permit Guidelines for form and character</p> <p>B. Promote and implement the Town's new Zoning Bylaw</p>	<p>a. Commenced review of Intensive Single Family Residential Design Guidelines</p> <p>b. Ongoing</p>

Strategy - Preserve and enhance the Town's unique physical characteristics

Initiatives and Commitments 2012 - 2014	Status
<p>A. Develop long range plans for the future of Beacon Wharf</p> <p>B. Update Parks Master Plan</p> <p>C. Complete Beacon Avenue phased improvements</p> <p>D. Work with community stakeholders to approve the Beacon/Bevan Highway 17 Interchange footprint</p>	<p>a. Planned study deferred to 2015</p> <p>b. To commence Spring 2014</p> <p>c. Installed 'rope' lighting on light standards in downtown; street amenities to be upgraded in 2014</p> <p>d. Deferred indefinitely; Ministry has not committed to advancing any interchange project</p>

Progress Report 2013

Quality Community Spaces (continued)

Strategy - A commitment to a high standard of hard and soft landscaping in public areas

Initiatives and Commitments 2012 - 2014	Status
A. Complete Sculpture Walk B. Proactive implementation of policies contained in the Local Area Plan regarding parks and public spaces	a. Phase II still underway b. Parks Master Plan to encompass the goals and objectives of the Local Area Plan; commenced review of existing street furniture in downtown core along Beacon Avenue and development of plan for new furniture placements



“Eye of the Ocean” sculpture along Sidney’s Sculpture Walk

Progress Report 2013

Quality Community Spaces (continued)



Iroquois Park

Strategy - Enhance pedestrian connections and accessibility

Initiatives and Commitments 2012 - 2014	Status
A. Work with the business community on developing appropriate downtown way-finding signage B. Continued expansion of community sidewalks and waterfront walkways C. Pursue Provincial commitment for funding and construction of the pedestrian overpass on Highway 17	a. Ongoing - working with Wayfinding Signage Committee to develop a comprehensive wayfinding signage plan b. Installed a further 137 metres of sidewalk in 2013; work with developers to acquire waterfront walkway access as opportunities arise c. Provincial funding commitment received in 2013; detailed design work now being undertaken to facilitate future federal grant assistance and construction

Progress Report 2013

Sustainable Infrastructure

Strategy - A focus on maintaining the infrastructure we have

Initiatives and Commitments 2012 - 2014	Status
<p>A. Complete repairs to Beacon Wharf and develop a long term sustainability plan for the asset</p> <p>B. Implement long term solution for addressing the lower Lochside walkway and seawall</p> <p>C. Incorporate existing facilities and marine structures into long term financial planning for asset replacement</p> <p>D. Review of Infrastructure Replacement Plans</p>	<p>a. Study of options and costs approved for 2015</p> <p>b. Seawall vulnerability study approved for 2014</p> <p>c. Ongoing; Ports and Waterfront Infrastructure Committee established to assist with evaluation and prioritization of waterfront infrastructure works</p> <p>d. Undertaken annually</p>

Strategy - A commitment to responsible investment in new capital assets

Initiatives and Commitments 2012 - 2014	Status
<p>A. Identify long term plans and funding strategies for new infrastructure</p> <p>B. Explore opportunities for the advancement of new Fire (Public Safety Building) and Town Halls</p>	<p>a. Preliminary plans and estimates brought forward for Canora Road infrastructure improvements</p> <p>b. Worked with School District 63 to obtain support for conducting a Feasibility Study for relocating the Fire Hall to a portion of the Sidney Elementary School property</p>

Progress Report 2013

Sustainable Infrastructure (continued)

Strategy - A commitment to environmental sustainability

Initiatives and Commitments 2012 - 2014	Status
A. Pursue green initiatives as opportunities arise (i.e. implement Climate Action Plan)	a. Installation of five charging stations for electric vehicles; replacement of Engineering vehicle with a Town electric vehicle; construction of the roundabout at Ocean Avenue and Fifth Street to improve traffic flow and reduce vehicle idling



Bronwyn McLean, Planning Technician, with the Town's first Electric Vehicle, a Nissan Leaf

Progress Report 2013

Sustainable Infrastructure (continued)



Fifth & Ocean Roundabout - completed June 2013

Strategy - A commitment to proactive solutions to traffic, transportation (internal and external) and parking issues

Initiatives and Commitments 2012 - 2014	Status
<ul style="list-style-type: none"> A. Continue micro/macro level planning for Highway 17/Beacon Interchange including seeking stakeholder consensus for final plan approval B. Promote and plan with the Ministry of Transportation and Infrastructure for the completion of the Highway 17 pedestrian overpass C. Analyze downtown traffic patterns and potential solutions D. Strengthen parking enforcement throughout the Town E. Update Parking and Loading Bylaw F. Complete Fifth and Ocean Roundabout 	<ul style="list-style-type: none"> a. Work completed at this time; further planning and consultation deferred, subject to an indication that the Province anticipates committing to advance any planning/design work on the project b. Detailed design work now being undertaken jointly by the Province and the Town to facilitate future federal grant assistance and construction c. Traffic operations/movements, except at Seventh and Beacon, considered satisfactory; significant public consultation on the current one-way/two-way configuration of Beacon Avenue (completed February 2014); current configuration supported by 78% of respondents d. Coordinate parking enforcement e. Underway with Development Services f. Completed June 2013

Progress Report 2013

Organizational Excellence

Strategy - A focus on best practices for local government

Initiatives and Commitments 2012 - 2014	Status
<p>A. Develop a comprehensive internal/ external communication strategy</p> <p>B. Continually review corporate policies, Bylaws, and agreements</p> <p>C. Enhance the use of technology to advance operational efficiency</p>	<p>a. Strategy adopted by Council in September 2013; implementation ongoing</p> <p>b. Worked on new Fire Department Connection update for the Building Regulation Bylaw; set up automatic mutual aid with the Victoria Airport in the event of an aircraft in distress</p> <p>c. Initiated a Twitter account to advise the public of fire department responses which may impact our residents (traffic issues); installed Go-Pro video cameras in front line apparatus to enable enhancements for recruitment videos; installed Firefighter Response System to help plan for emergency responses; implemented MySidney online payments module; implemented credit card payment option</p>

Strategy - A commitment to making informed and balanced decisions for long term sustainability

Initiatives and Commitments 2012 - 2014	Status
<p>A. Strengthen opportunities for stakeholder involvement in key political decision making</p>	<p>a. Undertook public consultation and survey regarding the Town's one-way system on Beacon Avenue; implemented comprehensive communications plan for the Fifth and Ocean Roundabout; implemented comprehensive communications plan for the roll-out of the kitchen organics collection program; implemented SidneySays public consultation tool</p>

Progress Report 2013

Organizational Excellence (continued)

Strategy - A commitment to service excellence

Initiatives and Commitments 2012 - 2014	Status
<p>A. Enhance Town website to include more online information and communication services</p> <p>B. Implement citizen satisfaction survey</p> <p>C. Develop and implement a Customer Service Strategy to support staff in providing exceptional customer service</p>	<p>a. Undertook the addition of more comprehensive information related to current capital projects, programs, and services</p> <p>b. Aligned with 2014 budget planning/approval process</p> <p>c. Ongoing</p>

Highlights of the 2013 Citizen Satisfaction Survey

- **99%** of people surveyed rated the overall quality of life in the Town of Sidney as very good / good
- **97%** of people surveyed rated their overall satisfaction with the level and quality of Town services as very satisfied / somewhat satisfied
- **89%** of people surveyed rated the programs and services received from the Town as very good value / fairly good value
- **84%** of people surveyed rated the overall services received as very satisfied / somewhat satisfied

Source: Ipsos Reid 2013 Citizen Satisfaction Syndicated Survey
(Random telephone survey of 300 residents)

Progress Report 2013

Organizational Excellence (continued)



Sidney's Volunteer Firefighters giving tours and demonstrations on Family Day

Strategy - An attractive, desirable, and appropriate work environment

Initiatives and Commitments 2012 - 2014	Status
<p>A. Seek opportunities for new Town Hall and Fire Hall (Public Safety Building)</p> <p>B. Complete required Town Hall interior renovations</p> <p>C. Implement human resources programs to ensure appropriate support for orientation, training, succession planning, recognition and workplace health and safety</p>	<p>a. Identified a potential location for a new Fire Hall; working with School District 63 to undertake a Feasibility Study on Sidney Elementary School site</p> <p>b. Completed in 2012</p> <p>c. Panorama Recreation Centre passes for firefighters; annual medical clearance requirements for firefighters donning SCBA / structural firefighting; reviewed and improved Human Resources policies</p>

Strategic Plan 2014 - 2015

Balanced Healthy Community

Goals <i>What we want to achieve</i>	Strategies <i>How we get there</i>
a. Support for local groups and organizations engaged in community and economic development	i. Review bylaws to ensure balance between community character and being business friendly ii. Honour the work of our many community volunteers iii. Focus on and enhance our local business community, and arts and culture
b. A more balanced demographic	i. Pursue regional and local workforce housing initiatives for Sidney ii. Promote activities, events and infrastructure for our seniors, youth and families iii. Encourage development of a wide range of housing forms, tenures and levels of attainability
c. Economic development	i. Support our community festivals and events that showcase the Town ii. Explore incentives for downtown revitalization (e.g. tax exemption bylaw, reduced parking requirements, bonus density) iii. Support opportunities for future light industrial and hi-tech business in the West Sidney Business and Industry Park iv. Work with the Sidney Business Improvement Association on community initiatives v. Maintain Economic Development Fund

Strategic Plan 2014 - 2015

Quality Community Spaces

Goals <i>What we want to achieve</i>	Strategies <i>How we get there</i>
a. Development that is compact, appropriately scaled and efficient	i. Review the Town’s OCP Development Permit Guidelines for form and character, with emphasis on quality urban design ii. Promote the Town’s new Zoning Bylaw
b. Preservation and enhancement of the Town’s unique assets	i. Develop long range plans for the future of Beacon Wharf ii. Update Parks Master Plan
c. High standard of hard and soft landscaping in public areas	i. Implement policies contained in the Local Area Plan regarding parks and public spaces (e.g. create pedestrian precinct or Town square)
d. Enhanced pedestrian connections and accessibility	i. Work with the business community on developing appropriate downtown way-finding signage ii. Continued expansion of community sidewalks and waterfront walkways iii. Pursue Federal and Provincial commitment for funding and construction of the pedestrian overpass on Highway 17 iv. Work with West Sidney businesses to enhance pedestrian connections and way-finding signage in the Town’s industrial area

Strategic Plan 2014 - 2015

Sustainable Infrastructure

Goals <i>What we want to achieve</i>	Strategies <i>How we get there</i>
a. Sustainable infrastructure	i. Develop a long term sustainability plan for all assets, including marine structures (e.g. Beacon Wharf)
b. Responsible investment in new capital assets	i. Identify long term plans and funding strategies for new infrastructure ii. Explore opportunities for the advancement of a new Fire Hall and Town Hall iii. Development of an infrastructure plan for phased improvements along Canora Road
c. Environmental sustainability	i. Pursue green initiatives as opportunities arise (i.e. implement Climate Action Plan)
d. Proactive solutions to traffic, transportation (internal and external) and parking issues	i. Promote and plan with the Ministry of Transportation and Infrastructure for the completion of the Highway 17 pedestrian overpass ii. Review Parking and Loading Bylaw iii. Work with West Sidney businesses and residents to address requirements related to parking, traffic and pedestrian concerns (i.e. develop a local area plan) iv. Enhance cycling infrastructure and opportunities

Strategic Plan 2014 - 2015

Organizational Excellence

Goals <i>What we want to achieve</i>	Strategies <i>How we get there</i>
a. Best practices for local government	i. Continually review corporate policies, bylaws, agreements and approval processes to improve effectiveness ii. Enhance the use of technology and advance operational efficiency iii. Fiscal vigilance - focus on effective use of taxpayers' dollars
b. Informed and balanced decisions for long term sustainability	i. Strengthen opportunities for community engagement in key decision making ii. Incorporate Citizen Survey results into our financial planning processes
c. Service excellence	i. Enhance Town website to include more online information and communication services
d. Attractive, desirable and appropriate work environment	i. Seek opportunities for new Town Hall and Fire Hall ii. Continually review and update human resources programs to ensure appropriate support for orientation, training, succession planning, recognition, and workplace health and safety
e. Operational efficiency	i. Continually review and monitor solid waste services ii. Consider opportunities for mutual service provision with municipalities of Central Saanich and North Saanich

Financial & Statistical Information



Consolidated Financial Statements

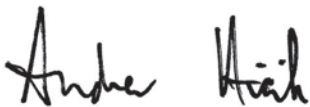
Financial Reporting Responsibility

The accompanying financial statements of Town of Sidney (the “Town”) are the responsibility of management and have been prepared in compliance with legislation, and in accordance with public sector accounting standards for local governments by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management’s judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

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

The Municipal Council, acting through its Standing Committees, meets with management and the external auditors to review the financial statements and discuss any significant reporting or internal control matters prior to their acceptance of the financial statements.

The financial statements have been audited by KPMG LLP, independent external auditors appointed by the Town. The accompanying Independent Auditors’ Report outlines their responsibilities, the scope of their examination and their opinion on the Town’s financial statements.



Director of Corporate Services

Consolidated Financial Statements

Independent Auditors' Report

To the Mayor and Councillors of Town of Sidney:

We have audited the accompanying financial statements of Town of Sidney, which comprise the statement of financial position as at December 31, 2013, the statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Town of Sidney as at December 31, 2013, and its results of operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



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May 6, 2014
Victoria, Canada

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Consolidated Financial Statements

Consolidated Statement of Financial Position

Year ended December 31, 2013 with comparative figures for 2012

	2013	2012
Financial assets:		
Cash and cash equivalents (note 3)	\$ 12,475,690	\$ 12,038,620
Property taxes receivable	447,087	359,585
Accounts receivable	1,196,382	1,858,627
Restricted cash	45,067	45,022
	<u>14,164,226</u>	<u>14,301,854</u>
Liabilities:		
Accounts payable and accrued liabilities	1,134,323	1,420,478
Deferred revenue and deposits (note 4)	2,504,604	3,126,232
Employee future benefit obligations (note 5)	681,400	638,700
Lease obligations (note 6)	60,084	121,889
Long-term debt (note 7)	3,489,748	3,711,594
	<u>7,870,159</u>	<u>9,018,893</u>
Net financial assets	6,294,067	5,282,961
Non-financial assets:		
Tangible capital assets (note 8)	78,176,163	78,332,067
Inventory of supplies	80,864	80,573
Prepaid expenses	39,111	37,294
Accumulated surplus (note 9)	\$ 84,590,205	\$ 83,732,895

Commitments and contingent liabilities (note 15).

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

Consolidated Financial Statements

Statement of Operations and Accumulated Surplus

Year ended December 31, 2013 with comparative figures for 2012

	<i>Budget 2013</i>	Actual 2013	Actual 2012
	<i>(note 13)</i>		
Revenue:			
Net taxes available for municipal purposes (note 10)	\$ 11,620,752	\$ 11,629,169	\$ 11,247,184
Fees, rates and service charges	5,119,201	5,005,584	5,130,920
Government transfers (note 11)	1,721,671	1,683,762	2,381,601
Investment earnings	165,000	179,997	182,657
Gifts and contributions	63,938	74,308	144,284
Penalties and interest	98,547	90,833	99,901
Actuarial adjustment on debt	-	48,319	61,742
MFA Debt Reserve Fund surplus	-	2,152	1,862
Other	9,314	55,900	15,747
Total revenue	18,798,423	18,770,024	19,265,898
Expenses:			
General government	2,304,441	2,306,174	2,255,490
Protective services	4,165,993	3,954,822	3,846,648
Transportation	3,433,525	3,627,314	3,645,467
Environmental health services	495,462	514,052	502,317
Environmental development	365,867	342,830	297,131
Leisure, parks and cultural	2,704,448	2,682,640	2,549,569
Water utility	1,861,724	1,868,533	1,824,631
Sewer utility	2,153,352	2,097,429	2,403,523
Other (note 12)	618,438	518,920	719,730
Total expenses	18,103,250	17,912,714	18,044,506
Annual surplus	695,173	857,310	1,221,392
Accumulated surplus, beginning of year	83,732,895	83,732,895	82,511,503
Accumulated surplus, end of year	\$ 84,428,068	\$ 84,590,205	\$ 83,732,895

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

Consolidated Financial Statements

Statement of Changes in Net Financial Assets

Year ended December 31, 2013 with comparative figures for 2012

	Budget 2013	Actual 2013	Actual 2012
	<i>(note 13)</i>		
Annual surplus	\$ 695,173	\$ 857,310	\$ 1,221,392
Acquisition of tangible capital assets	(3,445,420)	(2,233,076)	(4,526,568)
Amortization of tangible capital assets	2,300,000	2,349,877	2,264,474
Loss on disposal of tangible capital assets	-	31,722	181,159
Proceeds on disposal of capital assets	-	7,381	4,100
	(450,247)	1,013,214	(855,443)
Acquisition of inventory of supplies	-	(80,864)	(80,573)
Acquisition of prepaid expense	-	(39,112)	(37,294)
Consumption of inventory of supplies	-	80,573	79,882
Use of prepaid expenses	-	37,295	38,013
Change in net financial assets	(450,247)	1,011,106	(855,415)
Net financial assets, beginning of year	5,282,961	5,282,961	6,138,376
Net financial assets, end of year	\$ 4,832,714	\$ 6,294,067	\$ 5,282,961

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

Consolidated Financial Statements

Statement of Cash Flows

Year ended December 31, 2013 with comparative figures for 2012

	2013	2012
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 857,310	\$ 1,221,392
Items not involving cash:		
Amortization	2,349,877	2,264,474
Developer contribution of tangible capital assets	(56,391)	(133,420)
Change in employee benefits and other liabilities	42,700	129,300
Loss on disposal of tangible capital assets	31,722	181,159
Gain on leases	(3,057)	(334)
Actuarial adjustment on debt	(48,319)	(61,742)
Change in non-cash assets and liabilities:		
Property taxes receivable	(87,502)	162,598
Accounts receivable	662,245	17,294
Accounts payable and accrued liabilities	(286,155)	(364,418)
Deferred revenue	(621,628)	(750,018)
Inventory of supplies	(291)	(691)
Prepaid expenses	(1,817)	719
Net change in cash from operating activities	2,838,694	2,666,313
Capital activities:		
Proceeds on disposal of tangible capital assets	7,381	4,100
Cash used to acquire tangible capital assets	(2,162,521)	(4,384,988)
Net change in cash from capital activities	(2,155,140)	(4,380,888)
Financing activities		
MFA debt reserve adjustment	(45)	55,110
Debt issued and assumed	-	694,000
Long-term debt repaid	(173,527)	(259,365)
Lease and other obligations repaid	(72,912)	(99,519)
Net change in cash from financing activities	(246,484)	390,226
Net change in cash and cash equivalents	437,070	(1,324,349)
Cash and cash equivalents, beginning of year	12,038,620	13,362,969
Cash and cash equivalents, end of year	\$ 12,475,690	\$ 12,038,620
Cash paid for interest	\$ 166,144	\$ 209,997
Cash received from interest	270,830	282,557
Assets acquired under capital lease	14,164	8,160

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

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

The Town of Sidney (the “Town”) is a municipality in the Province of British Columbia and operates under the provisions of the Local Government Act and Community Charter. Its principal activities are the provision of local government services to residents of the Town. These services include administrative, protective, transportation, environmental, recreational, water, sewer and fiscal services.

1. Significant accounting policies:

The financial statements of the Town are prepared by management in accordance with Canadian public sector accounting standards for local governments, as recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Town are as follows:

(a) Reporting entity:

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

(b) Basis of accounting:

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

(c) Government transfers:

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

(d) Property Tax revenue:

Property Tax revenue is recognized on an accrual basis using property assessment values established by BC Assessment for the current year and the tax rates established annually by Council. Tax revenues are recorded at the date property taxes are due. Assessments are subject to appeal and tax adjustments are recorded when the results of the appeals are known and if required. An allowance for unresolved assessment appeals is also recorded.

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

1. Significant accounting policies (continued):

(e) Deferred revenue:

Deferred revenue includes grants, contributions and other amounts received from third parties pursuant to legislation, regulation or agreement, which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services are performed, or the tangible capital assets are acquired.

(f) Investment income:

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance.

(g) Employee future benefits:

The Town and its employees make contributions to the Municipal Pension Plan. These contributions are expensed as incurred.

Sick leave benefits and other retirement benefits are also available to the Town's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligation under this benefit plan is accrued based on projected benefits as the employees render services necessary to earn the future benefits.

(h) Non-financial assets:

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

(i) Tangible capital assets

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

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

1. Significant accounting policies (continued):

Assets	Useful Life - Years
Land improvements	20 - 50
Buildings and building improvements	10 - 100
Vehicle, machinery and equipment	3 - 40
Water and wastewater infrastructure	50 - 75
Road infrastructure - base	50 - 100
Road infrastructure - surface	25 - 75

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

(ii) Contribution of tangible capital assets

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

(iii) Works of art and cultural and historic assets

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

(iv) Interest capitalization

The Town does not capitalize interest costs associated with the acquisition or construction of tangible capital assets.

(v) Leased tangible capital assets

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

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

1. Significant accounting policies (continued):

(i) Cash and cash equivalents:

Cash and cash equivalents are comprised of cash on hand, demand deposits and short-term, highly liquid investments with a term to maturity of 90 days or less at acquisition. Cash equivalents also include investments in the Municipal Finance Authority of British Columbia (“MFA”) Money Market Funds which are recorded at cost plus earnings reinvested in the funds.

(j) Foreign currency:

Monetary items denominated in foreign currency are translated to Canadian dollars at exchange rates in effect at the reporting date, and non-monetary items are translated at rates of exchange in effect when the assets were acquired or obligations incurred. Revenues and expenses are translated at rates in effect at the time of the transactions. Gains or losses on foreign currency translations are included as revenues or expenses.

(k) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating historical cost and useful lives of tangible capital assets and estimating provisions for accrued liabilities, including employee future benefits and contingent liabilities. Actual results could differ from these estimates.

2. Change in accounting policy:

The Town adopted Public Sector Accounting Standard PS 3510 - Tax Revenue, on a prospective basis, effective January 1, 2013. This standard provides guidance to government entities who record tax revenue on their financial statements with respect to the accounting treatment of tax transfers, tax concessions and taxes imposed on behalf of others. There were no adjustments as a result of the adoption of this standard.

The Town adopted Public Sector Accounting Standard PS 3410 - Government Transfers, effective January 1, 2013. This standard was adopted on a prospective basis. Under PS 3410, government transfers with stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met except when and to the extent the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. There were no adjustments as a result of the adoption of this standard.

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Notes to Financial Statements

Year Ended December 31, 2013

3. Cash and cash equivalents:

	2013	2012
Cash	\$ 1,420,892	\$ 2,617,128
Municipal Finance Authority money market fund	5,044,742	1,363,999
Term deposits	6,010,056	8,057,493
	<u>\$ 12,475,690</u>	<u>\$ 12,038,620</u>

4. Deferred revenue and deposits:

The deferred revenues and deposits reported on the statement of financial position are comprised of the following:

	2013	2012
Federal gas tax agreement funds		
Deferred gas tax agreement funds, beginning of year	\$ 1,142,376	\$ 1,309,855
Amounts received during the year	353,943	354,085
Interest earned restricted for projects	13,177	19,223
Expenditures	(807,669)	(540,787)
Deferred gas tax agreement funds, end of year	701,827	1,142,376
Prepaid property taxes	1,044,068	982,519
Deferred revenue - prepaid fees and charges	106,718	175,849
Deferred developer contributions	531,269	522,466
Deposits on hold	120,722	303,022
	<u>\$ 2,504,604</u>	<u>\$ 3,126,232</u>

The Town periodically receives Gas Tax Agreement funds from the federal government. These funds, along with interest earned on the funds, are recorded as deferred revenue until they are used to fund eligible expenditures under the Agreement.

5. Employee future benefit obligations:

The Town provides sick leave and certain other benefits to its employees. Some employees of the Town are entitled to payments related to unused vacation, sick leave and other allowances upon resignation or retirement. These amounts and other employee related liabilities will require funding in future periods.

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Notes to Financial Statements

Year Ended December 31, 2013

5. Employee future benefit obligations (continued):

Information regarding the Town's obligations for employee future benefits is as follows:

	2013	2012
Accrued employee benefit obligations:		
Balance, beginning of year	\$ 727,100	\$ 659,500
Current service cost	75,300	72,300
Past service cost	-	42,000
Interest cost	25,900	25,700
Benefits paid	(70,200)	(26,900)
Actuarial adjustment	(63,500)	(45,500)
Balance, end of year	694,600	727,100
Unamortized net actuarial loss	(13,200)	(88,400)
Accrued employee benefit obligations	\$ 681,400	\$ 638,700

Any actuarial gain or loss is amortized over a period equal to the employees' average remaining service lifetime, estimated to be eleven years.

The amount recorded for these benefits is based on an actuarial evaluation performed by an independent firm using a projected benefit actuarial valuation method pro-rated on services.

This evaluation is reviewed on a periodic basis. The most recent actuarial valuation of the Town's employee future benefits was completed as at December 31, 2013. The significant actuarial assumptions adopted in measuring the Town's accrued benefit obligation are as follows:

	2013	2012
Discount rates	4.00%	3.40%
Expected wage and salary increases	2.50%	2.58% to 4.63%

The Town funds the employee future benefits with the tax revenues from the general operating fund and from surplus amounts appropriated for this purpose. The total expense recorded in the financial statements in respect of obligations under this plan amounts to \$112,900 (2012 - \$156,200).

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Notes to Financial Statements

Year Ended December 31, 2013

5. Employee future benefit obligations (continued):

Other pension plan:

The Town and its employees contribute to the Municipal Pension Plan (the Plan), a jointly trusted pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are based on a formula. The Plan has about 179,000 active members and approximately 71,000 retired members. Active members include approximately 35,000 contributors from local governments.

The most recent valuation, as at December 31, 2012, indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be as at December 31, 2015, with results available in 2016. Employers participating in the Plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the Plan records accrued liabilities and accrued assets for the Plan in aggregate with the result that there is no consistent and reliable basis for allocating the obligation, assets and costs to the individual employers participating in the Plan.

The Town paid \$491,435 for employer contributions to the plan in fiscal 2013 (2012 - \$470,765) and Town employees paid \$424,719 for employee contributions to the Plan (2012 - \$398,354).

GVLRA – CUPE Long-Term Disability Trust

The Trust was established January 1, 1987 and its sole purpose is to provide a long-term disability income benefit plan for municipal employees in the capital region. The Town and its employees (CUPE & Exempt) each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2011. At December 31, 2013, the total plan provision for approved and unreported claims was \$18,615,400 with a net deficit of \$6,484,632. The actuary does not attribute portions of the unfunded liability to individual employers. The Town paid \$78,208 (2012 - \$47,125) for employer contributions and Town employees paid \$78,643 (2012 - \$47,232) for employee contributions to the plan in 2013.

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

6. Lease obligations:

The Town has entered into capital lease agreements, for various public works and office equipment, for terms ranging to five years. The future minimum annual lease payments are as follows:

	2013		2012	
2013	\$	-	\$	77,184
2014		40,856		37,147
2015		11,327		8,208
2016		4,335		1,230
2017		2,979		-
2018		1,763		-
Total minimum lease payments		61,260		123,769
Less: amount representing interest (at prime less 1%)		(1,176)		(1,880)
Present value of net minimum capital lease payments	\$	60,084	\$	121,889

Interest expense incurred during 2013 on the above leases amounted to \$2,046 (2012 - \$3,262).

7. Long-term debt:

- (a) The Town issued debt instruments through the Municipal Finance Authority (MFA) pursuant to security issuing bylaws under authority of the Local Government Act, to finance certain capital expenditures. Sinking fund contributions, managed by the MFA, are made annually. The related actuarial allocations in respect to the repayment structure are reflected as a reduction of the related long-term debt.
- (b) Gross amount of debt and the amount of the actuarial allocation assets available to retire the debt are as follows:

	Gross debt	Actuarial allocation	Net debt 2013	Net debt 2012
Demand promissory notes	\$ 172,000	\$ -	\$ 172,000	\$ 222,841
General capital fund	7,015,534	3,697,786	3,317,748	3,488,753
	\$ 7,187,534	\$ 3,697,786	\$ 3,489,748	\$ 3,711,594

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Notes to Financial Statements

Year Ended December 31, 2013

7. Long-term debt (continued):

(c) Under borrowing arrangements with the MFA, the Town is required to lodge security by means of demand notes and interest-bearing cash deposits based on the amount of the borrowing. As a condition of these borrowings, a portion of the debenture proceeds is withheld by the MFA as a debt reserve fund. These deposits are held by the MFA as security against the possibility of debt repayment default. If the debt is repaid without default, the deposits are refunded to the Town. At December 31, 2013 there were contingent demand notes of \$97,815 (2012 - \$102,316) and cash deposits of \$45,067 (2012 - \$45,022). The demand notes are not included in the financial statements of the Town; however, the cash deposits are included in the financial statements as restricted cash.

(d) Long-term debt estimated principal repayments over the next five years:

2014	\$	117,589
2015		114,486
2016		114,486
2017		114,486
2018		114,486

Scheduled debt repayments may be suspended due to excess sinking fund accumulations.

(e) Total interest paid during the year was \$160,618 (2012 - \$221,611).

(f) Existing long-term debt matures in annual amounts to the year 2037, and interest rates range from 2.4% to 4.86%. The weighted average interest rate for 2013 was 3.85%.

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Notes to Financial Statements

Year Ended December 31, 2013

8. Tangible capital assets:

Cost	Balance at Dec 31, 2012	Additions / Transfers	Disposals	Balance at Dec 31, 2013
Land	\$ 15,129,731	\$ 13,373	\$ -	\$ 15,143,104
Land improvements	3,766,430	78,596	-	3,845,026
Building and building improvements	22,216,639	958,827	-	23,175,466
Vehicles, machinery and equipment	9,307,029	793,560	(340,343)	9,760,247
Water and wastewater infrastructure	34,992,514	99,978	-	35,092,492
Roads infrastructure	24,702,093	1,683,885	(174,394)	26,211,584
Assets under construction	1,447,274	(1,395,143)	(10,307)	41,824
Total	\$ 111,561,710	\$ 2,233,076	\$ (525,044)	\$ 113,269,743

Accumulated Amortization	Balance at Dec 31, 2012	Disposals / Transfers	Amortization Expense	Balance at Dec 31, 2013
Land	\$ -	\$ -	\$ -	\$ -
Land improvements	1,133,101	-	135,745	1,268,846
Building and building improvements	7,267,851	-	648,388	7,916,239
Vehicles, machinery and equipment	4,148,677	(340,343)	614,126	4,422,460
Water and wastewater infrastructure	12,536,021	-	462,108	12,998,129
Roads infrastructure	8,143,993	(145,597)	489,510	8,487,906
Assets under construction	-	-	-	-
Total	\$ 33,229,643	\$ (485,940)	\$ 2,349,877	\$ 35,093,580

Net Book Value	Balance at Dec 31, 2012	Balance at Dec 31, 2013
Land	\$ 15,129,731	\$ 15,143,104
Land improvements	2,633,329	2,576,180
Building and building improvements	14,948,789	15,259,228
Vehicles, machinery and equipment	5,158,351	5,337,786
Water and wastewater infrastructure	22,456,494	22,094,364
Roads infrastructure	16,558,100	17,723,677
Assets under construction	1,447,274	41,824
Total	\$ 78,332,067	\$ 78,176,163

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Notes to Financial Statements

Year Ended December 31, 2013

8. Tangible capital assets (continued):

(a) Assets under construction

Assets under construction having a value of \$41,824 (2012 - \$1,447,274) have not been amortized. Amortization of these assets will commence when the asset is available for service.

(b) Contributed tangible capital assets

Contributed capital assets are recognized at fair market value at the date of contribution. The net book value of contributed assets received during the year is \$56,391 (2012 - \$133,420).

(c) Works of art and historical cultural assets

The Town manages and controls a limited number of works of art and non-operational historical cultural assets including artifacts, paintings and sculptures located at Town sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.

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Notes to Financial Statements

Year Ended December 31, 2013

9. Accumulated surplus:

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

	2013	2012
Surplus:		
Invested in tangible capital assets	\$74,674,330	\$74,546,584
Surplus from operations	3,540,875	3,484,869
Total surplus	78,215,205	78,031,453
Reserves set aside by Council:		
Third parties for operating purposes	-	2,752
Third parties for capital purposes	148,645	134,832
Miscellaneous operating purposes	568,576	822,696
Miscellaneous capital purposes	453,216	359,937
Total reserves	1,170,437	1,320,217
Reserves funds set aside for specific purpose by Council:		
Land sale proceeds	15,852	15,675
Parkland acquisition	619	612
Off-street parking	68,686	72,577
Computer replacement	396,537	381,771
General equipment replacement	491,742	398,516
Fire equipment replacement	325,379	249,524
Water capital	335,275	267,541
Sewer capital	22,216	21,927
Infrastructure replacement	2,326,558	1,745,147
Water rates stabilization	236,255	233,183
Amenities	97,549	107,029
Ferry terminal	553,377	549,894
Contingency	201,133	218,257
Agreements	88,318	74,550
Total reserve funds	5,159,496	4,336,203
Restricted cash	45,067	45,022
	\$84,590,205	\$83,732,895

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

10. Net taxes available for municipal purposes:

	2013	2012
Taxes:		
Property taxes	\$ 21,397,672	\$ 20,976,180
Revenue in lieu of taxes	216,323	212,063
Other	1,166,395	908,931
	<u>22,780,390</u>	<u>22,097,174</u>
Less taxes on behalf of:		
Provincial Government School Authorities	6,546,582	6,638,686
Capital Regional District	2,073,928	2,015,948
Capital Regional Hospital District	1,003,698	1,001,766
BC Transit	1,059,308	970,414
BC Assessment Authority	217,032	222,480
Municipal Finance Authority	673	696
Business Improvement Association	250,000	-
	<u>11,151,221</u>	<u>10,849,990</u>
Net taxes available for municipal purposes	<u>\$ 11,629,169</u>	<u>\$ 11,247,184</u>

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Notes to Financial Statements

Year Ended December 31, 2013

11. Government transfers:

Government transfers are recognized in the financial statements as revenue in the period the transfers are authorized and any eligibility criteria have been met. The government transfers reported on the statement of operations are:

	2013	2012
Federal grants:		
Federal / provincial capital grant programs	\$ -	\$ 419,481
Gas tax agreement	794,492	540,787
Other operating grants	-	2,500
	794,492	962,768
Provincial grants:		
Federal / provincial capital grant programs	240,000	278,273
Small community protection grant	216,089	462,343
Traffic fine revenue sharing	96,593	197,767
Emergency programs	4,973	-
Other provincial grants	116	1,660
	557,771	940,043
Regional and other local government transfers:		
Policing	288,746	402,422
Recreation	42,153	67,313
Other	600	9,055
	331,499	478,790
Total government transfer revenue	\$ 1,683,762	\$ 2,381,601

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

12. Other Expenses:

	2013	2012
Grants to non-government organizations:		
Sidney and North Saanich Memorial Park Society	\$ 191,132	\$ 185,123
Saanich Peninsula Chamber of Commerce	60,000	60,000
New Marine Centre Society	42,600	46,100
Peninsula Celebrations Society	12,500	12,500
Other	43,110	52,309
	<u>349,342</u>	<u>356,032</u>
Interest on prepaid taxes	5,499	5,014
Amortization and net loss on miscellaneous assets	52,510	203,217
Other	111,569	155,467
	<u>\$ 518,920</u>	<u>\$ 719,730</u>

13. Budget data

The budget data presented in these financial statements is based upon the 2013-2017 Financial Plan adopted by Council on May 13, 2013. The table below reconciles the approved budget to the budget figures reported in these financial statements.

	Budget Amount
Revenues:	
Financial Plan	\$ 18,201,095
Add:	
Vancouver Island Regional Library Levy	597,328
Total revenue	<u>18,798,423</u>
Expenses:	
Financial Plan	17,505,922
Add:	
Vancouver Island Regional Library Levy	597,328
Total Expenses	<u>18,103,250</u>
Annual surplus	\$ 695,173

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

14. Segmented information:

The Town of Sidney is a diversified organization that provides a wide range of services. These services have been captured in specific functions that have been separately disclosed in the segmented information as follows:

(i) General Government:

The General Government function is comprised of Legislative Services (Council and Committees) and General Administration, which includes Financial Management, Driver Services, Computer Services, Common Services, and other administrative activities related to the management of the Town.

(ii) Protective Services:

The Protective Services function is comprised of five core services: Emergency Measures, Fire Protection, Police Protection, Court House, and Building & Bylaw Enforcement.

Emergency Measures captures the Town's emergency preparedness programs that ensure the Town is prepared and able to respond to the devastating effects of a disaster or major catastrophic event.

Fire Protection services are carried out by the Town's Fire Department whose mandate is to provide critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies.

Police Protection services are performed under contract by the RCMP, who ensure the safety of lives and property in the Town through law enforcement, the maintenance of law and order, and the prevention of crime.

Building and Bylaw Enforcement promotes, facilitates and enforces general compliance with the provisions of bylaws that pertain to the health, safety and welfare of the community.

(iii) Transportation Services:

Transportation Services function is responsible for a wide variety of transportation services including Roads, Storm Drainage, Docks & Port Facilities, and Hydrants.

The Roads principal activity is the development and maintenance of the Town's roadway systems through the Public Works department. The main services include Traffic Services consisting of street sign, street painting and traffic light control maintenance; Street Lighting;

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

14. Segmented information (continued):

Road, Curb, Sidewalk and Cul-de-sac repairs and maintenance; Boulevard Trees; and Street Sweeping.

The Storm Drains service performs preventative maintenance and repairs to the Town's storm drain system, maintains and repairs storm drain ditches, and cleans catch basins.

Docks & Ports Facilities captures maintenance of the Town's docks and ports.

Hydrant services pertain to the maintenance of existing and installation of new fire hydrants.

(iv) Environmental Health Services:

Environmental Health Services provides garbage, organics and compost collection and disposal services to residents and businesses through the Town's designated contractor.

(v) Environmental Development Services:

Environmental Development Services administer zoning and related bylaws and provides long range planning and policy services, as well as providing administrative support to Building and Bylaw Enforcement functions.

(vi) Leisure, Parks and Cultural Services:

Leisure, Parks & Cultural Services is comprised of four different functions: Parks, Library, Senior's Centre and Museums.

Parks is responsible for the maintenance, planning and development of Town park facilities such as ornamental gardens, natural ecosystems, playgrounds for recreational and cultural enjoyment in a beautiful and safe environment. It also preserves and enhances green spaces on public lands.

Library services are specific to maintenance of the Town owned library building and funding to Vancouver Island Regional Library to operate and manage the library.

The Town owned Shoal Centre is operated by Beacon Community Services, who receive funding from the Town to provide senior related programs.

Museum services include providing space and funding to the Saanich Peninsula Museum Society to manage and operate the Town's Historical Museum. The Town also provides space to the New Marine Centre Society for the operation of the Shaw Ocean Discovery Centre.

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

14. Segmented information (continued):

(vii) Water and Sewer Utilities:

The Sewer Utility protects the environment and human health from the impacts of liquid waste generated as a result of human occupation and development in the Town.

The Water Utility delivers clean, safe and aesthetically pleasing potable water, in accordance with the Provincial Drinking Water Protection Act, to the residents of the Town. The water is for the purpose of domestic consumption, irrigation and firefighting.

Certain allocation methodologies have been employed in the preparation of the segmented information. Property taxation and payments in-lieu of taxes are apportioned to the functions based on budgeted taxation revenue as presented in the 2013 – 2017 financial plan.

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

Consolidated Financial Statements

Notes to Financial Statements

Year ended December 31, 2013

14. Segmented information (continued):

	General Government	Protective Services	Transportation	Environmental Health Services	Environmental Development	Leisure, Parks and Cultural	Water Utility	Sewer Utility	Other	2013	2012
Revenue:											
Taxes for municipal purposes	\$1,710,119	\$3,277,780	\$ 1,862,907	\$124,155	\$ 345,386	\$2,003,061	\$ 341,125	\$ 575,269	\$1,389,367	\$11,629,169	\$11,247,184
Fees, rates and service charges	348,263	369,783	448,058	355,494	24,383	175,237	1,543,173	1,725,631	15,562	5,005,584	5,130,920
Government transfers	-	291,585	116	-	-	42,153	-	-	1,349,908	1,683,762	2,381,601
Investment earnings	9,508	-	-	-	-	-	-	-	170,489	179,997	182,657
Gifts and contributions	5,148	11,719	-	-	(350)	1,500	-	-	56,291	74,308	144,284
Penalties and interest	-	-	-	1,368	-	-	4,910	5,742	78,812	90,833	99,901
Actuarial adjustment on debt	-	-	-	-	-	-	-	-	48,319	48,319	61,742
MFA debt reserve fund surplus	-	-	-	-	-	-	-	-	2,152	2,152	1,862
Other	-	-	-	-	-	-	-	-	55,900	55,900	15,747
Total revenue	2,073,038	3,950,867	2,311,081	481,017	369,419	2,221,951	1,889,208	2,306,642	3,166,801	18,770,024	19,265,898
Expenses:											
Salaries, wages and benefits	1,703,877	1,505,337	1,557,834	94,251	304,733	912,243	301,783	263,679	4,503	6,648,240	6,194,329
Contracted services	615,175	2,044,703	343,417	385,333	34,876	988,844	33,057	1,498,184	317,016	6,260,605	6,721,171
Supplies and equipment	(225,126)	149,252	582,715	34,468	3,221	230,234	1,343,223	179,207	-	2,297,194	2,042,249
Debt interest	316	4,797	346	-	-	-	-	-	159,041	164,500	206,735
Other	3,653	6,565	38,581	-	-	119,173	(628)	-	24,954	192,298	615,548
Amortization	208,279	244,168	1,104,421	-	-	432,146	191,098	156,359	13,406	2,349,877	2,264,474
Total expenses	2,306,174	3,954,822	3,627,314	514,052	342,830	2,682,640	1,868,533	2,097,429	518,920	17,912,714	18,044,506
Annual surplus (deficit)	\$ (233,136)	\$ (3,955)	\$ (1,316,234)	\$ (33,035)	\$ 26,590	\$ (460,689)	\$ 20,675	\$ 209,213	\$ 2,647,881	\$ 857,310	\$ 1,221,392

Consolidated Financial Statements

Notes to Financial Statements

Year Ended December 31, 2013

15. Commitments and contingent liabilities:

- (a) Under Section 836 of the Local Government Act, all member municipalities are jointly and severally liable for the indebtedness of the Capital Regional District in the event of default by the Regional District.
- (b) The Town is self-insured through membership in the Municipal Insurance Association of British Columbia. Under this program, member municipalities are to share jointly for general liability claims against any member in excess of \$10,000. Should the Association pay out claims in excess of premiums received, it is possible that the Town, along with the other participants, would be required to contribute towards the deficit.
- (c) The Town is a shareholder and member of Capital Regional Emergency Service Telecommunications (CREST) Incorporated, which provides centralized emergency communications and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout the Greater Victoria region and the Gulf Islands. Members' obligations to share in funding ongoing operations and any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.
- (d) There are claims pending in which the Town is involved. It is considered that the potential claims against the Town would be covered by insurance, and would, therefore, not materially affect the financial statements of the Town.
- (e) The Town has an RCMP Premises Agreement with the District of North Saanich for the provision of accommodations for a joint RCMP detachment. The parties jointly own the building occupied by the policing detachment, in proportion to their relative contributions to the principal repayment of the debt incurred in order to construct the building. North Saanich's proportionate share is approximately 36%. The Agreement requires the Town to pay to North Saanich their proportionate share of the fair market value of the building should the parties eventually decide to terminate their agreement to provide joint accommodations.

A market value study commissioned in 2011 places North Saanich's share at approximately \$615,000. The Town has in place a temporary borrowing bylaw to cover any potential payout should the agreement be terminated; however, there is no intention at this time to contemplate termination of the agreement.

Management Discussion & Analysis

The financial statements are the responsibility of the Town's management and have been prepared in compliance with the Community Charter and generally accepted accounting principles. The annual financial statements are composed of two primary statements – the *Statement of Financial Position* and the *Statement of Operations and Accumulated Surplus*. These primary statements are supplemented by two additional statements, as well as extensive notes and tables that provide additional details related to the Town's financial results. The notes are an integral part of the financial statements, as they provide additional details on the consolidated numbers found on the two primary statements. The two primary statements, as well as the supporting notes and tables, will be discussed in more detail below.

Statement of Financial Position

The *Statement of Financial Position* provides a snapshot of the Town's total assets, liabilities, and accumulated surplus as at December 31, 2013. Financial assets include cash, as well as items that can or will be converted to cash within a short timeframe, such as investments, and receivables. Financial Assets represent amounts that can be used to pay for liabilities and provide services. All liabilities of the Town are considered Financial Liabilities, as cash will be required to settle them.

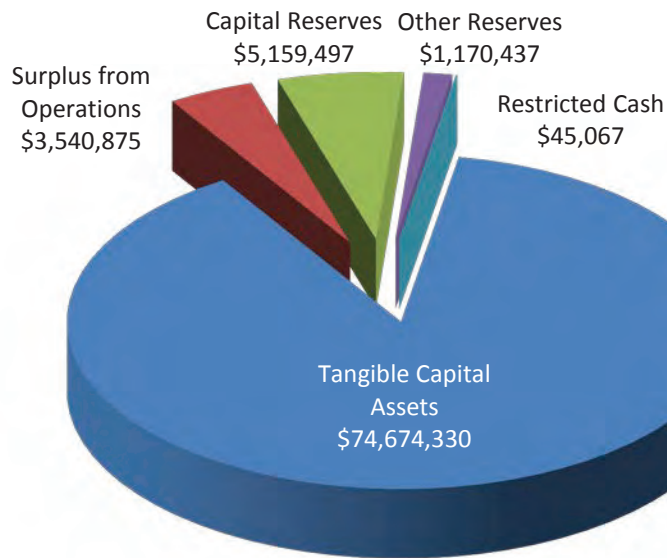
The net result of combining Financial Assets to Financial Liabilities is called Net Financial Assets. The Town maintains a positive Net Financial Assets position thanks to a relatively low level of debt. This position improved further in 2013 by approximately \$1 million, largely due to reductions in year ending deferred revenue and deposits, and long-term debt. Combined with a healthy level of reserves, the positive Net Financial Assets affords the Town a degree of financial flexibility.

Non-financial Assets are the next section of the Statement of Financial Position. This category is made up almost entirely of the net value of tangible capital assets (TCA), but also of smaller amounts for inventories of supplies and prepaid expenses. The tangible capital assets amount represents the remaining value (cost less depreciation) of past investment in infrastructure, buildings, facilities, structures, vehicles, equipment and other long lasting assets that continue to provide services to residents. Inventories and prepaid expenses are assets that will likely be consumed as part of operations in the upcoming year, but cannot be easily converted to cash to meet financial obligations.

The bottom line on this statement is the Accumulated Surplus, which is the total of Net Financial Assets and Non-financial Assets, and represents the sum all of all economic resources available to the Town to meet future financial and service obligations. It is important to clarify that the Accumulated Surplus has been building over many years. Since it is comprised of both Financial and Non-financial Assets, it does not represent an available pool of funding. Net Financial Assets represent the amount available for financial obligations; Non-financial Assets represent the amount available for service obligations.

Management Discussion & Analysis

The Accumulated Surplus, which is broken down into various components in Note 9 of the statements, is discussed in more detail in the following section. The chart below shows the breakdown of the \$84.6 million Accumulated Surplus into its various components.



Statement of Financial Operations & Accumulated Surplus

The *Statement of Operations & Accumulated Surplus* compares revenue and expenses for the operating year, with the net difference being the annual surplus. The annual surplus essentially represents the increase in the Town's ability to fund future services.

The 2013 Statement of Operations indicates an "annual surplus" of \$857,310, which may be broken down into the following components:

Net increase in Reserves	\$ 673,513
Net investment in capital assets	127,746
Debt Reserve Fund Restricted Cash	45
Surplus from Operations	56,006
Annual Surplus	\$ 857,310

This annual surplus is added to accumulated surplus on the bottom of the Financial Position Statement. The new accumulated surplus is classified into various categories in Note 9 of the statements, as illustrated above.

Management Discussion & Analysis

It is important to note that the annual surplus is the net result between the Town's revenues and its expenses for the year, and is independent of any variance from the budget for the year. A budget column is included in the Statement of Operations, to provide the reader with an indication of operating plans for the year, but variances from budget are not discussed in the financial statements or this analysis.

A comparison of budget to actuals would indicate that the Town realized an annual surplus \$162,000 better than expected. However, such a comparison is not entirely accurate, as the budget presented in the statements was not intended for this type of analysis. However, recent changes to the format of the Town's Financial Plan have brought actuals and budget into better alignment.

Net Increase in Reserves

In the breakdown of the annual surplus on the previous page, the largest contributing factor is the net increase of \$673,513, or 12%, in the Town's reserves. Reserves are funds set aside to finance works (usually capital) in future years.

There are two classes of reserves. The more formal of these is indicated (in Note 9) as "*Reserve funds set aside for specific purposes by Council*". These are what are known as statutory reserves, in that they are created by bylaw, as allowed under our legislation. The establishing bylaw sets out the purposes of the funds, and these purposes cannot be changed without a bylaw amendment. In other words, the funds must be used for the purposes for which the reserves were established.

The second subset of reserves is labeled "*Reserves set aside by Council*". While less formal, these funds are also usually earmarked for specific purposes, but it is possible to redirect these funds for other uses. However, as most of the balances in these reserves are made up of funds carried forward for completion of specific projects or initiatives, redirection is generally not recommended, unless it has been established that they are no longer required for their original purpose.

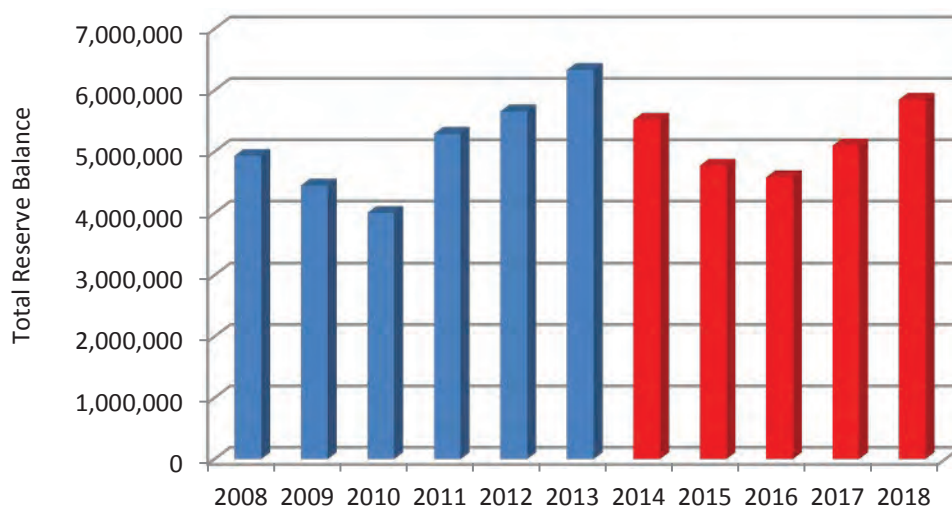
Changes in reserve funds in any given year are determined by the Town's intentions, as indicated in the financial plan in effect for that year. For example, in a year in which we plan to draw down on the reserves, for use as capital funding, the financial plan would reflect an annual "deficit" in net reserve transactions; in a year when we are putting aside more money than we are drawing upon, there would be a budgeted "surplus" in the reserve portion of the financial plan.

The Town's total reserves at year end amounted to \$6.33 million. A total of 37% represents the Town's Infrastructure Replacement reserves, while a further 22% is made up of reserves to replace Town vehicles, equipment and the ferry terminal. Another 16% represents amounts carried forward for completion of projects or initiatives. The primary purpose of maintaining these reserves is to set money aside in a

Management Discussion & Analysis

systematic, evenly-distributed manner for the eventual replacement of existing Town assets when they reach the end of their useful lives; this practice helps to ensure financial sustainability.

The chart below shows the Town's total reserve balances over the last five years, and projected balances for the next five years. It illustrates the cyclical nature of the reserve balances, based on the timing of expenditures for which the reserves were created. The ideal level of reserves depends on the Town's future needs and wants, and decisions around how to fund them.



Bottom Line: Having a net reserve surplus or deficit in any given year is generally neither good nor bad; it's strictly a reflection of the Town's plans and spending patterns, and must be considered in conjunction with those plans for a full understanding of the impact. For example, in years where the Town is putting aside money for a future purchase, there will be a reserve surplus. When those funds are actually used, a reserve deficit may occur. All of these events would fit within the Town's overall financial planning, despite the different year-by-year financial impacts.

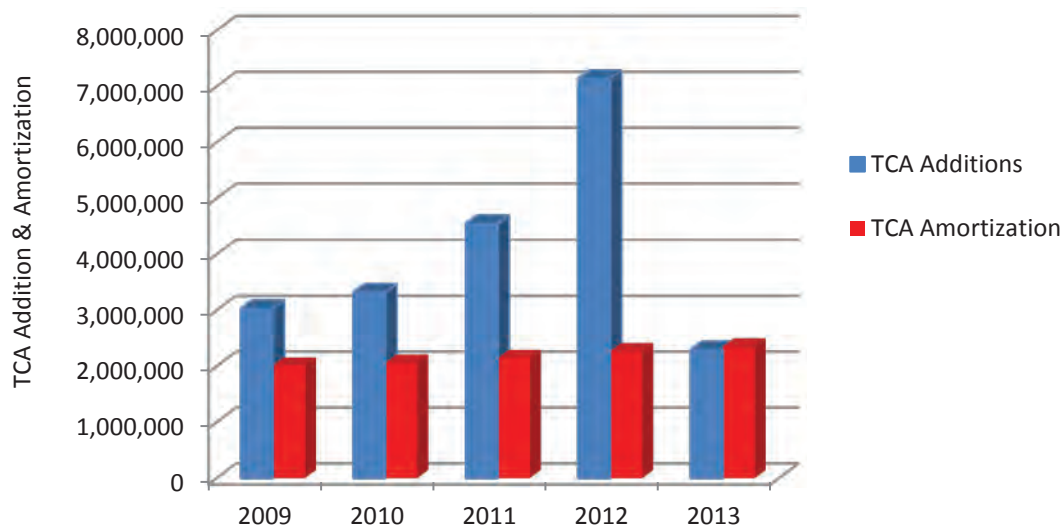
Net Investment in Capital Assets

Another contributing factor to the annual surplus was an increase in *net investment in capital assets* of \$127,764. This was due to a decrease of \$283,668 in debt and leases attributed to capital assets, which was offset by a \$155,904 decrease in the net book value of TCA. The decrease in value means that the Town consumed and disposed of \$155,904 more in TCA than it added. TCA are consumed through amortization (also known as depreciation); the cost of the asset is divided by its useful life, and expensed annually over that lifespan. This method of accounting spreads the value of the asset over its ability to provide services to residents.

Management Discussion & Analysis

In 2013, the Town added \$2.23 million in TCA, while amortizing \$2.35 million; a net decrease in net investment in capital of \$116,801. This amount was also affected by losses on disposal, contributions, new and retired borrowings, and lease financing that the Town incurred as part of the acquisitions. The Town does not “own” leased assets until the obligations have been repaid. The most significant capital additions during the year were annual infrastructure replacement works, the Fifth St. and Ocean Ave. Roundabout, and the Town’s computer replacement project.

The chart below shows the Town’s TCA additions and amortization over the past 5 years, and demonstrates that in most years, there is a positive net investment in capital. In the absence of changes in debt and lease financing, the Town realized a slight decrease in net capital investment in 2013. This is neither good nor bad, but simply reflects the Town’s financial and asset management plans for the current year.



Bottom Line: Generally, it is good to have a positive net investment in capital each year, as this would indicate that you are renewing your assets more quickly than you are consuming them. The simple act of renewal would likely lead to a net increase in TCA, as the assets you are renewing are in current dollars, while the assets you are consuming are at historical (and therefore lower) costs. However, that is a bit of a simplification, and the sufficiency of asset renewal must be considered in the full context of the Town’s asset management plans. These plans are continually being developed and refined as we move forward with the Town’s asset management strategy.

Management Discussion & Analysis

Restricted Cash

This small balance represents the amount of cash the Town has paid into a sinking fund as security against its long term debt. When the debt is fully repaid, the restriction is removed, and the funds are returned to the Town for other purposes. Generally, they are put into a reserve.

Surplus from Operations

The final contributing factor to the annual surplus is perhaps the most important. The surplus (or deficit) from operations provides the best indication of the current year operating results. The previously discussed contributing factors may result in a surplus or deficit in any given year depending on the Town's financial or asset management plans, and as such, are not true indicators of the current year's operating performance. The surplus (or deficit) from operations in a given year represents the true increase (or decrease) in the Town's "disposable income" for future spending. The 2013 operations realized a surplus of \$56,006, and when combined with surpluses from prior years' operations, the year ending accumulated operating surplus is \$3,540,875.

The following table shows the breakdown of the current year operating surplus:

General Operating Fund Deficit	\$ (84,774)
Water Operating Fund Deficit	(67,047)
Sewer Operating Fund Surplus	207,827
Total Surplus from Operations	\$ 56,006

The greatest contribution to the 2013 surplus from operations is the Sewer Operating Fund, which realized a surplus of \$207,827. This was mainly due to a budgeted surplus of \$148,000, which represented the Town's plans to rebuild the Sewer Fund's surplus balance to acceptable policy levels after several years of deficits. An additional \$60,000 surplus was generated from a lower than expected CRD funding requisition for the Town's share of the Saanich Peninsula Wastewater Treatment Plant expenses.

Conversely, both the General Fund and Water Utility experienced operating deficits for the year. The general operating fund realized a deficit of almost \$84,774, which is almost entirely attributed to expenses resulting from the Town's post-employment benefits. The Water Utility realized a deficit of \$67,047. Each year, water revenues and expenses are budgeted to balance the fund using trends from previous years. Some years, the fund realizes a surplus and other years a deficit; currently, the Water Utility maintains a healthy accumulated surplus that exceeds levels required by policy.

Management Discussion & Analysis

The Town has a policy to determine the adequate level of accumulated surplus. This policy ensures that we maintain sufficient funds for the following purposes:

- To provide an adequate reserve for major disasters or contingencies;
- To provide adequate working capital to reduce or eliminate the need for temporary borrowing throughout the year;
- Revenue stabilization: available funds to cover any revenue shortfalls, and to prevent tax revenue fluctuations by funding non-recurring expenditure items.

Notes to Financial Statements

As indicated previously, the notes are an integral part of the financial statements. Firstly, they explain the nature of the organization, and its significant accounting policies. Then, the individual notes provide additional details to support the numbers on the two primary statements. Reference is made on the statements to a note number; users wishing to gain a better understanding of Town financial results should be flipping back and forth between the statements and the associated notes.

Note 13 in the Town's statements provides a reconciliation of the Town's financial plan to the budget numbers used in the statements. The format of the Town's financial plan bylaw has improved significantly in recent years, to a point where the comparability requires the addition of only one item.

New to this year's financial statements is the note of Segmented Information (Note 14). This note further assists readers of the statements in understanding the types of revenues and expenses attributable to specific Town functions for the unique services performed by each.

The notes also serve to identify potential commitments and liabilities not captured in the statements themselves. These exclusions can be for various reasons, but generally they represent events that do not fit the accounting definition of a liability, or cannot be reliably measured. Disclosing these items in the notes (Note 15) provides readers with some additional information to assist in their interpretation of the Town's financial position, and any risks associated with that. Users may then make their own decision as to the level of risk implicit with each item disclosed.

Management Discussion & Analysis

Financial Implications

The 2013 operating results were generally in line with expectations, with the Town generating an overall surplus from operations, adding more to its reserves than it took out, and increasing net investment in capital as a result of debt retirement. However, it is important to consider these results in a larger context. The above discussion of the various components of surplus provides the basis for this larger consideration, as well as some of the additional analysis that must be done. The most pressing need is for the Town to continue to refine its asset management capabilities, in order to determine the sufficiency of replacement funding for its existing infrastructure and other assets; this work will continue over the next several years.

Statistical Information

Taxable Assessment of Land and Improvements (in thousands)

	2013	2012	2011	2010	2009
Residential	\$ 2,256,892	\$ 2,391,910	\$ 2,425,153	\$ 2,267,782	\$ 2,280,191
Utilities	1,132	1,132	1,078	998	1,039
Light Industrial	37,912	36,322	30,907	29,195	24,227
Business / Other	368,405	363,459	361,889	352,459	329,855
Recreation / Non-profit	27,486	26,949	22,306	22,604	20,434
Farm	118	118	118	116	104
Total Taxable Assessment	\$ 2,691,946	\$ 2,819,890	\$ 2,841,451	\$ 2,673,153	\$ 2,655,851

Source: BC Assessment Revised Roll

New Construction

	2013	2012	2011	2010	2009
Construction Permits	126	116	137	136	106
Construction Value	\$ 9,279,985	\$ 7,628,000	\$ 21,555,463	\$ 29,169,705	\$ 8,315,783
Taxes Generated from New Growth	\$ 39,537	\$ 44,176	\$ 60,716	\$ 64,867	\$ 110,598

Source: Town of Sidney Finance Department

Statistical Information

Property Tax Rates

	2013	2012	2011	2010	2009
Municipal Rate (per \$1,000 of assessment)					
Residential	3.02379	2.74853	2.61399	2.69754	2.60853
Utilities	17.14415	16.66567	17.03017	17.86449	17.60762
Light Industrial	5.63886	5.12819	5.86397	6.12208	7.27782
Business / Other	7.36702	7.31739	7.24077	7.14633	7.39520
Recreation / Non-profit	4.38581	4.34597	4.32354	4.32956	4.49972
Farm	3.78459	3.67642	3.57725	3.55536	3.86063
Total Rate - including School, Regional, Transit, etc (per \$1,000 of assessment)					
Residential	6.16581	5.73564	5.54683	5.66166	5.47906
Utilities	38.54170	37.96911	38.26406	39.28367	38.81488
Light Industrial	20.36017	15.15622	16.27759	16.57684	17.98737
Business / Other	17.66947	17.66173	17.74730	17.58571	17.91253
Recreation / Non-profit	9.57793	9.49179	9.44045	9.48221	9.83053
Farm	12.31440	12.14122	11.89567	11.80833	12.22552
Municipal Property Tax Billings by Class					
Residential	\$ 6,824,368	\$ 6,575,960	\$ 6,339,327	\$ 6,116,960	\$ 5,946,013
Utilities	19,412	18,859	18,350	17,822	18,301
Light Industrial	213,780	186,266	181,238	178,734	176,320
Business / Other	2,969,050	2,655,058	2,616,663	2,523,056	2,441,139
Recreation / Non-profit	120,548	122,136	104,715	106,139	100,215
Farm	448	2,617	423	411	402
Total Municipal Property Tax	\$ 10,147,607	\$ 9,560,896	\$ 9,260,716	\$ 8,943,122	\$ 8,682,391

Source: Town of Sidney Finance Department

Statistical Information

Property Tax Levied and Collected

	2013	2012	2011	2010	2009
Municipal	\$10,147,607	\$ 9,560,896	\$ 9,260,716	\$ 8,943,122	\$ 8,682,391
Parcel Taxes	915,506	908,328	932,816	931,754	962,499
School	6,544,831	6,638,686	6,712,728	6,631,430	6,544,075
Regional District	2,073,310	2,017,745	1,932,301	1,805,200	1,754,230
BC Transit	1,058,799	969,881	965,626	742,567	673,998
Hospital District	1,003,443	1,002,650	995,389	964,371	753,392
Regional Library	597,327	565,295	527,107	497,979	496,406
BC Assessment	216,888	222,402	230,153	231,725	222,946
Municipal Finance Authority	673	696	697	660	647
Total Tax Levied	\$22,558,384	\$21,886,580	\$21,557,533	\$20,748,808	\$20,090,583
Total Current Taxes Levied	\$22,558,384	\$21,886,580	\$21,557,533	\$20,748,808	\$20,090,583
Current Taxes Collected	22,249,616	21,633,639	21,200,655	20,405,972	19,855,129
Percentage	98.63%	98.84%	98.34%	98.35%	98.83%
Arrears Taxes Outstanding, Beginning of Year	376,969	484,216	470,239	357,996	425,342
Arrears Taxes Collected	276,458	409,226	338,656	291,908	339,956
Percentage	73.34%	84.51%	72.02%	81.54%	79.93%
Total Tax Collections	\$22,526,075	\$22,042,865	\$21,539,311	\$20,697,880	\$20,195,084

Source: Town of Sidney Finance Department

Statistical Information

Principal Corporate Tax Payers

Registered Owner	Primary Use	2013 Municipal Taxes Levied	2013 Total Taxes Levied
Malaview Development Ltd	Manufacturing / Retail	\$ 101,166	\$ 241,250
Damka Lumber & Development Ltd	Retail	98,925	220,506
Sidney Marina Co Ltd	Boat Storage / Charters / Marina	94,976	214,250
Canada Safeway Ltd	Retail	81,584	206,917
0928818 BC Ltd	Hotel	76,809	194,045
Sidney Pier Properties Ltd	Hotel	69,048	158,337
Washington State Department of Transportation	Ferry Terminal	70,529	168,598
Ko & Shew Ltd	Office / Retail	64,645	163,269
West Sidney Business Park Ltd	Manufacturing / Office / Retail	65,758	157,204
Sidney Centre Holdings Ltd	Office / Retail	58,879	149,245
Hobo Holdings Ltd	Office / Retail	58,534	146,106
P & L Holdings	Hotel / Office / Retail	53,931	136,268
J R Estates Inc	Senior Care Facility	73,909	135,380
360204 BC Ltd	Office / Retail	54,293	135,088
Sidney Pier Holdings	Office / Retail	51,634	130,274
Port Sidney Development Corp	Marina	51,200	119,087
Nicholson Manufacturing Ltd	Industrial / Electrical	48,396	118,835
Albion Properties Ltd	Office / Retail	41,926	104,451
Emerald Isle Motor Inn Ltd	Hotel	44,581	112,928
Scott Plastic Engineering Ltd	Manufacturing	39,228	96,266
RMW Holdings Ltd	Manufacturing	38,285	94,279
Tait Bros Enterprises Ltd	Hotel	36,979	93,048
Amica Mature Lifestyles Inc	Senior Care Facility	45,177	91,911
0806289 BC Ltd	Office / Retail	37,985	90,827
Wendon Manufacturing Ltd	Manufacturing	36,639	89,895
BC Telephone Co	Telephone Pole	18,886	84,114
Tudor Estates Ltd	Retail	32,697	82,741
Milwest Holdings Ltd	Storate Facility	34,266	81,905
CST Nominee Inc	Storate Facility	32,247	76,993
G M Wood Holdings Ltd	Manufacturing	28,093	67,577
5th Street Holdings Ltd	Office	26,545	67,117
Post Investments Ltd	Office	27,693	65,415
Sidney Terminal Holdings Ltd	Freight & Shipping	24,875	60,588
Total		\$ 1,720,318	\$ 4,154,714

Source: Town of Sidney Finance Department

Statistical Information

Debenture Debt (in thousands)

	2013	2012	2011	2010	2009
Gross Outstanding Debt	\$ 7,188	\$ 7,238	\$ 6,597	\$ 5,532	\$ 4,105
Less: Actuarial Allocation	3,698	3,527	3,259	2,881	2,555
Net Debt	\$ 3,490	\$ 3,712	\$ 3,339	\$ 2,651	\$ 1,550
Debt Servicing Cost *					
Property Tax Supported Specified Area	\$ 278	\$ 466	\$ 465	\$ 365	\$ 365
	5	7	13	13	13
Total Debt Servicing Cost	\$ 283	\$ 473	\$ 479	\$ 379	\$ 379
Gross Debt Servicing Limit	\$ 4,322	\$ 4,316	\$ 4,423	\$ 3,973	\$ 4,042
Debt Capacity Available	\$ 3,911	\$ 3,753	\$ 3,728	\$ 3,170	\$ 3,205
Population	11,178	11,178	11,178	11,315	11,315
# of Households	5,328	5,328	5,328	5,195	5,195
Net Debt per Capita	\$ 312	\$ 332	\$ 299	\$ 234	\$ 137
Net Debt per Household	655	697	627	510	298
Debt Servicing per Capita	25	42	43	33	33
Debt Servicing per Household	\$ 53	\$ 89	\$ 90	\$ 73	\$ 73

* Debt servicing cost includes long-term debt principal and interest payments made during the year.

Source: Town of Sidney Finance Department
& Statistics Canada

Statistical Information

Consolidated Statement of Financial Position

(in thousands)

	2013	2012	2011	2010	2009
Financial Assets	\$ 14,164	\$ 14,302	\$ 15,861	\$ 13,744	\$ 11,907
Financial Liabilities	7,870	9,019	9,723	8,176	5,772
Net Financial Assets (Net Debt)	\$ 6,294	\$ 5,283	\$ 6,138	\$ 5,568	\$ 6,135

Consolidated Statement of Operations

(in thousands)

	2013	2012	2011	2010	2009
Revenue	\$ 18,770	\$ 19,266	\$ 19,655	\$ 17,365	\$ 17,276
Expenses	17,913	18,045	16,811	16,863	16,176
Annual Surplus	857	1,221	2,844	502	1,100
Accumulated Surplus, beginning of year	83,733	82,512	79,668	79,165	78,065
Accumulated Surplus, end of year	\$ 84,590	\$ 83,733	\$ 82,512	\$ 79,668	\$ 79,165

Source: Town of Sidney Finance Department

Statistical Information

Revenues and Expenses (in thousands)

	2013	2012	2011	2010	2009
Revenue					
Property Taxes	\$ 11,629	\$ 11,247	\$ 10,920	\$ 10,575	\$ 10,338
Fees, Rates and Service Charges	5,006	5,131	5,658	4,980	4,774
Government Transfers	1,684	2,382	2,107	1,446	1,728
Investment Earnings	180	183	164	89	90
Gifts and Contributions	74	144	249	34	121
Penalties and Interest	91	100	101	100	98
Actuarial Adjustments on Debt	48	62	148	132	117
Other	58	18	307	9	10
Total Revenue	\$ 18,770	\$ 19,266	\$ 19,655	\$ 17,365	\$ 17,276
Expenses by Function					
General Government	\$ 2,306	\$ 2,255	\$ 2,111	\$ 2,026	\$ 2,018
Protective Services	3,955	3,847	3,624	3,691	3,490
Transportation	3,627	3,645	3,211	3,186	3,044
Environmental Health Services	514	502	486	485	450
Environmental Development	343	297	327	334	332
Leisure, Parks and Cultural	2,683	2,550	2,319	2,288	2,235
Water Utility	1,869	1,825	1,893	1,969	1,966
Sewer Utility	2,097	2,404	2,346	2,339	2,216
Other	519	720	495	547	426
Total Expenses	\$ 17,913	\$ 18,045	\$ 16,811	\$ 16,863	\$ 16,176
Expenses by Object					
Salaries, Wages and Benefits	\$ 6,648	\$ 6,194	\$ 6,101	\$ 5,860	\$ 5,541
Contracted Services	6,261	6,721	5,992	6,228	6,177
Supplies and Equipment	2,297	2,042	1,900	2,019	1,987
Debt Interest	165	207	267	260	188
Amortization	192	2,264	2,141	2,058	2,009
Other	2,350	616	410	439	274
Total Expenses	\$ 17,913	\$ 18,045	\$ 16,811	\$ 16,863	\$ 16,176

Source: Town of Sidney Finance Department

Statistical Information

Reserve Funds

	2013	2012	2011	2010	2009
Reserves Set Aside by Council					
Third Parties for Operating Purposes	\$ -	\$ 2,752	\$ 5,702	\$ 5,192	\$ 5,354
Third Parties for Capital Purposes	148,645	134,832	191,049	171,209	149,874
Miscellaneous Operating Purposes	568,576	822,696	652,001	1,104,887	1,100,653
Miscellaneous Capital Purposes	453,216	359,937	720,222	863,834	1,003,607
	1,170,437	1,320,217	1,568,974	2,145,122	2,259,488
Reserve Funds Set Aside for Specific Purposes by Council					
Land Sale Proceeds	15,852	15,675	97,764	96,761	96,173
Parkland Acquisition	619	612	606	600	596
Off-Street Parking	68,686	72,577	100,012	183,819	180,315
Software Replacement	396,537	381,771	346,538	237,761	213,398
General Equipment Replacement	491,742	398,516	295,089	184,851	66,860
Fire Equipment Replacement	325,379	249,524	124,427	57,748	206,541
Water Capital	335,275	267,541	143,805	51,298	70,334
Sewer Capital	22,216	21,927	21,535	(92,103)	91,167
Infrastructure	2,326,558	1,745,147	1,520,756	1,136,082	1,264,053
Water Rates Stabilization	236,255	233,183	229,012	-	-
Amenities	97,549	107,029	130,159	-	-
Ferry Terminal	553,377	549,894	431,020	-	-
Contingency	201,133	218,257	214,353	-	-
Agreements	88,318	74,550	66,331	-	-
	5,159,496	4,336,203	3,721,407	1,856,817	2,189,437
Restricted Cash	45,067	45,022	100,132	-	-
Total Reserves	\$ 6,375,000	\$ 5,701,442	\$ 5,390,513	\$ 4,001,939	\$ 4,448,925

Source: Town of Sidney Finance Department

Statistical Information

Capital Expenditures and Funding Sources

	2013	2012	2011	2010	2009
Expenditures					
General Government	\$ 158,832	\$ 96,377	\$ 56,861	\$ 116,566	\$ 364,969
Protective Services	63,576	10,241	81,843	365,480	481,260
Transportation	1,845,228	2,923,337	1,026,669	289,187	550,143
Environmental Development	33,974	-	-	-	-
Leisure, Parks and Cultural	128,481	1,436,521	2,254,661	1,185,572	541,366
Water Utility	19,661	183,619	5,271	42,907	9,577
Sewer Utility	98,012	59,714	28,277	331,493	274,837
Other	-	-	-	-	-
Total Expenditures	\$ 2,347,763	\$ 4,709,810	\$ 3,453,580	\$ 2,331,205	\$ 2,222,152
Funding Sources					
Property Taxes	\$ 259,889	\$ 188,209	\$ 103,090	\$ 254,813	\$ 334,970
Grants	20,000	722,754	1,053,915	778,328	399,746
Gifts & Donations	4,014	23,703	80,590	27,605	224,378
Gas Tax	807,669	540,787	-	-	36,704
Debt	-	1,097,763	1,725,576	378,118	127,708
Agreements Reserve	13,974	-	-	-	-
Amenity Reserve	10,685	25,000	-	-	-
Computer Equipment Reserve	95,607	58,503	10,802	-	40,143
Ferry Terminal Reserve	114,122	-	-	-	-
Fire Equipment Reserve	50,867	-	-	-	-
Infrastructure Reserve	576,688	932,184	170,845	179,258	30,967
Land Reserve	-	83,145	-	-	-
Off-Street Parking Reserve	9,524	33,315	-	-	-
Vehicle Reserve	147,796	79,605	91,895	387,054	553,883
Misc. Capital Reserves Set Aside by Council	195,806	351,204	52,126	270,057	364,718
Surplus	-	471,008	151,966	-	-
Other	41,121	102,628	12,776	55,973	108,934
Total Funding	\$ 2,347,763	\$ 4,709,810	\$ 3,453,580	\$ 2,331,205	\$ 2,222,152

Source: Town of Sidney Finance Department

Statistical Information

Community Support Payments and Property Tax Exemptions

	Community Support Payments	Municipal Property Tax Exemption	2013 Total	2012 Total
676 Kittyhawk Air Cadets Squadron	\$ 800	\$ -	\$ 800	\$ 800
Army, Navy and Air Force Veterans of Canada	-	17,530	17,530	17,491
BC Aviation Museum	600	-	600	500
Bethel Fellowship Baptist Church	-	9,547	9,547	9,066
Boy Scouts & Girl Guide Hall	-	3,385	3,385	3,155
Church of Jesus Christ of Latter Day Saints	-	10,603	10,603	12,759
Community Arts Council of the Saanich Peninsula	9,000	770	9,770	5,050
CRD Arts Development	10,000	-	10,000	-
Creatures of Habitat	750	-	750	750
Crisis Intervention and Public Information	500	-	500	-
Greater Victoria Bike to Work Society	500	-	500	500
Memorial Park Society / Mary Winspear Centre	191,132	35,989	227,121	226,407
My Peninsula Website	-	-	-	2,500
Navy League of Canada	800	-	800	800
NEED Crisis & Info Line	-	-	-	800
New Marine Centre Society	42,600	17,587	60,187	62,776
Peace Lutheran Church	-	7,070	7,070	8,135
Peninsula Celebrations Society	12,500	-	12,500	12,500
Peninsula Dry Grad Society	1,000	-	1,000	1,000
Peninsula Soccer Association	1,000	-	1,000	2,000
Peninsula Stream Society	500	-	500	500
Peninsula Stroke Recovery and Activity Centre	1,000	-	1,000	500
Rotary Club of Sidney	3,000	-	3,000	-
Saanich Marine Rescue Society	1,000	-	1,000	1,000
Saanich Peninsula Chamber of Commerce	60,000	3,801	63,801	64,576
Saanich Peninsula Christadelphians	-	2,922	2,922	3,161
Saanich Peninsula Piranha Swim Club	500	-	500	500
School District #63 / Crossing Guard Program	10,409	-	10,409	10,409
Shoal Centre / Beacon Community Services	5,500	65,499	70,999	78,563
Sidney Business Development Group	-	-	-	18,500
Sidney Historical Museum	-	6,033	6,033	4,925
Sidney Lions Food Bank	-	3,530	3,530	3,344
Sister Cities Association	-	-	-	2,000
St. Andrew's Anglican Church	-	4,503	4,503	5,435
St. Elizabeth Church	-	6,393	6,393	7,550
St. Paul's United Church	-	3,887	3,887	4,728
Vancouver Island South Film & Media Commission	250	-	250	250
Victoria Human Exchange Society	1,500	-	1,500	500
Total	\$ 354,841	\$ 199,050	\$ 553,891	\$ 573,430

Source: Town of Sidney Finance Department

Statistical Information

Strategic Community Investment Funds Plan and Progress Report

Small Community Portion of SCI Funds		
Intended Use	Performance Targets	Progress made in reporting period
Use funding to support local government services to minimize tax rates increases.	Minimize tax rate increases	\$216,089 in Small Community Grants were received in 2013. These funds and \$124,929 of funds set aside from previous years were used to fund general municipal services in 2013. A tax increase of 3.36% would have been required to generate the level of funding used in 2013.

Traffic Fine Revenue Portion of SCI Funds		
Intended Use	Performance Targets	Progress made in reporting period
Use funding to support police enforcement.	100% of funds are used to support police enforcement over the term of the SCI agreement.	\$96,593 in Traffic Fine Revenue was received in 2013. These funds and \$51,376 of funds set aside from previous years were used towards the police operating budget in 2013.

Source: Town of Sidney Finance Department

Demographic Information

Population and Dwelling Counts

	Sidney	Capital Regional District
Population in 2011	11,178	359,991
Population in 2006	11,315	345,164
2006 to 2011 population change (%)	-1.2%	4.3%
Total private dwellings	5,776	177,977

Household Size

	Total	Percentage
1 person	2,010	38%
2 persons	2,190	41%
3 persons	515	10%
4+ persons	615	11%
Total	5,330	100%

Occupation Status (age 11+)

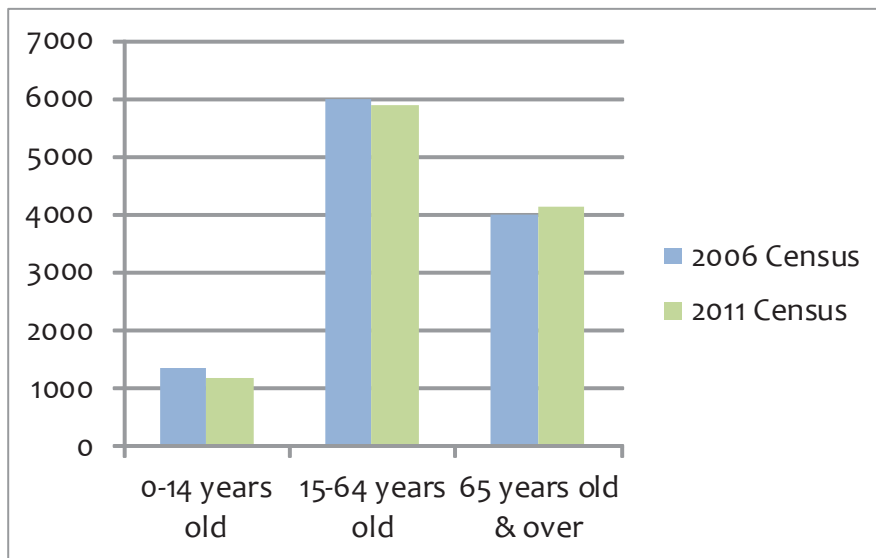
	Male	Female	Total	Percentage
Full time employed	2,230	1,515	3,745	37%
Part time employed	232	867	1,099	11%
Student	368	455	823	8%
Retiree	1,473	2,249	3,722	37%
Homemaker	0	439	439	4%
Other	225	402	627	6%
Total	4,483	5,705	10,188	100%

Population Data Source: Census Canada (2011)

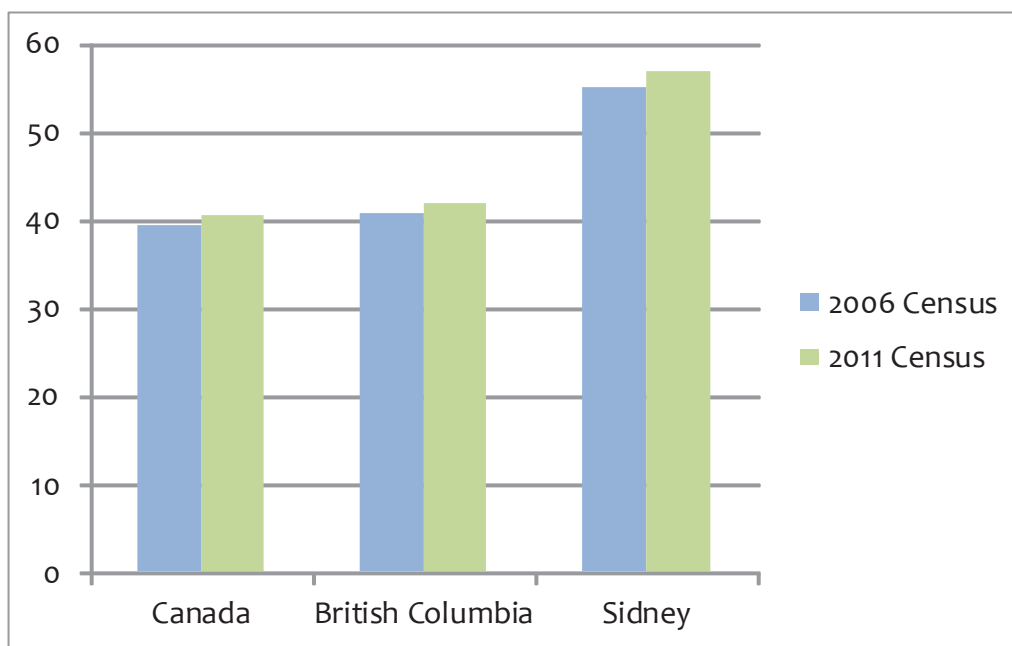
Household & Occupation Data Source: Capital Regional District (2011)

Demographic Information

Sidney's Age Distribution



Median Age of the Population



Source: Census Canada (2011)

Town of Sidney
2440 Sidney Avenue
Sidney, BC V8L 1Y7

Looking east across Haro Strait to Mount Baker



www.sidney.ca