CITY OF VICTORIA | Finance

Financial Plan

2021 – 2025 Financial Plan

CITY OF VICTORIA

Table of Contents

Introduction
- Reader's Guide ... 3
- Distinguished Budget Award ... 4
- Message from City Manager ... 5
- Message from Deputy City Manager/CFO ... 6

City Profile
- City Council ... 7
- Community Overview ... 8
- Map of Victoria ... 9
- City of Victoria at a Glance ... 10
- Highlights of City Services ... 11
- Organizational Chart ... 12

Strategic Priorities ... 13

Public Input on Financial Planning Process ... 33

Financial Plan Framework
- Policies and Framework ... 35
- Fund Structure ... 38

Financial Plan Overview
- Our Approach ... 39
- Priorities and Issues ... 41
- Trends and Outlook ... 47
- Community Impacts ... 65
- Overall Impact to Households ... 67
- Overall Impact to Businesses ... 68
- Budget at a Glance ... 69
- Where Our Money Comes From ... 70
- What Our Money is Spent On ... 72
- Capital Budget ... 73
- Debt ... 74
- Reserves ... 76
- Enhancements ... 78

Consolidated Financial Plan ... 81

Operating Budget
- Revenues ... 85
- Expenditures ... 86
- Employee Summary ... 87
- Council ... 89
- City Manager ... 93
- Corporate Initiatives ... 101
- Business and Community Relations ... 107
  - Arts, Culture and Events ... 111
  - Economic Development ... 125
  - Neighbourhoods ... 131
  - Victoria Conference Centre ... 139
- Bylaw Services ... 165
- Engagement ... 173
- Engineering and Public Works ... 183
  - Public Works ... 187
  - Solid Waste and Recycling ... 227
  - Transportation ... 231
  - Support Services ... 241
  - Sewer Utility ... 253
  - Stormwater Utility ... 271
  - Waterworks Utility ... 297
  - Third Party ... 317
- Finance ... 319
  - Parking Services ... 331
- Human Resources ... 353
- Information Technology ... 365
- Legal Services ... 373
- Legislative Services ... 377
- Parks, Recreation and Facilities ... 385
  - Parks, Recreation and Facilities Administration ... 387
  - Parks ... 389
  - Recreation ... 409
  - Crystal Pool and Fitness Centre ... 425
  - Royal Athletic Park ... 441
  - Facilities ... 453
- Real Estate ... 463
- Sustainable Planning and Community Development ... 475
- Victoria Fire Department ... 495
- Corporate ... 533
  - Grants ... 569
- Greater Victoria Public Library ... 583
- Victoria Police Department ... 587

Capital Budget
- Capital Summary ... 707
- Capital Projects Map ... 711

Capital Projects
- Active Transportation ... 713
- Complete Streets ... 725
- Street Infrastructure ... 733
- Structures ... 747
- Traffic Safety ... 759
- Parks ... 765
- Facilities ... 783
- Neighbourhoods ... 807
- Equipment ... 809
- Utilities ... 835
- Contingency ... 855
- Victoria Police Department ... 857

Appendices
- Financial Sustainability Policy ... 865
- Reserve Fund Policy ... 868
- Revenue and Tax Policy ... 874
- Glossary ... 877

Financial Plan Reader's Guide

Financial Plan Reader's Guide

The Financial Plan Reader's Guide is intended to provide a basic understanding of the 2021 – 2025 Financial Plan and describes the contents of each major section of this document.

The document has been divided into the following sections:

Introduction

This section highlights the Distinguished Budget Presentation Award presented to the City of Victoria by the Government Finance Officers Association of the United States and Canada. For the Final Financial Plan, this section provides a message from both the City Manager and Director of Finance. These key messages provide an overview of the year's highlights and accomplishments of the City. The messages also provide the financial context for our Financial Plan and outline some key initiatives and assumptions in the plan.

City Profile

This section introduces the Mayor and eight City Councilors and provides the reader with a brief overview of the City of Victoria, its location, population, interesting community information, as well as highlights of the services available to citizens and businesses. This section also includes the City of Victoria's organizational structure.

Strategic Priorities

This section outlines the City's Strategic Objectives and Priorities that guide Council's decision making.

Public Input on Financial Planning Process

For the Final Financial Plan, this section explains the City of Victoria's public engagement strategy that has been developed and implemented to increase public understanding and input to the financial planning process. As well, it provides the summary of survey responses that Council considers when informing the Financial Plan.

Financial Plan Framework

This section provides policy and regulatory requirements for the development of the City's operating and capital budgets. Additionally, it provides an overview of the planning framework used to develop the Financial Plan including the timelines, monitoring and variance reporting, and evaluating performance.

This section also identifies the City of Victoria's financial fund structure which is a combination of utility funds and the general fund. It provides a description of each fund and the funding sources, either property taxes or user fees or a combination of both.

Financial Plan Overview

This section provides the reader with the City's approach to budgeting and the key priorities that are taken into consideration when developing the Financial Plan. These priorities are from both external and internal sources. Internal sources come directly from city policies and strategic direction from Council, and external sources consist of economic factors and policies from other government agencies such as the Provincial and Federal governments. The property tax and utility cost drivers are explained and the community impacts to households and businesses are shown in percentages as well as dollars over a five-year period.

Additionally, this section provides the analysis of the City's revenues by revenue type as well as expenditures by type and function. An understanding of the capital budget is presented by category and strategic plan objectives, and information on debt and reserve policy balances are also explained. Performance metrics are included in this section that explain and measure the what, why and how.

Consolidated Financial Plan

For the Final Financial Plan, this section provides the consolidated Final Financial Plan that outlines the revenues, expenditures, debt servicing, transfers to and from reserves for the operating budget, as well as the capital budget funding sources and expenditures.

Operating Budget

This section provides a summary of each Department's revenue and expenditure current budget compared to the prior year as well as the employee summary. Further departmental details provide a greater understanding about department operations, key highlights, organizational structure and financial line item summaries for the current budget to prior year budgets, variances between actuals and budget and a five-year forecast including graphic illustrations.

Capital Budget

This section provides an overview of the 20-year Capital Plan including project summary details outlining the overview of the project, the key deliverables and budget line items as well as operating impacts.

Distinguished Budget Award

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

City of Victoria
British Columbia

Christopher P. Morrill
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Award to the City of Victoria, BC for its annual budget since the fiscal year beginning January 1, 2014.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, operations guide, financial plan and a communications tool.

This award is valid for a period of one year only. The City will submit the Annual Financial Plan for eligibility and another award each year.

City Manager

On behalf of the City of Victoria, I am pleased to present the 2021 Financial Plan. The annual financial planning process provides us an opportunity to look at the services we provide and ensure we are offering the best value for your tax dollars.

The City's 2021 Budget is keeping tax increases low while making strategic investments to maintain services and support residents and businesses in rebuilding and recovery, as we know this is a difficult economic time for many.

In April, Council adopted a budget that invests over $260 million to deliver more than 200 core programs and services and deliver on Council's strategic plan. In addition, the budget invests $104 million in capital improvements to City infrastructure that people depend on.

The City received more than $6.5 million from the Federal-Provincial Restart Grant, which has helped to make up some of the revenue shortfalls brought on by the pandemic. In addition, City staff are implementing a number of cost-saving measures, keeping the overall tax increase this year to 2.03 per cent – below Council's target of inflation plus one per cent.

To make Victoria a more affordable place to live, the City is allocating $660,000 to the Affordable Housing Reserve which helps to leverage investment in affordable housing from the provincial and federal governments. We are also continuing to accelerate the implementation of our Housing Strategy to increase housing choice and affordability for families.

In 2021, the City will invest $24.5 million to improve streets, fill potholes, implement traffic calming measures, and upgrade crosswalks and sidewalks to make Victoria more walkable and safer for cyclists and pedestrians.

Economic recovery and resiliency are also at the top of the list in this year's budget. The South Island Prosperity Partnership will receive $200,000 to support their work to accelerate recovery and build a resilient, diversified economy on the South Island. We are also investing $459,000 to support economic development and recovery to implement the Victoria 3.0 Recovery Reinvention Resilience Economic Action Plan.

The City of Victoria is committed to taking necessary climate action to build a resilient community. In 2021, our Climate Leadership Plan invests up to an additional $350,000 to top up CleanBC's Better Homes and Home Renovation Rebate Program, encouraging more homeowners to transition from oil to electric heat pump heating. The transition to a fully-electric City fleet continues and $175,000 is being allocated for public EV charging stations in neighbourhoods throughout the city.

Providing outdoor spaces for people to enjoy and stay active has never been more important. More than $24.1 million will be invested in 2021 to maintain and enhance the City's 137 parks and open spaces. This year will see $4.5 million invested to replace the artificial turf field at Topaz Park, $2.8 million to improve/expand Songhees Park, as well as the design for the new sčəmaʔən Peter Pollen Waterfront Park and Banfield Park dock upgrades.

Victoria's neighbourhood associations, community associations and seniors centres will receive $1.5 million in funding to deliver important services and programs to residents and help make the community healthier and age-friendly for seniors.

Finally, to make Victoria more accessible and inclusive, the City is investing up to $40,000 for the development of a Welcoming City Strategy, as well as allocating funding to establish a new Office of Equity, Diversity and Inclusion to imbed equity in policies, programs and services to advance the removal of systemic barriers.

I would like to thank the community for their input on the 2021 Budget. We look forward to engaging with you to inform how we can continue to deliver the quality programs and services that you depend on.

Sincerely,

Jocelyn Jenkyns
City Manager

Deputy City Manager/ Chief Financial Officer

It is my pleasure to present the City of Victoria's 2021 – 2025 Financial Plan. The Financial Plan provides clear direction to staff and outlines to taxpayers how the City has allocated its resources to achieve Council's priorities and to deliver service at the high level expected by City of Victoria residents. It is aligned with the Strategic Plan, supports the Operational Plan and is in compliance with the *Community Charter*.

Our well-established financial principles and strategies focus on strong fiscal management and remain a key guide to our budgeting process. These policies have placed the City in a solid financial position to consider a variety of approaches in response to the COVID-19 pandemic. The Financial Sustainability Policy, the Reserve Fund Policy and the Revenue and Tax Policy shape the City's commitment to long-term financial sustainability, investment in capital assets, growth of reserves, prudent management of debt, and providing taxpayers with stable, equitable and affordable property taxation.

This plan reflects the City's ongoing response to the COVID-19 pandemic while maintaining current services and service levels. The City, like many municipalities, was required to close facilities due to provincial public health orders and experienced significant revenue losses and increased costs. A variety of mitigation strategies were actioned to reduce the tax increase required to fund the financial plan while limiting impacts to service delivery. The mitigation strategies included keeping reserve transfers at 2020 levels, vacancy management to create savings, reallocation of budgets between service areas impacted by the pandemic, incorporating only essential capital projects into the capital plan, and including the Federal-Provincial Restart Grant of more than $6.5 million to contribute towards the revenue shortfalls brought on by the pandemic.

Staff continued to approach the budget with a commitment to maintaining fiscal discipline, flexibility and incorporating achieved efficiencies. In November 2020, staff presented to Council the 2021 – 2025 Draft Financial Plan which balances the City's plans, strategies and finances while continuing to provide good value for tax dollars. Following Council's deliberations and public consultation, the final operating budget resulted in an overall increase to property taxes of $2.89 million or 2.03% (1.21% for City operations, 0.80% for Police operations and 0.02% for Greater Victoria Public Library) which was lower than Council's direction for a maximum tax increase of inflation plus one percent. The Five-Year Financial Plan Bylaw received final adoption on April 22, 2021, with the final operating and capital budget totalling over $260 million and $104 million, respectively.

Budget outreach and engagement continued to be an important part of the City's financial planning process and in response to the ongoing restrictions for in-person gatherings, this year's engagement approach shifted to virtual options. We continued to receive important feedback that shaped the financial plan through an online survey and e-Town Hall. The City has a keen focus for increased participation and continues to work on reaching traditionally under-represented groups and reducing barriers to participation to ensure that feedback on the Financial Plan represents an accurate reflection of the community, to the greatest extent possible.

Our financial planning will continue to remain responsive and agile as we navigate into the future. We will continue to carefully monitor financial impacts of the pandemic through regular reporting and updates. The City will continue to balance the financial challenges posed by COVID-19 with the funding requirements for providing the many services our community relies on to meet residents' needs as the city grows.

I would like to thank staff in all departments who contributed invaluable time and support to make this budget a comprehensive and relevant document during these rapidly changing times.

Sincerely,

Susanne Thompson, CPA, CGA
Deputy City Manager/Chief Financial Officer

City Council

Lisa Helps
Mayor

The Mayor and Council of the City of Victoria were each elected for a four-year term in the municipal election held in October 2018. Each member is appointed to specific portfolios, City standing committees and is responsible for a particular Victoria neighbourhood. Some members of Council are also appointed to the Board of the Capital Regional District (CRD). Appointments are made by the City to internal committees as well as external boards and committees – this does not include the external sub-committees or other groups to which members are appointed by those external bodies.

Marianne Alto

Stephen Andrew

Sharmarke Dubow

Ben Isitt

Jeremy Loveday

Sarah Potts

Charlayne Thornton-Joe

Geoff Young

Community Overview

Located on the southern tip of Vancouver Island, on the homelands of the Songhees and Esquimalt peoples, Victoria is a forward-thinking, active community. The City is home to a dynamic, thriving economy and vibrant arts and culture scene, with an unparalleled natural environment enjoyed by residents and visitors. It's a place where sustainability, health and well-being are the cornerstones of creating a prosperous future.

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

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

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

City of Victoria

- Incorporated on August 2, 1862
- Population: 94,400
- Serves as the metropolitan core for a region of 418,511
- Capital City of British Columbia
- Average of 2,193 hours of sunshine each year
- Average rainfall is 58.3 centimetres per year

Map of Victoria

City of Victoria at a Glance

Population **94,400***

Family size

Couples with children 5,195

Couples without children 11,585

Marital Status

- 35% Single
- 31% Married
- 14% Common Law
- 11% Divorced
- 6% Widowed
- 3% Separated

In the labour force

Assessed Properties**

Rent vs Own

Median household income.... $53,126

Source: Stats Canada, 2016 Census
*BC Stats 2020
**City of Victoria, 2021

Highlights of City Services

Maintain:

138 City parks

254 Hectares of parkland

91 Hectares of natural area

15,756
Delegate Days at the Victoria Conference Centre

Public Service Centre
Approx.
105,000
Transactions and inquiries

65,682
Social media engagement

Bylaw and Licencing
9,886
Calls for service

5,130
Tonnes of waste collected (from 14,000 households)

178
Businesses assisted by the Business Hub

106
Free City organized arts and culture programs and events

Approx.
89,865
Crystal Pool and Fitness Centre visits annually

Over
2,155
Individuals assisted by City Archives

3,259
Inspections performed Building, Plumbing, Electrical

1,677
Zoning Regulation Bylaw Plan Checks

Victoria Emergency Management
118
People assisted

690
Total fires attended (structure, exterior, vehicle)

279 km
roadway

260 km
stormwater mains

4
stormwater rehabilitation units

98.4 km
bike lanes

30
new or improved crosswalk projects

467 km
sidewalks

270
parking pay stations

Organizational Chart

Victoria and Esquimalt Police Board

Victoria Police Department*
Del Manak, Chief Constable

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

Strategic Priorities

2019 – 2022

How We Got Here – Process of Plan Development

Council's first order of business after being sworn in was to turn our minds to how we could take what we heard from the public on the campaign trail along with important unfinished actions from last term and create a bold and achievable four-year plan.

We began by asking ourselves and each other:

- What would Council like to get out of the planning process?
- What would Council like to see in the plan?
- What's working well in the city?
- What are opportunities for improvement in the city?
- What's working well at City Hall?
- What are opportunities for improvement at City Hall?

Please see the Appendix for Council's answers to these questions. These were transcribed directly from flipcharts. We're sharing our "rough work" for transparency and so the public can see our thought processes.

As part of the process – and to ensure that the plan would be achievable – we asked staff to go through the plan line by line and analyze what financial and human resources would be required to achieve all of the actions in the next four years.

And then, we drew on the energy, intelligence and goodwill of the public and asked for help. Through a month-long online survey and a full-day Engagement Summit in January 2019, we gathered insightful and practical feedback from many members of the public.

In early February 2019, Council took all of the information gathered from both staff and the public and began to adjust the plan based on that input. We discussed and debated the plan in the order of importance that survey respondents had given to the strategic objectives. And as we went through the plan, we used the input from the Engagement Summit and the ranking of the importance of actions by the public as a guide. The outcomes associated with each objective were generated by the public at the Engagement Summit. And the plan's goal statement was also generated by members of the public working creatively together at the end of the day-long Summit.

We are grateful for the time, energy and goodwill that staff and the public have put into developing this plan with Council. And we look forward to delivering all of the actions, working side by side with the community over the next four years.

Goal Statement

By 2022, Victoria will be a bold, thriving, inclusive, and happy city that people love. We will be known globally for our climate leadership practices, multi-modal transportation options, innovative approaches to affordable housing, and for meaningful reconciliation with the Songhees and Esquimalt Nations on whose homelands our city was built.

VICTORIA CITY COUNCIL 2019 – 2022

Declaration of Principles and Values

In order to create a culture of deep respect, to build the relationships we need to do the work, and to aspire to be our highest selves even when it feels hard and when difficult decisions could stand to divide us, we are committed to:

1. Governing with integrity, transparency and an unwavering dedication to public service.
2. Welcoming diversity and fostering a spirit of inclusion and equity in everything we do.
3. Leading with creativity and courage.
4. Deep listening and critical thinking.
5. Assuming that everyone is here with good intention to make the community better.
6. Nurturing a culture of continuous learning with each other, staff and the public.
7. Working collaboratively and cooperatively with each other, staff and the public while welcoming a diversity of opinion and thought.
8. Practising generosity, curiosity and compassion.
9. Being patient, kind and caring.
10. Bringing a spirit of open-mindedness and open-heartedness to all of our work.
11. Keeping a sense of humour and light-heartedness with each other.
12. Reviewing these principles once a quarter with the same humility, honesty, and candour with which we govern.

2019–2022

Strategic Objectives Operational Priorities

In addition to the strategic objectives and the actions proposed to achieve them, Council and staff have the following operational priorities. These priorities reflect the values of City Hall and of our residents and business community.

- Heritage conservation and heritage designation
- Nurturing and supporting arts, culture and creativity
- Creating and maintaining a high-quality public realm
- Continuous improvement with regard to open government
- Meaningful and inclusive public engagement
- Accessible information, facilities and services
- Sound fiscal management

STRATEGIC OBJECTIVE ONE

Good Governance and Civic Engagement

MEASURABLE OUTCOMES

- There is clear, open and transparent two-way communication between the City and the public, with the ability for public input to effect change
- There is broad engagement with a diversity of participants conducted in a respectful and inclusive way
- The community feels heard
- The City demonstrates regional leadership in transparency and open government initiatives
- There are clear, relevant measurable outcomes for each objective that Council measureand reports on

Actions | *Good Governance and Civic Engagement*

2019		*Responsibility*
1.	Develop measurement and monitoring process for Strategic Plan Outcomes *Continuing in 2021*	*Staff*
2.	Work with Saanich Council to develop and implement a Citizens Assembly process *Continuing in 2021*	*Council; Staff*
3.	Work to regionalize police services and consider the possibility of a single, amalgamated police service for the region *Continuing in 2021*	*Mayor's Office*
4.	Offer childcare at City Hall during public hearings *Complete*	*Staff*
5.	Improve proactive disclosure of closed meeting records and decisions quarterly *Continuing in 2021*	*Staff*
6.	Improve timely publication of Council member expenses and financial disclosure statements quarterly *Complete*	*Staff; Council*
7.	Create a structure/process for Councillors to share and be accountable for their work on committees and other appointments *Continuing in 2021*	*Council*
8.	Continue to implement Youth Strategy *Continuing in 2021*	*Staff; Youth Council*
9.	Complete and implement Real Estate Strategy *Continuing in 2021*	*Staff*
10.	Establish a Renters Advisory Committee *Complete*	*Renters Advisory Committee led by Councillors Dubow and Loveday; Staff*
11.	Deliver training to Council and senior staff on accessibility *Complete*	*Staff*

2020		
12.	Allow people to make video submissions to public hearings and requests to address Council *Continuing in 2021*	*Staff*
13.	Hold public hearing-only Council meetings *Continuing in 2021*	*Staff*
14.	Create a lobbyist registry *Continuing in 2021*	*Staff*
15.	Develop an Equity Framework *Continuing in 2021*	*Staff*
16.	Strike a Council working group to recommend a process for a governance review *Complete*	*Council*

2021		*Responsibility*
17.	Undertake a review of Council duties and compensation in conjunction with the governance review	*Council; Staff*

2022		
18.	Offer training to staff, Council members and community leaders in best practices in respectful facilitation; identify challenging topics for engagement in advance and ensure that everyone involved (staff and community leaders) have adequate training to lead engagement	*Staff*
21.	Develop and implement processes for convening the community and gathering input on what the community is interested in giving input on — not only engaging when City Hall has a question for the community	*Council (give direction and participate in community gatherings); Staff (implement)*
20.	Undertake a staff salary review	*Council (guiding policy); Staff*

2019 – 2022		
21.	Begin holding four town halls per year, one per quarter to engage residents, youth, business, organized labour and other stakeholders, including a quarterly check-in with Council on the topics for these town halls *Continuing*	*Council; Staff*

Ongoing		
22.	Set and measure targets for each of the objectives	*Council; Staff*
23.	Measure well-being and use results to inform budgeting process	*Council; Staff*
24.	Streamline and make more consistent planning and permitting processes	*Staff*
25.	Continue transparent and robust approach to annual budget and strive for continuous improvement of the process each year	*Staff; Council*
26.	Exercise fiscal responsibility in policing expenditures expenditures	*Council*
27.	Monitor implementation of Local Area Plans on a routine basis	*Staff*
28.	Divest municipal funds from fossil fuels	*Council (advocacy); Staff (identify opportunities)*

STRATEGIC OBJECTIVE TWO

Reconciliation and Indigenous Relations

MEASURABLE OUTCOMES

- Deeper and more engagement with Songhees and Esquimalt Nations including with both hereditary and elected chiefs
- Increased awareness of and support for reconciliation and recognition of Indigenous sovereignty
- City Council, staff and residents are more aware of Indigenous history, treaties, and leadership structures
- Increased community collaboration and capacity to do the work of reconciliation by harnessing existing expertise in our community
- More Indigenous involvement and inclusion in all aspects of civic life, including economic development
- Talent acquisition programs and initiatives are in place that support the diversification of the City's workforce, including programs and initiatives that focus on Indigenous Peoples

As part of the Witness Reconciliation Program, these outcomes and actions will be shared with the Esquimalt and Songhees Nations for their input as witnesses to the process.

Actions | *Reconciliation and Indigenous Relations*

2019		*Responsibility*
1.	Create the Victoria Reconciliation Dialogues *Continuing in 2021*	*Mayor's Office; Council; Staff, Songhees and Esquimalt Nations*
2.	Determine appropriate context for the Sir John A. Macdonald Statue *Continuing in 2021*	*Council; Staff*
3.	Develop and implement an ongoing, mandatory training program for Council and all City staff, and to have the cognitive portion of the training for all City staff and the experiential portion of the training for those interested participants first *Complete*	*Staff with Songhees and Esquimalt Nations and other Indigenous support*

2021		
4.	Establish an Indigenous Relations function	*Staff with Songhees and Esquimalt Nations guidance and support*

2022		
5.	Increase protection for Indigenous cultural heritage sites in land use and development processes	*Staff*
6.	Appoint Indigenous Elders in Residence to provide advice on municipal programs, initiatives and operations	*Council (appoint); Staff and Songhees and Esquimalt Nations guidance*
7.	Deliver the experiential portion of the reconciliation training to those interested participants first	*Staff*

Ongoing		Responsibility
8.	Increase protection for Indigenous cultural heritage sites in land use and development processes	*Staff*
9.	Continue working with and adapting the Witness Reconciliation Program	*Council with Songhees and Esquimalt Nations*
10.	Create opportunities for Indigenous contractors and employers through City infrastructure projects and contracts	*Staff*
11.	Work with the Songhees and Esquimalt Nations on First Nations economic development projects	*Staff*
12.	Advocate for First Nations representation on CRD Board	*Council*
13.	Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park	*Staff*
14.	Work with the Songhees and Esquimalt Nations to establish a reburial site	*Staff*
15.	Support the restoration of Indigenous place names	*Staff*
16.	Advocate for decolonization of policies and practices at the provincial and federal levels	*Council*
17.	Increase awareness and support for Indigenous culture, history and viewpoints in everyone's daily life via education	*Council; Staff*

STRATEGIC OBJECTIVE THREE

Affordable Housing

MEASURABLE OUTCOMES

- Decrease in number of people spending more than 30 per cent of income on housing
- Decrease in homelessness (Point-In-Time Count numbers go down)
- Quadruple the number of 'Missing Middle' housing units
- Increase number of co-op housing units
- Increase in rental apartment and housing vacancy rate
- Increase in percentage of Victoria residents who own their own homes
- Victoria is seen as development friendly
- Neighbourhoods are diverse, accessible and affordable across all ages, incomes and abilities

Actions | *Affordable Housing*

2019		Responsibility
1.	Define and set targets for affordable housing *Complete*	*Council (set); Staff (track)*
2.	Implement rental-only zoning *Continuing in 2021*	*Staff*
3.	Implement Market Rental Revitalization Program *Continuing in 2021*	*Staff*
4.	Develop Community Amenity Contribution Policy *Complete*	*Staff*

2019, continued		*Responsibility*
5.	Accelerate Implementation of Victoria Housing Strategy: a. Develop city-wide strategy for additional house conversion opportunities *Complete* b. Incentivize and mandate the creation of family-appropriate two and three bedroom rental units c. Identify funding mechanisms to acquire land to facilitate federal, provincial and regional investment in affordable housing d. Explore the expanded use of tax exemptions to create more affordable housing *Continuing in 2021*	*Staff*
6.	Houseplexes and Townhouses: a. Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes b. Support houseplexes as a form of multi-unit housing that provides a sensitive transition within neighbourhoods c. Support more family housing including townhouses and row houses d. Support new ground-oriented housing forms and lock-off suites *Continuing in 2021*	*Staff*

2020		
7.	Create a Tenant Housing Ambassador position to make it easier for renters to navigate the Tenant Assistance Policy, Standards of Maintenance Bylaw and other issues	*Staff*
8.	Work with partner agencies and parameters outlined in the existing City of Victoria Emergency Plan (2018) to establish an effective emergency shelter function for unhoused persons, including activating municipally-owned property, to provide emergency shelter and other emergency social services to meet community needs in the event of emergencies	*Staff*

2021		
9.	Consider a comprehensive amendment to the Zoning Bylaw to permit all "Missing Middle" housing forms without need for rezoning or development permit. *This builds on 2019 Action "Houseplexes and Townhouses: Undertake a city-wide planning exercise to identify suitable locations for townhouses and houseplexes."* *Continuing in 2021*	*Staff*

2022		
10.	Allow moveable tiny homes in all backyards that currently allow garden suites at rents of no more than $500 per month	*Staff*
11.	Consider a grant program for secondary suites including those that are accessible and serve an aging population	*Staff*
12.	Examine a grant program to incentivize the creation of affordable garden suites	*Staff*
13.	Allow tiny homes and garden suites on lots that already have secondary suites or duplexes	*Staff*
14.	Expand garden suite program to allow larger units on larger lots	*Staff*
15.	Develop relevant partnerships and pilot a project matching seniors with extra bedrooms with eligible lodgers	*Staff*

Ongoing

16.	Track and measure the creation of affordable housing units	*Staff*
17.	Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing	*Staff*
18.	Regularly evaluate the City's bonus density policy and the number of units being created as a result of it	*Staff*
19.	Encourage barrier-free housing and universal design in new developments	*Staff*
20.	Identify opportunities for affordable housing in all neighbourhood plans	*Staff*
21.	Advocate for more affordable student housing	*Council*
22.	Facilitate, incent and support co-op housing	*Staff*
23.	Examine existing City land as possible sites for affordable housing and emergency shelter spaces	*Staff*
24.	Create a municipal housing service to acquire land and enter into partnerships for the purposes of providing affordable (de-commodified) housing	*Staff*

STRATEGIC OBJECTIVE FOUR

Prosperity and Economic Inclusion

MEASURABLE OUTCOMES

- Business owners feel that it's easy and rewarding to work with City Hall
- Neighbourhood and village centres have thriving economies
- Low vacancy rate in downtown retail spaces is maintained
- Employers can find enough qualified workers to fill available jobs
- People who work in Victoria can afford to live in Victoria
- Increase in number of businesses actively engaged in reducing GHGs (See Objective #6)
- Increase in number of urban-agriculture related businesses
- Reduced use of food banks

Actions | *Prosperity and Economic Inclusion*

2019

		Responsibility
1.	Create Victoria 3.0 – Recovery Reinvention Resilience – 2020-2041 Economic Action Plan *Complete*	*Mayor's Office; Staff*
2.	Initiate discussions with respect to federal, provincial and philanthropic funding and operational model for Bastion Square Creative Hub *Complete*	*Mayor's Office; Staff, Working Group; Council*
3.	Apply for certification as a Living Wage Employer *Complete*	*Staff*

2021

4.	Create a program to encourage "pop-up" businesses and art exhibits in vacant retail and office space	*Staff*
5.	Develop a vision and implementation framework for the Arts and Innovation District	*Staff*
6.	Work with the province with respect to limited pay-day loans and predatory lending	*Council*

2022		*Responsibility*
7.	Talk with industrial landowners, managers and users about industrial land – its use, zoning, taxation, etc. – review industrial land use and values every five years	*Staff*
8.	Explore land use and business licence regulations to limit predatory lending and pay-day loans	*Staff*

Ongoing		
9.	Continue ongoing support efforts to launch a Creative Hub for Arts	*Council; Staff*
10.	Support arts, culture and innovation venues and spaces	*Staff*
11.	Advocate for adequate income and supports to ensure everyone has access to a decent quality of life	*Council*
12.	Identify opportunities to support non-transactional approaches to the provision of goods and services, e.g. neighbourhood-based sharing libraries, tools, seeds, etc.	*Staff; Councillor Neighbourhood Liaisons*
13.	Hold an Annual Housing/Development Summit and continue to improve processing times and process improvements, and build better understanding of the development processes	*Staff; Council*
14.	Support buy local initiatives to promote sustainable local enterprise	*Staff; Council*
15.	Explore opportunities to include community ventures in City initiatives that support social enterprises	*Staff; Council*
16.	Continue to build financial capacity of the organization and explore sources of revenue other than property taxes and utility fees	*Staff*
17.	Keep a cap on annual property taxes to no more than inflation plus one percent, including police	*Council*
18.	Support economic opportunities for urban agriculture producers, farm businesses and farmers markets	*Staff*

STRATEGIC OBJECTIVE FIVE

Health, Well-Being and a Welcoming City

MEASURABLE OUTCOMES

- Increase sense of belonging and participation in civic life among all demographic groups
- Increase in number of people who feel safe and part of the community
- Increase in number of people who have a family doctor and overall increase in the number of people working in the health and well-being professions
- Increase in availability of free recreation options
- Increase in people accessing nature
- Increase in number of people who are more active, including increase in registrations in the City's recreational programs
- Clear improvement on mental health and addictions
- Increased local food security
- Fewer people are living below the poverty line and more people have access to a living wage
- Increase in cultural literacy, deepening understanding and welcoming of diversity

Actions | *Health, Well-Being and a Welcoming City*

2019		*Responsibility*
1.	Create a city-wide Childcare Strategy and Action Plan *Complete*	*Mayor's Childcare Solutions Working Group; Staff*
2.	Develop a Trans Inclusion Policy *Complete*	*Trans Advisory Task Force; Staff*
3.	Develop and implement an Accessibility Framework *Complete*	*Staff; Accessibility Working Group*
4.	Work with Downtown Victoria Business Association for rotating mural artists to beautify empty storefronts and large windows *Continuing in 2021*	*Staff; DVBA*
5.	Create a Seniors Task Force and develop a Seniors Strategy *Complete*	*Seniors Task Force led by Councillors Isitt and Collins; Staff*
6.	Strike a Peer-Informed Task Force to identify priority actions to inform a Mental Health and Addictions Strategy actionable at the municipal level, i.e. prevention, advocacy, integration of services, and education *Continuing in 2021*	*Peer-Informed Task Force led by Councillors Alto and Potts; Staff*
7.	Expand Life Pass program to 365 days per year *Complete*	*Staff*
8.	Adopt accessible parking standards for on-street and off-street parking *Continuing in 2021*	*Staff*
9.	Explore ways to end sexual harassment and assault in Victoria, including using the Good Night Out international model to create a safe nightlife campaign for Victoria venues, bars, clubs and festivals *Continuing in 2021*	*Late Night Task Force; Councillor Thornton-Joe (Downtown Neighbourhood Liaison)*

2020		
10.	Create a Welcoming City Strategy: a. Staff to join Welcoming City initiatives b. Community efforts that promote inclusivity, understanding and collaboration across cultures to learn about and appreciate everyone's unique perspective c. City not to use funds, personnel or equipment to detain people due to immigration status d. Business leaders, civic groups institutions, residents to join in a city-wide effort to expand prosperity and integration to include all residents e. Ensure a welcoming, compassionate and neighbourly atmosphere in our community where all people, including immigrants and refugees are welcomed, accepted, respected and encouraged to participate f. City plays role in collective response to fear mongering, racism and human suffering g. Diversity and inclusion training for staff and Council h. Support entrepreneurial ambitions of newcomers through the Business Hub at City Hall *Continuing in 2021*	*Welcoming City Task Force led by Councillors Dubow, Thornton-Joe, Mayor Helps; Staff*
11.	Urban Agriculture: a. Explore opportunities for increasing food production on private land b. Support food infrastructure including farmers markets, and storage and distribution c. Soil test and consider shade implications of City-owned land and potential land acquisition *Continuing in 2021*	*Staff; Urban Food Table*

2021		*Responsibility*
12.	Urban Agriculture: a. Working with specialists in the field, explore agriculture water rates for food production in the city on land that is used principally for food production b. Advocate to BC Assessment for farm classification for lands being used principally to grow food and consider lowering the tax rates for urban farms (once designated by BC Assessment) c. Support neighbourhood food/meal programs d. Work with non-profits to bring back the Sharing Backyards Program	*Staff; Urban Food Table*

2022		
13.	Partner (potentially with the Downtown Victoria Business Association) to create a program to make businesses barrier free	*Staff*
14.	Create an LGBTQi2S Task Force to create an LGBTQ2iS Strategy	*LGBTQi2S Task Force led by Councillors Alto and Potts; Staff*
15.	Crystal Pool and Wellness Centre Replacement	*Staff*

2019–2022		
16.	Develop a plan including site selection, funding strategy and partnerships to develop a new Central Library *Continuing 2021*	*Staff*

Ongoing		
17.	Implement the Accessibility Short Term Action Plan	*Staff*
18.	Pilot community BBQ stations in parks and neighbourhood public spaces	*Staff; Neighbourhood Associations*
19.	Identify and remove barriers to make Victoria accessible and apply a barrier-free lens to all decisions we make to ensure we're not creating new barriers	*Staff; Council*
20.	Look for opportunities and partnerships for deer management	*Staff*
21.	Ensure ethno-cultural diversity in municipal festival, arts and cultural funding supports	*Council*
22.	Consider the implementation of play streets, school streets and other child-friendly strategies	*Staff*
23.	Advocate for preserving and strengthening the Agricultural Land Reserve	*Council*
24.	Look for opportunities to increase food production on public land including increasing community gardens in all neighbourhoods in the city, and building urban food systems into our parks operations	*Staff; Urban Food Table*
25.	Look for opportunities to create accessible shoreline access	*Staff*

Ongoing, continued	Responsibility
26. Mental Health and Addictions Advocacy: a. Advocate for better prevention and more support for those aging out of foster care – there were 156 unhoused youth in the 2018 Point-in-Time Count b. Advocate for more funds for mental health and more publicly-funded recovery options and de-stigmatization of mental health and addictions c. Advocate for and facilitate planning and delivery of additional harm reduction services in the city and region, including a safe inhalation site d. Advocate for the BC government to provide currently illicit drugs/safer substances to reduce harm from addictions e. Advocate for and work with agencies and other governments and professional bodies to facilitate increased harm reduction training f. Advocate to the Province and/or the CRD and Capital Regional Hospital District to measure homelessness, acute addiction, mental health and to identify service gaps and better coordinate between existing service providers, and create better funding opportunities	*Council*
27. Work with Island Health and partners to attract and retain medical professionals and to improve access to healthcare in all neighbourhoods	*Council*

STRATEGIC OBJECTIVE SIX

Climate Leadership and Environmental Stewardship

MEASURABLE OUTCOMES

- The City is making measurable advances reducing community GHG emissions by 50 per cent from 2007 levels by 2030, and cutting the City of Victoria's corporate emissions by 60 per cent by 2030
- Citizens and businesses are empowered and inspired to take meaningful action to reduce carbon pollution
- Citizens and businesses are making measurable advances in community and business GHG reductions and a tangible movement to 100 per cent renewables to meet or exceed climate targets
- There is a Zero Waste Strategy in place and we are making progress towards goals
- There are optimized local compost solutions in place for both food and garden waste
- Increase in tree canopy on public and private property

Actions | *Climate Leadership and Environmental Stewardship*

2019	Responsibility
1. Develop a Zero Waste Strategy *Complete*	*Staff*
2. Implement the Climate Leadership Plan *Continuing 2021*	*Staff; Council; Community*
3. Implement the Urban Forest Master Plan *Continuing 2021*	*Staff*
4. Undertake a comprehensive review and update the Tree Preservation Bylaw *Complete*	*Staff*

2020		*Responsibility*
5.	Facilitate tree planting events and celebrations in partnership with residents and community organizations, and other public bodies, including participating in the United Nations Trees in Cities Challenge with a goal of planting at least 5,000 trees *Continuing 2021*	*Staff; Council*
6.	Mandate green shores practices on waterfront development *Continuing 2021*	*Staff*
7.	Increase protection for shoreline areas and Garry Oak ecosystem including the shoreline between Gonzales Bay and Ross Bay and the shoreline along Gorge Waterway *Continuing 2021*	*Staff*
8.	Introduce regulations to ban and/or restrict problematic single use items (coffee cups, take out containers, straws, etc.) while taking into consideration accessibility needs *Continuing 2021*	*Staff; Council*
9.	Begin to plan for mitigating the inflow and infiltration issues on private property *Continuing 2021*	*Staff*
10.	Expedite implementation of the BC Step Code *Continuing 2021*	*Staff*
11.	Implement a City staff transit pass program *Complete*	*Staff*

2021		
12.	Engage Burnside-Gorge and Victoria West residents on a streamlined process to update the management plans for the following parks and greenspaces, with a view toward improving ecological stewardship and low-impact recreation: Arm Street Park, Burleith Park, Banfield Park, Arbutus Park, and the public foreshore at the foot of Harriet Street	*Staff*
13.	Implement a robust Zero Waste Strategy	*Staff; Council; Community*
14.	Mandate electric vehicle charging capacity in all new developments *Complete*	*Staff*
15.	Work with the Greater Victoria Harbour Authority on options for shore power and lower emissions ground transportation	*Staff; Greater Victoria Harbour Authority*

2022		
16.	Create Climate Champion program	*Mayor's Office*
17.	Initiate a Parks and Open Spaces Acquisition Strategy to identify priorities for parkland acquisition that align with Official Community Plan, Parks and Open Spaces Master Plan, and other approved City plans	*Staff*
18.	Explore opportunities for renewable energy generation and district energy opportunities	*Staff*

Ongoing		
19.	With the exception of hanging baskets and Beacon Hill Park, between 2019 and 2022, re-naturalize all beds in the city. If there are cost, time and/or water savings, use these to further nurture the tree canopy and urban forest and natural areas *Complete*	*Staff*
20.	Promote rain gardens and improve water quality entering waterways	*Staff*
21.	Strengthen tree protection and enhance tree canopy and urban forest	*Staff; Community*
22.	Encourage and move towards mandating food bearing plants, pollinator habitats and native species in landscape plans for private development	*Staff; Urban Food Table*
23.	Advocate for appropriate federal regulations of the Victoria Water Airport	*Council*
24	Work with partners to clean up the harbour and steward waterways	*Staff; Council*

STRATEGIC OBJECTIVE SEVEN

Sustainable Transportation

MEASURABLE OUTCOMES

- Increase in residents using public transit, walking and cycling
- Decrease in number of collisions and fatalities on City streets
- Decrease in transportation-related GHG emissions
- Fewer cars on the road and decrease in vehicle kilometres travelled
- Increase in car sharing
- Decrease in annual household spending on transportation
- Increase in public and private EV charging stations
- New transportation services are available, including rapid transit, to and from Victoria, supported by first-mile and last-mile solutions, mobility-as-a service (MaaS) and a single payment platform
- There is a positive shift in public attitude towards sustainable transportation
- There is a direct link between City transportation investments, policies, and services and the City's Climate Leadership goals
- Victoria is recognized as a global leader in multi-modal transportation

Actions | *Sustainable Transportation*

2019		*Responsibility*
1.	Request that the Victoria Regional Transit Commission (VRTC) provide free transit to all children in the region 18 and under *Complete*	*Council*
2.	Depending on response from the VRTC, implement creative financing mechanism to fund transit for children 18 and under in Victoria *Complete*	*Staff; Council*
3.	Advocate for late night bus service *Complete*	*Council*
4.	Develop and begin implementation of the Sustainable Mobility Strategy including improvements to pedestrian, cycling and transit travel *Complete*	*Council*
2020		
5.	Work to bring a "floating" car share service to Victoria *Continuing 2021*	*Staff; Mayor's Office*
6.	Support green way improvements in neighbourhoods including renewing Subdivision and Development Servicing Bylaw, Greenways Plan, and associated City policies and bylaws to allow for alternative design treatments for shared streets on identified greenways *Continuing 2021*	*Staff*
2021		
7.	Complete Cecelia mid-block connector	*Staff*
8.	Lower speed limits on local neighbourhood streets to 30 km per hour	*Council; Staff*
2022		
9.	Explore the expansion of fare-free public transit to low income people, seniors and other residents	*Staff*
2019 – 2022		
10.	Bike Master Plan implementation	*Staff*

Ongoing		*Responsibility*
11.	Continue to look for opportunities to secure a multi use trail along the Upper Harbour north of downtown	*Staff*
12.	Advocate and work with our regional colleagues to create a regional transportation commission	*Council*
13.	Advocate for substantially improved transit service	*Council*
14.	Advocate for lower transit fares	*Council*
15.	Advocate for BC Transit to start purchasing electric buses in advance of 2030 transition *Complete*	*Council*
16.	Advocate to BC Transit for "micro transit" or "transit-on-demand" – a public ridesharing program	*Council*
17.	Work with car share entities to create more car share spaces on neighbourhood streets	*Staff*
18.	Encourage/mandate where possible, new car share cars and memberships with new developments in exchange for less parking spots	*Staff; Council*
19.	Support traffic calming in neighbourhoods	*Staff*
20.	Support and nurture neighbourhood-led transportation planning	*Staff*
21.	Work towards a regional rail system/advocate for commuter rail and inter-city rail along the E&N Railway from Victoria Harbour without delay	*Council; Staff*

STRATEGIC OBJECTIVE EIGHT

Strong, Liveable Neighbourhoods

MEASURABLE OUTCOMES

- Increase in number of opportunities for engagement with neighbourhoods
- People feel listened to and consulted about what makes a neighbourhood distinctive
- Increase in affordable housing in all neighbourhoods (See Objective #3)
- Increased access to social determinants of health in all neighbourhoods
- People feel that their neighbourhood is safe and walkable
- Increase number of people walking compared to other modes of getting around within neighbourhoods
- Increase in the amount of green space in neighbourhoods
- All neighbourhoods are thriving, distinctive, appealing, viable and have amenities

Actions | *Strong, Liveable Neighbourhoods*

2019		*Responsibility*
1.	Complete the Fairfield Local Area Plan *Complete*	*Staff; Community; Council*
2.	Create a placemaking guide and tool kit and host workshops to support citizens and businesses to take action to create public play spaces, parklets, and gathering places within neighbourhoods *Continuing in 2021*	*Staff; Council*
3.	Develop a Municipal Alcohol Policy to address concerns brought forward by the Late Night Advisory Committee *Continuing in 2021*	*Staff*
4.	Explore opportunities to expand the Quadra Village Community Centre in partnership with the Downtown Blanshard Advisory Committee and the CRD *Continuing in 2021*	*Staff; Neighbourhood Association*

2019 – 2022		*Responsibility*
5.	Develop Local Area Plans *Continuing in 2021*	*Staff; Neighbourhoods; Council*

2020		
6.	Review the Noise Bylaw *Continuing in 2021*	*Staff*
7.	Review CALUC process including clear terms of reference for increasing diversity (youth, renters, etc.), capacity building, term limits and a transparent and democratic process for selecting members	*Staff; Council; CALUCs*
8.	Review and consider additional resources (financial and training) for CALUCs *Continuing in 2021*	*Staff; CALUCs*
9.	Resolve anomalies in neighbourhood boundaries *Continuing in 2021*	*Council; Staff*
10.	Establish a community centre for North Park *Continuing in 2021*	*Staff*
11.	Explore partnerships to create meeting space and a home base for the Downtown Residents Association *Continuing in 2021*	*Staff; Downtown Residents Association*

2020 – 2022		
12.	Create a 'people-priority' Government Street with a complete transformation of the street between Humboldt and Yates to be completed by the end of 2022 *Continuing in 2021*	*Staff; Council*

2021		
13.	Facilitate a series of virtual engagement events to share community profile information and advance discussions on imbedding equity into the Engagement Framework	*Staff*
14.	Work with the Greater Victoria Public Library to provide library services in the north end of the city	*Staff*

2022		
15.	Establish a community centre for the North Park	*Staff; Neighbourhood Association*
16.	Review the Heritage Tax Exemption program	*Staff with clear direction from Council as to what specifically needs to be reviewed*
17.	Explore the creation of a Jubilee Community Centre	*Staff*
18.	Review the Ship Point Improvement Plan and consider funding options	*Staff*
19.	Work with School District 61 to explore use of Sundance School as a community centre for a Jubilee Community Centre	*Staff, School District 61; Neighbourhood Associations*

Ongoing		
20.	Support neighbourhood placemaking initiatives	*Staff; Council*
21.	Advocate for adequate support and supervision accompanying downtown supportive services so people have all the supports they need, not only housing	*Council*
22.	Emergency preparedness/heritage buildings/enrich the heritage seismic upgrade program *Complete*	*Staff*

Process for Amending Strategic Plan

Part One – Emerging Issues and Opportunities

Step 1.	At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emerging issue or opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. This report must outline which of the eight Objectives the new proposed Action will lead to, as well as the Outcome that the new proposed Action is meant to achieve.
Step 2.	At the next Quarterly Update, staff will provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.
Step 3.	At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed.

Part Two – Emergency Issues and Extraordinary Opportunities

Step 1.	At any Committee of the Whole meeting, Councillors interested in amending the Strategic Plan to address an emergency issue or extraordinary opportunity must bring a motion accompanied by a short report to request a short report from staff on the implications of adding a proposed Action. Emergency Issues and Extraordinary Opportunities don't need to be tied to a specific Strategic Objective, but if they do, this should be indicated clearly, as well as the Outcome that the new proposed Action is meant to achieve. Proposed new Actions for Emergency Issues and Extraordinary Opportunities will require a two-thirds majority to pass.
Step 2.	One Committee of the Whole meeting later at the most, staff provide a brief report to Council outlining what Actions planned for a given year may need to be reconsidered and the implications of doing so.
Step 3.	At the same meeting as outlined in Step 2, Committee votes on whether to move forward the new Action and Outcome and what Action or Actions may need to be removed. If Committee (and Council) supports proposed Actions and Outcomes that fall outside of the eight Strategic Objectives, a new section will be added to the plan entitled Emergency Issues and Extraordinary Opportunities.

APPENDIX

Framing Questions for Strategic Planning Process

What Council would like to get out of the planning process:

- Generation of great ideas
- Understand how we work together
- Open conversation and candid dialogue
- An overall understanding of what four years will look like and how we will include the community
- To learn more about what we've been doing as a city and what we need to do
- Relationship building
- Learning how to work together
- Collaborative
- Transparent
- Make some hard decisions
- Strong strategic plan that will advance social and ecological justice

What Council would like to see in the plan:

- A clear path forward but one that is also flexible enough to address emerging issues
- Practical and achievable, not just a wish list
- Include the public
- Achievable and aspirational
- Include what we've heard from citizens and what we're passionate about
- Tied to the budget
- Address a broad spectrum of things so that there is something for everyone in the plan and it tends to the day to day of the city
- A bold and achievable plan, where we measure and report on our progress
- Tackle the toughest issues, have a clear path from day one

What's working well in the city?

- Engaged and passionate citizens
- Strong neighbourhood structure
- Growth of strong local businesses
- Economic opportunity for residents
- Natural environment and residents working to protect it
- Embracing the importance of reconciliation
- Neighbourhood associations that provide services. e.g. childcare, seniors programs
- Strength of major industries, tech, tourism
- Increasing diversity of population
- Festivals, arts and culture
- Strong library system
- Increase in international students
- Well-maintained roads, sidewalks and physical infrastructure
- Social agencies and programs
- Compassionate
- Safe
- Interfaith relationships and solidarity
- Confidence in city, good place to invest and build
- Strength of regional cooperation on economic development
- Strong network of non-profit organizations
- Strong commitment to volunteerism, e.g. welcoming of Syrian refugees

What are opportunities for improvement in the city?

- Increase trust between citizens and City Hall
- Recognize that the provision of social services downtown requires more supports, not just housing
- Ensure that downtown is accessible and welcoming to everyone
- Nurturing our existing businesses and people coming downtown
- Improve public dialogue, increase civility, increase a feeling that there's room for everyone's voice
- Become a more welcoming city – affirm our values as a welcoming city
- Take a more compassionate approach to homelessness and mental health/addiction
- Harm reduction
- Be more respectful of each other's time – language choice
- Be the first city with a tech boom to grow inclusively and sustainably
- Deepening our relationship with the Songhees and Esquimalt Nations and to understand what it means to live in a city on someone else's homeland
- To grow the film industry
- Continue to nurture our business community and foster an entrepreneurial spirit
- Make the city more accessible

What is working well at City Hall?

- Passionate and dedicated staff who have knowledge and relevant expertise – spirit of continuous learning
- Approachable City Hall
- Improved and proactive engagement practices
- Strong relationships with federal and provincial governments
- Active in e.g. Housing First/tackling important issues
- Seen as regional leader
- Relationships with colleagues on a municipal level are strong
- Relationships with Songhees and Esquimalt Nations
- Quality customer service
- Courage to take bold action
- Taken action on food security and agriculture
- Strong relationship with School District
- 20-year capital plan and strong reserves
- Welcoming nature of City Hall – lack of dysfunction – functional organization
- Commitment to learn from mistakes
- Cross-departmental collaboration to solve problems

What are opportunities we have to improve City Hall?

- Address the housing crisis and have housing that's in reach/affordable for our residents
- Increase trust between Councillors and staff and Council; improve relationships
- Capture the corporate/institutional memory
- Tackle affordability crisis more broadly (childcare/transportation)
- To diversify engagement e.g. childcare at meetings, video submission
- Respect the time of staff
- Be climate leaders and mitigate and adapt to climate change
- Better convey City Hall/Council story
- Address day-to-day issues – broken window syndrome in the city
- Responsive and proactive to the needs of residents and business community
- To make sure that when we undertake engagement we're clear and engaging for the right reason, at the right time in the right way
- Recognize the localized experiential experience of people and value citizen expertise from living in a place
- Collect data and measure results as a way to advocate to other levels of governments re: services

What are opportunities we have to improve City Hall? *(continued)*

- To hear the quieter voices not being heard over the loud voices
- Measure our own results and use that data to drive decisions in budget on an annual basis
- Deeper partnerships with post-secondary institutions and School District
- Opportunities for prevention – working upstream
- Address access to childcare and availability
- Make sure that the plans we create are implemented and resourced by the budget process
- Review the plans we have in place and determine whether they are still the right plans; regularize this to make progress on the key elements in the OCP
- Better follow-through on engagement
- Improve the well-being of staff and take care of our staff; provide adequate and relevant training

Public Input

2021 Summary of Public Engagement

The City is committed to increasing public understanding and input on its financial and strategic planning processes. We continue to focus on improving the presentation of financial information, increasing notice of public participation opportunities, improving the online survey and bringing on new tools for the public to engage in the decision-making process.

The City began public consultation on the 2021 Draft Financial Plan on December 7, 2020. Citizens were invited to provide input on the proposed budget through a variety of means, including an online survey, email submissions and/or through participating in the Virtual Budget Town Hall held on January 13, 2021.

For the second consecutive year, the City collaborated with the City of Victoria Youth Council to host a free event titled, Youth Speak: Budget 2021 in conjunction with the Town Hall.

Targeted engagement was directed to reach under-represented groups, with a particular focus on youth, renters, diverse community groups and newcomers.

The City's new online engagement platform at **engage.victoria.ca** provided a one-stop hub for budget information and engagement opportunities. A budget summary document was prepared to give people a plain language overview of the operational and capital budgets, as well as highlights of the City's programs and services planned for the coming year. An accessible version was also available. Those who wanted to dive more deeply could review the full draft Financial Plan.

Budget consultation was actively promoted through social media, print and online advertising, the City's Connect community e-newsletter, stakeholder and neighbourhood outreach, and in media interviews.

Online Survey

A total of 709 individuals responded to the City's online budget survey, which asked people to share their priorities for investment in 2021. The survey attracted diverse participation that more closely reflects the make-up of the community than in previous budget engagement surveys. An additional 185 people provided written feedback on the draft budget.

It should be noted that the online budget survey is not a random, representative survey of Victoria residents, but rather represents the views of those who became aware of the survey and decided to complete it.

Virtual Budget Town Hall

For the seventh consecutive year, the City hosted a Budget Town Hall. Due to the pandemic, it was a virtual, interactive, live webcast event. Closed captioning increased accessibility. The community was invited to submit questions and feedback in a variety of ways:

- An online web form
- Twitter using the hashtag #victownhall
- Call in and speak up to three minutes
- Submitting a video up to three minutes in length

During the live event, 317 people tuned into the webcast, 10 people phoned in to comment or ask a question, one video presentation was shared, and there were 58 online submissions. Comments and questions covered a wide variety of topics.

Public Input

Youth Speak: Budget 2021

For the second consecutive year, the City collaborated with the City of Victoria Youth Council to host a free event titled, Youth Speak: Budget 2021. Due to COVID-19, the event was virtual and ran in parallel with the Virtual Budget Town Hall to foster civic financial literacy and gather feedback from youth, on youth priorities for City Council. Participants tweeted their questions live during the Virtual Budget Town Hall.

Eight youth participated in the event, which included facilitated group discussions to learn more about the City's budgeting process and how Council makes decisions about the key priority areas in which to invest the City's 2021 Budget. Areas of interest included the police budget, affordable housing and support for local business.

Engagement

The City's online engagement platform provides enhanced data on how people interact with a project online. Over the five-week budget engagement period (December 7, 2020 to January 13, 2021), the City's budget consultation resulted in:

- 2,633 people aware of the draft budget (visited at least one page of the Budget project)
- 1,261 people informed of the draft budget (downloaded a document, visited multiple project pages)
- 709 completed the budget survey

Who We Heard From

Of the 709 people who participated in the online survey:

- 88% of respondents said they live in the City of Victoria, with the highest neighbourhood representation from Fairfield at 16%
- 57% indicated they rent in Victoria, while 41% indicated they own property in Victoria
- 16% of respondents indicated they own or operate a business in Victoria
- 23% indicated they are newcomers (i.e., have lived in Victoria less than five years)
- 16% of respondents were youth, between the ages of 12–24

More renters participated in the online survey than in previous years, with 377 out of 663 (57%) of respondents stating they rent in Victoria. With renters making up 61% of Victoria's population (Statistics Canada 2016 Census), the budget survey reached a high percentage of these individuals. In last year's budget survey, 35% of respondents were Victoria renters.

This year, a higher number of youth participated in the online survey at 16%, compared to 3% last year. There was also a marked increase in survey respondents aged 25 to 39, at 50% compared to 28% last year, indicating that the City may be reaching more young families with its engagement activities.

Priorities

Affordable Housing was ranked as the top Council strategic objective by survey participants and it was also a key theme in written submissions. Housing and homelessness; Health, well-being and social issues; and Climate action and sustainability were rated as the most important priorities facing our city right now.

Overall, most survey respondents were satisfied with the repair and maintenance of the City of Victoria's transportation infrastructure/amenities and with parks and public spaces infrastructure/amenities, with a few notable exceptions including parking and park washrooms.

When assessing essential priorities for Council, survey respondents said they want a city that supports vulnerable populations (58%), is a leader in climate action and sustainability (44%), is equitable and inclusive (41%), where residents and visitors feel safe (41%) and local businesses are supported in economic recovery (39%).

The topic of Police funding was often cited in comments from survey respondents and in written budget input, however people expressed divergent views with some seeking an increase to VicPD's budget while many others calling on Council to defund, or at least freeze, the police budget for 2021 and redirect funding to other City priorities, particularly affordable housing and community services.

Overall, 61% of survey respondents said they receive very good or fairly good value for their tax dollars. This is up from 45% last year and up from 49% in 2019.

The City is committed to improving the budgeting process each year. Feedback from the 2021 financial planning process will inform future budget engagement.

Policies and Framework

The City of Victoria's financial plan process framework consists of the following:

Legislative Requirements

The Community Charter requires municipalities to prepare Five Year Financial Plans each year that identify the expenditures, funding sources and transfers to or between funds for both operating and capital expenditures. The City's five year plan must be balanced; therefore the total of expenditures and transfers to other funds must not exceed the total of revenues, funding sources and transfers from other funds for that year. This plan must be adopted before the tax rate bylaw is approved, but before May 15th of each year.

In addition, the Community Charter directs municipalities to consult with the public prior to adoption of the Financial Plan.

City Policies

Financial Sustainability Policy

Purpose

The purpose of the Financial Sustainability Policy is to guide the City's financial planning to meet financial obligations while providing high quality services.

Primary Objective

The policies shall be designed and structured to develop principles that guide, support and respect the direction of the community so that tax payers can benefit from stable, equitable and affordable property taxation.

Reserve Fund Policy

Purpose

The purpose of the Reserve Fund Policy is to provide guidance with respect to the development, maintenance, and use of City Reserve Funds.

Primary Objective

To ensure stable and predictable tax levies to buffer the impact of unusual or unplanned cost increases and revenue reductions over multiple budget cycles. The City will maintain adequate reserves to provide for operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues and environmental hazards to reduce the risk of extensive service interruptions and prevent risks to infrastructure and public safety. Establishing reserves to finance new capital assets to respond quickly to alternative service delivery methods and safeguarding and maximizing existing assets are further primary objectives.

Revenue and Tax Policy

Purpose

The purpose of the Revenue and Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes and the use of permissive property tax exemptions.

Primary Objective

To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.

To support the Official Community Plan and other City plans, as well as complement the Regional Context Statement.

Financial Planning Framework

The Financial Planning Framework is developed in alignment with the following plans to organize and coordinate the activities necessary to bring the City's vision to life:

1. The Strategic Plan
2. The Operational Plan
3. The Financial Plan

The Strategic Plan

The Strategic Plan is the road map for Council's decision-making and provides the guiding framework for the Financial Plan. It defines the vision, objectives and associated actions that guide the City. The Strategic Plan is updated every four years following the municipal election. This plan will be used to assess performance on a quarterly basis and to update operational plans according to emerging priorities and the will of Council.

The Operational Plan

The Operational Plan identifies the strategies and tasks for each strategic objective to achieve the desired annual outcomes. Work plans are aligned with the strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will assist in guiding the re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

There are both internal and external benefits to developing one operational plan. It serves as an important communication tool for both City Council and the community about how the City is delivering on the approved projects and funding, and where challenges have been identified. This plan also assists in measuring the performance of departments in achieving intended results.

The Financial Plan

The Financial Plan provides the resources, both financial and human, and connects the day to day work required to achieve the goals of the Operational Plan and the Strategic Plan. This plan is updated annually to ensure alignment and that the objectives are achieved. The City's performance is reviewed monthly and is presented to Council quarterly.

The City continues to improve on the new financial planning process introduced in 2015 that focuses on budgeting by priorities, outlining services and projects including the costs, revenues and benefits of each. This new focus will enable the City to better demonstrate the value residents and businesses receive for their tax dollars.

Financial Planning is comprised of the following:

1) Align with the Strategic Plan

City department operational plans are developed according to the Strategic Plan as well as emerging priorities, input from the community and the will of Council.

2) Review Budget Priorities

Operating

Departments review their base service levels and deliverables, who they deliver the service to, why they provide the service and what the benefit of the service is.

Capital

Departments review their capital projects to determine investment needs based on asset master plans and condition assessments. Master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities for infrastructure investment.

For both operating and capital, a review of the operational plan will ensure all priorities will be accounted for and aligned with the City's objectives. Departments will also review all processes to be bold and innovative, identify efficiencies, and if necessary reallocate both financial and human resources to ensure delivery of the project or service.

Supplemental Budget Requests

Departments that wish to increase service levels and/or employees (FTE) are required to submit a supplemental budget request. Each request will require a business case outlining how they support the City's goals and objectives, the operating and capital impacts and return on investment. Evaluation of the requests are based on the alignment of the operational and strategic plans.

3) Community Engagement and Identify Citizen Priorities

A variety of engagement tools are used to encourage and enable participation in budgeting, focusing on improved financial information and public participation. The City's practices, tools and techniques include a Town Hall and E-Town Hall meeting and online surveys.

4) Performance Metrics

Identification of key performance metrics to measure City operations to expected deliverables.

Monitoring and Variance Reporting

The City performs monthly variance analysis of the revenues and expenditures as they compare to the approved financial plan and reports the progress quarterly to Council. Quarterly updates on the operational plan are also completed that provide a status update on the progress of each action item identified under the strategic objectives. The status updates are colour coded to indicate the status of each action item.

The quarterly report is a comparison of actual revenues and expenditures for city operations and capital projects as well as staffing levels. The purpose of the quarterly financial report is to provide Council, the community and staff with a continual overview of financial information and staffing levels. Each report highlights any actual to budget variances and recommends adjustments, if any, to the five-year financial plan bylaw. Consistent monitoring identifies issues in a timely manner allowing staff and Council time to make the appropriate decisions to ensure the City is on budget and in alignment with the Strategic Plan.

Performance Metrics and Evaluation

Financial planning is a process of continuous improvement. Performance evaluations exist at multiple levels of the City. Performance metrics demonstrate something important about our services and the processes that produce them. They are a tool to help us understand, manage and improve what our organization does. Performance measures answer the following questions:

- How much did we do?
- How well did we do it?
- Is anyone better off?

They provide us with the information necessary to make informed decisions about what we do. A performance metric is comprised of a number and a unit of measure. The number gives us a magnitude (how much) and the unit gives the number a meaning (what). Performance metrics are always tied to a goal or an objective (the target).

Financial Planning Process and Timelines

Date(s)	Task
April – June 30, 2020	Departments developed their draft 2021 budget and performance metrics
July – September 2020	Operating and Capital budget reviews with Directors and City Manager
November 5, 2020	Introduction of the 2021 draft financial plan to Council
November 10, 23, 30, 2020	Detailed department presentations of the 2021 draft financial plan to Council
December 3, 2020	Council to pass 1st reading of the 2021 financial plan bylaw
December 2020 to January 2021	Online survey – Public consultation on the draft financial plan
January 13, 2021	Virtual Town Hall meeting – Public consultation on the draft financial plan
January 2021	Consultation results to be presented to Council and Council to provide direction on changes to the draft financial plan
End of March 2021	Final property assessment data received from BC Assessment
April 2021	Summarize Council direction for the 2021 draft financial plan and adoption of the 2021 Financial Plan and Tax bylaws

Budget Bylaw Amendments

If unanticipated events occur during the year that impact the approved five-year financial plan, staff recommend amendments to the financial plan bylaw to authorize the changes. All budgetary amendments require Council's approval.

Fund Structure

The City of Victoria's financial structure is separated into four funds; General, Water Utility, Sewer Utility and a Stormwater Utility. Each fund has to balance all the revenues and expenditures to ensure that there is no budgeted deficit or surplus.

General Fund

The General Fund is funded in part through various user fees, fines and penalties, though the main source of funding is property taxes. This fund is comprised of a diverse range of services to the community. Services range from garbage collection and emergency services to parks and recreation programs, community and land use planning. Parking as well as Solid Waste and Recycling are self-funded entities within the General Fund as they are funded by user fees rather than property taxes.

Water Utility

The City of Victoria's Water Utility is a self-funded program that operates, maintains and constructs the City's water infrastructure that delivers safe drinking water to the public and provides sufficient pressure and flow for fire protection. The water service is provided to all property owners in the City of Victoria and the Township of Esquimalt. User fees are the primary source of revenue for this fund.

Sewer Utility

The City of Victoria's Sewer Utility is a self-funded entity that operates, maintains and constructs the City's sanitary sewer system. An efficient sanitary sewer system provides a foundation for public health and community well-being. User fees are the primary source of revenue for this fund.

Stormwater Utility

The City of Victoria's Stormwater Utility is a self-funded entity that operates, maintains and constructs the City's stormwater system. An efficient stormwater system manages run off to reduce contamination and pollution of waters to minimize impacts to marine life. Stormwater management is required by provincial and environmental regulation. The funding for the majority of the Utility's cost are covered by a stormwater user fee. However, a portion representing the cost of City rights-of-way continues to be funded by property taxes.

Fund	Department
General	Council
	City Manager
	Business and Community Relations
	Bylaw Services
	Corporate Initiatives
	Engagement
	Engineering and Public Works (Non Utility)
	Finance
	Human Resources
	Information Technology
	Legal Services
	Legislative Services
	Parks, Recreation and Facilities
	Real Estate
	Sustainable Planning and Community Development
	Victoria Fire Department
	Corporate
	Greater Victoria Public Library
	Victoria Police Department

Self Funding Utilities	Department
Water Utility	Engineering and Public Works
Sanitary Sewer Utility	Engineering and Public Works
Stormwater Utility	Engineering and Public Works

Budget – Our Approach

The City's new financial planning process moves away from expense-based budgeting and now focuses on budgeting by priorities. This approach provides greater context than in the past by outlining services and capital projects including the deliverables and metrics, benefits, costs and revenues of each. The new format enables the City to better demonstrate the value tax and rate payers receive for their dollars. Greater emphasis is also being placed on staff and community involvement in the planning process.

The budget process began in April 2020 with the introduction of the budget guidelines to staff. Budget information sessions were held with staff to increase the understanding of the budget process. These sessions helped staff rethink the budget process as not just inputs in terms of dollar figures but aligning the human and financial resources to service levels delivering community value. Review and submission edits were completed to refine the budget numbers to better reflect the deliverables and make the language more accessible to taxpayers. Reviews of all departmental operating and capital budget submissions were completed by the City Manager and Directors between July and September 2020.

The budget process required a team effort involving over 70 staff from across the organization. This new approach has increased collaboration and provided an opportunity for staff to gain a greater understanding of the City's services and provide continuous feedback to achieve the City's four pillars:

- Better is Possible
- Value Customer Experience
- One City
- Pride in All We Do

The financial planning process continues to further refine the City budget numbers, align service level deliverables to available resources and improve performance metrics. Continuing this year, the City and the Victoria Police Department have coordinated their budget timelines to present to Council an all-inclusive 2021 – 2025 Financial Plan that will include the complete Police budget. Also continuing, is the expansion of one-time items to business unit summaries to clearly demonstrate the true budget changes; one-time items do not impact the property tax increase because they have a dedicated funding source. A centralized approach to City-wide performance measures has been added to demonstrate the City's performance. Performance management is an area of continuous improvement that will provide the City with the tools to make informed program and process improvements and to spend scarce budget resources wisely. Additional analysis on trends and issues impacting City operations continue to be included in this budget. This information further paves the way for the City to reduce inefficiencies and use data driven budgeting decisions to improve the overall quality of service delivery.

The 2021 – 2025 Draft Financial Plan was presented to Council on November 5, 2020, and department presentations were scheduled in November 2020. The Financial Plan was developed based on Council's direction for a maximum tax increase of inflation plus one percent as well as the City's Financial Sustainability Policy, Reserve Fund Policy and Revenue and Tax Policy as the guiding documents for budget development.

Budgets are developed to maintain existing services and service levels and staff present recommendations to Council on service level changes as supplemental budget requests. The Financial Sustainability Policy transfers the first $500,000 of new property tax revenue from new development to infrastructure reserves. Though this year due to the pandemic and other funding needs, the 2021 budget did not incorporate this increase to reserve savings.

Each year, difficult decisions between competing priorities are made during the financial planning process. Because of the pandemic, this year's process was more challenging to deliver the City's over 200 programs and services, to invest in infrastructure upgrades and to achieve the City's Strategic Plan. The financial plan includes projected reductions in revenues, known cost increases and mitigation strategies to minimize impacts on service delivery due to COVID-19. The various mitigation strategies factored into this budget include cost savings measures such as vacancy management, reduction in travel, conference and training budget, reduction in costs related to managing special events, eliminating an office space lease, delaying the reopening of the Victoria Conference Centre, use of new property tax revenue from new development to offset cost increases/revenue shortfalls and funding from the Restart Grant awarded from the BC Provincial Government for COVID-19 related impacts.

Budget – Our Approach

The 2021 draft operating budget totalled $255.9 million, and the 2021 draft capital budget totaled $52.9 million which included investments in City facilities, parks, underground utilities and streets, as well as continued implementation of the Bicycle Master Plan. The proposed draft operating budget resulted in an overall increase for property taxes of $2.5 million or 1.75%, resulting in an impact of $44 for an average household and $124 for a typical business. The overall utilities budgets remained the same, though since the city has experienced lower consumption levels due to the pandemic, this resulted in a slight rate increase for water and sewer to be able to collect the same amount of revenue to cover costs. For the average household or typical business there would be an annual increase of $12 for water and $6 for sewer.

During the months of December 2020 and January 2021, public consultation began with an online survey and a virtual Town Hall meeting supported with a budget toolkit, budget summaries and a video explaining municipal budgets. These tools provided the City with input from the public on the draft financial plan and based on that feedback, Council allocated non-market change or assessment growth, supplemental requests, items deferred in 2020, resource requirements for financial plan motions and 2021 Strategic Plan action items and additional grant requests. Due to the pandemic, there was no surplus to allocated from 2020.

During the budget deliberations, Council allocated a variety of initiatives that formed part of the Final Financial Plan. Allocation of new property tax revenue included additional legal resources, grants for part time coordinators for five Neighbourhood Associations, a grant for Pro Art Alliance and the remainder being transferred to the Buildings and Infrastructure Reserve. Council also allocated funding for a variety of one-time initiatives including Youth Strategy, Motor Vehicle Act Pilot Project, grants to Our Place for extended hours and storage of belongings, International Decade for People of African Descent, Create Victoria Cultural Infrastructure Grant Program, South Island Prosperity, Oil to Heat Pump Incentive Program, Governance Review, Indigenous Relations Function and Reconciliation Dialogues, Tiny Homes project, Downtown Vibrancy and Vitality Initiative. Council approved an increase to the Police budget for E-Comm services funded by a combination of the Police Financial Stability Reserve and a property tax increase and approved a further property tax increase to fund the shift of policing costs to Victoria due to the phase-in of the new budget allocation formula, as well as additional policing support for bylaw services staff. Capital Project allocations included additional funding to a variety of capital projects including complete streets, Banfield Park Swim Dock, design work for Vic West Skate Park Lighting, Pemberton Park, Feasibility Study for the Central Library, Pedestrian Master Plan, Memorial Road Stone Markers on Shelbourne Street, and Peter Pollen Park design work, accessible parking retrofits and Clover Point Park improvements.

Property Tax Breakdown

1.21%	City Operations
0.80%	Police Operations
0.02%	Greater Victoria Public Library
2.03%	Overall Financial Plan Property Tax Increase

The amended Five Year Financial Plan Bylaw received final adoption on April 22, 2021. The final operating and capital plan budgets total $260.3 million and $104.3 million respectively. This will result in an overall property tax increase of $2.898 million. This represents an overall property tax increase of 2.03%, though Council has distributed this increase to residential properties at 5.73% and to business properties at a decrease of 2.08%. This results in an increase of $145 for an average residential property assessed at $834,000 and a decrease of $146 for a typical business property assessed at $647,000. The budget process is one of continuous improvement and will be enhanced each year. The ongoing financial impacts of the pandemic will also be carefully monitored throughout the year.

The Financial Plan was prepared based on information available at the time of development and supported by staff estimates. The Financial Plan is not audited. For comparative purposes, certain prior year figures have been reclassified to match the presentation adopted for the current year. The City uses the accrual method of accounting where expenses are recognized in the accounting period in which they are incurred and revenues in the period earned.

Priorities and Issues

There are a variety of issues that are considered during the financial planning process to ensure a balanced and fiscally solid Financial Plan. City policies and financial planning guidelines provide the direction to inform the Financial Plan. In addition to City policy, other assessments such as infrastructure needs, impacts from the federal and provincial governments, as well as the property tax base are also considered. All these influences are among the challenges the City of Victoria must balance to ensure the best value for the taxpayer.

City Policies

The 2021 – 2025 Financial Plan is based on the following three City policies that guide the financial planning process:

1. Financial Sustainability Policy (Appendix A)
2. Reserve Fund Policy (Appendix B)
3. Revenue and Tax Policy (Appendix C)

Key priorities and issues from these policies that form the Financial Plan are:

Growth in Property Tax Base

- The City is seeing additional revenue from development
- To balance this growth with corresponding infrastructure upgrades, the first $500 thousand of assessment growth or non-market change property tax revenue is transferred to infrastructure reserves and the remaining balance allocated as determined by Council. For 2021, Council approved not to increase this savings in reserves as part of the mitigation strategies due to the pandemic. Therefore, the first $500 thousand of assessment growth has not been included in the 2021 Financial Plan.
- Property tax increase
- Each budget cycle, Council considers the property tax increase required by first covering the projected cost increase for existing services and then considering other enhancements

New Services and Major Enhancements to Existing Services

- New services or enhancements to existing services will be funded by one or a combination of reductions in the costs of existing services and then reallocation to the new or enhanced service, an increase in non-tax revenues or a further increase in property taxes

Debt Management

- Every attempt is made to keep the debt servicing charges at the current budget level of 7% of the property tax levy by adding new debt only in the years when other debt is retired

Surplus

- Surplus represents non-renewable savings and should only be considered a funding source for one-time expenditures

Capital Projects

- Each capital project submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs

User Pay Funding

- This type of funding will be used for such services that are practical and desirable to fund on a user pay basis

Infrastructure Maintenance and Replacement

- Each year, Council will consider a property tax increase dedicated to increasing capital infrastructure investment

Reserves

- Ensure stable and predictable tax levies
- Provide for operating emergencies
- Finance new capital assets
- Safeguard and maximize existing assets

Distribution of Property Taxes among Property Classes

- Maintain the current share of distribution of property taxes among property classes, excluding the impact of new assessment revenue, by allocating tax increases equally
- Tax rates for the light and major industrial tax classes will be equal to the business tax rate to support the City's desire to retain industrial businesses

Priorities and Issues

Financial Plan Guidelines

In addition to the budget issues that are considered from the three guiding policies, financial plan guidelines are distributed to all staff. These guidelines provide the framework and direction to staff in preparation of the budget. Direction provided by the guidelines included the following:

- The Strategic Plan objective "Make Victoria More Affordable" limits the annual property tax increases to a maximum of the rate of inflation plus 1%
- Priority-based budgeting includes aligning department work plans to the City's eight Strategic Objectives
- Department budgets are to be developed by priority-based budgeting as follows:
  - Identify deliverables
  - Identify deliverables between operating and capital
  - Develop work plans that identify resources, revenues, expenditures and human resources for each deliverable
- Departments are to adapt a "better is possible" and "continuous improvement" focus which includes a thorough examination of the City's processes and current operations each year to seek efficiencies and better value to the community
- Departments are to develop meaningful performance metrics
- Departments are expected to justify all expenses in alignment with the Strategic Plan objectives
- Supplemental requests include a rationale to support requests for new service levels outlining all expenditures, revenues and required FTEs
- Departments are to make every effort to access external funding from non-City sources including other levels of governments

Challenges

Infrastructure Needs

The City's municipal infrastructure is vital in sustaining the economic, environmental, social and cultural life of our community. The quality of life enjoyed by our citizens is directly related to the condition of the infrastructure. The goal of the City is to ensure the resources are available to build and maintain infrastructure assets to provide services to the community.

Funding levels have reached sustainable levels for some assets (water), some are close to sustainable levels (storm drains), some have sufficient funding levels for the near future but may require funding increases beyond that (sewers), some projects are shaped through consultations with the community (park upgrades), some require additional analysis to determine the required funding levels (equipment and surface infrastructure such as street and traffic lights) and some fall short of recommended levels (facilities, roads and fleet). The City has completed a facilities condition assessment, Parks and Open Spaces Master Plan, and Sewer Master Plan that will help determine future funding requirements to ensure sustainability. The City is also undertaking a Real Estate Strategy and a Facilities Master Plan to determine short and long-term needs.

Since 1999, Council has increased the annual capital budget funding through property taxes from $2.5 million to over $11 million. As per the Financial Sustainability Policy, additional funding decisions through an increase in property taxes, will be considered by Council based on proposed projects identified by staff.

Impacts from Federal and Provincial Governments

The City of Victoria faces challenges due to changing responsibilities of the federal and provincial governments. These challenges include new or expanded service requirements as a result of a shift in responsibility from other levels of governments to the municipal level, in addition to the decline of municipal financial support.

Property Tax Base

The primary revenue source for local governments is property tax, which is not directly related to the performance of the economy. The City of Victoria continues to look at alternative revenue sources and is shifting to a user-pay approach where appropriate, which is demonstrated through the implementation of the stormwater utility fee introduced in 2016. User rates and fees are reviewed and updated regularly to avoid large changes and to provide users with adequate notice of any changes.

COVID-19 Pandemic

The City's financial situation, especially related to some revenues, has been significantly impacted by the COVID-19 pandemic, and the timeframe for recovery remains unknown. The main revenue shortfalls are related to economic activity downtown, including tourism. Revenue sources impacted by the pandemic are those from parking, recreation, the Victoria Conference Centre, business licencing, short-term rental licencing, ticket revenue related to the arena and property leases. The City has developed a multi-faceted approach which balances operating and capital needs, and minimizes impacts on services.

Priorities and Issues

Priorities

Local Area Land Use Planning

As part of addressing the projected population and economic growth in the City, long-term plans are in progress to ensure that growth and development meets the needs of Victorians now and in the future. Local area planning has been initiated in various neighbourhoods, focused on neighbourhood villages and transportation corridors. Citizens, community groups, neighbourhood associations, businesses and housing providers are encouraged to participate to help shape the plans for these areas.

Business Support

Small businesses are the lifeblood of our economy and community. Building on the 2015-2018 Mayor's Task Force on Economic Development and Prosperity, a new initiative called *Victoria 3.0 – Recovery Reinvention Resilience – 2020 – 2041* was initiated in 2019. The action plan will create and support programs to make it easier for businesses to start and thrive, support entrepreneurs and innovation, and increase the genuine well-being of citizens. The City, along with community partners, play a vital role in fostering an environment to retain our successful business leaders and innovators while continuing to attract the additional entrepreneurs and talent that we need to grow local prosperity.

Since 2014, the downtown street front vacancy rate has dropped significantly from 10.2% to 3.1%[1]. Due to the COVID-19 pandemic, the rate has increased to 6.0% in 2020.

[1] Colliers International Victoria Retail Market Report Q4 2020

Downtown Building Vacancy Rates
Retail – Storefront

SOURCE: Colliers International Victoria Rental Market Q4 2020

Priorities and Issues

Affordable Housing

As one of the objectives of the Strategic Plan, a key goal for Victoria is to increase overall affordable housing supply in the City, allocate additional City revenue to affordable housing and to create places where everyone wants to live through urban planning principles. The cost of housing has been identified as a significant factor that negatively impacts affordability for many Victoria residents. Traditionally, housing has been the responsibility of the provincial and federal governments; the City of Victoria has taken a leadership role to develop innovative and creative ways to immediately increase the availability of low-end market affordable housing.

While housing and homelessness are not primarily municipal responsibilities, these issues affect the community – housed or unhoused. The City is working with the Province and partners across the region on the Regional Housing First Initiative. The Capital Regional District committed $30 million to this initiative and the Province of BC and Government of Canada have awarded matching funds, bringing the total investment to $90 million to build new affordable housing for those who are chronically homeless.

Victoria's apartment rental vacancy rate increased compared to 2019 as the COVID-19 pandemic slowed down demand growth. Even though Victoria's rate has increased to 2.2%, it still has one of the lowest apartment rental vacancy rates in the country. The average rent increased by 3.3% in 2020, faster than inflation and the provincially allowable rent increase, resulting in a $356 premium of asking rent for vacant units compared to rent for occupied units.

Victoria Apartment Rental Vacancy Rate (%)

SOURCE: Canada Mortgage and Housing Corporation, Rental Market Data – 2020

Active Transportation

The goal of active transportation is improved quality of life, public safety, air quality, place making, pedestrian and cycling lanes through the implementation of neighbourhood-led transportation planning and a "complete streets" lens for all transportation projects. Guiding principles are to encourage human-powered modes of transportation and to provide a connected, safe, comfortable, and active transportation network for people walking, riding bikes, or using other non-motorized forms of transportation.

The City has identified priority cycling routes that focus on providing better connections to and within downtown, public schools, community and senior centres and with existing or proposed cycling routes in other municipalities to ensure that urban villages and town centres are all on or within one block of a cycling route, The City is committed to constructing "all ages and abilities" routes.

To further define the long-term management of the City's transportation network and assets, a Sustainable Mobility Strategy has been developed which includes targets and strategies for desired mode-shifts and mode-performance, management frameworks, priority action plans, and meaningful performance targets, and will be supported by a series of information and tools.

Bicycle Master Plan Priority Network Improvements

Priorities and Issues

Climate Change

Climate change poses the greatest environmental challenge faced by governments worldwide. Extra heat in the Earth's atmosphere from global burning of fossil fuels is affecting communities around the world, and Victoria is no exception. The City's Climate Leadership Plan (CLP) charts a local response to this global challenge. The City of Victoria's targets for 2050 include: transitioning to 100% renewable energy, reducing greenhouse gas (GHG) emissions by 80%, and embedding climate resilience into all City business.

The City's Official Community Plan (OCP) also includes a strong commitment to climate change and energy goals through policies that include:

1. Climate Change and Energy Resiliency
2. Sustainable Energy Principles
3. Energy Conservation and Efficiency
4. Renewable Energy
5. Building Performance
6. Measuring Progress

The Climate Action Program leads implementation of these goals by supporting departments across the organization and community to reduce GHG emissions and respond to the risks associated with a changing climate.

Emergency Management

In addition to preparing for long-term resilience to environmental changes impacting our community, the City is also committed to enhancing emergency preparedness plans for business continuity for unexpected events and disasters such as major fires, power outages, windstorms, or seismic events. Preparedness includes educating and empowering Victoria citizens on how to be "emergency prepared" through emergency preparedness training events, exercises, and public outreach and education.

As part of this preparedness, the City is working with neighbourhood and community groups to help make Victoria a disaster-resilient community that is made up of people who practise 'everyday readiness' such as knowing neighbours, making sure cell phones are always charged, and maintaining personal emergency preparedness kits.

The mission of the Emergency Management Division is to reduce the loss of life and property and protect our city from all hazards by implementing a comprehensive, risk-based emergency management program of mitigation, preparedness, response, and recovery.

Economic Outlook

British Columbia (BC) has experienced above average growth relative to other provinces since 2014 and continues to outperform so far during the pandemic. BC's real Gross Domestic Product (GDP) is forecasted to see an annual average increase of 6.4%[2] in 2021 and 4.4%[3] in 2022. This growth is partly due to the less stringent restrictions BC was able to apply compared to many other parts of Canada as well soaring commodity prices and high levels of capital investment by both private and public sectors. Another key factor is that BC's housing market is thriving where home resales and prices reached record levels as low inventories and interest rates drove up prices.

During the restrictions related to the pandemic's third wave that were in effect throughout the province, BC did experience a decrease of -0.1%[4] in their employment numbers in May which was less than April's decline of 1.6%[5]. BC did compare favourably to the national decline, it is forecasted that with the relaxation of the restrictions, that June and future months in 2021 will improve. Victoria's unemployment rate for May 2021 was 6.3%[6] which is an improvement compared to 10.1% in May 2020 and lower than the overall BC unemployment rate of 7.0%.

At the last Statistics Canada census (2016), Victoria's population was 85,792. Victoria's population is estimated to grow to 101,734 (8.7%) in 2028 and 108,898 (7%) in 2038. Over the 2019 – 2038 period, the Capital Regional District population is projected to increase 20%[7]. Population is an important metric for economic developers to measure a region's economic health and investment attraction. Businesses also use this metric as an indicator of market size when evaluating start-up, expansion or relocation decisions.

The pandemic caused significant shifts in the price of consumer goods and services which resulted in the first year-over-year decline in the Consumer Price Index (CPI) since 2009. While prices for some commodities such as energy products have recovered to pre-pandemic levels, the prices for traveler accommodations have fallen sharply and clothing and footwear prices have not yet recovered to pre-pandemic levels as well a variety of supply shortages will impact pricing.

2 RBC Economics Provincial Outlook June 9, 2021

3 RBC Economics Provincial Outlook June 9, 2021

4 Central 1 Economics BC Economic Briefing Volume 27 Issue 22 Week of May 31 – June 4, 2021

5 Central 1 Economics BC Economic Briefing Volume 27 Issue 22 Week of May 31 – June 4, 2021

6 Work BC Labour Market Snapshots May 2021

7 Capital Regional District (CRD) 2019 – 2038 Population, Dwelling Unit and Employment Projection Report, Prepared for the CRD by BC Stats, April 2019

Priorities and Issues

Service Performance and Trends

The City remains committed to improving and tracking performance metrics. The Financial Plan addresses operational demands and pressures to ensure that service levels are maintained, and at the same time, citizens receive value for tax dollars. Since 2015, the City has introduced a range of more meaningful service performance measures to guide financial planning decisions.

The City of Victoria, like many other municipalities across Canada, has been moving toward the results-based accountability approach, which is a disciplined way of thinking and taking action that can be used to improve the quality of life in communities, cities, and nations. The results-based accountability approach is also used to improve the performance of programs, agencies and service systems.

- How Much Did We Do?
- How Well Did We Do It?
- Is Anyone Better Off?

A key focus in 2021 is to further develop the suite of both internal and external performance metrics for continued and expanded accountability to the citizens of Victoria.

Measures and Trends

As part of the City's commitment to continuous improvement, the performance measures for the 2021 – 2025 Financial Plan have been consolidated to provide better clarity on emerging trends and are organized as follows:

- Managing our Costs and Revenue
- Our People
- Service Delivery
- Sustainability and Environmental Protection
- Managing our Assets
- Enabling and Support Services
- Promoting Economic Development
- Fire and Emergency Management

Managing our Costs and Revenue

As stewards of public funds, the City is accountable to the community to ensure value for tax dollars.

Crystal Pool and Fitness Centre

Net Subsidy per Resident

What are we measuring and why?

Affordable access to recreation, health, social and community well-being programs is at the core of Victoria's healthy city.

How much did we do?

The Crystal Pool and Fitness Centre received approximately 81,000 visitors due to COVID during 2020, with 88% of these visits for swimming, 7% for dryland fitness and 5% for activities such as youth camps and special events. The City is developing its programming to increase programs offered and target emerging trends. Demand for swimming is growing, however facility capacity limits the City's ability to meet this demand directly.

How well did we do it?

The overall cost recovery remains stable. Despite a drop in usage in 2020, program and rentals are trending upwards. Budget adjustments have been made to address additional repairs and maintenance as the facility ages.

	2017	2018	2019	2020
Cost Recovery	38%	37%	37%	13%

Is anyone better off?

Recreation fosters social opportunities, engages people, builds social cohesion and gives a sense of belonging. The Crystal Pool and Fitness Centre is a community hub, offering a variety of programs and activities. The streams of program offerings include aquatics, child and youth, sport, fitness and wellness, outdoor pursuits and summer camps.

The City of Victoria facilitates affordable access to recreation by delivering the LIFE (Leisure Involvement for Everyone) program. The program focuses on removing financial barriers for low income individuals and families.

Trends and Outlooks

Real Estate – Occupancy Rate

What are we measuring and why?

This metric reflects the total vacant months considering the aggregate This metric reflects the total vacant months considering the aggregate months of all units under commercial lease: reflects how much of our total lease stock was vacant in aggregate during the year. The lower the vacancy rate, the better utilized is the City's lease stock and the higher the resulting revenue.

How much did we do?

This measure looks at the number of months vacant for all available units compared to total months available for rental. The property vacancy rate at the end of 2020 was 9.20% and it is expected to increase to 10.80% for 2021 given COVID-19.

How well did we do it?

Key corporate focus is to ensure improved communications with tenants to support their business needs, pursuing larger percentage of fixed term leases, finding tenants better suited to locations and marketing locations early to reduce delays between incoming and outgoing tenants.

Is anyone better off?

The City's long-term goal is to continue reducing the vacancy rates and at a minimum maintain rates at the industry average for downtown commercial.

Rental Property Vacancy (Months)

Our People

Priorities for managing people include ensuring safe workplaces, employee development and actively recruiting and retaining qualified employees to deliver services to citizens.

What are we measuring and why?

Effective employee management both in terms of total number of claims (improved workplace safety) and the duration of lost days due to injury (cost avoidance of higher to WCB premiums) is a priority.

How much did we do?

Total days lost due to injury increased by 27% in 2020 over the prior year despite a 5% decrease in time loss claims due to a larger number of long duration claims. Time loss claims filed in 2019 were on average of shorter duration, resulting in a 32% decrease in days lost in 2020 due to injury in the prior year (2019).

How well did we do it?

The City continues to have challenges with the number of workplace injuries resulting in time loss claims.

Is anyone better off?

Improvements in health and safety systems mean fewer workers suffer from workplace injuries resulting in time loss, and those who do are able to return to work sooner. As a result, the City avoids impacts to operational capacity and increased WSBC premium costs.

Work Days Lost Due to Injury – 6 Year Trend

Trends and Outlooks

Organizational Capacity Management

What are we measuring and why?

Understanding and forecasting employee departures are key to ensuring operational sustainment and on-going service delivery to citizens. By measuring where departures and turnover are expected to take place, leadership is in a better position to anticipate and address potential gaps.

How much did we do?

The number of employees who voluntarily leave the City due to retirement or resignation has remained relatively constant at approximately 5% of total Full-Time Equivalents (FTEs).

How well did we do it?

The City's ability to retain employees, particularly in key roles, ensures we have the sufficient experience and operational capacity to meet service level targets. The City's voluntary employee turnover rate compares favourably to reported Canadian averages of 7% to 16% for various industries.

Is anyone better off?

Residents, businesses and members of the public benefit from the timely, consistent delivery of quality services.

Service Delivery

The City of Victoria provides over 200 services to citizens every day. As our population grows, the demand for services is generally increasing across all service areas.

Development Services

What are we measuring and why?

Development applications increased from 280 in 2015 to just under 400 in 2017, an increase of 42%. In 2018, development applications decreased by 7% followed by a further decrease of 3% in 2019 to a total of 360 applications. During 2020 building permits decreased to 295 or by 18% due to COVID-19. The surge in applications in 2017 followed by the decrease is in part due to the influx of rezoning applications required to facilitate cannabis businesses. The fluctuations in construction value revenues in 2017 and 2018 reflect permits for significant projects in those years.

How well did we do it?

The City has developed service level measures in terms of turn-around time for providing coordinated comments to the applications.

Is anyone better off?

Increased construction permit values are an indication of increased economic activity, both in terms of increased housing as well as commercial and retail space expansion. Having a predictable turnaround time for processing applications provides assurances to citizens, businesses and developers on lead times required for application submission.

Voluntary Employee Exits

Total Construction Permit Value

Total Application Volume

SOURCE: City of Victoria

Trends and Outlooks

Film and Special Event Permits

What are we measuring and why?

Victoria is the regional centre for arts and culture. We aim to enhance our neighborhoods, foster arts and culture, and work to create a city that is a natural draw for festivals and events. Arts and cultural events contribute toward, and are reflective of, a vibrant and creative community.

How much did we do?

For public safety, many in-person events and festivals were cancelled in 2020 to curb the spread of COVID-19. This is reflected by only having 66 Special Events permits in 2020. However, the City is experiencing robust filming with an increase of 40% over 2019, having 79 Film Permits in 2020

How well did we do it?

Historically the number of attendees at events has been steadily increasing as the size and complexity of various festivals and events across the City is growing. The City is looking at ways to measure attendance at these events.

Is anyone better off?

Participation in arts and culture events increases citizen connection to the community, as well as increases economic activity that contributes toward community health and well-being.

Number of Film and Event Permits

SOURCE: Statistics BC

Parking Services

What are we measuring and why?

The number of parkade transactions reflects the turnover activity downtown. ParkVictoria app usage is an indicator of increased efficiency in revenue collection as well as an indicator of providing a more convenient payment option for customers to access on-street parking.

How much did we do?

Both street parking and ParkVictoria app transactions experienced a downward trend; at the end of 2020, street parking transactions decreased by 26% and ParkVictoria app transactions decreased by 10% over 2019. Parkade transactions decreased in 2020 by 40%. All decreases in 2020 were related to COVID-19.

How well did we do it?

ParkVictoria app usage is trending upwards, which indicates more parking turnover in the downtown core. Increases in both ParkVictoria app and street parking usage also indicates added convenience for payment options for customers.

Is anyone better off?

Availability of parking and increased turnover is an indicator of more activity in the downtown, which benefits businesses, restaurants and service providers. Increased usage of the ParkVictoria app creates efficiency for the City in the collection of revenues.

Number of Parking Transactions by Type

Trends and Outlooks

Accounts Receivable

What are we measuring and why?

E-billing and e-transactions for payments made to the City result in a reduction of paper and other supplies, leading to more efficient and cost-effective payment processing consistent with current business practices.

How much did we do?

Since 2016, the proportion of electronic accounts payable (electronic fund transfers and wires) has been increasing steadily; the City is projecting that 79% of payments will be made using this payment method in 2021. Overall, the total invoices paid in 2020 was 41,409 (2019 – 45,626).

E-bills continue to increase as well, with a projected 18% of bills to be sent electronically in 2021.

How well did we do it?

Increased use of electronic options for revenue transactions has translated into reduced processing costs, as well as decreased wait times at the Public Service Centre, increasing the level of customer service for residents.

The number of customers who have signed up for e-billing is also trending upward, and as such, is reducing paper usage and costs.

Is anyone better off?

E-transactions are becoming more popular with residents as a convenient payment option, resulting in a reduction of paper and other supplies used to generate invoices. This leads to more efficient and cost-effective invoicing and payment processing, which is consistent with current business practices.

Similarly, residents and businesses that opt for e-billing receive their notices earlier than those who receive their bills by mail. E-billing also reduces paper and postal costs.

Electronic Billing and Transactions

Trends and Outlooks

Engagement – Social Media and Electronic

What are we measuring and why?

A website session is a group of interactions carried out by an individual on the City's website victoria.ca within a given timeframe (30 minutes). Measuring sessions tells us how many times people visit the City website to actively engage in gathering information, filling out an online form or completing an online transaction. Our goal is to make victoria.ca a welcoming, user-friendly, convenient and helpful resource for Victoria citizens and the community at large.

How much did we do?

Due to the pandemic, many events and engagement initiatives were delayed, reducing the number of people visiting the website in 2020 by 3 per cent when compared with 2019. Website visits increased by 30 per cent in 2018, dipping slightly (three per cent) in 2019.

How well did we do?

Increasing online engagement with residents and the public through the City's website is one indication that corporate strategies in engagement and across departments are working to attract more people to the website for information and online services.

Is anyone better off?

Clear, easy-to-access online information and e-tools make it easier for citizens to learn about, engage with and do their business with the City. Communicating information online to a large audience is more efficient than by phone, print or email.

Website Sessions on victoria.ca

Trends and Outlooks

Engagement – Activities

What are we measuring and why?

Engagement activities such as in-person and virtual open houses, workshops and stakeholder meetings as well as online surveys provide residents, businesses, community groups and other stakeholders opportunities to learn more and provide input on City programs and initiatives.

The number of engagement activities represents one measure of the comprehensive approach the City takes to public engagement. In addition to the activities included in this measure, numerous other individual stakeholder meetings, and, when required by the Local Government Act, public hearings are also held as part of the public engagement process for City initiatives.

How much did we do?

By the end of 2020, the City held 122 (43 in-person and 79 online) engagement activities to support Council decision making and engaged 22,521 citizens. The City rose to the challenge of the pandemic by launching a new online engagement platform, which increased the number of engagement activities over 2019.

How well did we do?

Engagement strategies are developed to support City initiatives and policy development. All major Council initiatives include an opportunity for public participation and engagement reports identify what we heard. These reports are shared with participants and City Council to inform decision making. Based on feedback, we know that engagement activities do not always meet the needs of all participants and a more comprehensive evaluation framework is required to accurately measure success. In order to reach diverse members of the community and be inclusive and equitable in our engagement practice, the City will be working with the community to update its Engagement Framework in 2021.

Is anyone better off?

Public engagement activities give citizens and stakeholder groups the opportunity to share their ideas and provide input on important policy development that helps shape recommendations for Council's consideration. In addition to its important role in good civic governance, engagement provides opportunities for people to make new connections with their neighbours and builds social capital.

Number of Engagement Activities

Trends and Outlooks

Social Media Audience

What are we measuring and why?

Social media audience is the number of people who have chosen to actively tune in to the City's primary social media channels – Twitter, Facebook and Instagram. The City's social media strategy aims to grow its audience to reach more people online to communicate programs, services, initiatives and engagement opportunities.

How much did we do?

Through the strategic creation and curation of social media content, the City has successfully grown its social media audience to 97,009 by the end of 2020.

How well did we do?

While the total social media audience grew over the past four years, the level of engagement activity has fluctuated, which is reflected in the graph that follows.

Is anyone better off?

Engaging online content makes it easier for citizens to learn about City programs, services and initiatives. The City's social media channels also provide another online way for citizens to engage directly with the City, to share their views and perspectives with the City and with each other.

Social Media Audience

Social Media Engagement

What are we measuring and why?

Social media engagement is the number of people who have interacted with our content beyond simply reading it - either sharing, commenting or reacting to it (such as liking it).

How much did we do?

Through the strategic creation and curation of social media content, the City has grown its engagement levels significantly since 2016. In 2018, there was a sharp increase in Instagram and Twitter engagement as emphasis was placed on growing these platforms. Facebook engagement has remained steady since 2016.

How well did we do?

The City's social media engagement numbers remain strong. While shares and likes signify the popularity of a post, it only provides part of the story. The City's social media audience continues to grow, which indicates that the quality of shared content is helping to attract more people to subscribe to our social media channels.

Is anyone better off?

High quality engagement of the City social media content can increase the number of people who see City information, increase awareness of City programs, services, Council meetings, as well as increase public involvement in engagement opportunities.

Social Media Engagement

Trends and Outlooks

Sustainability and Environmental Protection

The City of Victoria aims to create a more environmentally sustainable City through a number of environmental programs and initiatives including solid waste reduction, energy management, greenhouse gas reduction, water conservation and environmental protection and education.

Waste Collection

What are we measuring and why?

The City manages programs to reduce the amount of materials destined for the landfill, which reduce costs, extend the landfill's service-life, reduce greenhouse gas production and promote a decrease in natural resource intensity, to promote more sustainable community practices.

How much did we do?

Landfill waste collection increased between 2014 and 2016, possibly due to consumption habits and the number of residents in each household but has stabilized in last three years. The City's collection and diversion of kitchen scraps also increased since the beginning of the program in 2012, with a slight reduction in 2018 and larger reduction in 2019; future metrics will determine if this is a permanent trend. Yard and garden waste collected at the residential drop-off service on Saturdays has been relatively steady since 2011. Waste collection from public space increased in 2019 to 987 metric tonnes and 1,174 in 2020.

How well did we do it?

The City provides backyard bin collection and curbside return for residential units every two weeks. The City's backyard bin collection is a very high level of service that is unique in this sector. The yard and garden service is available every Saturday from 7 a.m. to 2 p.m. and is done safely and supportively. Saturday drop-off service has an average wait time of seven minutes, but does increase during peak periods and includes staff assisting community members unload yard waste, safely and effectively.

Is anyone better off?

The City has successfully diverted over 17,500 tonnes of organic material from the landfill since implementing curbside kitchen scrap collection program, which reduces landfill waste, greenhouse gas emissions, pestilence, and generates compostable soils to support local and regional food systems. Seven thousand tonnes of yard and garden material has been recycled since 2013.

Waste Collection Streams

Trends and Outlooks

Tree Care

What are we measuring and why?

Managing the public tree inventory is critical to reducing the number of tree failures and ensuring the long-term success of the urban forest.

Council approved the City's Urban Forest Master Plan (UFMP) in 2013, following extensive consultation with community members, staff and industry experts. The plan provides guidance on the long-term management and enhancement of the urban forest, with 26 recommendations relating to trees on public and private lands to be completed over the next few decades. The City has direct control over roughly one-quarter (33,000) of the urban forest inventory. The other three quarters consists of trees on private land. The City's overall tree canopy coverage when last measured in 2013 was approximately 20%. The UFMP recommends increasing this coverage to 40%, a figure aligned with targets for cities around the world.

How much did we do?

Metric	2017	2018	2019	2020
Addition of trees planted	328	416	516	535
Removal of trees	150	421	465	272

How well did we do it?

The increase in tree removals in 2019 is due to a higher volume of trees identified in the annual risk assessment program.

The 2019 increase in trees planted and investment per tree reflect additional funding approved by Council in 2019 to enable acceleration of priorities relating to the Urban Forest Master Plan and Climate Leadership Plan.

Metric	2017	2018	2019	2020
Investment Per Tree	$41.44	$45.45	$59.12	$60.68

Is anyone better off?

Tree Canopy coverage has important benefits in an urban environment, influencing the level of health and comfort of residents, reducing the stormwater runoff and increasing biodiversity. As the city grows to meet its Official Community Plan (OCP) goals relating to increased densification, it will be important to monitor changes in the urban forest and impacts to canopy coverage on both public and private lands.

Investment Per Tree

Trends and Outlooks

Green House Gas Emissions

What are we measuring and why?

The City tracks and manages its greenhouse gas (GHG) emissions to understand and track our progress towards 80% GHG reduction and 100% renewable energy, by 2050. Human-caused greenhouse gases are the major contributor to climate change and must be curtailed to avoid major climate-related risks in the future. Programs are being implemented to enable the systematic reduction in building and transportation GHG emissions in the City.

How much did we do?

In 2019, the City's corporate operations released approximately 3,200 tonnes of CO_2, which is about one percent of total community greenhouse gases (GHGs). The City's corporate GHG emissions have been trending slightly downwards, since 2008. This was further reduced to about 3,000 tonnes of CO_2 in 2020.

How well did we do it?

The City manages over 100 buildings, occupying more than 500,000 square feet, and has a fleet of over 428 vehicles (excluding emergency service vehicles). GHGs from City operations have declined by over 25% since 2007, due in part to fewer building assets, an electrical supply that has lower GHG intensity, energy efficiency upgrades, and heating and air condition upgrades in both the Victoria Conference Centre and City Hall. Transportation GHGs have remained somewhat stable, even with increased operations and kilometres travelled, offset by more efficient, and electrified fleet assets.

Is anyone better off?

Reducing GHGs is a high priority for the City. It reduces fuel costs and harmful exhaust gas emissions, resulting in improved public health, environmental well-being, and a reduction in the risks associated with climate change.

GHGs From City Operations

[tonnes CO2e]*	2012	2013	2014	2015	2016
Transportation	2,094	1,699	1,848	1,630	1,530
Buildings	2,157	2,155	2,115	2,341	2,263
Total	**4,251**	**3,854**	**3,963**	**3,971**	**3,793**

[tonnes CO2e]	2017	2018	2019	2020
Transportation	1,702	1,511	1,492	1,252
Buildings	1,835	1,673	1,737	1,817
Total	**3,537**	**3,184**	**3,229**	**3,069**

**Emissions totals (CO_2e) were updated in 2021 to align with the updated greenhouse gas (GHG) emission intensity factors provided by the Province of BC*

Transportation Safety

Managing our Underground Assets

What are we measuring and why?

Managing underground infrastructure such as a sanitary or storm sewer lateral pipe, ensures that sanitary sewage and storm water are directed, treated and managed responsibly. Blockages, failures and repairs are common in underground systems, particularly in aging infrastructure. Through inspections, monitoring and preventative maintenance programs, these services will function at or above the required standards and service levels.

Trends and Outlooks

Sanitary and Storm Sewer Lateral Maintenance

What are we measuring and why?

Our City's preventative maintenance program for sanitary and storm sewer laterals (pipes) is meant to reduce the frequency and severity of blockages.

How much did we do?

Sanitary and storm sewer laterals are the underground pipes that convey either sanitary waste or stormwater from the building plumbing of residences or businesses to the City's sewer collection system. The City is responsible for the maintenance and replacement of the lateral pipe from the property line to the City's sewer main.

	2011	2012	2013	2014	2015
Number of Claims for City lateral blockages	44	57	62	47	37
	2016	**2017**	**2018**	**2019**	**2020**
	35	30	42	20	21

How well did we do it?

The number of claims related to block service laterals has generally be declining since 2013.

Is anyone better off?

Maintaining laterals and tracking maintenance prior to replacement allows the City to maximize the life of these assets, minimizes blockages and failures, and prevents back-ups onto private property. A strong preventative maintenance program reduces claims, emergency repairs and overall costs.

City Lateral Blockages

Trends and Outlooks

Cleaning and Flushing of Sanitary and Stormwater Sewers

What are we measuring and why?

Cleaning the mains regularly helps find blockages, enabling the City to clear or replace the pipe before a back-up occurs to prevent flooding or back-ups into private property and damage to structures.

How much did we do?

Cleaning and Flushing (km)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Sanitary sewer mains	55.1	45.8	72.8	69.2	98.4	115.2	84.5	89.4	70.0	48.0
Stormwater mains	20.4	22.6	32.0	39.1	56.1	55.5	23.3	28.3	21.9	15.4
Total	75.5	68.4	104.8	108.3	154.5	170.7	107.8	117.7	91.9	63.4

How well did we do it?

The City cleaned 11% of the total length of mains in 2020. The purchase and use of new technology and diagnostic tools allow staff to assess the integrity of the sanitary and storm collection systems, and determine which mains require full or partial cleaning efforts, maximizing efficiencies. Sewer flushing has been reduced due to the condition assessments completed with the new diagnostic tools.

Is anyone better off?

As a result of these cleaning efforts, the number of blockages per year and per kilometre of main has decreased, allowing the City to concentrate its efforts in a more efficient manner.

Sewer Cleaning and Flushing (km)

Water Main Cleaning and Flushing

What are we measuring and why?

We are measuring preventative maintenance to ensure high quality drinking standards.

How much did we do?

	2011	2012	2013	2014	2015
% of water mains cleaned/flushed	56%	49%	51%	59%	63%
	2016	**2017**	**2018**	**2019**	**2020**
	65%	72%	74%	33%	39%

How well did we do it?

In 2019, the City adopted a new Uni-Directional Flushing (UDF) program which utilizes water model data to flush the water distribution network in a controlled and more precise manner. The City strives to flush the water distribution system in a 3 – 5 year cycle.

Is anyone better off?

Flushing removes sediments and any build-up of corrosion and helps to ensure safe and high-quality drinking water.

Percentage of Water Mains Cleaned/Flushed

Trends and Outlooks

IT Service Delivery and Support Services

Service delivery and support services form the foundation for ensuring that our municipality is transparent, accountable and has the systems and processes in place to support frontline departments provide services to citizens.

Information Technology Support

What are we measuring and why?

As the City moves toward more sophisticated and modern software and hardware platforms, support to staff to assist with these platforms is required. The Information Technology Department is committed to resolving all calls for service within five business days.

How much did we do?

Since 2015, the number of service calls has been increasing, partially due to the transition to new systems.

How well did we do it?

The service level standard for resolving calls is five working days. Since 2016, IT has improved the response rate for calls for service, despite the overall increase.

Is anyone better off?

Improving the time in which calls are addressed increases operational efficiencies so that staff are not waiting for resolution. The focus on customer service by the IT department also results in better staff satisfaction.

Staff Help Desk Requests

Information Technology Projects

What are we measuring and why?

Starting in 2020, as part of an on-going process improvement initiative in the IT Department, we have introduced new metrics to show IT project volume and throughput. Many internal lines of business within the city are embracing technology automation to enhance their business processes and with that has increased the IT project queue. Our new metrics will illustrate the sheer volume of IT project requests over time and show how IT is keeping up to that demand. We understand the value of a great reporting process and are starting fresh, anticipating the indicators of success to become more robust over time.

How much did we do?

In 2020, the City's IT Department received 53 new project submissions. At the end of 2020, 21 projects had successfully been completed and 49 projects were ranked and prioritized. Given the high volume of projects underway, we anticipate 2021 will see a similar number of projects reach completion. In 2020 the IT Department also resolved 99 internal application bugs submitted through an enhanced process designed to improve turnaround time.

IT Project Status

Trends and Outlooks

How well did we do it?

A new ranking mechanism allows for project prioritization that is weighted towards overall value of the project; with value being defined in a multi-dimensional way. The status of completing a project only comes after rigorous testing from the IT Department and approval from the Project Sponsor. Following a new iterative process, project outcomes are delivered in pieces (instead of all at once) to minimize course-correcting and maximize IT and Sponsor alignment.

Is anyone better off?

Monitoring and improving the accuracy with which our projects are being measured and developed, is of the highest importance. The delivery of those projects results in an improved ability to ensure resource allocations to projects meets the City's operational plan commitments.

Promoting Economic Development

What are we measuring and why?

The general mandate of convention and conference centres is to generate economic impact to their destination. That economic impact is created by conference delegates staying in the city overnight at hotels, eating in local restaurants and shopping downtown. The measure of this activity is the "delegate day". Delegate day numbers are the numbers of delegates multiplied by the number of nights that they stay in the city.

How much did we do?

In 2020 the Victoria Conference Centre closed due to the health restrictions surrounding COVID-19. The closure impacted the number of delegate days in 2020, resulting in only having 15,756.

How well did we do it?

Delegate days at the VCC at the end of 2019 were slightly lower than 2018 by 2% but still represented a 23% increase since 2015.

Is anyone better off?

Delegate days at the VCC benefit several businesses across the city, including hotels, restaurants, tourist attractions and transportation providers as visiting delegates will boost spending in these areas.

Victoria Conference Centre Delegate Days

Trends and Outlooks

Fire

Provision of response to fire and rescue services to protect citizens is a priority for the City, as well the provision of emergency management oversight, a risk management activity, is to create safe, secure and disaster-resilient communities through the implementation and maintenance of comprehensive risk-based emergency management programs and plans.

What are we measuring and why?

The department measures many components of emergency service response and reviews annual budget allocations to ensure strategic and effective alignment with response protocols, inclusive of citizen safety, industry standards and the overall effectiveness and efficiency of services. These metrics are reviewed regularly to measure company response times, confinement of fires to room of origin, protection of exposures and increasingly, to ensure effective and efficient resources are available for the provision of the service expectations.

How much did we do?

Annual metrics imply a significant increase in "requests" for emergency response over the past ten years. Additionally, new construction and occupancies have increased the requirement for fire inspections to ensure compliance and safety. Due to the complexity of technological advances in automated fire detection, suppression and alarm systems, the time required for conducting legislated fire inspections has increased. Staffing and resourcing are a priority in ensuring an effective fire force. The balancing of resources in alignment with request for emergency services is increasingly challenging, centered on responsible financial oversight and economic risk management factors.

Additionally, attention to specialized emergency "services" including harbour and marine firefighting, certified marine airport, technical rescue(s) (confined space, tower crane, technical rope rescue) and, increased requests for assisting external emergency response agencies such as Police and neighbouring regional fire departments, continue to evolve with the transition of urban growth and the complexity of the region.

How well did we do it?

Our success is based through the provision of emergency services, with a determination and focus on resourcing, health & safety issues for both citizens and staff and, maintenance of specialized equipment and tools to ensure we remain leaders in the field of fire, rescue and emergency response. As the City of Victoria continues to densify and grow with increasingly taller and more complex multi-occupancy buildings, effective traffic calming and, diversification of occupancy, our focus remains on maintaining effective response times, rapid containment of fires and, effective evacuation and control of occupants that may be in harm's way.

Victoria Fire Department Revenues and Recovery

2017 and 2018 includes BC Wildfire Recovery – Not an Annual Revenue

Trends and Outlooks

Is anyone better off?

Fire Underwriters Survey measures the effectiveness of Canadian communities through evaluation of their public fire protection services. This includes community risk and hazard assessment, fire department assessment, water supply assessment, fire safety control, communications and finally, determination of a fire insurance grading. The City of Victoria Public Fire Protection Classification (PFPC) was improved in 2017, from a PFPC rating of 4 to 3 which indicates the effectiveness of the oversight and management of the fire service in general. Accordingly, this should equate to an approximate savings of 8% on Commercial Property insurance premiums but local market competition is another factor for consideration in rate reductions. The Dwelling Protection Grade (DPG) is a numerical system scaled from 1 to 5. One (1) is the highest grading possible and 5 indicates little or no recognized public fire protection. Class 1 represents exemplary fire protection, and Class 5 indicates that the area's fire-suppression program does not meet the minimum criteria to be recognized for fire insurance grading purposes. The City's Dwelling Protection Grade remains at 1; the highest rating available.

As the City of Victoria continues to transition to greater densification, all emergency services will continue to experience a rise in demand for service requests. In addition to improving specialized operational tactics and, effective response measures, continued exploration on regionalization of servicing, including emergency response should remain as a priority. Enhanced technology is available to maintain an effective oversight of emergency services and beneficial in the determination of efficiency and importantly, has become a critical operational tool for emergency services. Implementation of technological tools are an increasingly valid component of emergency response insight.

Residents of the City of Victoria continue to receive effective and efficient emergency response, strategic planning, and enhanced objectivity in the delivery of these services based on risk identification, economic responsibility, updating and balancing technology with industry recommendations and, an assurance of professional and reliable accountable representation.

What are we measuring and why?

79

Inspections Due in Comparison to Total Completed and Company Inspections

Percentage of Fire Inspections Completed*

*Frequency established in Fire Prevention Bylaw 14-100

Trends and Outlooks

Victoria Fire Department Overview

Victoria Fire Department Response

Trends and Outlooks

Emergency Management

What are we measuring and why?

We are measuring how successful we are at preparing for, mitigating against, responding to, and recovering from major emergencies or disasters. These events could include natural or man-made hazards such as fires, floods, extreme weather events causing power outages and damages to buildings or infrastructure, etc. The Emergency Management Division has completed a Hazards, Risks and Vulnerabilities Assessment in 2017 and has introduced the new Emergency Program Bylaw for the City of Victoria. The Business Impact Analysis and Business Continuity Plans were updated to ensure core features of the City remain operational during an extraordinary event. Research and lessons learned from past disasters show that prepared and connected communities without pre-existing vulnerabilities can respond to and recover from major emergencies and hazards. Communities that fail to prepare for hazards, mitigate against their risks, and have large vulnerable populations that aren't considered in the planning process suffer the most when hazards strike, resulting in disasters.

How much did we do?

Since 2017, there have been several Vic Alert activations, and Emergency Social Services support provided to many residents. During the pandemic, our Emergency Management Team has been focused on the management of the City's vulnerable population, in addition to building on the Provincial Health Officer's orders to ensure a safe and uninterrupted return or re-integration plan for City staff.

Our Emergency management Division is also responsible for development and delivery of community education related to preparation, mitigation, and planning for emergencies. These could range for long term power outages to earthquake preparedness with a focus on the increased development of community preparedness for emergency planning.

How well did we do it?

We have an effective Emergency Social Services (ESS) program in the City of Victoria that works regularly with regional partners to ensure the capacity and effectiveness of the programming meets the needs of the entire community. As the demographics of the city continue to change, with increased social and cultural diversification, it is important to recognize the differing supports that may be required during a crisis. As our population increases, with taller multi-occupancy residential buildings being constructed, the provision or objective of providing ESS support during an event is increasingly challenged. The occurrence of regional and provincial hazards and declaration of states of emergency have also been increasing, as we have seen with flooding, wildfires and the pandemic. Therefore, the City of Victoria has partnered with the Canadian Red Cross to enhance and ensure a robust, resilient, consistent, and sustainable response program is in place to effectively manage the number of citizens that may be impacted.

Is anyone better off?

Since Vic Alert was introduced in 2017, there have been over 60,000 devices subscribed to this system, resulting in a quick and efficient way to connect and communicate with the public, neighbourhoods and/or specific locations, should an emergency or disaster occur, at a relatively low cost. Partnering with the Canadian Red Cross provides Victoria Ready volunteers with enhanced training and opportunities for deployment to assist in other jurisdictions requiring emergency management assistance, as well as the opportunity to continue to assist evacuees through the recovery phase if they wish to.

This additional prospect for training assists in development and confirming competency during local emergencies, if and when required. The Connect and Prepare program which has been delivered to three neighbourhood groups has been highly successful and 100% of participant's feedback stated they felt more connected and prepared than they were prior to the delivery of the program. The "refreshment" of the City of Victoria Emergency Management Program and progression with training, community connectedness and emergency planning workshops and education will continue to enhance our City's resilience through preparedness and community engagement.

Emergency Management (EM)

Community Impacts

This financial plan has been prepared to continue to provide services at current levels and incorporates Strategic Plan initiatives.

As part of the 2019 – 2022 Strategic Plan, Council set a target maximum tax increase of inflation plus one percent, including Police. The 2020 average annual Consumer Price Index (CPI) for Victoria was 1.1%. Based on that CPI factor of 1.1%, the maximum property tax increase target is 2.1%. The overall City tax increase for the 2021 – 2025 Financial Plan is below the target by 0.07%.

Overall Impact including both Property Taxes and Utilities

The 2021 Draft Financial Plan included an increase in revenue needed from property taxes of $2.51 million which included a variety of mitigation strategies to reduce the overall tax increase due to the revenue impacts the City has experienced from COVID-19. In March, Council approved additional increases to the Police budget of 387,000 for additional E-Comm funding and the phase-in of the new budget allocation formula. This resulted in a total property tax increase of $2.89 million and an overall property tax increase of 2.03%. Council distributed this increase to residential properties at 5.73% and to business properties at a decrease of 2.08%. Combining property taxes and utilities, the overall impact to the residential taxpayer is at 4.65% and the business taxpayer is at -1.58%.

A variety of factors as well as Council priorities impact the 2021 Financial Plan. The City's main cost drivers include collective agreement salary increases, insurance, operating impacts on new capital assets, significant revenue decreases in parking, lease and rental properties, business licenses, arena funding and Victoria Conference Centre, which are offset by an increase in payment in lie of taxes revenue. In 2021, as part of the mitigation strategies, Council did not transfer the first $500,000 of new property tax revenue from new development to infrastructure reserves due to the impacts of the pandemic.

The City did receive a Restart Grant from the province of $6.52 million that was used to fund a portion of the revenue shortfalls and additional costs for mitigating impacts of sheltering. This grant allowed Council to add an additional $3 million for capital projects such as the Peter Pollen Park, Pemberton Park, the feasibility study for the Central Library and complete street upgrades. The City has increased capital investment by about $145,000 to the Buildings and Infrastructure reserve from the remainder of non market change revenue from new developments and $10,000 to the Victoria Housing reserve from Council's catering budget.

The following table summarizes the property tax increase for 2021:

Property Tax Impact	Tax Increase	
	Dollars $	Percentage %
Cost Drivers		
Salaries and Benefits	$2,209,970	1.5%
Insurance	280,000	0.2%
New Assets Operating Impacts	540,000	0.4%
Revenue Changes		
Parking	4,670,000	3.3%
Victoria Conference Centre	2,000,000	1.4%
Leases and Rental Properties	430,000	0.3%
Business Licenses	300,000	0.2%
Arena Funding	114,000	0.1%
PILT Revenue	(240,000)	-0.2%
Mitigation Strategies	(8,480,000)	-5.9%
Other Changes	(84,000)	-0.1%
City Total	**$1,739,970**	**1.21%**
Police	**$1,134,828**	**0.80%**
Greater Victoria Public Library	**$24,000**	**0.02%**
Financial Plan Property Tax Increase	**$2,898,798**	**2.03%**

Community Impacts

Property Taxes

The 2021 Financial Plan results in an overall property tax increase of 2.03%, which is below the maximum target of 2.1%. Council distributed this increase to residential properties at 5.73% and to business properties at a decrease of 2.08%. The overall impact to the residential and business including both property taxes and utilities is 4.65% and -1.58% respectively.

The graph below shows the City of Victoria's annual overall tax rate trend between 2011 to 2021.

Annual Overall Tax Increase 2011–2021

Utilities

The City of Victoria property owners pay separate utility and property tax bills. The 2021 Financial Plan budgets for water, sewer and storm drain did not increase over 2020 and the solid waste and recycling utility budget saw a slight increase of $17,000 or 0.51% over 2020.

The tables below show the cost drivers per utility.

Water

For 2021, the overall Water Utility budget has not changed from 2020. Typically, the main cost driver of this budget is the water the City purchases from the Capital Regional District. The cost of water remains the same over 2020 due to the pandemic and provincial public health orders. Inflationary costs for salaries, equipment and materials required for the water operations have increased by $56,000 though is offset by a reduction in capital projects.

Water Cost Driver	Dollars $	Percentage %
Transfer to capital	($56,000)	-0.25%
Salaries, materials & equipment	$56,000	0.25%
Total	**$ –**	**0.00%**

Sewer

For 2021, the overall Sewer Utility budget has not changed from 2020. The main increase to the Sewer budget is due to salaries, materials and equipment costs which have increased by $47,400 due to inflationary pressures, though offset by a reduction in capital projects.

Sewer Cost Driver	Dollars $	Percentage %
Transfer to capital & utlility reserve	($47,400)	-0.58%
Salaries, materials & equipment	$47,400	0.58%
Total	**$ –**	**0.00%**

Stormwater

For 2021, the overall Stormwater Utility budget remains the same as 2020. The budget has increased by $50,000 for inflationary increases within salaries, materials and equipment, though this increase is offset by a reduction in capital projects.

The Stormwater Utility was first introduced in 2016 with the majority of the utility costs funded through the Stormwater user fee. In 2010, $1.3 million of this utility's budget is funded through property taxes, which represent the costs to oversee the City's rights-of-ways.

Stormwater Cost Driver	Dollars $	Percentage %
Transfer to capital	($50,000)	-0.71%
Salaries, materials & equipment	$50,000	0.71%
Total	**$ –**	**0.00%**

Solid Waste and Recycling

The 2021 Solid Waste and Recycling Utility budget has increased by $17,100 due to inflationary costs for salaries, materials and equipment combined.

Solid Waste Cost Driver	Dollars $	Percentage %
Salaries, materials & equipment	$17,100	0.51%
Total	**$17,100**	**0.51%**

Overall Impact to Households

For an average residential property ($834,000 assessment), the total municipal property taxes, utility fees and business license fee will be approximately $3,668, an increase of $163 over 2020. This increase is comprised of $145 for property taxes, $12 for water, $6 for sewer, $0 for stormwater and solid waste and recycling.

5 Year Forecast: Estimated Property Tax and Utility Costs for an Average Victoria Household

(Based on $834,000 assessed value)

2021

Property Taxes	$2,685
Water Utility – 80 units	$455
Sewer Utility – 80 units	$166
Solid Waste – 120 litre bin	$229
Stormwater Utility	$133
Total	$3,668
Estimated Increase	4.65%

2022

Property Taxes	$2,925
Water Utility – 80 units	$471
Sewer Utility – 80 units	$172
Solid Waste – 120 litre bin	$233
Stormwater Utility	$138
Total	$3,939
Estimated Increase	7.39%

2023

Property Taxes	$2,993
Water Utility – 80 units	$487
Sewer Utility – 80 units	$179
Solid Waste – 120 litre bin	$238
Stormwater Utility	$143
Total	$4,040
Estimated Increase	2.56%

2024

Property Taxes	$3,062
Water Utility – 80 units	$499
Sewer Utility – 80 units	$184
Solid Waste – 120 litre bin	$243
Stormwater Utility	$149
Total	$4,137
Estimated Increase	2.40%

2025

Property Taxes	$3,135
Water Utility – 80 units	$511
Sewer Utility – 80 units	$189
Solid Waste – 120 litre bin	$248
Stormwater Utility	$155
Total	$4,238
Estimated Increase	2.44%

Overall Impact to Businesses

For a typical small business ($647,000 assessment), the proposed total municipal property taxes, utility fees and business license fee will be approximately $7,953, a decrease of $128 over 2020. This decrease is comprised of -$146 for property taxes, $12 for water, $6 for sewer and $0 for stormwater and for business license fees.

5 Year Forecast: Estimated Property Tax and Utility Costs for a Typical Victoria Business

(Based on $647,000 assessed value)

2021

Property Taxes	$6,929
Water Utility – 80 units	$455
Sewer Utility – 80 units	$166
Stormwater Utility	$303
Business Licence	$100
Total	$7,953
Estimated Increase	-1.58%

2022

Property Taxes	$7,548
Water Utility – 80 units	$471
Sewer Utility – 80 units	$172
Stormwater Utility	$314
Business Licence	$100
Total	$8,605
Estimated Increase	8.20%

2023

Property Taxes	$7,723
Water Utility – 80 units	$487
Sewer Utility – 80 units	$179
Stormwater Utility	$326
Business Licence	$100
Total	$8,815
Estimated Increase	2.44%

2024

Property Taxes	$7,901
Water Utility – 80 units	$499
Sewer Utility – 80 units	$184
Stormwater Utility	$339
Business Licence	$100
Total	$9,023
Estimated Increase	2.36%

2025

Property Taxes	$8,088
Water Utility – 80 units	$511
Sewer Utility – 80 units	$189
Stormwater Utility	$352
Business Licence	$100
Total	$9,240
Estimated Increase	2.40%

Budget at a Glance

The City of Victoria's 2021 – 2025 Financial Plan provides the detailed plan to address community priorities in a fiscally responsible manner. The Financial Plan is aligned with the Strategic Plan, supports the Operational Plan and is in compliance with the Community Charter. The Financial Plan also provides clear direction and authority to spend funds to provide services for the taxpayers of Victoria.

The operating budget totals $260.3 million to deliver over 200 core programs and services and to deliver initiatives including Climate Leadership, Zero Waste, Overnight Sheltering, Affordable Housing, International Decade for People of African Descent initiatives, Welcoming Cities and Community Wellness Peer – Informed Task Forces, Citizen's Assembly, Youth Bus Program, Motor Vehicle Act Pilot Project, Create Victoria Cultural Infrastructure Grant program, Victoria Cultural Spaces Road Map, South Island Prosperity Project grant, development of an Indigenous Relations Function and a grant for the Pro Art Alliance.

The capital budget totals $104.3 million and consists of a variety of projects including the Bicycle Master Plan implementation, secure public bicycle parking, installation of crosswalks, street improvements, playground improvement program, Banfield Park Swimming Dock, Vic West Skate Park Lighting, Topaz Park artificial Turf Field replacement, Central Library feasibility study, Songhees Park Expansion, retaining walls and seawall upgrades and replacements, upgrades to City buildings, as well as replacing aging pipes and underground infrastructure, and to ensure clean water and environmental protection for the harbour and City's natural areas.

Where Our Money Comes From

Similar to most Canadian municipalities, taxation is the largest source of revenue, financing the majority of the services provided by the City. Every property owner in British Columbia must pay property taxes based on the value of their property, unless the property is specifically exempted by provincial statute.

The City's revenue is generated mainly from taxation at $156.9 million. User fees form the next significant portion of revenue collected by the City at $46.1 million. In accordance with the Community Charter, municipal governments set fees and charges by bylaw to cover the costs of providing that service to the public. The fees charged must be for the services delivered and designed not to generate a surplus and are supported by bylaws.

The remaining revenue consists of parking fees and fines revenue that provide the City with $15.0 million in revenue, followed by cost recoveries of $14.1 million, which includes recovery from Esquimalt for our amalgamated Police Department; other income at $11.6 million, which includes revenue from the conference centre, real estate, investment interest, and revenue from property taxes for stormwater utility; grants at $12.4 million and funding from reserves at $4.2 million.

Consolidated Revenue by Type

2021 Budget Funding Sources ($260.3 million)

60%	Taxation
18%	User Fees and Charges
6%	Parking Fines and Fees
5%	Cost Recovery
5%	Grants
4%	Other Income
2%	Reserves

Taxation

Property taxes represent the most significant funding source within taxation at $147.7 million. Grants in lieu of taxes at $6.5 million form the next significant portion of taxation, followed by parcel taxes at $1.4 million and special assessments at $1.3 million.

Taxation Revenue by Type

2021 Budget Funding Sources ($156.9 million)

94%	Property Value Taxes
4%	Grants in Lieu of Taxes
1%	Parcel Taxes
1%	Special Assessments

User Fees and Charges

The second largest source of revenue is user fees and charges that are charged for the use of city services. The City operates the water distribution systems for both the City of Victoria and the Township of Esquimalt. Water utility fees and charges represent $22.2 million out of the total $46.1 million. Sewer utility fees and charges are the second largest source of user fees at $7.3 million, followed by stormwater utility fees and charges at $5.7 million, permits and licenses at $4.9 million, solid waste and recycling at $3.4 million, recreation fees at $1.4 million and other user fees and charges at $1.2 million. Other user fees and charges include fees for rezoning, records, plan searches, fire prevention and sale of hanging baskets.

User Fees and Charges Revenue by Type

2021 Budget Funding Sources ($46.1 million)

48%	Water Utility Fees and Charges
16%	Sewer Utility Fees and Charges
12%	Stormwater Utility Fees and Charges
11%	Permits and Licences
7%	Solid Waste and Recycling
3%	Recreation
3%	Other User Fees and Charges

Parking Fees and Fines

The City of Victoria operates five parkades, three surface lots and has nearly 2,000 on-street parking spaces downtown that are budgeted to generate approximately $15.0 million in revenue for 2021. The budget includes revenue from on street and surface lots at $8.4 million, which is the largest parking revenue source. This is followed by parkade parking at $3.4 million and parking violations at $3.2 million.

Parking Fees and Fines Revenues by Type

2021 Budget Funding Sources ($15.0 million)

56%	On Street and Surface Lots
23%	Parkades
21%	Parking Violations

Where Our Money Comes From

Other Income

Other income is comprised of a variety of revenue sources. The Victoria Conference Centre's revenue of $3.0 million is primarily comprised of event cost recovery paid by event organizers of $1.6 million, as well as revenue generated from parking and room rentals. Investment income is at $2.8 million. Miscellaneous revenue is $2.4 million and includes revenue from tax certificates, tax penalties, bus shelter advertising, food and beverage and revenue from Save-On-Foods Memorial Centre. The revenue from the City's real estate leases amount to approximately $1.5 million and the transfer from property taxes to Stormwater Utility is $1.3 million. The City receives $552,000 for cost sharing that includes income received by other Police forces and from Burnside/Gorge for annual capital contribution.

Other Income by Revenue by Type

2021 Budget Funding Sources ($11.6 million)

26%	VCC
24%	Investment Income
21%	Miscellaneous
13%	Commercial Lease
11%	Transfer from Property Taxes – Stormwater
5%	Cost Sharing

Cost Recovery

The City's cost recovery budget is at $14.1 million in 2021, with the majority of the recovery at about $8.4 million for Esquimalt's share of policing costs for our amalgamated Police Department. Internal recoveries at $3.9 million include costs related to self-funded utilities such as water, sewer and stormwater. The City also recovers costs from outside external agencies in the amount of $1.8 million.

Cost Recovery Revenue by Type

2021 Budget Funding Sources ($14.1 million)

60%	Esquimalt Recovery
28%	Internal Recovery
12%	Other External Recovery

Grants

This year, the City's budget includes the funding from the Province's Restart Grant of $6.4 million in addition to the annual funding from the Federal Government's gas tax program which is approximately $3.8 million and the Provincial Traffic Fine Revenue at about $1.9 million and other grants slighly below $300,000.

Grants Revenues by Type

2021 Budget Funding Sources ($12.4 million)

52%	Provincial Restart Grant
31%	Gas Tax
15%	Traffic Fine Revenue
2%	Other Grants

Reserves

The purpose of setting aside funding in reserves is to provide funding for various future expenditures, to ensure sufficient future funds are available and to smooth the annual tax increase. For 2021, funding from the Financial Stability Reserve is $2.8 million, which holds carry forward funding from prior year unspent budgets for continuing City initiatives. Climate Action Reserve funding is $765,000 for climate mitigation and adaptation strategies that target energy and GHG reductions. The Art in Public Place reserve provides $490,000 for art in public spaces and expands opportunities for artists and the public to participate in the process. Police Reserves provides funding of $139,000 that includes funding for EComm infrastructure, and the Tree Replacement Reserve funding is at $82,000 for additional tree planting.

Reserves Revenues by Type

2021 Budget Funding Sources ($4.2 million)

65%	Financial Stability Reserve
18%	Climate Action Reserve
12%	Art in Public Place
3%	Police
2%	Tree Replacement Reserve

What Our Money Is Spent On

The City of Victoria provides services to the community by incurring operating costs and capital costs. With each service, the capital costs of any equipment, infrastructure or facility needed to deliver the service must be considered in addition to the ongoing operational and labour cost of providing that service.

Like most municipalities, the City is faced with balancing rising costs, limited resources and providing more and higher level of services to its citizens. To achieve this balance through the budget process, departments undertake re-analysis of budget needs, endeavour to find economies and efficiencies that are expected of a prudent budgeting process. Staff continually explore opportunities to increase efficiencies throughout the City's operations focusing on providing better service to the community and reducing expenditures.

The graph below outlines the operating expenditures by type:

Operating Expenditures by Type

2021 Budget Expenditures ($260.3 million)

53%	Salaries and Benefits
19%	Transfers to Reserve and Capital
8%	Fiscal
7%	Materials and Supplies
6%	Contracted Services
3%	Equipment
1%	Grants
1%	Debt Principal Payments
1%	Other Personnel Costs
1%	Transfer to Stormwater Utility

The graph below outlines the 2021 expenditures by function:

Operating Expenditures by Function

2021 Budgeted Function Expenditures ($260.3 million)

23%	Victoria Police Department
9%	Transfers to General Reserves, Capital and Utility
9%	Parks, Recreation and Facilities
9%	Water Utility
8%	General Government
8%	Engineering and Public Works
7%	Victoria Fire Department
4%	Parking Services
4%	Corporate
3%	Debt
3%	Sewer Utility
3%	Business and Community Relations
3%	Stormwater Utility
3%	Sustainable Planning and Community Development
2%	Public Library
1%	Solid Waste & Recycling
1%	Bylaw Services

This graph shows the budget change from 2020 to 2021 for operating expenditures by function:

Operating Expenditures by Function

Budget Trends 2020 – 2021

Capital Budget

Capital Budget

The City's 20-year capital budget is a plan that identifies required projects, related funding and timelines including the impact of multi-year and multi-department projects. Capital requirements are driven by the need to maintain, upgrade or replace existing aging infrastructure, meet industry standards, population growth and invest in new capital in alignment with the Strategic Plan and community input.

The capital budget for 2021 totals $104.3 million. The annual capital investment needs are determined through asset master plans and condition assessments. Asset master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities of infrastructure investment

For 2021, the Capital budget has been grouped into 15 categories which are displayed in the graph below by total expenditures:

Capital Expenditures by Category

2021 Budgeted Category Expenditures ($104.3 million)

14.1%	Stormwater
12.8%	Active Transportation
12.7%	Sanitary Sewers
12.1%	Waterworks
10.8%	Complete Streets
9.7%	Environment Remediation
8.9%	Parks
8.9%	Equipment
3.5%	Street Infrastructure
1.8%	Police
1.7%	Facilities
1.5%	Traffic Safety
1.4%	Structures
0.2%	Contingency
<0.0%	Neighbourhoods

The graph below shows the capital spending by category in dollars:

Capital Budget by Category in Dollars

2021 Budgeted Category Expenditures ($104.3 million)

Debt

The City is guided by legislation and the internal Financial Sustainability Policy when managing debt. In accordance with section 174 of the Community Charter, the debt servicing costs cannot exceed 25% of revenues. As well, the City's policy limits the debt principal and interest payments, excluding utilities and other self-financing areas to 7% of the prior year property tax levy to limit the impact to property taxes as a result of new debt.

Debt should only be incurred for one-time capital expenditures and not for on-going operations. Borrowing for one-time capital expenditures allows the costs of the project to be spread out over the useful life of the asset. This results in the costs being paid by future beneficiaries as well as current taxpayers.

The City currently has approximately $62.5 million in outstanding debt, which is comprised of equipment financing of $1.7 million and long term debt at $60.8 million. According to the City's Financial Sustainability Policy, debt servicing charges should be kept at a maximum of 7% of the prior year's property tax levy. Currently, there is approximately $3.1 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. This is the funding room that Council has set aside for the replacement of Fire Department Headquarters.

The following table outlines the City's long term debt payments and estimates for planned debt for the Fire Hall Replacement project.

Debt Principal and Interest Payments

Debt

	2021	2022	2023	2024	2025	2026	2027	2028	2029
Debt Limit*	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950
General	5,020,574	5,020,574	4,693,937	4,655,237	4,444,738	4,444,738	4,444,738	4,444,738	4,444,738
Internal Borrowing – Fire Hall	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
	7,820,574	7,820,574	7,493,937	7,455,237	7,244,738	7,244,738	7,244,738	7,244,738	7,244,738
Debt Room	**347,376**	**347,376**	**674,013**	**712,713**	**923,212**	**923,212**	**923,212**	**923,212**	**923,212**
Self Financed Debt									
Parking	613,692	613,692	589,842	455,848	312,424	–	–	–	–
Total Self Financed Debt	**613,692**	**613,692**	**589,842**	**455,848**	**312,424**	**–**	**–**	**–**	**–**

	2030	2031	2032	2033	2034	2035	2036	2037
Debt Limit*	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950	8,167,950
General	4,444,738	4,444,738	3,701,497	3,588,997	2,747,968	979,857	979,857	659,671
Internal Borrowing – Fire Hall	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	–	–
	7,244,738	7,244,738	6,501,497	6,388,997	5,547,968	3,779,857	979,857	659,671
Debt Room	**923,212**	**923,212**	**1,666,453**	**1,778,953**	**2,619,982**	**4,388,093**	**7,188,093**	**7,508,279**

*Per the Financial Stability Policy

The following table outlines the current debt issues, year of retirement and the annual debt servicing costs. There are some smaller debt issues falling off in 2022; however, the next significant debt issues to retire is in 2025 and 2031.

Final Year	Issue	MFA Issue – Purpose	2021 Total
2022	102	Burnside Gorge Community Centre	163,644
2022	102	City Hall Accessibility	162,992
2023	103	Parkades	137,594
2024	105	Parkades	130,394
2024	105	Crystal Gardens	249,198
2025	110	Parkades	345,704
2031	115	Johnson Street Bridge Replacement (CMHC)	743,242
2033	79	Multipurpose Arena	375,514
2033	80	Multipurpose Arena	435,514
2034	81	Multipurpose Arena	435,514
2034	130	Johnson Street Bridge Replacement	1,475,097
2036	139	Johnson Street Bridge Replacement	320,186
2037	142	Johnson Street Bridge Replacement	659,671

Reserves

The City's reserves were established by bylaw under section 188 of the Community Charter. The legislation requires that money in a reserve fund must be used for the purpose for which the fund was established.

Reserves are an important funding source for municipalities and are used to achieve the following objectives:

- Ensure Stable & Predictable Levies
  The City recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Victoria. In order to maintain stable and predictable levies, the City will maintain sufficient reserves to buffer the impact of unusual or unplanned cost increases and revenue reductions over multiple budget cycles.
- Provide for Operating Emergencies
  The City is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, environmental hazards and so on. It may not be feasible, or cost-effective, to absorb the costs of such emergencies during one budget cycle. The City will maintain adequate reserves to avoid such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.
- Finance New Capital Assets
  Use of reserves for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the City requires financial resources to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternative service delivery methods.
- Safeguard and Maximize Existing Assets
  The City has an inventory of specialized machinery, equipment and technology systems necessary for the efficient delivery of services to the public, which needs to be replaced on well-defined lifecycle standards. The City also has a need to provide insurance against unforeseen losses of these and other assets and claims against its assets where it is found legally liable.

In 2016 a review of the City's Reserve Fund Policy was conducted and a methodology for determining target reserve fund balances was approved. The minimum target balances for reserve funds have been achieved where asset management information is available. However, the minimum balances are only one part of the equation and recommended capital budget spend levels also need to be taken into account.

The capital budget funding levels have reached sustainable levels for some assets (water, sewer and stormdrains) and some require additional analysis to determine the required funding levels (equipment and surface infrastructure such as street and traffic lights) and some fall short of recommended levels (facilities, roads and fleet). Staff are working on identifying the extent of the gaps and are using mitigation strategies to extend the life of assets and reduce or delay upgrade needs.

The following chart outlines the City of Victoria's expected reserve balances at the end of 2021.

Reserves

Description	Balance at Dec 31, 2020	2021 Budget Transfers In	2021 Budget Transfers Out & Committed	Projected Balance Dec 31, 2021
Capital Reserves				
Equipment & Infrastructure				
Police				
Police Vehicles, Equipment & Infrastructure	1,572,966	1,030,000	1,619,000	983,966
Police Emergency Response Team	572,214	35,000	32,000	575,214
City				
City Equipment	12,668,166	957,580	3,829,000	9,796,746
City Vehicles & Heavy Equipment	8,967,836	1,191,190	7,513,000	2,646,026
City Buildings & Infrastructure	42,642,941	5,236,600	25,119,000	22,760,541
Accessibility Capital	1,284,374	250,000	379,000	1,155,374
Parking Services Equipment and Infrastructure	14,757,317	3,550,000	1,035,000	17,272,317
Multipurpose Equipment and Infrastructure	1,188,794	142,000	275,000	1,055,794
Recreation Facilities Equipment and Infrastructure	1,216,739	28,300		1,245,039
Archives Equipment	33,172			33,172
Artificial Turf Field	1,298,711	99,470	1,200,000	198,181
Gas Tax	14,872,908	3,832,000	13,577,000	5,127,908
Water Utility Equipment and Infrastructure	29,430,435	1,770,000	2,788,000	28,412,435
Sewer Utility Equipment and Infrastructure	31,840,896	400,000	4,164,000	28,076,896
Stormwater Utility Equipment and Infrastructure	6,163,933	100,000	2,814,000	3,449,933
Tax Sale Lands Fund	4,002,995	50,000	2,494,225	1,558,770
Parks and Greenways Acquisition Fund	1,496,630		104,000	1,392,630
Tree Conservation	731,157		82,290	648,867
Local Amenities Reserve	331,045			331,045
Development Cost Charges	20,253,364		8,537,000	11,716,364
Downtown Core Area Public Realm Improvements	226,209			226,209
Total Capital Reserves	195,552,803	18,672,140	75,561,515	138,663,428
Operating Reserves				
Financial Stability Reserves				
City	13,768,460	205,000	3,053,810	10,919,650
Police	1,484,527		107,500	1,377,027
Debt Reduction	50,748,492	3,147,370	35,785,000	18,110,862
Insurance Claims	4,189,441			4,189,441
Water Utility	935,695			935,695
Sewer Utility	852,114			852,114
Stormwater Utility	456,309			456,309
Victoria Housing Reserve	5,145,799	1,557,103	2,242,000	4,460,902
Climate Action Reserve	1,443,208	363,960	915,870	891,298
Art in Public Places	835,956	150,000	490,740	495,216
Development Stabilization Reserve	10,395,604			10,395,604
Parks Furnishing Dedication Program	26,176	32,500	32,000	26,676
Canada-BC Safe Restart Grant	6,435,480		6,435,480	0
Total Operating Reserves	96,717,261	5,455,933	49,062,400	53,110,794
Total City Reserves	**292,270,063**	**24,128,073**	**124,623,915**	**191,774,221**

Enhancements

Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at existing service levels and then considering other enhancements.

During December 2020 and January 2021, the City collected input from the public on the 2021 – 2025 Draft Financial Plan. Upon completion of the public consultation and based on the feedback received, Council will allocate assessment growth property tax revenue and 2020 surplus. For 2021, Council allocated only the assessment growth property tax revenue as there was no surplus to allocate due to the pandemic impacts on the city's budget.

New Property Tax Revenue from New Development (Non-Market Change)

Non-market change revenue is new property tax revenue resulting from new construction that the City will collect on an ongoing basis each year. BC Assessment provides the finalized amount by the end of March each year. The first $500,000 of new property tax revenue from new development is transferred to the infrastructure reserve as per the Financial Sustainability Policy, though in 2021 Council approved to reallocate this amount towards mitigation strategies to minimize impacts on service delivery and asset maintenance due to the pandemic. The 2021 Financial Plan does not incorporate the first $500,000 of non-market change going to the reserve as it was used to offset the revenue shortfalls due to the pandemic.

From 2009 to 2015 Council has used the majority of the new tax revenue for capital investment (savings in reserves) and reducing the annual tax increase. Starting in 2015, Council has also allocated this revenue to fund other services in addition to reserves and tax increase reductions as illustrated in the graph below.

Assessment Growth (Non Market Change) Allocation
2009 to 2021

Enhancements

The following table outlines the ongoing allocation of the 2021 Non-Market Change Revenue.

Ongoing Allocation of New Property Tax Revenue from New Development	
In Draft Financial Plan	
Mitigation Strategies	$500,000
Five Bylaw Officers – Sheltering	$491,000
Bike to Work Grant	$7,500
Budget Deliberations	
Additional Legal Resources	$187,070
Part-time Coordinator Grant – James Bay Neighborhood Association	$20,000
Part-time Coordinator Grant – Downtown Residents Association	$20,000
Part-time Coordinator Grant – North Park Residents Association	$20,000
Part-time Coordinator Grant – Rockland Neighborhood Association	$20,000
Part-time Coordinator Grant – North Jubilee and South Jubilee Neighborhood Association	$20,000
Pro Art Alliance Grant Funding	$10,000
Building and Infrastructure Reserve	$149,370
Total	**$1,444,940**

Enhancements

2020 Surplus

Surplus is one-time funding arising from the previous year's expenditure budgets being underspent or revenue budgets being exceeded, or a combination of the two. The Financial Sustainability Policy provides that prior year surplus can be used for one-time expenditures and/or be transferred to infrastructure reserves. The reason for this policy is to ensure that ongoing expenditure requirements are funded by ongoing revenues, not surplus which cannot be counted on annually.

Over the past six years, Council has allocated surplus to special events and grants, one-time initiatives and transfers to reserves. Due to the pandemic, there was no surplus to allocate in 2021.

The following graph outlines the surplus allocation since 2015:

Surplus Allocation 2015 to 2020

Consolidated Financial Plan

Bylaw No. 20-112
Schedule 1 – April 15, 2021
2021 – 2025 Operating Financial Plan

	2021	2022	2023	2024	2025
Revenues					
Property Value Taxes	146,226,038	160,310,060	164,562,960	168,881,790	173,415,010
Property Value Taxes from New Assessments	1,444,940	0	0	0	0
Parcel Taxes	1,405,200	1,405,200	1,395,200	1,395,200	1,395,200
Special Assessments	1,329,000	1,329,000	1,329,000	1,329,000	1,329,000
Grants in Lieu of Taxes	6,474,100	6,474,100	6,474,100	6,474,100	6,474,100
User Fees and Charges	5,071,100	6,062,930	6,171,610	6,282,460	6,395,570
Permits and Licences	5,089,500	5,101,470	5,113,690	5,126,140	5,138,840
Parking Services	14,846,800	15,053,880	15,265,100	15,480,530	15,700,280
Water Utility Fees and Charges	22,197,710	22,975,570	23,741,530	24,313,110	24,903,350
Sewer Utility Fees and Charges	7,349,430	7,615,920	7,930,550	8,153,650	8,379,400
Stormwater Utility Fees and Charges	5,670,350	5,877,760	6,106,980	6,345,190	6,591,300
Other Sources	38,938,853	33,811,120	34,598,060	35,076,700	35,566,440
	256,043,021	266,017,010	272,688,780	278,857,870	285,288,490
Transfers From					
Accumulated Surplus					
Reserves					–
Art in Public Places	512,310	150,000	150,000	150,000	150,000
Financial Stability	2,851,758	288,000	-	-	-
Tree Replacement Reserve	82,290	65,440	66,360	75,310	49,020
Climate Action Reserve	764,871	119,300	–	–	–
City Vehicle & Heavy Equipment Reserve	–	–	–	–	–
Police Emergency Response Reserve	32,000	32,640	33,290	33,960	34,640
	4,243,229	655,380	249,650	259,270	233,660
Total Operating Revenue per Bylaw	**$ 260,286,250**	**$ 266,672,390**	**$ 272,938,430**	**$ 279,117,140**	**$ 285,522,150**

Consolidated Financial Plan

Bylaw No. 20-112, Schedule 2 – April 15, 2021

2021 – 2025 Operating Financial Plan

	2021	2022	2023	2024	2025
Expenditures					
General Government	40,059,811	41,553,340	42,248,130	43,301,580	44,422,110
Police	59,826,130	62,096,430	63,619,920	65,186,910	66,793,770
Victoria Fire Department	18,678,620	17,877,730	17,930,230	17,979,750	18,032,410
Engineering and Public Works	23,567,999	21,446,500	21,797,090	22,186,890	22,638,990
Sustainable Planning and Community Development	6,176,920	6,182,340	6,245,600	6,370,260	6,497,350
Parks, Recreation and Facilities	23,971,960	24,991,000	25,492,580	26,004,960	26,528,830
Greater Victoria Public Library	5,566,000	5,677,320	5,790,860	5,906,670	6,024,800
Victoria Conference Centre	4,094,060	4,458,100	4,545,760	4,635,130	4,726,370
Water Utility	16,584,710	16,907,570	17,237,530	17,574,110	17,917,350
Sewer Utility	4,017,430	4,090,920	4,166,550	4,243,650	4,322,400
Stormwater Utility	3,695,860	3,769,800	3,845,080	3,921,890	4,000,150
	206,239,500	209,051,050	212,919,330	217,311,800	221,904,530
Debt Servicing					
Principal and Interest – General	5,020,580	5,020,580	4,693,940	4,655,240	4,444,740
Principal and Interest – Parking Services	613,690	613,690	589,840	455,850	312,420
	5,634,270	5,634,270	5,283,780	5,111,090	4,757,160
Transfers To					
Capital Funds					
General	11,290,000	12,140,000	12,640,000	13,140,000	13,640,000
Water Utility	3,843,000	4,298,000	4,734,000	4,969,000	5,216,000
Sewer Utility	3,721,000	3,914,000	4,153,000	4,299,000	4,446,000
Stormwater Utility	4,527,510	4,714,040	4,922,100	5,138,700	5,362,850
Reserves					
Equipment and Infrastructure					
City Equipment	957,580	957,580	957,580	957,580	957,580
City Vehicles and Heavy Equipment	1,191,190	1,191,190	1,191,190	1,191,190	1,191,190
City Buildings and Infrastructure	5,519,100	6,024,970	6,598,240	7,110,400	7,622,770
Parking Services Equipment and Infrastructure	3,550,000	3,659,970	3,795,870	4,044,170	4,304,240
Multipurpose Arena Facility Equipment and Infrastructure	142,000	144,840	147,740	150,690	153,710
Gas Tax	3,832,000	3,832,000	3,997,000	3,997,000	3,997,000
Police Vehicles, Equipment and Infrastructure	1,065,000	1,116,800	1,171,160	1,228,220	1,288,110
Water Utility Equipment and Infrastructure	1,770,000	1,770,000	1,770,000	1,770,000	1,770,000
Sewer Utility Equipment and Infrastructure	400,000	400,000	400,000	400,000	400,000
Stormwater Utility Equipment and Infrastructure	100,000	100,000	100,000	100,000	100,000
Recreation Facilities Equipment and Infrastructure	28,300	28,300	28,300	28,300	28,300
Financial Stability	5,152,370	6,347,370	6,779,010	6,817,710	7,028,210
Tax Sale Lands	50,000	50,000	50,000	50,000	50,000
Victoria Housing	660,000	650,000	650,000	650,000	650,000
Art in Public Places	150,000	150,000	150,000	150,000	150,000
Climate Action	363,960	366,040	368,160	370,320	372,530
		32,500	32,500	32,500	32,500
Artificial Turf	99,470	99,470	99,470	99,470	99,470
	48,412,480	51,987,070	54,735,320	56,694,250	58,860,460
Total Operating Expenses per Bylaw	**$ 260,286,250**	**$ 266,672,390**	**$ 272,938,430**	**$ 279,117,140**	**$ 285,522,150**

Consolidated Financial Plan

Bylaw No. 20-112
Schedule 3 – April 15, 2021
2021 – 2025 Capital Plan

	2021	2022	2023	2024	2025
Revenues					
Utility Connection Fees	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Grants and Partnerships	3,965,000	1,819,000	1,884,000	1,951,000	2,021,000
Transfer From					
Operating Funds					
General	11,290,000	12,140,000	12,640,000	13,140,000	13,640,000
Water Utility	3,843,000	4,298,000	4,734,000	4,969,000	5,216,000
Sewer Utility	3,721,000	3,914,000	4,153,000	4,299,000	4,446,000
Stormwater Utility	3,201,000	3,361,000	3,542,000	3,731,000	3,927,000
Reserves					
Equipment and Infrastructure					
City Equipment	3,829,000	1,113,000	1,017,000	918,000	965,000
City Vehicles and Heavy Equipment	7,513,000	832,000	832,000	832,000	638,000
City Buildings and Infrastructure	25,119,000	4,137,000	1,962,000	1,198,000	697,000
Accessibility Capital Reserve	379,000	–	–	–	–
Debt Reduction Reserve	2,058,000	33,727,000	–	–	–
Parking Services Equipment and Infrastructure	1,035,000	270,000	275,000	281,000	1,087,000
Gas Tax	13,577,000	2,190,000	2,234,000	2,279,000	2,325,000
Police Vehicles, Equipment and Infrastructure	1,619,000	1,444,000	1,357,000	1,400,000	1,411,000
Water Utility Reserve	2,788,000	212,000	–	250,000	–
Sewer Utility Reserve	4,164,000	1,687,000	1,920,000	1,755,000	1,850,000
Stormwater Utility Reserve	2,814,000	237,000	214,000	191,000	169,000
SOFMC Equipment and Infrastructure	275,000	–	–	–	–
Tax Sale Lands	1,895,000	–	–	–	–
Parks and Greenways Acquisition	104,000	–	–	–	–
Development Cost Charges	8,537,000	–	–	–	–
Parks Furnishing Reserve	32,000	32,000	32,000	32,000	32,000
Climate Action Reserve	151,000	–	–	–	–
Artificial Turf Reserve	1,200,000	–	–	–	–
	104,259,000	**72,563,000**	**37,946,000**	**38,376,000**	**39,574,000**

Consolidated Financial Plan

Bylaw No. 20-112
Schedule 4 – April 15, 2021
2021 – 2025 Capital Plan

	2021	2022	2023	2024	2025
Expenditure					
Capital Equipment					
Capital Programs and Projects	12,586,000	2,777,000	2,673,000	2,701,000	3,374,000
Active Transportation	14,663,000	1,206,000	874,000	892,000	910,000
Complete Streets	9,324,000	6,603,000	8,209,000	8,067,000	8,228,000
Neighbourhoods	45,000	–	–	–	–
Parks	13,361,000	2,184,000	656,000	668,000	682,000
Street Infrastructure	3,606,000	1,386,000	1,203,000	1,227,000	1,264,000
Retaining Walls and Railings	304,000	–	–	–	–
Bridges	195,000	–	–	–	–
Facilities	10,129,000	36,368,000	1,382,000	1,049,000	769,000
Environmental Remediation	1,895,000	–	–	–	–
Sanitary Sewers	11,213,000	6,784,000	7,274,000	7,273,000	7,533,000
Stormwater	13,209,000	6,303,000	6,516,000	6,738,000	6,970,000
Waterworks	9,294,000	5,781,000	6,041,000	6,564,000	6,601,000
Contingency	200,000	357,000	364,000	371,000	378,000
Police	1,561,000	1,444,000	1,357,000	1,400,000	1,411,000
Safety	1,759,000	1,115,000	1,137,000	1,161,000	1,184,000
Structures	915,000	255,000	260,000	265,000	270,000
	104,259,000	**72,563,000**	**37,946,000**	**38,376,000**	**39,574,000**

Operating Budget

Revenues

	2020 Budget	2021 Budget	Change	Change %
Business and Community Relations	$ 4,286,137	$ 2,259,290	$ (2,026,847)	-47.29%
Victoria Conference Centre Event Flow Through	3,460,000	1,557,000	(1,903,000)	-55.00%
Bylaw Services	779,400	779,400	–	0.00%
Engineering and Public Works				
Engineering and Public Works	4,163,350	4,180,460	17,110	0.41%
Water Utility	22,197,705	22,197,710	5	0.00%
Sewer Utility	8,138,432	8,138,430	(2)	0.00%
Stormwater Utility	6,996,856	6,996,860	4	0.00%
Finance	–			
Parking Services	19,717,225	15,046,800	(4,670,425)	-23.69%
Legislative Services	35,000	35,000	–	0.00%
Parks, Recreation and Facilties	3,036,680	2,113,440	(923,240)	-30.40%
Real Estate	1,921,047	1,248,680	(672,367)	-35.00%
Sustainable Planning and Community Development	3,330,700	3,320,700	(10,000)	-0.30%
Victoria Fire Department	81,000	74,000	(7,000)	-8.64%
Corporate				
Payment in Lieu of Taxes/Special Assessments	7,639,500	7,884,100	244,600	3.20%
Fees and Interest	3,990,000	3,290,000	(700,000)	-17.54%
Business and Other Licences	1,504,000	1,167,000	(337,000)	-22.41%
Overhead Recoveries	3,887,876	3,906,620	18,744	0.48%
Grants	36,390	36,390	–	0.00%
Gas Tax	3,666,000	3,832,000	166,000	4.53%
Fortis Franchise Fee	450,000	500,000	50,000	11.11%
Traffic Fine Revenue	1,855,000	1,855,000	–	0.00%
Miscellaneous	1,943,500	1,969,500	26,000	1.34%
Victoria Police Department	10,016,159	9,853,310	(162,849)	-1.63%
Mitigation Strategies				
Restart grant from the Province of BC	–	6,435,480	6,435,480	100.00%
Property Taxes				
Base	139,700,261	146,226,040	6,525,779	4.67%
New Property Tax Revenue from New Development	3,626,979	1,444,940	(2,182,039)	-60.16%
Total Base Budget	**$ 256,459,197**	**$ 256,348,150**	**$ (111,047)**	**-0.04%**
Prior Year's Surplus	3,329,825	–	(3,329,825)	-100.00%
One Time	5,601,641	3,938,100	(1,663,541)	-29.70%
Total One Time	**$ 8,931,466**	**$ 3,938,100**	**$ (4,993,366)**	**-55.91%**
Total	**$ 265,390,663**	**$ 260,286,250**	**$ (5,104,413)**	**-1.92%**

Expenditures

	2020 Budget	2021 Budget	Change	Change %
Council	$ 863,732	$ 856,140	$ (7,592)	-0.88%
City Manager's Office	971,413	983,300	11,887	1.22%
Corporate Initiatives	547,930	676,100	128,170	23.39%
Business and Community Relations	6,041,848	5,739,250	(302,598)	-5.01%
Victoria Conference Centre Event Flow Through	3,460,000	1,557,000	(1,903,000)	-55.00%
Bylaw Services	2,250,246	2,621,480	371,234	16.50%
Engagement	1,412,157	1,437,490	25,333	1.79%
Engineering and Public Works				
Engineering and Public Works	20,735,463	21,613,520	878,057	4.23%
Water Utility	22,197,705	22,197,710	5	0.00%
Sewer Utility	8,138,432	8,138,430	(2)	0.00%
Stormwater Utility	6,996,856	6,996,860	4	0.00%
Finance	4,471,074	4,691,200	220,126	4.92%
Parking Services	10,636,713	10,039,040	(597,673)	-5.62%
Human Resources	2,418,165	2,588,230	170,065	7.03%
Information Technology	4,466,258	4,630,010	163,752	3.67%
Legal Services	794,421	998,110	203,689	25.64%
Legislative Services	1,540,908	1,566,960	26,052	1.69%
Parks, Recreation and Facilities	24,030,663	24,097,510	66,847	0.28%
Real Estate	1,889,840	1,677,610	(212,230)	-11.23%
Sustainable Planning and Community Development	5,559,039	6,116,970	557,931	10.04%
Victoria Fire Department	17,631,274	18,618,500	987,226	5.60%
Corporate				
Contingencies	2,351,160	918,850	(1,432,310)	-60.92%
Debt principal, interest and transfer to reserve	8,167,942	8,167,950	8	0.00%
Grants	3,948,964	4,258,010	309,046	7.83%
Miscellaneous	3,555,471	4,096,290	540,819	15.21%
Transfer to Stormwater Utility	1,326,510	1,326,510	–	0.00%
Transfer to Reserve Funds	13,176,799	13,211,050	34,251	0.26%
Transfer to Capital Budget	–			
Base amount	11,140,000	11,640,000	500,000	4.49%
Base increase	500,000	–	(500,000)	0.00%
Greater Victoria Public Library	5,542,404	5,566,000	23,596	0.43%
Victoria Police Department	59,695,810	60,576,130	880,320	1.47%
Mitigation Strategies				
Vacancy Management	–	(3,000,000)	(3,000,000)	-%
Reduce Travel, Conference & Training Budgets	–	(350,000)	(350,000)	-%
Total Base Budget	**$ 256,459,197**	**$ 254,252,210**	**$ (2,206,987)**	**-0.86%**
Total One Time	**$ 8,931,466**	**$ 6,034,040**	**$ (2,897,426)**	**-32.44%**
Total	**$ 265,390,663**	**$ 260,286,250**	**$ (5,104,413)**	**-1.92%**

Employee Summary

	2019 FTE	2020 FTE	2021 FTE	2020 to 2021 Change
Business and Community Relations				
Arts, Culture and Events	7.29	9.78	9.78	0.00
Economic Development	2.00	2.00	2.27	0.27
Neighbourhoods	3.00	3.00	3.00	0.00
Victoria Conference Centre	13.62	11.62	11.62	0.00
Bylaw Services	10.00	17.00	17.00	0.00
City Manager's Office	7.00	7.05	7.05	0.00
Corporate Initiatives	2.00	5.00	5.00	0.00
Engagement	11.00	11.05	11.05	0.00
Engineering and Public Works	296.72	309.72	307.41	-2.31
Finance	85.07	85.96	85.55	-0.41
Human Resources	13.00	15.00	17.00	2.00
Information Technology	23.00	24.00	24.00	0.00
Legal Services	4.00	4.00	5.00	1.00
Legislative Services	9.88	10.88	10.28	-0.60
Mayor's Office	1.00	1.00	1.00	0.00
Parks, Recreation and Facilities	188.75	198.51	203.95	5.44
Real Estate	5.00	5.00	5.00	0.00
Sustainable Planning and Community Development	44.43	49.99	50.00	0.01
Victoria Fire Department	124.09	124.09	124.09	0.00
Total	**850.85**	**894.65**	**900.05**	**5.40**

Council

City Council as a whole acts as the executive board of the municipal corporation, developing and overseeing policy and the finances of the City of Victoria.

Core Services

- None

Strategic Initiatives and Major Projects

- None

Budget Summary

2021 Base Expenditures	856,140
2021 One Time Expenditures	—
2021 Proposed Expenditures	856,140
2020 Base Expenditures	863,732
2020 One Time Expenditures	(40,000)
2020 Approved Expenditures	823,732
Base Budget Change	(7,592)
Change by %	-0.88%
2021 FTE	1.00
2020 FTE	1.00
Change	0.00
Change by %	0.00%

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

Department: Council **Budget Year:** 2021

Overview:

Victoria City Council consists of one Mayor and eight Councillors. Members of Council are elected to a four-year term of office.

City Council as a whole acts as the executive board of the municipal corporation, developing and overseeing policy and the finances of the City of Victoria.

This budget funds Council related costs including remuneration and benefits, as well as membership fees, Council approved travel and office supplies.

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	15,470	0	0	0	0.00%
Total Revenues/Funding Sources	**15,470**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	581,532	584,330	676,342	678,750	0.36%
Mileage/Parking	15,073	4,753	16,000	16,000	0.00%
Conferences/Travel	56,608	9,046	10,000	50,000	400.00%
Membership Fees	49,131	52,845	44,500	44,500	0.00%
Catering	7,699	13,249	10,000	0	(100.00%)
Contracted Services	428	0	0	0	0.00%
WO Contracted Services	2,949	2,053	0	0	0.00%
Photocopy	716	628	290	290	0.00%
Office Supplies	1,384	1,311	170	170	0.00%
Telecommunications	9,635	17,767	7,540	7,540	0.00%
WO Outside Purchases	37,766	12,602	28,000	28,000	0.00%
Legal	0	0	10,000	10,000	0.00%
Miscellaneous	3,835	448	0	0	0.00%
Mayor's Office Budget	12,739	7,921	12,890	12,890	0.00%
Constituency	0	0	8,000	8,000	0.00%
Transfer to Carry Forward	5,000	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**784,495**	**706,953**	**823,732**	**856,140**	
Net Total	**(769,025)**	**(706,953)**	**(823,732)**	**(856,140)**	

Business Unit Summary with Service Areas

Business Unit: 2000 - Council

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	678,750	692,390	706,180	720,370	734,760
Mileage/Parking	16,000	16,320	16,650	16,980	17,320
Conferences/Travel	50,000	51,000	52,020	53,060	54,120
Membership Fees	44,500	45,380	46,290	47,220	48,160
Photocopy	290	300	310	320	330
Office Supplies	170	170	170	170	170
Telecommunications	7,540	7,690	7,840	7,990	8,150
WO Outside Purchases	28,000	28,560	29,130	29,710	30,300
Legal	10,000	10,200	10,400	10,610	10,820
Mayor's Office Budget	12,890	13,150	13,410	13,680	13,950
Constituency	8,000	8,160	8,320	8,490	8,660
Total Exp/Transfers to Reserve	856,140	873,320	890,720	908,600	926,740
% Increase		2.00%	2.00%	2.01%	2.00%
Net Total	**(856,140)**	**(873,320)**	**(890,720)**	**(908,600)**	**(926,740)**

City Manager

The City Manager's Office provides strategic leadership to the 1,000 City employees and implements Council policy and direction.

The City Manager is the one employee of Council, providing a liaison between Council and all City staff, monitoring and reporting on the performance of the organization.

The City Manager is accountable to Council for staff performance and responsible for the allocation of all resources to deliver the direction and priorities of Council.

Core Services

- **Strategic and Operational Planning:** Develop the plan and oversee the quarterly progress reporting and on-going monitoring
- **Executive Administration:** City correspondence, administrative support to City Manager and Mayor's Office, front line customer service

Strategic Initiatives and Major Projects

- None

Budget Summary

2021 Base Expenditures	983,300
2021 One Time Expenditures	–
2021 Proposed Expenditures	983,300
2020 Base Expenditures	971,413
2020 One Time Expenditures	12,830
2020 Approved Expenditures	984,243
Base Budget Change	11,887
Change by %	1.22%
2021 Base Revenues	–
2021 One Time Revenues	–
2021 Proposed Revenues	–
2020 Base Revenues	–
2020 One Time Revenues	12,830
2020 Approved Revenues	12,830
Base Budget Change	–
Change by %	0.00%
2021 FTE	7.05
2020 FTE	7.05
Change	0.00

City Manager

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
One Time	12,830	0	(12,830)	(100.00%)
Total	**12,830**	**0**	**(12,830)**	**(100.00%)**
Expenditures/Transfers to Reserve				
Executive Administration	612,549	624,430	11,881	1.94%
City Manager's Office	328,864	328,870	6	0.00%
Protocol	30,000	30,000	0	0.00%
Base Budget	**971,413**	**983,300**	**11,887**	**1.22%**
One Time	12,830	0	(12,830)	(100.00%)
Total	**984,243**	**983,300**	**(943)**	**(0.10%)**
Net Base Budget Change	**(971,413)**	**(983,300)**	**11,887**	**1.22%**

Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration

Department: City Manager's Office **Budget Year:** 2021

Overview:

Executive Administration supports the day-to-day customer service and administrative needs of the Mayor and City Manager.

This office provides direct services to the public, senior management, and City Council to facilitate responsive communications and services to citizens and taxpayers, as well as City partners and stakeholders.

The office maintains schedules, acknowledges and coordinates timely correspondence, manages travel, and assists the Acting Mayor in the Mayor's absence. The office also prepares proclamations requested by the public.

This office also manages correspondence responses on behalf of Mayor and Council and the public use of City Hall. The office greets and assists citizens as they arrive to City Hall.

Deliverables:

- Liaise with Directors in support of the work of City Manager
- Attend Senior Leadership & Council Meetings in support of the work of City Manager
- Manage City Manager & Mayor's calendars
- File Mayor's emails
- Manage invitations to events and speaking engagements
- Issue proclamations
- Coordinate City Manager & Mayor's Travel
- Order office supplies
- Manage incoming/outgoing letters and correspondence
- Letter writing (congratulatory, related to invites or awards, general)
- Manage incoming phone calls
- Greet and assist drop-in citizens
- Coordinate Mayor's Community Drop-in
- Schedule Acting Mayor commitments
- Respond on behalf of Mayor & Council (mayorandcouncil@victoria.ca)
- Coordinate Public Use of City Hall
- Greet/assist Citizens as they arrive to City Hall

Business Unit Summary with Service Areas

Business Unit: 2050 - Executive Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	0	7,830	7,830	0	(100.00%)
WO Grants	0	12,000	0	0	0.00%
Carry Forward	0	0	5,000	0	(100.00%)
Total Revenues/Funding Sources	**0**	**19,830**	**12,830**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	609,746	617,143	592,479	604,360	2.01%
Mileage/Parking	3,759	2,589	5,200	5,200	0.00%
Conferences/Travel	577	0	3,100	3,100	0.00%
Training and Development	0	0	1,150	1,150	0.00%
WO Contracted Services	0	12,000	0	0	0.00%
Photocopy	2,776	1,688	1,970	1,970	0.00%
Office Supplies	1,494	825	930	930	0.00%
Telecommunications	2,702	4,699	2,060	2,060	0.00%
WO Outside Purchases	0	9,433	12,830	0	(100.00%)
Miscellaneous	2,329	6,664	5,660	5,660	0.00%
Recovery	0	(6,528)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**623,384**	**648,514**	**625,379**	**624,430**	
Net Total	**(623,384)**	**(628,684)**	**(612,549)**	**(624,430)**	

Business Unit: 2050 - Executive Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	604,360	616,430	628,750	641,320	654,190
Mileage/Parking	5,200	5,300	5,410	5,520	5,630
Conferences/Travel	3,100	3,160	3,220	3,280	3,350
Training and Development	1,150	1,170	1,190	1,210	1,230
Photocopy	1,970	2,010	2,050	2,090	2,130
Office Supplies	930	950	970	990	1,000
Telecommunications	2,060	2,100	2,140	2,180	2,220
Miscellaneous	5,660	5,770	5,890	6,010	6,130
Total Exp/Transfers to Reserve	624,430	636,890	649,620	662,600	675,880
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(624,430)**	**(636,890)**	**(649,620)**	**(662,600)**	**(675,880)**

Business Unit Summary with Service Areas

Business Unit: 2060 - City Manager's Office

Department: City Manager's Office **Budget Year:** 2021

Overview:

The City Manager's Office provides strategic leadership to the 1,000 City employees and implements Council policy and direction.

The City Manager is the one employee of Council, who provides a liaison between Council and all City staff, monitoring and reporting on the performance of the organization.

The City Manager is accountable to Council for staff performance and responsible for the allocation of all resources to deliver the direction and priorities of Council.

Deliverables:

- Strategic Planning and Quarterly Reporting
- Budget reporting
- Implementation of the Economic Development Strategy
- Attendance at all Council and committee meetings to provide strategic advice and staff liaison
- Employee outreach to engage and energize staff (e.g. employee forums)

Business Unit Summary with Service Areas

Business Unit: 2060 - City Manager's Office

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	309,109	339,246	312,349	312,350	0.00%
Mileage/Parking	1,748	1,281	1,600	1,600	0.00%
Conferences/Travel	2,111	3,538	5,915	5,920	0.08%
Membership Fees	0	0	500	500	0.00%
Training and Development	563	1,072	3,000	3,000	0.00%
Telecommunications	1,642	2,082	2,000	2,000	0.00%
Miscellaneous	2,321	223	3,500	3,500	0.00%
Recovery	0	(14,832)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**317,495**	**332,610**	**328,864**	**328,870**	
Net Total	**(317,495)**	**(332,610)**	**(328,864)**	**(328,870)**	

Business Unit: 2060 - City Manager's Office

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	312,350	318,600	324,970	331,460	338,100
Mileage/Parking	1,600	1,630	1,660	1,690	1,720
Conferences/Travel	5,920	6,040	6,160	6,280	6,410
Membership Fees	500	510	520	530	540
Training and Development	3,000	3,060	3,120	3,180	3,240
Telecommunications	2,000	2,040	2,080	2,120	2,160
Miscellaneous	3,500	3,570	3,640	3,710	3,780
Total Exp/Transfers to Reserve	328,870	335,450	342,150	348,970	355,950
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(328,870)**	**(335,450)**	**(342,150)**	**(348,970)**	**(355,950)**

Business Unit Summary with Service Areas

Business Unit: 2095 - Protocol

Department: City Manager's Office **Budget Year:** 2021

Overview:

The City of Victoria's Protocol function provides guidance and support for fostering meaningful First Nations relationships, Twin City and Friendship City relationships, as well as overall cultural and ceremonial support to Council. The City of Victoria is located on the traditional territories of the Songhees and Esquimalt First Nations.

The Protocol program handles various events, activities and services that benefit, promote, celebrate, or enhance the City of Victoria. The program also coordinates the official City delegations to international communities.

As representatives of the Capital City, Mayor and Council are often called upon to act in an official capacity to host dignitaries and interact with the Governor General of Canada, consulates, First Nations, visiting dignitaries and other levels of government.

Deliverables:

- School Group Visits
- Mayor's Office Visits
- First Nations involvement and awareness
- Half mastings
- Coordinate Gifts

Business Unit Summary with Service Areas

Business Unit: 2095 - Protocol

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,596	0	0	0	0.00%
WO Outside Purchases	3,396	3,788	0	0	0.00%
WO Inside Equipment	20	0	0	0	0.00%
Miscellaneous	10,010	5,130	30,000	30,000	0.00%
Total Expenditures/Transfers to Reserve	**15,022**	**8,918**	**30,000**	**30,000**	
Net Total	**(15,022)**	**(8,918)**	**(30,000)**	**(30,000)**	

Business Unit: 2095 - Protocol

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Miscellaneous	30,000	30,600	31,200	31,810	32,440
Total Exp/Transfers to Reserve	30,000	30,600	31,200	31,810	32,440
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(30,000)**	**(30,600)**	**(31,200)**	**(31,810)**	**(32,440)**

Corporate Initiatives

The Corporate Initiatives Department focuses on improving the efficiency, effectiveness and transparency of local government operations. This is achieved through public reporting, process and service improvements, leading the development of an Equity Framework, and sustainment of the Project Management Framework.

Core Services

- Project Management Office
- Annual and Quarterly Reporting
- Service and Process Improvement
- Online Service Oversight, Improvements and Accessibility
- Strategic Priority Alignment

Strategic Initiatives and Major Projects

- Equity, Diversity and Inclusion Framework
- Customer Relationship Management
- Open Government Planning
- Outcome Measurement and Monitoring

Budget Summary

2021 Base Expenditures	676,100
2021 One Time Expenditures	–
2021 Proposed Expenditures	676,100
2020 Base Expenditures	547,930
2020 One Time Expenditures	–
2020 Approved Expenditures	547,930
Base Budget Change	128,170
Change by %	23.39%
2021 FTE	5.00
2020 FTE	5.00
Change	0.00
Change by %	0.00%

Corporate Initiatives

	2020 Budget	2021 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Office of Equity, Diversity and Inclusion	241,890	364,010	122,120	50.49%
Corporate Initiatives	306,040	312,090	6,050	1.98%
Base Budget	**547,930**	**676,100**	**128,170**	**23.39%**
One Time	0	0	0	0.00%
Total	**547,930**	**676,100**	**128,170**	**23.39%**
Net Base Budget Change	**(547,930)**	**(676,100)**	**128,170**	**23.39%**

Business Unit Summary with Service Areas

Business Unit: 2098 - Office of Equity, Diversity and Inclusion

Department: Corporate Initiatives **Budget Year:** 2021

Overview:

In June 2019, Council directed staff to “Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement”, as well as lead a workshop with Council on equity values to inform future development of a Community Equity Lens and Framework.

Core values articulated by Council included taking a social justice perspective to remove barriers, intersectionality (reflect multiple lived experiences), quality of life (health, happiness, and satisfaction), and building a resilient and prosperous community that is inclusive and accessible for all. In addition, taking an intersectional approach to better understand lived experience requires consideration of a number of equity factors including ability, age, citizenship status, education, ethnic origin/race (includes Indigenous people and visible minorities), gender, income, religion and sexual orientation.

The mandate for the Office of Diversity, Equity and Inclusion is as follows:
- Champion Equity, Diversity and Inclusion as a fundamental philosophy and goal for the City of Victoria
- Coordinate an on-going internal Equity, Diversity and Inclusion Leadership Steering Committee and Staff Working Group
- Lead implementation coordination of the approved TNB2S+ Inclusion Plan and the Accessibility Framework
- Support Intersectional Advisory Committee(s) to provide advice and recommendations on new and/or improved policies, programs, and services
- Work with supervisors and employees to advance training and understanding of equity, diversity and inclusion concepts at the individual and divisional levels based on program needs
- Ensure alignment of strategies, plans in support of Equity, Diversity and Inclusion priorities and community needs
- Maintain community information and geo-spatial maps to inform assessments and decisions
- Advance work with community agencies, not-for-profit groups, and other levels of government to develop partnerships to further Equity, Diversity and Inclusion priorities
- Guide departments in undertaking equity impact assessments for new or changed policies, programs and services where an equity lens is applicable to support Council decision-making
- Update the City’s Equity Framework as required and report annually on City related Equity, Diversity and Inclusion work

Deliverables:

Equity, Diversity and Inclusion:
- Policy & Strategy Function
- Capacity Building Function
- External Community Liaison Function
- Social Planning Function *
- Recreation Accessibility and Inclusion Function *

*Salaries for these functions are contained in the Community Planning and Recreation Divisions

Business Unit Summary with Service Areas

Business Unit: 2098 - Office of Equity, Diversity and Inclusion

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	0	238,490	358,910	50.49%
Membership Fees	0	0	1,000	1,500	50.00%
Training and Development	0	0	1,000	1,500	50.00%
Contracted Services	0	2,750	0	0	0.00%
Telecommunications	0	0	1,400	2,100	50.00%
Total Expenditures/Transfers to Reserve	**0**	**2,750**	**241,890**	**364,010**	
Net Total	**0**	**(2,750)**	**(241,890)**	**(364,010)**	

Business Unit: 2098 - Office of Equity, Diversity and Inclusion

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	358,910	366,090	373,380	380,860	388,470
Membership Fees	1,500	1,530	1,560	1,590	1,620
Training and Development	1,500	1,530	1,560	1,590	1,620
Telecommunications	2,100	2,140	2,180	2,220	2,260
Total Exp/Transfers to Reserve	364,010	371,290	378,680	386,260	393,970
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(364,010)**	**(371,290)**	**(378,680)**	**(386,260)**	**(393,970)**

Business Unit Summary with Service Areas

Business Unit: 2099 - Corporate Initiatives

Department: Corporate Initiatives **Budget Year:** 2021

Overview:

Advance the City's Corporate Plan objectives through process and service improvements, performance measure development, and sustainment of the Project Management Framework implementation.

Deliverables:

• Citizen Relationship Management Strategy and Action Plan
• Open Government Strategy
• Process Improvement and Re-Design
• Quarterly and Annual Accountability Reporting
• Performance Measurement

Business Unit Summary with Service Areas

Business Unit: 2099 - Corporate Initiatives

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	285,664	299,199	302,440	308,490	2.00%
Mileage/Parking	1,940	1,298	2,000	2,000	0.00%
Conferences/Travel	0	591	0	0	0.00%
Office Supplies	0	47	0	0	0.00%
Telecommunications	1,494	1,243	1,600	1,600	0.00%
Recovery	0	(1,038)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**289,098**	**301,339**	**306,040**	**312,090**	
Net Total	**(289,098)**	**(301,339)**	**(306,040)**	**(312,090)**	

Business Unit: 2099 - Corporate Initiatives

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	308,490	314,660	320,950	327,370	333,920
Mileage/Parking	2,000	2,040	2,080	2,120	2,160
Telecommunications	1,600	1,630	1,660	1,690	1,720
Total Exp/Transfers to Reserve	312,090	318,330	324,690	331,180	337,800
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(312,090)**	**(318,330)**	**(324,690)**	**(331,180)**	**(337,800)**

Business and Community Relations

Business and Community Relations is comprised of Arts, Culture and Events, Economic Development, Neighbourhoods Team and the Victoria Conference Centre to support associations and groups to foster greater community economic development and vibrancy in Victoria.

This department contributes towards Victoria's economic health by making it easier to start a business in Victoria and to work with business and community stakeholders to attract and retain business, events and festivals in the City.

Core Services

- Arts, Culture and Events
- Economic Development
- Neighbourhoods
- Victoria Conference Centre

Strategic Initiatives and Major Projects

Arts, Culture and Events

- Create Victoria Master Plan Implementation

Economic Development

- Deliverables from *Victoria 3.0*
- Business Hub
- Talent Attraction/Retention

Neighbourhoods

- Local Champions Program
- My Great Neighbourhood Grant
- Late Night Program

Victoria Conference Centre

- Target City-wide conferences
- Strengthen the Business Events Victoria brand

Budget Summary

2021 Base Expenditures	5,739,250
2021 One Time Expenditures	–
2021 Proposed Expenditures	5,739,250
2020 Base Expenditures	6,041,848
2020 One Time Expenditures	67,500
2020 Approved Expenditures	6,109,348
Base Budget Change	(302,598)
Change by %	-5.01%
2021 Base Revenues	2,259,290
2021 One Time Revenues	–
2021 Proposed Revenues	2,259,290
2020 Base Revenues	4,286,137
2020 One Time Revenues	–
2020 Approved Revenues	4,286,137
Base Budget Change	(2,026,847)
Change by %	-47.29%
VCC Event Costs Paid by Clients	
2021 Base Expenditures	1,557,000
2021 One Time Expenditures	–
2021 Proposed Expenditures	1,557,000
2020 Base Expenditures	3,460,000
2020 One Time Expenditures	–
2020 Approved Expenditures	3,460,000
Base Budget Change	(1,903,000)
Change by %	-55.00%
2021 Base Revenues	1,557,000
2021 One Time Revenues	–
2021 Proposed Revenues	1,557,000
2020 Base Revenues	3,460,000
2020 One Time Revenues	–
2020 Approved Revenues	3,460,000
Base Budget Change	(1,903,000)
Change by %	-55.00%
2021 FTE	26.67
2020 FTE	26.40
Change	0.27
Change by %	1.02%

Business and Community Relations

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Arts, Culture and Events	518,750	558,990	40,240	7.76%
Economic Development	3,000	3,000	0	0.00%
Neighbourhoods	15,600	15,600	0	0.00%
Victoria Conference Centre	3,748,787	1,681,700	(2,067,087)	(55.14%)
Base Budget	**4,286,137**	**2,259,290**	**(2,026,847)**	**(47.29%)**
One Time	0	0	0	0.00%
Total	**4,286,137**	**2,259,290**	**(2,026,847)**	**(47.29%)**
Expenditures/Transfers to Reserve				
Arts, Culture and Events	1,877,052	2,041,020	163,968	8.74%
Economic Development	424,290	678,400	254,110	59.89%
Neighbourhoods	620,490	483,050	(137,440)	(22.15%)
Victoria Conference Centre	3,120,016	2,536,780	(583,236)	(18.69%)
Base Budget	**6,041,848**	**5,739,250**	**(302,598)**	**(5.01%)**
One Time	67,500	0	(67,500)	(100.00%)
Total	**6,109,348**	**5,739,250**	**(370,098)**	**(6.06%)**
Net Base Budget Change	**(1,755,711)**	**(3,479,960)**	**1,724,249**	**98.21%**

VCC - Event Flow Through	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
VCC - Event Flow Through	3,460,000	1,557,000	(1,903,000)	(55.00%)
Base Budget	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
One Time	0	0	0	0.00%
Total	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
Expenditures/Transfers to Reserve				
VCC - Event Flow Through	3,460,000	1,557,000	(1,903,000)	(55.00%)
Base Budget	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
One Time	0	0	0	0.00%
Total	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
Net Base Budget Change	**0**	**0**	**0**	**0.00%**

Arts, Culture and Events

The Arts, Culture and Events Division aims to enhance neighbourhoods, encourage arts and culture activity, and work to create a city that is a natural draw for festivals and events. This division funds arts, culture and events initiatives to support community vibrancy and economic impact.

Core Services

- Special event liaison and permitting
- Film permitting, Film Commission liaison and coordination support
- Special Event Technical Committee
- Festival Investment Grant program
- Festival Equipment Loan coordination and maintenance
- Seasonal décor and banners
- Noise bylaw exemptions, special occasion licences and block party permits
- Public art commissioning and maintenance
- Free arts and cultural programs in public spaces
- Poet Laureate and Youth Poet Laureate programs
- Marketing and promotional support for programming and festivals
- Community development support to arts and culture organizations

Strategic Initiatives and Major Projects

- Create Victoria Master Plan Implementation

Arts, Culture and Events

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Arts, Culture and Events	19,750	19,750	0	0.00%
Public Art - Maintenance	15,000	15,000	0	0.00%
Public Art - Creation	435,500	475,740	40,240	9.24%
Special Events	13,500	13,500	0	0.00%
Festival Equipment Infrastructure	35,000	35,000	0	0.00%
Base Budget	**518,750**	**558,990**	**40,240**	**7.76%**
One Time	0	0	0	0.00%
Total	**518,750**	**558,990**	**40,240**	**7.76%**
Expenditures/Transfers to Reserve				
Arts, Culture and Events	1,028,903	1,044,390	15,487	1.51%
Public Art - Maintenance	15,000	15,000	0	0.00%
Public Art - Creation	507,500	547,740	40,240	7.93%
Special Events	244,787	271,060	26,273	10.73%
Festival Equipment Infrastructure	80,862	162,830	81,968	101.37%
Base Budget	**1,877,052**	**2,041,020**	**163,968**	**8.74%**
One Time	0	0	0	0.00%
Total	**1,877,052**	**2,041,020**	**163,968**	**8.74%**
Net Base Budget Change	**(1,358,302)**	**(1,482,030)**	**123,728**	**9.11%**

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts, Culture and Events

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

Funds and programs accessible arts, culture and event initiatives to support community vibrancy and a thriving creative ecosystem. Economic and social impact is generated through arts, culture and event activities that attract visitors and residents throughout the City.

Activities include the annual Butler Book Prize, Poet Laureate and Youth Poet Laureate program, production of the annual CityVibe festival brochure, seasonal programming such as free dance instruction, concerts, health and wellness programs and hands on crafts in Centennial Square and Cameron Bandshell, and implementation of the Create Victoria arts and culture initiatives.

Deliverables:

- Annual Butler Book Prize
- Greater Victoria Performing Art Award: Silver Medallion
- Poet Laureate and Youth Poet Laureate program
- Free arts and cultural programming in outdoor spaces
- Create Victoria Master Plan action items

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts, Culture and Events

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Administration	742	0	0	0	0.00%
Miscellaneous Fees	13,009	201	17,500	17,500	0.00%
Band Shell	0	0	1,000	1,000	0.00%
Work Order Revenue	2,174	0	0	0	0.00%
Sponsorship	1,250	1,250	1,250	1,250	0.00%
Total Revenues/Funding Sources	**17,175**	**1,451**	**19,750**	**19,750**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	640,636	565,774	741,344	756,130	2.00%
Mileage/Parking	318	5	500	500	0.00%
Conferences/Travel	4,679	595	9,500	9,500	0.00%
Membership Fees	556	581	500	500	0.00%
Training and Development	655	28	2,500	2,500	0.00%
Contracted Services	200,958	113,652	264,000	264,000	0.00%
WO Contracted Services	25,621	3,561	0	0	0.00%
Photocopy	2,177	1,561	0	0	0.00%
Office Supplies	770	591	5,000	5,000	0.00%
Telecommunications	4,233	4,518	4,559	5,260	15.38%
WO Inventory Purchases	14	105	0	0	0.00%
WO Outside Purchases	22,504	4,871	0	0	0.00%
WO Inside Equipment	182	100	0	0	0.00%
Recovery	(10,891)	0	0	0	0.00%
Licence Fees	2,219	288	1,000	1,000	0.00%
Total Expenditures/Transfers to Reserve	**894,631**	**696,230**	**1,028,903**	**1,044,390**	
Net Total	**(877,456)**	**(694,778)**	**(1,009,153)**	**(1,024,640)**	

Business Unit Summary with Service Areas

Business Unit: 5240 - Arts, Culture and Events

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	17,500	17,500	17,500	17,500	17,500
Band Shell	1,000	1,000	1,000	1,000	1,000
Sponsorship	1,250	1,250	1,250	1,250	1,250
Total Rev/Funding Sources	19,750	19,750	19,750	19,750	19,750
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	756,130	771,250	786,680	802,400	818,450
Mileage/Parking	500	510	520	530	540
Conferences/Travel	9,500	9,690	9,880	10,080	10,280
Membership Fees	500	510	520	530	540
Training and Development	2,500	2,550	2,600	2,650	2,700
Contracted Services	264,000	269,220	274,540	279,950	285,500
Office Supplies	5,000	5,100	5,200	5,300	5,410
Telecommunications	5,260	5,360	5,460	5,560	5,670
Licence Fees	1,000	1,020	1,040	1,060	1,080
Total Exp/Transfers to Reserve	1,044,390	1,065,210	1,086,440	1,108,060	1,130,170
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,024,640)**	**(1,045,460)**	**(1,066,690)**	**(1,088,310)**	**(1,110,420)**

Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

Supports the repair and maintenance of existing public art.

Deliverables:

Priorities are based on a maintenance plan developed from the City's public art conservation and appraisal report.

Business Unit Summary with Service Areas

Business Unit: 5245 - Public Art - Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Transfer from Public Art	9,551	16,307	15,000	15,000	0.00%
Total Revenues/Funding Sources	**9,551**	**16,307**	**15,000**	**15,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,588	609	0	0	0.00%
WO Contracted Services	0	13,846	0	0	0.00%
WO Outside Purchases	76	1,851	0	0	0.00%
WO Inside Equipment	203	2	0	0	0.00%
Repairs and Maintenance	7,684	0	15,000	15,000	0.00%
Total Expenditures/Transfers to Reserve	**9,551**	**16,307**	**15,000**	**15,000**	
Net Total	**0**	**0**	**0**	**0**	

Business Unit: 5245 - Public Art - Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Transfer from Public Art	15,000	15,000	15,000	15,000	15,000
Total Rev/Funding Sources	15,000	15,000	15,000	15,000	15,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Repairs and Maintenance	15,000	15,000	15,000	15,000	15,000
Total Exp/Transfers to Reserve	15,000	15,000	15,000	15,000	15,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

Supports the design, production and installation of art in the public realm in accordance with the Art in Public Places Policy. Funding can be used to incorporate public art into capital project design elements, to create stand-alone artwork or for public art in other appropriate locations. Public art will expand to also include creative placemaking opportunities and temporary pop up art installations.

Deliverables:

• 2019-2021 Artist in Residence Program
• 2019-2021 Indigenous Artist in Residence Program
• Commute: Bus Shelter Art Program
• Commercial Alley Outdoor Art Gallery
• Public Art Symposium

Business Unit Summary with Service Areas

Business Unit: 5246 - Public Art - Creation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Transfer from Public Art	99,152	83,198	435,500	475,740	9.24%
Total Revenues/Funding Sources	**99,152**	**83,198**	**435,500**	**475,740**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	428	2,077	0	0	0.00%
Contracted Services	74,698	105,470	507,500	547,740	7.93%
WO Contracted Services	19,500	13,424	0	0	0.00%
WO Outside Purchases	3,965	4,300	0	0	0.00%
WO Inside Equipment	30	72	0	0	0.00%
WO Outside Equipment	532	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**99,152**	**125,342**	**507,500**	**547,740**	
Net Total	**0**	**(42,145)**	**(72,000)**	**(72,000)**	

Business Unit: 5246 - Public Art - Creation

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Transfer from Public Art	475,740	135,000	135,000	135,000	135,000
Total Rev/Funding Sources	475,740	135,000	135,000	135,000	135,000
% Increase		(71.62%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Contracted Services	547,740	207,000	207,000	207,000	207,000
Total Exp/Transfers to Reserve	547,740	207,000	207,000	207,000	207,000
% Increase		(62.21%)	0.00%	0.00%	0.00%
Net Total	**(72,000)**	**(72,000)**	**(72,000)**	**(72,000)**	**(72,000)**

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

Victoria hosts a range of events, from world-class competitions and festivals to neighbourhood block parties.

This business unit reflects the provision of the special event permit function including City services in support of special events, festivals, and filming, other than those provided in Centennial Square, including police, fire, public works, barricades, signage, etc.

Historical data shows 250-350 special event related permits per year.

Deliverables:

• Special Event, Block Party and Film Permits

Business Unit Summary with Service Areas

Business Unit: 5270 - Special Events

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Film Permit Fees	5,996	8,223	8,500	8,500	0.00%
Miscellaneous Fees	5,451	648	5,000	5,000	0.00%
Carry Forward	15,000	0	0	0	0.00%
Total Revenues/Funding Sources	**26,447**	**8,871**	**13,500**	**13,500**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	59,062	2,599	113,412	115,680	2.00%
Contracted Services	25,570	25,000	25,000	25,000	0.00%
WO Contracted Services	12,220	0	0	0	0.00%
WO Inventory Purchases	836	0	0	0	0.00%
WO Outside Purchases	296,747	11,791	106,375	130,380	22.57%
WO Inside Equipment	18,702	1,078	0	0	0.00%
Miscellaneous	1,142	427	0	0	0.00%
Total Expenditures/Transfers to Reserve	**414,279**	**40,895**	**244,787**	**271,060**	
Net Total	**(387,833)**	**(32,024)**	**(231,287)**	**(257,560)**	

Business Unit: 5270 - Special Events

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Film Permit Fees	8,500	8,500	8,500	8,500	8,500
Miscellaneous Fees	5,000	5,000	5,000	5,000	5,000
Total Rev/Funding Sources	13,500	13,500	13,500	13,500	13,500
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	115,680	117,990	120,350	122,760	125,220
Contracted Services	25,000	25,500	26,010	26,530	27,060
WO Outside Purchases	130,380	291,570	297,900	304,380	310,980
Total Exp/Transfers to Reserve	271,060	435,060	444,260	453,670	463,260
% Increase		60.50%	2.11%	2.12%	2.11%
Net Total	**(257,560)**	**(421,560)**	**(430,760)**	**(440,170)**	**(449,760)**

Business Unit Summary with Service Areas

Service Area: Festival Equipment Infrastructure

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

Provides equipment to event organizers to attract special events that bring vibrancy to the community and generate local economic activity. Equipment including stages, bleachers, tables, tents and folding chairs are available for loan/rent to organizations staging festivals and special events within and outside the City. The City supports festivals through the management, maintenance and replacement of equipment as well as the delivery, set up and teardown services.

The City of Victoria's biennial summer banner program showcases the talents of local artists and reflects the vibrancy and creativity of the City. Festival and community banners complement downtown streetscapes throughout the season. The City supports the program through installation and coordination of the banner program on behalf of the festival, business and community initiatives.

The Seasonal Animation Program has historically focused on winter decorations in the downtown core including cultural installations such as supporting for the Heavenly Lights hanging lanterns and Dragon Gateway features related to annual Chinese New Year celebrations. Design of the program has been through joint discussion with the Downtown Victoria Business Association (DVBA), which has also undertaken an annual winter decoration program. Capital and operational budgets have been in place to support purchase of new decorations, installation and removal.

Business Unit Summary with Service Areas

Service Area: Festival Equipment Infrastructure

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Administration	2,475	0	0	0	0.00%
Equipment	74,601	712	35,000	35,000	0.00%
Total Revenues/Funding Sources	**77,076**	**712**	**35,000**	**35,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	69,361	95,920	76,518	156,100	104.00%
Training and Development	0	400	500	500	0.00%
Contracted Services	51,226	4,261	46,780	46,780	0.00%
WO Contracted Services	0	216	0	0	0.00%
WO Inventory Purchases	0	464	0	0	0.00%
WO Outside Purchases	0	252	0	0	0.00%
Equipment - City Fleet	9,847	8,092	8,064	10,450	29.59%
Equipment	2,411	1,919	3,000	3,000	0.00%
WO Insurance-Vehicle	314	243	0	0	0.00%
Repairs and Maintenance	2,612	2,371	6,000	6,000	0.00%
Recovery	(15,206)	(791)	(60,000)	(60,000)	0.00%
Total Expenditures/Transfers to Reserve	**120,563**	**113,345**	**80,862**	**162,830**	
Net Total	**(43,487)**	**(112,633)**	**(45,862)**	**(127,830)**	

Business Unit Summary with Service Areas

Service Area: Festival Equipment Infrastructure

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Equipment	35,000	35,700	36,410	37,140	37,880
Total Rev/Funding Sources	35,000	35,700	36,410	37,140	37,880
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	156,100	159,240	162,420	165,660	168,980
Training and Development	500	510	520	530	540
Contracted Services	46,780	47,720	48,680	49,660	50,660
Equipment - City Fleet	10,450	10,660	10,870	11,090	11,310
Equipment	3,000	3,060	3,120	3,180	3,240
Repairs and Maintenance	6,000	6,120	6,240	6,360	6,490
Recovery	(60,000)	(61,200)	(62,420)	(63,670)	(64,940)
Total Exp/Transfers to Reserve	162,830	166,110	169,430	172,810	176,280
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(127,830)**	**(130,410)**	**(133,020)**	**(135,670)**	**(138,400)**

Economic Development

The Economic Development function is guided by recommendations from the *Victoria 3.0 Recovery Reinvention Resilience* action plan. The action plan will create and support programs to make it easier for business to start and thrive, support entrepreneurs and innovation and increase the genuine well-being of citizens.

The City plays a vital role in fostering a community environment to retain our successful business leaders and innovators while continuing to attract the additional entrepreneurs and talent that we need to grow local prosperity.

Core Services

- Streamlining business processes and barriers within City Hall for businesses and social enterprises
- Provide customer service to new and established businesses through the Business Hub
- Support innovation, creativity and collaboration between the City and community and business stakeholders to increase business investment in Victoria

Strategic Initiatives and Major Projects

- Deliverables from *Victoria 3.0*
- Business Hub
- Talent Attraction/Retention

Economic Development

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Economic Development Implementation	3,000	3,000	0	0.00%
Base Budget	**3,000**	**3,000**	**0**	**0.00%**
One Time	0	0	0	0.00%
Total	**3,000**	**3,000**	**0**	**0.00%**
Expenditures/Transfers to Reserve				
Economic Development Implementation	424,290	678,400	254,110	59.89%
Base Budget	**424,290**	**678,400**	**254,110**	**59.89%**
One Time	220,000	0	(220,000)	(100.00%)
Total	**644,290**	**678,400**	**34,110**	**5.29%**
Net Base Budget Change	**(421,290)**	**(675,400)**	**254,110**	**60.32%**

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The Economic Development team supports and initiates programs to make it easier for business to start and thrive, support entrepreneurs and innovation and increase the genuine well-being of citizens.

The City plays a vital role in fostering a community environment to retain our successful business leaders and innovators while continuing to attract the additional entrepreneurs and talent that we need to grow local prosperity.

Deliverables:

- Plan and deliver the proposed action items within the Victoria 3.0 Recovery Reinvention Resilience economic action plan
- Work with key stakeholders to create an Oceans Future Innovation Hub
- Through the Business Hub, make it easier for new entrepreneurs and existing businesses to do business in Victoria by streamlining all business and development processes at City Hall
- Target specific business events; Douglas 10 to Watch focusing on new businesses, the Greater Victoria Chamber of Commerce Business Awards highlighting new and existing businesses and the EcoStar Awards recognizing outstanding environmental achievements and leadership

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	3,000	3,000	3,000	3,000	0.00%
Total Revenues/Funding Sources	**3,000**	**3,000**	**3,000**	**3,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	271,847	292,123	264,757	299,910	13.28%
Mileage/Parking	148	50	100	100	0.00%
Conferences/Travel	6,812	10,134	47,000	47,000	0.00%
Membership Fees	2,906	1,500	1,000	1,000	0.00%
Training and Development	0	0	1,000	1,000	0.00%
Consulting	15,721	55,000	34,183	34,180	(0.01%)
WO Contracted Services	0	450	0	0	0.00%
Photocopy	804	739	0	0	0.00%
Office Supplies	88	81	1,500	1,500	0.00%
Telecommunications	1,798	1,395	1,650	1,650	0.00%
WO Outside Purchases	3,175	316	1,900	1,900	0.00%
Miscellaneous Grants	20,000	0	0	0	0.00%
Economic Development Grant	218,916	218,916	220,000	218,960	(0.47%)
Miscellaneous	0	36	1,200	1,200	0.00%
Business Promotion	69,729	65,325	70,000	70,000	0.00%
Total Expenditures/Transfers to Reserve	**611,944**	**646,065**	**644,290**	**678,400**	
Net Total	**(608,944)**	**(643,065)**	**(641,290)**	**(675,400)**	

Business Unit Summary with Service Areas

Business Unit: 2462 - Economic Development Implementation

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Work Order Revenue	3,000	3,000	3,000	3,000	3,000
Total Rev/Funding Sources	3,000	3,000	3,000	3,000	3,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	299,910	305,890	312,010	318,250	324,620
Mileage/Parking	100	100	100	100	100
Conferences/Travel	47,000	47,940	48,900	49,880	50,880
Membership Fees	1,000	1,020	1,040	1,060	1,080
Training and Development	1,000	1,020	1,040	1,060	1,080
Consulting	34,180	34,860	35,560	36,270	37,000
Office Supplies	1,500	1,530	1,560	1,590	1,620
Telecommunications	1,650	1,680	1,710	1,740	1,770
WO Outside Purchases	1,900	1,940	1,980	2,020	2,060
Economic Development Grant	218,960	218,960	218,960	218,960	218,960
Miscellaneous	1,200	1,220	1,240	1,260	1,290
Business Promotion	70,000	71,400	72,830	74,290	75,780
Total Exp/Transfers to Reserve	678,400	687,560	696,930	706,480	716,240
% Increase		1.35%	1.36%	1.37%	1.38%
Net Total	**(675,400)**	**(684,560)**	**(693,930)**	**(703,480)**	**(713,240)**

Neighbourhoods

The Neighbourhood Team works with neighbourhood associations, groups and residents to help create healthy, vibrant neighbourhoods in which residents know each other and work together to build a strong sense of community and place. The team serves as a an internal point of contact to help neighbourhood groups access information, understand processes and connect with decision-makers at City Hall.

Core Services

- **Community Building:** Working with neighbourhood organizations and residents, the Team educates and supports community development projects and activities to build capacity in the neighbourhoods. The Team provides input on and assistance with neighbourhood association initiatives and communicates their concerns and queries to City departments and decision-makers.
- **Customer Service:** Assist neighbourhood associations, groups and residents improve their understanding and access to engagement with the City. Monitor and track neighbourhood issues, as well as actions taken by the City to address issues.
- **Grant Administration:** Administration of the My Great Neighbourhood Grant program

Strategic Initiatives and Major Projects

- Local Champions Program
- My Great Neighbourhood Grant
- Late Night Program

Have you got a great idea to improve your neighbourhood?

Contact us to share your idea.
Grant applications are accepted in both the spring and fall each year.

Neighbourhoods

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Neighbourhoods	15,600	15,600	0	0.00%
Base Budget	**15,600**	**15,600**	**0**	**0.00%**
One Time	0	0	0	0.00%
Total	**15,600**	**15,600**	**0**	**0.00%**
Expenditures/Transfers to Reserve				
Neighbourhoods	620,490	471,590	(148,900)	(24.00%)
NeighbourHub	0	11,460	11,460	100.00%
Base Budget	**620,490**	**483,050**	**(137,440)**	**(22.15%)**
One Time	(152,500)	0	152,500	(100.00%)
Total	**467,990**	**483,050**	**15,060**	**3.22%**
Net Base Budget Change	**(604,890)**	**(467,450)**	**(137,440)**	**(22.72%)**

Business Unit Summary with Service Areas

Business Unit: 2461 - NeighbourHub

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

Victoria's NeighbourHub is a downtown space for Victoria residents to book community meetings and connect with the City and have more direct access to the City's Neighbourhood Team Liaisons. They help coordinate activities, organize learning events and provide other support where the space can be used to facilitate community development.

Deliverables:

To provide vital community meeting and gathering space for non-profit community organizations, helping to build civic capacity, provide Victoria residents with learning opportunities and support involvement in the community.

Business Unit Summary with Service Areas

Business Unit: 2461 - NeighbourHub

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,596	0	0	0	0.00%
Telecommunications	322	47	0	0	0.00%
WO Outside Purchases	96	118	0	0	0.00%
Miscellaneous	42	963	0	11,460	100.00%
Total Expenditures/Transfers to Reserve	**2,055**	**1,128**	**0**	**11,460**	
Net Total	**(2,055)**	**(1,128)**	**0**	**(11,460)**	

Business Unit: 2461 - NeighbourHub

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Miscellaneous	11,460	11,690	11,920	12,160	12,400
Total Exp/Transfers to Reserve	11,460	11,690	11,920	12,160	12,400
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(11,460)**	**(11,690)**	**(11,920)**	**(12,160)**	**(12,400)**

Business Unit Summary with Service Areas

Service Area: Neighbourhoods

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The neighbourhoods team works with association groups and residents to help create vibrant neighbourhoods in which residents know each other and work together to build a strong sense of community and place. The team serves as a point of contact to help neighbourhood groups access information, processes and decision-makers at City Hall and is an internal resource, available to help City staff connect with neighbourhood groups and residents and understand neighbourhood issues.

The neighbourhoods team is involved in creating new programs, overseeing and/or participating in existing programs, such as; the Late Night Program, Community Champions Program, Graffiti Program, and Youth Council.

Deliverables:

- Community Building: Working with neighbourhood organizations and residents, the team educates and supports community development projects and activities to build capacity in the neighbourhoods. The team provides input on and assistance with initiatives of neighbourhood associations and make note of issues to communicate to City departments and decision-makers.

- Customer Service: Assist neighbourhood associations, groups and residents improve their understanding of, access to, and engagement with the City. Monitor and track neighbourhood issues, as well as actions taken by the City to address issues.

- Grant Administration: The Neighbourhoods Team administers the My Great Neighbourhood Grant Program.

Business Unit Summary with Service Areas

Service Area: Neighbourhoods

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	12,750	0	15,600	15,600	0.00%
WO Grants	7,000	0	0	0	0.00%
Total Revenues/Funding Sources	**19,750**	**0**	**15,600**	**15,600**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	281,961	316,499	303,775	309,870	2.00%
Mileage/Parking	363	51	800	800	0.00%
Conferences/Travel	2,458	2,878	4,000	4,000	0.00%
Membership Fees	260	260	500	500	0.00%
Training and Development	3,083	27	5,700	5,700	0.00%
SD-PoliceLateNightTaskForce	221,013	55,728	79,150	76,650	(3.16%)
Security	32,632	7,529	35,000	35,000	0.00%
WO Contracted Services	32,692	0	15,600	15,600	0.00%
Office Supplies	107	425	1,500	1,500	0.00%
Telecommunications	2,037	2,498	1,855	1,860	0.27%
WO Inventory Purchases	0	559	0	0	0.00%
WO Outside Purchases	27,285	413	8,110	8,110	0.00%
WO Inside Equipment	51	0	0	0	0.00%
Miscellaneous	3,303	8,171	12,000	12,000	0.00%
Total Expenditures/Transfers to Reserve	**607,246**	**395,037**	**467,990**	**471,590**	
Net Total	**(587,496)**	**(395,037)**	**(452,390)**	**(455,990)**	

Business Unit Summary with Service Areas

Service Area: Neighbourhoods

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Work Order Revenue	15,600	15,600	15,600	15,600	15,600
Total Rev/Funding Sources	15,600	15,600	15,600	15,600	15,600
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	309,870	316,090	322,390	328,850	335,410
Mileage/Parking	800	820	840	860	880
Conferences/Travel	4,000	4,080	4,160	4,240	4,320
Membership Fees	500	510	520	530	540
Training and Development	5,700	5,810	5,930	6,050	6,170
SD-PoliceLateNightTaskForce	76,650	237,440	243,380	249,460	255,700
Security	35,000	35,700	36,410	37,140	37,880
WO Contracted Services	15,600	15,600	15,600	15,600	15,600
Office Supplies	1,500	1,530	1,560	1,590	1,620
Telecommunications	1,860	1,900	1,940	1,980	2,020
WO Outside Purchases	8,110	8,270	8,440	8,610	8,780
Miscellaneous	12,000	12,240	12,480	12,730	12,980
Total Exp/Transfers to Reserve	471,590	639,990	653,650	667,640	681,900
% Increase		35.71%	2.13%	2.14%	2.14%
Net Total	**(455,990)**	**(624,390)**	**(638,050)**	**(652,040)**	**(666,300)**

Victoria Conference Centre

The Victoria Conference Centre contributes to the community's economic health and to the Victoria community by attracting business to the City, providing high quality convention services and providing sustainable and energy efficient facilities. The Conference Centre includes 77,000 square feet of meeting space, 21 multi-purpose meeting rooms including a large exhibit hall and a 400-seat lecture theatre. The historic Crystal Garden, across the street, adds 25,000 square feet of space.

Core Services:

- Sell, manage and service conferences, special events, meetings and trade and consumer shows in Victoria
- Through the City's partnership with Destination Greater Victoria market, sell the destination with our business tourism and hospitality partners to generate economic benefit to the City of Victoria focused on non-resident delegate days

Strategic Initiatives and Major Projects

- Strengthen partnerships with key meeting planners in our target markets
- Align and partner sales initiatives with Business Events Canada
- Marketing opportunities to highlight Victoria's sector strengths; natural resources (ocean/marine) and clean technology
- Local Host Program to highlight opportunities for locals to bring conferences to the destination

Victoria Conference Centre

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
VCC - Sales	1,072,000	482,400	(589,600)	(55.00%)
VCC - Client Services	766,017	344,710	(421,307)	(55.00%)
VCC - Crystal Garden	222,444	100,980	(121,464)	(54.60%)
VCC - Parkade	1,372,000	548,000	(824,000)	(60.06%)
VCC - Retail Stores	316,326	205,610	(110,716)	(35.00%)
Base Budget	**3,748,787**	**1,681,700**	**(2,067,087)**	**(55.14%)**
One Time	0	0	0	0.00%
Total	**3,748,787**	**1,681,700**	**(2,067,087)**	**(55.14%)**
Expenditures/Transfers to Reserve				
VCC - Administration	406,857	402,870	(3,987)	(0.98%)
VCC - Marketing	35,000	35,000	0	0.00%
VCC - Event Planning	402,152	109,730	(292,422)	(72.71%)
VCC - Building Services	1,147,160	1,093,000	(54,160)	(4.72%)
VCC - Client Services	422,345	338,140	(84,205)	(19.94%)
VCC - Crystal Garden	257,116	265,820	8,704	3.39%
VCC - Parkade	359,138	201,910	(157,228)	(43.78%)
VCC - Retail Stores	90,249	90,310	61	0.07%
Base Budget	**3,120,016**	**2,536,780**	**(583,236)**	**(18.69%)**
One Time	0	0	0	0.00%
Total	**3,120,016**	**2,536,780**	**(583,236)**	**(18.69%)**
Net Base Budget Change	**628,771**	**(855,080)**	**1,483,851**	**235.99%**

VCC - Event Flow Through	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
VCC - Event Flow Through	3,460,000	1,557,000	(1,903,000)	(55.00%)
Base Budget	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
One Time	0	0	0	0.00%
Total	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
Expenditures/Transfers to Reserve				
VCC - Event Flow Through	3,460,000	1,557,000	(1,903,000)	(55.00%)
Base Budget	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
One Time	0	0	0	0.00%
Total	**3,460,000**	**1,557,000**	**(1,903,000)**	**(55.00%)**
Net Base Budget Change	**0**	**0**	**0**	**0.00%**

Business Unit Summary with Service Areas

Business Unit: 5900 - VCC - Administration

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The Victoria Conference Centre (VCC) is a client facing organization operating in a competitive conference industry environment. As such, administration supports the centre in business efficiency and effectiveness as a generator of economic impact for Victoria.

Administration supports the financial management, business processes, and administrative functions of the VCC.

Deliverables:

- Support the efficiency and effectiveness of all the VCC business processes both internal and client facing
- Provides support to contracted partners (Fairmont Empress and others) with regard to the centralized VCC accounting to ensure business continuity
- Continue to implement resources in Event Business Management System (EBMS) to streamline and improve business processes

Business Unit Summary with Service Areas

Business Unit: 5900 - VCC - Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	130,465	283,377	252,204	257,220	2.00%
Armoured Car Service	780	650	600	600	0.00%
Courier Service	185	39	510	510	0.00%
Professional	15,034	6,836	33,000	33,000	0.00%
Software Licencing/Maintenance/Support	26,018	27,249	27,000	27,000	0.00%
Photocopy	15,144	4,920	12,000	12,000	0.00%
Printing	0	0	255	260	1.96%
Office Supplies	2,947	350	3,570	3,570	0.00%
Postage	47	(22)	204	200	(1.96%)
Telecommunications	26,746	28,618	31,400	31,400	0.00%
Equipment	8,014	6,324	18,054	9,050	(49.87%)
Credit Card Discount Fees	36,528	12,145	25,000	25,000	0.00%
Miscellaneous	2,394	687	3,060	3,060	0.00%
Uncollectable A/R	(1,667)	(7,000)	0	0	0.00%
Business Promotion	96	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**262,731**	**364,174**	**406,857**	**402,870**	
Net Total	**(262,731)**	**(364,174)**	**(406,857)**	**(402,870)**	

Business Unit: 5900 - VCC - Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	257,220	262,380	267,640	272,990	278,460
Armoured Car Service	600	610	620	630	640
Courier Service	510	520	530	540	550
Professional	33,000	33,660	34,330	35,020	35,720
Software Licencing/Maintenance/Support	27,000	27,540	28,090	28,650	29,220
Photocopy	12,000	12,240	12,480	12,730	12,980
Printing	260	270	280	290	300
Office Supplies	3,570	3,640	3,710	3,780	3,860
Postage	200	200	200	200	200
Telecommunications	31,400	32,030	32,670	33,320	33,990
Equipment	9,050	9,230	9,410	9,600	9,790
Credit Card Discount Fees	25,000	25,500	26,010	26,530	27,060
Miscellaneous	3,060	3,120	3,180	3,240	3,300
Total Exp/Transfers to Reserve	402,870	410,940	419,150	427,520	436,070
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(402,870)**	**(410,940)**	**(419,150)**	**(427,520)**	**(436,070)**

Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The marketing of the Victoria Conference Centre (VCC) to potential clients and attendees is a key support for driving sales and bookings. This has a direct correlation with the number of conferences, delegates and economic impact for Victoria and the region.

Marketing supports the promotion of the VCC brand, including website and social media, print and electronic advertising, marketing brochures and sales collateral materials. This is done through our sales and marketing partnership with Destination Greater Victoria, and our business tourism and hospitality partners.

Other costs include association memberships, research, and development.

Deliverables:

- Ensure VCC maintains a presence in all pertinent conference and meeting publications
- Ensure VCC continues to be included/listed in all industry related publications that specifically promote Victoria as a conference and meeting destination
- Communicate and promote the advantages of bringing a city-wide conference to Victoria
- Realize a return on investment

Business Unit Summary with Service Areas

Business Unit: 5910 - VCC - Marketing

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Communications	32,193	12,695	35,000	35,000	0.00%
Total Expenditures/Transfers to Reserve	**32,193**	**12,695**	**35,000**	**35,000**	
Net Total	**(32,193)**	**(12,695)**	**(35,000)**	**(35,000)**	

Business Unit: 5910 - VCC - Marketing

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Communications	35,000	35,700	36,410	37,140	37,880
Total Exp/Transfers to Reserve	35,000	35,700	36,410	37,140	37,880
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(35,000)**	**(35,700)**	**(36,410)**	**(37,140)**	**(37,880)**

Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The primary objective of the Victoria Conference Centre (VCC) sales department is to proactively identify and contract City wide conferences (400+ delegates) to Victoria creating economic impact for the Conference Centre and the City. The Sales Department sells the Victoria market in Canada and the US through participation in industry trade shows, meeting planner conferences, market sales calls and events. It offers 77,000 square feet of meeting space comprised of 21 multi-purpose meeting rooms including a large exhibit hall and a 400-seat lecture theatre.

The VCC is the second largest facility of its kind in BC and is capable of hosting meetings, conventions, conferences, exhibits and trade shows.

The VCC business model is to create economic impact by showcasing Victoria as an exciting and viable destination for corporate and association meetings. This will have a direct economic impact through the revenues generated by the delegate spending at hotels, shops, restaurants, and attractions.

Deliverables:

- Approximately 30 city wide conferences held per year
- Number of delegates (approximately 120,000 non-resident delegate days per year resulting in approximately $54 million in estimated economic impact)
- % of repeat business versus new business (56% was repeat business and 44% was new business in 2020)
- Space rental revenue generated by booked business

Business Unit Summary with Service Areas

Business Unit: 5920 - VCC - Sales

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Room Rental	1,171,337	203,658	1,072,000	482,400	(55.00%)
Destination Greater Victoria Recovery	263,166	0	0	0	0.00%
Total Revenues/Funding Sources	**1,434,503**	**203,658**	**1,072,000**	**482,400**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	338,672	0	0	0	0.00%
Mileage/Parking	2,249	0	0	0	0.00%
Telecommunications	2,249	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**343,170**	**0**	**0**	**0**	
Net Total	**1,091,334**	**203,658**	**1,072,000**	**482,400**	

Business Unit: 5920 - VCC - Sales

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Room Rental	482,400	482,400	482,400	482,400	482,400
Total Rev/Funding Sources	482,400	482,400	482,400	482,400	482,400
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**482,400**	**482,400**	**482,400**	**482,400**	**482,400**

Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The primary focus is planning and successful execution of all events. The Event Planning department is responsible for effectively planning and organizing events at the Victoria Conference Centre (VCC), such as conferences, meetings, special events, banquets, trade shows and exhibits to associations, corporations, promoters, event planners, individuals and other potential building users.

Event managers coordinate the event details for all clients, gathering information and articulating the details in an Event Plan.

Deliverables:

• Approximately 190 contracted events per year
• Approximately 65 conferences per year
• Approximately 10-20 consumer and tradeshows per year
• Approximately 110 single day meetings and special events per year

Business Unit Summary with Service Areas

Business Unit: 5930 - VCC - Event Planning

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	496,282	479,816	379,062	86,640	(77.14%)
Mileage/Parking	3,084	643	2,500	2,500	0.00%
Conferences/Travel	1,493	934	14,000	14,000	0.00%
Membership Fees	657	333	1,500	1,500	0.00%
Miscellaneous	1,346	0	2,540	2,540	0.00%
Business Promotion	470	335	2,550	2,550	0.00%
Total Expenditures/Transfers to Reserve	**503,333**	**482,061**	**402,152**	**109,730**	
Net Total	**(503,333)**	**(482,061)**	**(402,152)**	**(109,730)**	

Business Unit: 5930 - VCC - Event Planning

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	86,640	394,380	402,260	410,320	418,510
Mileage/Parking	2,500	2,550	2,600	2,650	2,700
Conferences/Travel	14,000	14,280	14,570	14,860	15,160
Membership Fees	1,500	1,530	1,560	1,590	1,620
Miscellaneous	2,540	2,590	2,640	2,690	2,740
Business Promotion	2,550	2,600	2,650	2,700	2,750
Total Exp/Transfers to Reserve	109,730	417,930	426,280	434,810	443,480
% Increase		280.87%	2.00%	2.00%	2.00%
Net Total	**(109,730)**	**(417,930)**	**(426,280)**	**(434,810)**	**(443,480)**

Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The Building Services section has a proactive role in the management of the Victoria Conference Centre (VCC) as a City asset and as a venue that needs to be highly competitive in the conference industry where other centres are experiencing expansions or new builds. It includes operating expenses required to maintain a clean, safe, efficiently operated building infrastructure, main conference space, Crystal Garden, 2 pavilions, exterior grounds, retail stores and parking.

The VCC is a sustainable operated building certified by the Building Owners and Managers Association of Canada (BOMA) which is based on the internationally recognized and accepted Green Globes TM environmental assessment platform. It is a unique, voluntary, national program designed to assess environmental performance and management of existing buildings and is offered by BOMA Canada. The facility has been active with BOMA Canada since 2008 and has achieved the Platinum Level and currently in the process of renewal accreditation for three more years.

Staff utilize asset management software to assist with equipment management, inventory control, maintenance scheduling, tracking costs, work orders and reporting. Direct digital control software program is also used to assist with automating control of the Heating, Ventilation and Air Conditioning (HVAC) system in an efficient manner.

The VCC has passed the mid-point in its life cycle of the facility and as such many mechanical components have reached the end of their life cycle. Feasibility studies are being conducted to evaluate new cost-effective technologies.

Deliverables:

- Continue to participate in annual sustainability audit to maintain the Building Owners and Managers Association of British Columbia (BOMA) certification platinum level rating and best practices for environmental management, water and energy reduction, waste reduction and reduction in emissions and effluents
- Continuation of optimization of the mechanical systems, continued LED upgrades, continued building refresh and upgrades of building fabric to keep facility competitive in the industry

Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	214,775	193,441	195,925	199,830	1.99%
Conferences/Travel	1,203	0	0	0	0.00%
Training and Development	300	1,528	2,000	2,000	0.00%
Contracted Services	41,679	2,523	28,000	28,000	0.00%
Janitorial	243,900	102,976	221,047	123,950	(43.93%)
Security	161,448	142,263	157,470	157,470	0.00%
General Supplies	329	226	1,000	1,000	0.00%
Building Supplies	0	0	1,530	1,530	0.00%
Cable	1,879	1,402	969	970	0.10%
Natural Gas	19,299	27,441	20,000	50,600	153.00%
Hydro	153,412	90,342	171,150	142,860	(16.53%)
Telecommunications	3,578	4,684	3,000	3,000	0.00%
Water	19,964	2,536	18,742	9,370	(50.01%)
WO Outside Purchases	0	16,724	0	0	0.00%
Equipment	0	700	3,000	3,000	0.00%
Insurance	98,332	132,743	118,137	169,230	43.25%
Repairs and Maintenance	205,708	215,458	212,840	207,840	(2.35%)
Recovery	(7,446)	(10,991)	(7,650)	(7,650)	0.00%
Total Expenditures/Transfers to Reserve	**1,158,360**	**923,997**	**1,147,160**	**1,093,000**	
Net Total	**(1,158,360)**	**(923,997)**	**(1,147,160)**	**(1,093,000)**	

Business Unit Summary with Service Areas

Business Unit: 5940 - VCC - Building Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	199,830	203,840	207,920	212,090	216,340
Training and Development	2,000	2,040	2,080	2,120	2,160
Contracted Services	28,000	28,560	29,130	29,710	30,300
Janitorial	123,950	126,430	128,960	131,540	134,170
Security	157,470	160,620	163,830	167,110	170,450
General Supplies	1,000	1,020	1,040	1,060	1,080
Building Supplies	1,530	1,560	1,590	1,620	1,650
Cable	970	990	1,010	1,030	1,050
Natural Gas	50,600	51,820	53,070	54,350	55,670
Hydro	142,860	143,990	145,130	146,270	147,410
Telecommunications	3,000	3,060	3,120	3,180	3,240
Water	9,370	9,840	10,330	10,850	11,390
Equipment	3,000	3,060	3,120	3,180	3,240
Insurance	169,230	172,610	176,060	179,580	183,170
Repairs and Maintenance	207,840	212,010	216,250	220,560	224,970
Recovery	(7,650)	(7,800)	(7,960)	(8,120)	(8,280)
Total Exp/Transfers to Reserve	1,093,000	1,113,650	1,134,680	1,156,130	1,178,010
% Increase		1.89%	1.89%	1.89%	1.89%
Net Total	**(1,093,000)**	**(1,113,650)**	**(1,134,680)**	**(1,156,130)**	**(1,178,010)**

Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

Client Services staff are responsible for monitoring the service delivery of the event (security, food and beverage, audio visual, trade show, exhibit set up) according to the Event Plan. They also monitor safety and building requirements.

Victoria Conference Centre (VCC) main building commissions for Food and Beverage, audio visual and security are recorded here.

Deliverables:

- Customer Service Survey developed (in 2018) for all categories of customer service: Sales process, pre event planning, facility and furnishings, cleanliness, security, on site responsiveness, food and beverage quality & value, exhibitor services
- 100% Venue and Services Satisfaction (in 2020)

Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	7,877	2,844	14,280	6,430	(54.97%)
Audio Visual	286,251	61,919	265,057	119,280	(55.00%)
Food	210,660	47,693	196,851	88,580	(55.00%)
Miscellaneous Commission	645	163	0	0	0.00%
Security	9,768	1,232	17,968	8,090	(54.98%)
Vending Machines	79	31	0	0	0.00%
Telephone Rental	4,924	2,300	8,160	3,670	(55.02%)
Equipment	48,881	9,623	59,767	26,900	(54.99%)
Electrical Service	87,540	19,930	109,853	49,430	(55.00%)
Display Revenue	70,014	16,596	94,081	42,330	(55.01%)
Photocopy	86	0	0	0	0.00%
Total Revenues/Funding Sources	**726,725**	**162,330**	**766,017**	**344,710**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	354,874	266,869	260,431	265,620	1.99%
Contracted Services	57,200	20,737	74,751	24,030	(67.85%)
Security	1,154	0	500	500	0.00%
WO Contracted Services	41,148	11,639	53,488	24,070	(55.00%)
General Supplies	7,943	2,680	5,202	2,340	(55.02%)
WO Inventory Purchases	15,931	8,130	11,101	4,990	(55.05%)
Equipment	0	1,129	0	9,000	100.00%
WO Outside Equipment	15,152	6,036	13,872	6,240	(55.02%)
Miscellaneous	8,784	1,684	3,000	1,350	(55.00%)
Total Expenditures/Transfers to Reserve	**502,186**	**318,904**	**422,345**	**338,140**	
Net Total	**224,539**	**(156,574)**	**343,672**	**6,570**	

Business Unit Summary with Service Areas

Business Unit: 5950 - VCC - Client Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	6,430	6,560	6,690	6,830	6,960
Audio Visual	119,280	121,670	124,110	126,590	129,120
Food	88,580	90,350	92,160	94,000	95,880
Security	8,090	8,250	8,420	8,580	8,750
Telephone Rental	3,670	3,740	3,820	3,900	3,970
Equipment	26,900	27,440	27,990	28,550	29,120
Electrical Service	49,430	50,420	51,430	52,460	53,510
Display Revenue	42,330	43,180	44,040	44,920	45,820
Total Rev/Funding Sources	344,710	351,610	358,660	365,830	373,130
% Increase		2.00%	2.01%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	265,620	270,960	276,370	281,880	287,540
Contracted Services	24,030	24,510	25,010	25,510	26,020
Security	500	510	520	530	540
WO Contracted Services	24,070	24,550	25,040	25,540	26,060
General Supplies	2,340	2,380	2,430	2,480	2,530
WO Inventory Purchases	4,990	5,090	5,200	5,300	5,410
Equipment	9,000	9,180	9,360	9,550	9,740
WO Outside Equipment	6,240	6,360	6,480	6,610	6,740
Miscellaneous	1,350	1,380	1,410	1,440	1,470
Total Exp/Transfers to Reserve	338,140	344,920	351,820	358,840	366,050
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**6,570**	**6,690**	**6,840**	**6,990**	**7,080**

Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The historic Crystal Garden provides additional function space as part of the Victoria Conference Centre (VCC).

This provides additional layout options for those considering the VCC for their event and allows Victoria to attract larger conferences.

Deliverables:

• Additional space provided by the facility contributes to the estimated economic impact for the City of Victoria

Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	2,337	431	2,040	920	(54.90%)
Audio Visual	15,513	7,131	16,919	7,610	(55.02%)
Food	28,558	11,801	16,691	7,510	(55.01%)
Security	4,160	1,953	2,755	1,240	(54.99%)
Room Rental	253,124	57,874	131,360	60,000	(54.32%)
Telephone Rental	2,925	0	300	130	(56.67%)
Equipment	7,400	1,195	5,611	2,520	(55.09%)
Electrical Service	28,954	6,632	20,692	9,310	(55.01%)
Display Revenue	14,983	6,771	26,076	11,740	(54.98%)
Total Revenues/Funding Sources	**357,954**	**93,788**	**222,444**	**100,980**	
Expenditures/Transfers to Reserve					
Contracted Services	0	943	0	0	0.00%
Janitorial	32,765	10,520	32,204	17,270	(46.37%)
Security	(4,097)	14,331	9,743	9,740	(0.03%)
Software Licencing/Maintenance/Support	1,496	1,496	0	0	0.00%
Cable	467	2,434	0	0	0.00%
Natural Gas	23,468	19,709	18,000	18,540	3.00%
Hydro	24,421	17,779	31,500	31,820	1.02%
Telecommunications	688	951	2,040	2,040	0.00%
Water	6,514	664	9,450	8,000	(15.34%)
WO Outside Purchases	0	699	0	0	0.00%
Insurance	32,744	46,298	44,519	68,750	54.43%
Repairs and Maintenance	54,338	49,723	117,660	117,660	0.00%
Recovery	(8,000)	(8,000)	(8,000)	(8,000)	0.00%
Total Expenditures/Transfers to Reserve	**164,804**	**157,548**	**257,116**	**265,820**	
Net Total	**193,149**	**(63,759)**	**(34,672)**	**(164,840)**	

Business Unit Summary with Service Areas

Business Unit: 5955 - VCC - Crystal Garden

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	920	940	960	980	1,000
Audio Visual	7,610	7,760	7,920	8,080	8,240
Food	7,510	7,660	7,810	7,970	8,130
Security	1,240	1,270	1,300	1,330	1,360
Room Rental	60,000	61,200	62,420	63,660	64,940
Telephone Rental	130	140	150	160	170
Equipment	2,520	2,570	2,620	2,680	2,730
Electrical Service	9,310	9,490	9,680	9,870	10,070
Display Revenue	11,740	11,970	12,210	12,450	12,700
Total Rev/Funding Sources	100,980	103,000	105,070	107,180	109,340
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Janitorial	17,270	17,620	17,960	18,320	18,690
Security	9,740	9,930	10,130	10,330	10,540
Natural Gas	18,540	19,100	19,670	20,260	20,870
Hydro	31,820	32,140	32,470	32,800	33,130
Telecommunications	2,040	2,080	2,120	2,160	2,200
Water	8,000	8,160	8,320	8,490	8,660
Insurance	68,750	70,130	71,530	72,960	74,420
Repairs and Maintenance	117,660	120,000	122,380	124,840	127,330
Recovery	(8,000)	(8,160)	(8,320)	(8,490)	(8,660)
Total Exp/Transfers to Reserve	265,820	271,000	276,260	281,670	287,180
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(164,840)**	**(168,000)**	**(171,190)**	**(174,490)**	**(177,840)**

Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The underground parkade of the Victoria Conference Centre (VCC) offers 315 parking stalls and provides a convenient service to clients of the facility as well as to the Empress Hotel. Parkade revenues are an integral part of the business revenues of the VCC and are managed by Robbins Parking on behalf of the VCC.

Deliverables:

• Provides a convenient service to clients of the VCC & Crystal Garden facilities and Fairmont Hotel
• Improves accessibility to the facility for those with mobility challenges

Business Unit Summary with Service Areas

Business Unit: 5960 - VCC - Parkade

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Parking - VCC	1,313,642	541,110	1,372,000	548,000	(60.06%)
Total Revenues/Funding Sources	**1,313,642**	**541,110**	**1,372,000**	**548,000**	
Expenditures/Transfers to Reserve					
Contracted Services	263,147	111,742	273,146	157,590	(42.31%)
Security	729	6,859	0	4,000	100.00%
General Supplies	28,317	12,204	36,200	18,760	(48.18%)
Protective Clothing/Uniforms	829	0	1,200	900	(25.00%)
Claims	0	1,399	1,000	1,000	0.00%
Repairs and Maintenance	82,719	52,525	56,160	19,660	(64.99%)
Recovery	(5,334)	(643)	(8,568)	0	(100.00%)
Total Expenditures/Transfers to Reserve	**370,407**	**184,087**	**359,138**	**201,910**	
Net Total	**943,235**	**357,023**	**1,012,862**	**346,090**	

Business Unit: 5960 - VCC - Parkade

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Parking - VCC	548,000	558,960	570,140	581,540	593,170
Total Rev/Funding Sources	548,000	558,960	570,140	581,540	593,170
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Contracted Services	157,590	160,740	163,960	167,240	170,580
Security	4,000	4,080	4,160	4,240	4,320
General Supplies	18,760	19,130	19,510	19,900	20,300
Protective Clothing/Uniforms	900	910	920	930	950
Claims	1,000	1,020	1,040	1,060	1,080
Repairs and Maintenance	19,660	20,050	20,450	20,850	21,280
Total Exp/Transfers to Reserve	201,910	205,930	210,040	214,220	218,510
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**346,090**	**353,030**	**360,100**	**367,320**	**374,660**

Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

The Victoria Conference Centre (VCC) has 12 street level retail units on Douglas Street in the main VCC building that are managed by the City's Strategic Real Estate Office.

Deliverables:

- Maximize tenant occupancy rate by seeking new tenants and working with existing tenants to mitigate COVID-19 impacts
- Ensure mix of tenants attractive to foot traffic and location of retail units
- Review cost allocations: Landlord, Tenant, Common Area Maintenance (CAM), etc.

Business Unit Summary with Service Areas

Business Unit: 5970 - VCC - Retail Stores

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Lease/Rental Properties	312,716	196,814	316,326	205,610	(35.00%)
Total Revenues/Funding Sources	**312,716**	**196,814**	**316,326**	**205,610**	
Expenditures/Transfers to Reserve					
Contracted Services	15,083	13,631	27,169	27,170	0.00%
Security	7,200	7,200	2,920	2,920	0.00%
Hydro	4,481	4,323	5,500	5,560	1.09%
Water	3,240	3,240	3,415	3,420	0.15%
Insurance	5,985	5,985	6,500	6,500	0.00%
Miscellaneous	399	542	1,381	1,380	(0.07%)
Repairs and Maintenance	45,367	45,510	43,364	43,360	(0.01%)
Total Expenditures/Transfers to Reserve	**81,755**	**80,431**	**90,249**	**90,310**	
Net Total	**230,961**	**116,382**	**226,077**	**115,300**	

Business Unit: 5970 - VCC - Retail Stores

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Lease/Rental Properties	205,610	284,690	316,330	322,660	329,110
Total Rev/Funding Sources	205,610	284,690	316,330	322,660	329,110
% Increase		38.46%	11.11%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Contracted Services	27,170	27,710	28,260	28,820	29,400
Security	2,920	3,080	3,140	3,200	3,260
Hydro	5,560	5,620	5,680	5,740	5,800
Water	3,420	3,490	3,560	3,630	3,710
Insurance	6,500	6,630	6,760	6,900	7,040
Miscellaneous	1,380	1,410	1,440	1,470	1,500
Repairs and Maintenance	43,360	44,170	44,990	45,840	46,700
Total Exp/Transfers to Reserve	90,310	92,110	93,830	95,600	97,410
% Increase		2.00%	1.87%	1.89%	1.89%
Net Total	**115,300**	**192,580**	**222,500**	**227,060**	**231,700**

Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Department:	Business and Community Relations	**Budget Year:**	2021

Overview:

This business unit serves as a “flow through account” for event services provided through our service partners and suppliers (Fairmont Empress and others) and billed directly to the Victoria Conference Centre (VCC). This allows for improved customer service and accounting by streamlining the billing process so that customers remit payment for only one invoice.

The VCC receives a commission from the sales of food/beverage, audio visual, and security.

Deliverables:

- Indicator of commission revenue, general sales and the economic impact of events

Business Unit Summary with Service Areas

Business Unit: 5980 - VCC - Event Flow Through

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
VCC Event Recovery	5,891,284	1,374,004	3,460,000	1,557,000	(55.00%)
Total Revenues/Funding Sources	**5,891,284**	**1,374,004**	**3,460,000**	**1,557,000**	
Expenditures/Transfers to Reserve					
Security	74,947	20,010	40,000	18,000	(55.00%)
Food and Beverage	4,888,368	1,176,856	3,048,000	1,371,600	(55.00%)
Miscellaneous	20,773	3,174	29,000	13,050	(55.00%)
Audio Visual	907,196	173,964	343,000	154,350	(55.00%)
Total Expenditures/Transfers to Reserve	**5,891,284**	**1,374,004**	**3,460,000**	**1,557,000**	
Net Total	**0**	**0**	**0**	**0**	

Business Unit: 5980 - VCC - Event Flow Through

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
VCC Event Recovery	1,557,000	1,588,140	1,619,910	1,652,300	1,685,350
Total Rev/Funding Sources	1,557,000	1,588,140	1,619,910	1,652,300	1,685,350
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Security	18,000	18,360	18,730	19,100	19,480
Food and Beverage	1,371,600	1,399,030	1,427,010	1,455,550	1,484,660
Miscellaneous	13,050	13,310	13,580	13,850	14,130
Audio Visual	154,350	157,440	160,590	163,800	167,080
Total Exp/Transfers to Reserve	1,557,000	1,588,140	1,619,910	1,652,300	1,685,350
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Bylaw Services

City Bylaws are intended to keep our city clean, healthy and safe for everyone. The goal of Bylaw Services is to achieve voluntary compliance through education and information.

Core Services

- **Bylaw Enforcement:** Compliance and investigations
- **Licence application review:** Business licence reviews and compliance checks
- **Short term rental market strategy:** City strategy aimed at regulating the short-term rental market

Strategic Initiatives and Major Projects

- Continue to achieve voluntary compliance through education and information

Budget Summary

2021 Base Expenditures	2,621,480
2021 One Time Expenditures	146,470
2021 Proposed Expenditures	2,767,950
2020 Base Expenditures	2,250,246
2020 One Time Expenditures	282,090
2020 Approved Expenditures	2,532,336
Base Budget Change	371,234
Change by %	16.50%
2021 Base Revenues	779,400
2021 One Time Revenues	146,470
2021 Proposed Revenues	925,870
2020 Base Revenues	779,400
2020 One Time Revenues	93,090
2020 Approved Revenues	872,490
Base Budget Change	–
Change by %	0.00%
2021 FTE	17.00
2020 FTE	17.00
Change	0.00
Change by %	0.00%

Bylaw Services

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Short Term Rentals	552,050	552,050	0	0.00%
Bylaw Services	227,350	227,350	0	0.00%
Base Budget	**779,400**	**779,400**	**0**	**0.00%**
One Time	93,090	146,470	53,380	57.34%
Total	**872,490**	**925,870**	**53,380**	**6.12%**
Expenditures/Transfers to Reserve				
Short Term Rentals	552,051	557,420	5,369	0.97%
Bylaw Services	1,698,195	2,064,060	365,865	21.54%
Base Budget	**2,250,246**	**2,621,480**	**371,234**	**16.50%**
One Time	282,090	146,470	(135,620)	(48.08%)
Total	**2,532,336**	**2,767,950**	**235,614**	**9.30%**
Net Base Budget Change	**(1,470,846)**	**(1,842,080)**	**371,234**	**25.24%**

Business Unit Summary with Service Areas

Business Unit: 2458 - Short Term Rentals

Department: Bylaw Services **Budget Year:** 2021

Overview:

Bylaw Services manages a City strategy aimed at regulating the short-term rental market. There are four main components to manage short term rentals, including the development of comprehensive business regulations, education and communication, a proactive monitoring and enforcement strategy, and implementation and enrolment of new classes of business licences.

Deliverables:

• Short Term Rental business licence program for principal and non principal residents
• Communicate and educate with former transient business licence holders of the requirements
• Engage and commence proactive enforcement with third party provider
• Drive business licences to sustain program costs

Business Unit Summary with Service Areas

Business Unit: 2458 - Short Term Rentals

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Business Licences	623,050	624,850	552,050	552,050	0.00%
Carry Forward	0	0	93,090	0	(100.00%)
Total Revenues/Funding Sources	**623,050**	**624,850**	**645,140**	**552,050**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	162,426	254,096	259,650	272,010	4.76%
Contracted Services	55,826	33,467	50,000	50,000	0.00%
Protective Clothing/Uniforms	1,776	1,502	1,500	1,500	0.00%
Telecommunications	1,125	1,110	700	700	0.00%
Legal	0	8,554	305,510	212,420	(30.47%)
Miscellaneous	0	12	27,780	20,790	(25.16%)
Recovery	0	(444)	0	0	0.00%
Transfer to Carry Forward	401,897	326,653	0	0	0.00%
Total Expenditures/Transfers to Reserve	**623,050**	**624,950**	**645,140**	**557,420**	
Net Total	**0**	**(100)**	**(0)**	**(5,370)**	

Business Unit: 2458 - Short Term Rentals

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Business Licences	552,050	563,090	574,360	585,840	597,550
Total Rev/Funding Sources	552,050	563,090	574,360	585,840	597,550
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	272,010	277,430	282,980	288,630	294,420
Contracted Services	50,000	51,000	52,020	53,060	54,120
Protective Clothing/Uniforms	1,500	1,530	1,560	1,590	1,620
Telecommunications	700	710	720	730	740
Legal	212,420	216,670	221,000	225,420	229,930
Miscellaneous	20,790	21,210	21,650	22,080	22,520
Total Exp/Transfers to Reserve	557,420	568,550	579,930	591,510	603,350
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(5,370)**	**(5,460)**	**(5,570)**	**(5,670)**	**(5,800)**

Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw Services

Department: Bylaw Services **Budget Year:** 2021

Overview:

Bylaw Services oversees the enforcement of most City bylaws and manages the contract for animal control services. City bylaws are enacted to establish community standards and to regulate activities on public and private lands.

Staff provide the following services:
- Proactive parks and public space patrols to monitor bylaw compliance seven days a week
- Respond to all recorded complaints about potential bylaw contraventions
- Management of the contracted service provider for compliance and enforcement services under the City's Animal Control Bylaw (including City pound operation, dog licence sales and Animal Control Bylaw monitoring and compliance duties)
- Business licence review and compliance monitoring
- Policy oversight and management for Business Licensing Program (other than financial)
- Coordinate the City's RESPOND Team, which undertakes a coordinated team approach to address problem properties and businesses
- Review new regulatory bylaws and bylaw amendments to ensure compliance monitoring and enforcement issues are incorporated

Deliverables:

Annual number of:
- Calls for service about alleged bylaw contraventions
- Valid bylaw calls for service investigated
- Public contacts while conducting proactive patrols in the City Parks and other public spaces
- Illegal shelters found in City Parks and removed by City staff
- New business licence applications reviewed
- Liquor licence applications reviewed
- Dog licences sold and value
- Animals impounded for bylaw contraventions
- Animal Control Bylaw calls for service
- Animal Control Bylaw investigations

Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Dog Licences	204,395	209,788	200,000	200,000	0.00%
Street Vending Fees	2,350	950	2,350	2,350	0.00%
Animal Control	30,462	32,243	20,000	20,000	0.00%
Bylaw Enforcement Fines	(16,125)	720	5,000	5,000	0.00%
WO Grants	0	135,848	0	0	0.00%
Carry Forward	0	0	0	146,470	100.00%
Total Revenues/Funding Sources	**221,081**	**379,550**	**227,350**	**373,820**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	960,255	1,312,168	1,180,258	1,561,570	32.31%
Mileage/Parking	396	1,298	1,800	1,800	0.00%
Clothing/Boot/Cleaning Allowance	6,563	10,582	4,200	7,850	86.90%
Conferences/Travel	0	156	1,500	1,500	0.00%
Membership Fees	140	669	1,000	1,000	0.00%
Training and Development	2,976	5,000	16,000	16,000	0.00%
Contracted Services	538,644	535,193	520,000	533,000	2.50%
WO Contracted Services	127	151,224	0	0	0.00%
Photocopy	242	968	2,000	2,000	0.00%
Printing	0	94	1,000	1,000	0.00%
Office Supplies	4,107	7,725	3,500	3,500	0.00%
Protective Clothing/Uniforms	8,329	19,351	8,500	26,000	205.88%
Telecommunications	4,026	8,448	11,450	15,050	31.44%
WO Inventory Purchases	0	1,466	0	0	0.00%
WO Outside Purchases	1,612	42,065	0	0	0.00%
WO Gas	0	4,883	0	0	0.00%
Equipment - City Fleet	36,728	28,385	34,737	32,260	(7.13%)
Equipment	5,700	7,950	6,000	8,000	33.33%
WO Inside Equipment	16	10	0	0	0.00%
Miscellaneous	60	0	0	0	0.00%
Recovery	0	(13,318)	0	0	0.00%
Transfer to Carry Forward	0	146,472	95,250	0	(100.00%)
Total Expenditures/Transfers to Reserve	**1,569,920**	**2,270,788**	**1,887,195**	**2,210,530**	
Net Total	**(1,348,839)**	**(1,891,238)**	**(1,659,845)**	**(1,836,710)**	

Business Unit Summary with Service Areas

Business Unit: 3250 - Bylaw Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Dog Licences	200,000	200,000	200,000	200,000	200,000
Street Vending Fees	2,350	2,350	2,350	2,350	2,350
Animal Control	20,000	20,000	20,000	20,000	20,000
Bylaw Enforcement Fines	5,000	5,000	5,000	5,000	5,000
Carry Forward	146,470	0	0	0	0
Total Rev/Funding Sources	373,820	227,350	227,350	227,350	227,350
% Increase		(39.18%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,561,570	1,443,230	1,472,020	1,501,300	1,531,330
Mileage/Parking	1,800	1,840	1,880	1,920	1,960
Clothing/Boot/Cleaning Allowance	7,850	8,000	8,160	8,330	8,500
Conferences/Travel	1,500	1,530	1,560	1,590	1,620
Membership Fees	1,000	1,020	1,040	1,060	1,080
Training and Development	16,000	16,320	16,650	16,980	17,320
Contracted Services	533,000	543,660	554,530	565,620	576,930
Photocopy	2,000	2,040	2,080	2,120	2,160
Printing	1,000	1,020	1,040	1,060	1,080
Office Supplies	3,500	3,570	3,640	3,710	3,780
Protective Clothing/Uniforms	26,000	26,520	27,050	27,590	28,140
Telecommunications	15,050	15,350	15,650	15,960	16,280
Equipment - City Fleet	32,260	32,900	33,560	34,230	34,920
Equipment	8,000	8,160	8,320	8,490	8,660
Total Exp/Transfers to Reserve	2,210,530	2,105,160	2,147,180	2,189,960	2,233,760
% Increase		(4.77%)	2.00%	2.00%	2.00%
Net Total	**(1,836,710)**	**(1,877,810)**	**(1,919,830)**	**(1,962,610)**	**(2,006,410)**

Engagement

The Engagement department encourages and facilitates civic participation in City government. It plans the City's communications, keeps residents informed of City news and connects media with City spokespeople.

Core Services

- **Engagement:** leadership and implementation of public consultation to gather input from residents and businesses to help guide the development of City programs and services.
- **Communications:** public information, graphic design, www.victoria.ca and social media, and video and photography services.

Strategic Initiatives and Major Project

- Town Halls and Engagement Summit
- Engagement and Facilitation Training
- Participatory Budgeting
- Youth Strategy

Budget Summary

2021 Base Expenditures	1,437,490
2021 One Time Expenditures	60,000
2021 Proposed Expenditures	1,497,490
2020 Base Expenditures	1,412,157
2020 One Time Expenditures	144,267
2020 Approved Expenditures	1,556,424
Base Budget Change	25,333
Change by %	1.79%
2021 Base Revenues	–
2021 One Time Revenues	30,000
2021 Proposed Revenues	30,000
2020 Base Revenues	–
2020 One Time Revenues	114,267
2020 Approved Revenues	114,267
Base Budget Change	–
Change by %	0.00%
2021 FTE	11.05
2020 FTE	11.05
Change	0.00
Change by %	0.00%

Engagement

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
One Time	114,267	30,000	(84,267)	(73.75%)
Total	**114,267**	**30,000**	**(84,267)**	**(73.75%)**
Expenditures/Transfers to Reserve				
Participatory Budgeting	60,000	60,000	0	0.00%
Engagement	1,352,157	1,377,490	25,333	1.87%
Base Budget	**1,412,157**	**1,437,490**	**25,333**	**1.79%**
One Time	144,267	60,000	(84,267)	(58.41%)
Total	**1,556,424**	**1,497,490**	**(58,934)**	**(3.79%)**
Net Base Budget Change	**(1,412,157)**	**(1,437,490)**	**25,333**	**1.79%**

Business Unit Summary with Service Areas

Business Unit: 2068 - Participatory Budgeting

Department: Engagement **Budget Year:** 2021

Overview:

Participatory Budgeting is an innovative, democratic process that gives the entire community the opportunity to participate and decide how to invest a portion of the City budget.

First developed in Brazil in 1989, it is now practiced in more than 3,000 cities around the world. Participatory budgeting focuses on engaging new people who are not usually involved with their local government or the City's budgeting processes. The citizen-led Participatory Budgeting Steering Committee develops and oversees the community-led budgeting process to engage and work with community members to develop ideas and proposals. Community voting determines the top projects for funding.

The initiative began in Victoria in 2017 with a successful pilot project. The City followed this up with a commitment for three more years, with a focus on Youth in 2019, Newcomers in 2020, and Neighbourhood Spaces in 2021.

Deliverables:

- Deepens democracy by empowering community members to get involved in their City
- Get new and under-recognized voices involved in the City budgeting process through grassroots organizing and outreach
- Builds stronger communities by involving people directly in this citizen-led initiative

Business Unit Summary with Service Areas

Business Unit: 2068 - Participatory Budgeting

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	126	24	0	0	0.00%
WO Contracted Services	155	0	0	0	0.00%
WO Outside Purchases	59,183	59,974	60,000	60,000	0.00%
Total Expenditures/Transfers to Reserve	**59,464**	**59,997**	**60,000**	**60,000**	
Net Total	**(59,464)**	**(59,997)**	**(60,000)**	**(60,000)**	

Business Unit: 2068 - Participatory Budgeting

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
WO Outside Purchases	60,000	60,000	60,000	60,000	60,000
Total Exp/Transfers to Reserve	60,000	60,000	60,000	60,000	60,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**(60,000)**	**(60,000)**	**(60,000)**	**(60,000)**	**(60,000)**

Business Unit Summary with Service Areas

Business Unit: 2069 - Youth Strategy

Department:	Engagement	**Budget Year:**	2021

Overview:

In April of 2016, the City engaged a team of ten youth between the ages of 12 and 24 to create a strategy to get youth involved in their local government. Over the course of seven months, the youth team met and surveyed diverse youth, youth serving organizations, teachers, principals, City staff and Councillors to come up with strategies for engaging youth. It requires commitment and understanding across the organization in order to build a culture of inclusivity.

Deliverables:

The youth strategy identifies more than 20 tasks over a three-year period that fall under the following categories:
• Openness and inclusivity
• Communication and education
• Opportunities and support

The tasks include creating tools for City staff to better engage youth, connecting youth with local support services, and developing a curriculum for schools to teach youth about local government.

Business Unit Summary with Service Areas

Business Unit: 2069 - Youth Strategy

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	20,189	0	(100.00%)
Total Revenues/Funding Sources	**0**	**0**	**20,189**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	9,811	48,537	50,189	30,000	(40.23%)
Transfer to Carry Forward	20,189	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**30,000**	**48,537**	**50,189**	**30,000**	
Net Total	**(30,000)**	**(48,537)**	**(30,000)**	**(30,000)**	

Business Unit: 2069 - Youth Strategy

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	30,000	0	0	0	0
Total Exp/Transfers to Reserve	30,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**(30,000)**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2070 - Engagement

Department: Engagement **Budget Year:** 2021

Overview:

The Engagement department monitors and reports on progress made towards achieving organizational objectives to improve the lives of Victorians, while providing opportunities for ongoing public input and customer feedback into those priorities. In addition, the department communicates with residents on the many City programs and services available.

Key Service Areas:
• Public Engagement: leadership and implementation of public participation and engagement activities to support the development of public policy, programs and services
• Communications Services: public information, graphic design, www.victoria.ca and social media digital content, video and photography services

Deliverables:

• Clear, open and transparent two-way communication between the City and the public
• Broad engagement with a diversity of participants conducted in a respectful and inclusive way
• Plan and deliver 30-50 engagement activities to support City projects and initiatives
• Update the City's Engagement Framework to reflect principles for equitable public engagement.
• Launch updated online Engagement platform to reach more people and make it easier for residents to participate in public dialogue
• Create and maintain content on City websites and online channels (Victoria.ca, social media channels)
• Facilitate media enquiries and provide information to the public about City programs and services
• Design City signage and develop branding for new City programs
• Create and produce the City's Connect newsletter (print and e-news), Annual Report, Active Living Guide, CityVibe, Financial Plan, and other brochures, fact sheets and publications

Business Unit Summary with Service Areas

Business Unit: 2070 - Engagement

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	94,078	30,000	(68.11%)
Total Revenues/Funding Sources	**0**	**0**	**94,078**	**30,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,064,334	1,233,056	1,266,432	1,291,760	2.00%
Mileage/Parking	4,011	2,498	4,000	4,000	0.00%
Conferences/Travel	980	38	3,000	3,000	0.00%
Membership Fees	642	1,190	1,000	1,200	20.00%
Training and Development	854	1,120	10,000	10,000	0.00%
Catering	20	0	500	500	0.00%
Contracted Services	53,399	59,766	25,975	25,980	0.02%
WO Contracted Services	0	14,988	0	0	0.00%
Photocopy	9,980	753	0	1,200	100.00%
Printing	213	90	0	0	0.00%
General Supplies	948	530	5,000	3,600	(28.00%)
Books/Publications	343	758	1,000	1,000	0.00%
Office Supplies	1,583	393	7,500	7,500	0.00%
Telecommunications	7,606	8,130	5,250	5,250	0.00%
WO Inventory Purchases	0	88	0	0	0.00%
WO Outside Purchases	28,106	15,060	116,078	52,000	(55.20%)
Miscellaneous	118	10	500	500	0.00%
Recovery	0	(15,824)	0	0	0.00%
Transfer to Carry Forward	64,078	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,237,216**	**1,322,644**	**1,446,235**	**1,407,490**	
Net Total	**(1,237,216)**	**(1,322,644)**	**(1,352,157)**	**(1,377,490)**	

Business Unit Summary with Service Areas

Business Unit: 2070 - Engagement

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	30,000	0	0	0	0
Total Rev/Funding Sources	30,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,291,760	1,317,180	1,343,080	1,369,500	1,396,510
Mileage/Parking	4,000	4,080	4,160	4,240	4,320
Conferences/Travel	3,000	3,060	3,120	3,180	3,240
Membership Fees	1,200	1,220	1,240	1,260	1,290
Training and Development	10,000	10,200	10,400	10,610	10,820
Catering	500	510	520	530	540
Contracted Services	25,980	26,500	27,030	27,570	28,120
Photocopy	1,200	1,220	1,240	1,260	1,290
General Supplies	3,600	3,670	3,740	3,810	3,890
Books/Publications	1,000	1,020	1,040	1,060	1,080
Office Supplies	7,500	7,650	7,800	7,960	8,120
Telecommunications	5,250	5,360	5,470	5,580	5,690
WO Outside Purchases	52,000	22,440	22,880	23,330	23,800
Miscellaneous	500	510	520	530	540
Total Exp/Transfers to Reserve	1,407,490	1,404,620	1,432,240	1,460,420	1,489,250
% Increase		(0.20%)	1.97%	1.97%	1.97%
Net Total	**(1,377,490)**	**(1,404,620)**	**(1,432,240)**	**(1,460,420)**	**(1,489,250)**

Engineering and Public Works

The Engineering & Public Works department is responsible for the planning, design, operation, construction and maintenance of nearly $2 billion of public assets and infrastructure. The department manages water supply, wastewater and sewage, stormwater, road paving, bridges, traffic signals and street lighting, winter snow and ice removal, corporate fleet and equipment, multi-modal transportation and mobility planning and design, climate action and environment.

Core Services

- **Public Works**
  - Underground Utilities: Construction and maintenance of sewer, water and storm systems
  - Fleet Management: Acquisition, operations and maintenance of 428 fleet vehicles and City's power equipment/tools, including maintenance of VicPD vehicles/acquisition of Fire Dept vehicles
  - Surface Infrastructure: Construction, operation and maintenance of public realm equipment/furniture, road markings, signs, paint, fabrication and carpentry
  - Streets: Construction, operation and maintenance of roads, bridges, sidewalks, retaining walls, street lighting and traffic signal infrastructure
  - Sanitation and Street Cleaning: Operation of residential landfill and kitchen scraps collection programs, management of yard waste programs, street cleaning, neighbourhood waste bin collection, cigarette butt collection program
  - Support Services: Coordination of departmental safety and emergency management, traffic control, special events support, after hours emergency and service response, resource coordination, administration and management services
- **Engineering**
  - Underground Utilities: Design, planning and management of sewer, water and storm systems
  - Land Development: Administers approval and processing of land development applications for subdivisions and strata permits, frontage and right of way construction permits
  - Geographic Information System (GIS) and Surveying: Coordination, standards, presentation and management of City assets geo-spatial information
  - Climate Action: Development, coordination, planning and management of municipal greenhouse gas reduction programs
  - Sustainability and Asset Management: Development of systems and tools for all City groups to support the sustainable management of all City assets (location, condition, through life management, replacement, disposal), and design/implementation of sustainable City waste programs
  - Engineering General: Coordination, design, specification and management of all City structural, environmental and geotechnical programs/projects
- **Transportation**
  - Sustainable Transportation Planning and Development: Design, planning, coordination, and management of all mobility planning and programs including: commercial/private/public development, transit, active transportation, sustainable mobility, accessibility, motor vehicle and logistics, and parking systems
  - Transportation Operations and Construction: Planning, coordination, specification and management of traffic operations, road safety, right of way use/management and construction activities

Strategic Initiatives and Major Projects:

- Sustainable Mobility Implementation
- Climate Leadership
- Asset Management Program
- Underground Infrastructure Renewal
- Transportation and Major Infrastructure Renewal
- Bike Master Plan
- Zero Waste Strategy and Single Use Materials Regulations

Budget Summary

Engineering and Public Works excluding Utilities	
2021 Base Expenditures	21,613,520
2021 One Time Expenditures	2,223,600
2021 Proposed Expenditures	23,837,120
2020 Base Expenditures	20,735,463
2020 One Time Expenditures	2,365,007
2020 Approved Expenditures	23,100,471
Base Budget Change	878,057
Change by %	4.23%
2021 Base Revenues	4,180,460
2021 One Time Revenues	1,737,040
2021 Proposed Revenues	5,917,500
2020 Base Revenues	4,163,350
2020 One Time Revenues	1,900,007
2020 Approved Revenues	6,063,357
Base Budget Change	17,110
Change by %	0.41%

Utilities	
2021 Base Expenditures	37,333,000
2021 One Time Expenditures	–
2021 Proposed Expenditures	37,333,000
2020 Base Expenditures	37,332,993
2020 One Time Expenditures	–
2020 Approved Expenditures	37,332,993
Base Budget Change	7
Change by %	0.00%
2021 Base Revenues	37,333,000
2021 One Time Revenues	–
2021 Proposed Revenues	37,333,000
2020 Base Revenues	37,332,993
2020 One Time Revenues	–
2020 Approved Revenues	37,332,993
Base Budget Change	7
Change by %	0.00%
2021 FTE	307.41
2020 FTE	309.72
Change	-2.31
Change by %	-0.75%

Engineering and Public Works

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Public Works	86,500	86,500	0	0.00%
Solid Waste and Recycling	3,333,827	3,350,940	17,113	0.51%
Transportation	20,000	20,000	0	0.00%
Support Services	194,623	194,620	(3)	0.00%
Sewer Utility	8,138,432	8,138,430	(2)	0.00%
Stormwater Utility	6,996,856	6,996,860	4	0.00%
Water Works Utility	22,197,705	22,197,710	5	0.00%
Third Party Billings	528,400	528,400	0	0.00%
Base Budget	**41,496,343**	**41,513,460**	**17,117**	**0.04%**
One Time	1,900,007	1,737,040	(162,967)	(8.58%)
Total	**43,396,350**	**43,250,500**	**(145,850)**	**-0.34%**
Expenditures/Transfers to Reserve				
Public Works	11,310,984	11,790,640	479,657	4.24%
Solid Waste and Recycling	3,333,827	3,350,940	17,113	0.51%
Transportation	2,820,420	3,016,450	196,030	6.95%
Support Services	2,841,832	3,023,620	181,788	6.40%
Sewer Utility	8,138,432	8,138,430	(2)	0.00%
Stormwater Utility	6,996,856	6,996,860	4	0.00%
Water Works Utility	22,197,705	22,197,710	5	0.00%
Third Party Billings	428,400	431,870	3,470	0.81%
Base Budget	**58,068,456**	**58,946,520**	**878,064**	**1.51%**
One Time	2,365,007	2,223,600	(141,407)	(5.98%)
Total	**60,433,463**	**61,170,120**	**736,657**	**1.22%**
Net Base Budget Change	**(16,572,113)**	**(17,433,060)**	**860,947**	**5.20%**

Public Works

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Bridges	10,000	10,000	0	0.00%
Public Works Administration	3,500	3,500	0	0.00%
Public Works Response	33,000	33,000	0	0.00%
Roads	40,000	40,000	0	0.00%
Base Budget	**86,500**	**86,500**	**0**	**0.00%**
One Time	12,000	0	(12,000)	(100.00%)
Total	**98,500**	**86,500**	**(12,000)**	**(12.18%)**
Expenditures/Transfers to Reserve				
Bridges	337,311	447,480	110,169	32.66%
Carpentry Shop	386,638	425,240	38,602	9.98%
Concrete & Sidewalks	1,267,559	1,279,700	12,141	0.96%
Electrical	1,552,500	1,584,830	32,330	2.08%
Fabrication Shop	185,758	198,040	12,282	6.61%
Fleet	0	31,550	31,550	100.00%
Paint Shop	264,134	274,490	10,356	3.92%
Public Works Administration	996,611	1,027,210	30,599	3.07%
Public Works Response	492,663	502,020	9,357	1.90%
Road Marking and Traffic Signs	825,136	905,840	80,704	9.78%
Roads	1,585,192	1,648,590	63,398	4.00%
Sign Fabrication Shop	96,219	103,120	6,901	7.17%
Street Cleaning	1,310,868	1,303,600	(7,268)	(0.55%)
Streets Administration	156,628	159,570	2,942	1.88%
Surface Infrastructure Operations	331,811	337,090	5,279	1.59%
Tool Depot	796,464	817,750	21,286	2.67%
Traffic Signals	613,944	631,030	17,086	2.78%
Waste Management Administration	111,545	113,490	1,945	1.74%
Base Budget	**11,310,983**	**11,790,640**	**479,657**	**4.24%**
One Time	12,000	0	(12,000)	(100.00%)
Total	**11,322,984**	**11,790,640**	**467,656**	**4.13%**
Net Base Budget Change	**(11,224,484)**	**(11,704,140)**	**479,656**	**4.27%**

Business Unit Summary with Service Areas

Service Area: Bridges

Department: Engineering & PW **Budget Year:** 2021

Overview:

Maintenance and operation of the City's bridges. The Johnson Street, Point Ellice (Bay Street) and Gorge Road are high value City assets which require regular inspections, assessments, and on-going maintenance programs to keep them in a safe condition.

These bridges are critical mobility linkages within the City’s transportation network, as they provide the only connections between Victoria West and the rest of Victoria as well as servicing regional traffic from the communities of Esquimalt, Saanich and beyond.

Deliverables:

• Operate Johnson Street Bridge lifts 24 hours/day to maintain marine passage
• Maintenance and quarterly inspections of bridges for public safety and bridge integrity
• Administration of on-going maintenance programs

Business Unit Summary with Service Areas

Service Area: Bridges

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Johnson St Bridge Opening	19,350	12,975	10,000	10,000	0.00%
Total Revenues/Funding Sources	**19,350**	**12,975**	**10,000**	**10,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	375,388	356,222	235,710	337,960	43.38%
Training and Development	0	0	15,000	15,000	0.00%
WO Contracted Services	99,486	112,954	66,000	66,000	0.00%
WO Consulting Services	5,316	0	0	0	0.00%
WO Inventory Purchases	979	149	2,248	2,250	0.09%
WO Outside Purchases	57,841	25,317	15,885	15,890	0.03%
WO Inside Equipment	9,100	8,799	2,169	10,080	364.83%
WO Outside Equipment	18,351	0	300	300	0.00%
Total Expenditures/Transfers to Reserve	**566,462**	**503,440**	**337,311**	**447,480**	
Net Total	**(547,112)**	**(490,465)**	**(327,311)**	**(437,480)**	

Service Area: Bridges

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Johnson St Bridge Opening	10,000	10,000	10,000	10,000	10,000
Total Rev/Funding Sources	10,000	10,000	10,000	10,000	10,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	337,960	344,720	351,610	358,640	365,820
Training and Development	15,000	15,300	15,610	15,920	16,240
WO Contracted Services	66,000	67,320	68,660	70,030	71,430
WO Inventory Purchases	2,250	2,300	2,350	2,400	2,450
WO Outside Purchases	15,890	16,210	16,530	16,860	17,200
WO Inside Equipment	10,080	10,280	10,480	10,700	10,920
WO Outside Equipment	300	310	320	330	340
Total Exp/Transfers to Reserve	447,480	456,440	465,560	474,880	484,400
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(437,480)**	**(446,440)**	**(455,560)**	**(464,880)**	**(474,400)**

Business Unit Summary with Service Areas

Service Area: Carpentry Shop

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Carpentry Shop provides construction and maintenance services for all City facilities and buildings, bus shelters, benches, street furniture, concrete forming, walkways, and specialized office furniture.

Deliverables:

Annual Program of construction of new assets and maintenance of existing assets to maximize asset life

Business Unit Summary with Service Areas

Service Area: Carpentry Shop

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	390,294	286,711	328,857	355,890	8.22%
Training and Development	6,005	7,519	2,000	10,000	400.00%
WO Contracted Services	1,037	5,933	1,000	5,000	400.00%
General Supplies	0	26	0	0	0.00%
Protective Clothing/Uniforms	3,077	3,608	5,000	5,000	0.00%
Lumber and Tools	0	268	0	0	0.00%
WO Inventory Purchases	12,551	4,253	7,986	7,990	0.05%
WO Outside Purchases	15,876	38,566	20,666	20,660	(0.03%)
WO Gas	131	501	2,000	2,000	0.00%
Equipment - City Fleet	4,422	4,818	4,818	4,670	(3.06%)
WO Inside Equipment	6,475	8,211	14,312	14,030	(1.97%)
Total Expenditures/Transfers to Reserve	**439,869**	**360,414**	**386,638**	**425,240**	
Net Total	**(439,869)**	**(360,414)**	**(386,638)**	**(425,240)**	

Service Area: Carpentry Shop

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	355,890	363,020	370,280	377,690	385,240
Training and Development	10,000	10,200	10,400	10,600	10,800
WO Contracted Services	5,000	5,100	5,200	5,300	5,400
Protective Clothing/Uniforms	5,000	5,100	5,200	5,300	5,410
WO Inventory Purchases	7,990	8,150	8,310	8,470	8,640
WO Outside Purchases	20,660	21,070	21,490	21,920	22,360
WO Gas	2,000	2,040	2,080	2,120	2,160
Equipment - City Fleet	4,670	4,770	4,870	4,970	5,070
WO Inside Equipment	14,030	14,310	14,610	14,910	15,200
Total Exp/Transfers to Reserve	425,240	433,760	442,440	451,280	460,280
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(425,240)**	**(433,760)**	**(442,440)**	**(451,280)**	**(460,280)**

Business Unit Summary with Service Areas

Service Area: Concrete & Sidewalks

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Concrete and Sidewalks section manages the concrete infrastructure throughout the city, while providing safe and accessible sidewalks, pathways, walkways as well as maintaining the existing public plazas and squares. Specialty work such as rock walls and brick pavers are also maintained.

Deliverables:

• Sidewalk replacement and repair
• Driveway replacement and repair
• Delivery of the annual sidewalk trip and fall program including sidewalk lip grinding
• Maintenance and upgrading of brick crosswalks
• Installation of concrete bus pads
• Concrete pavers and brick pavers replacement and repair
• Rock wall repairs
• Curb and gutter replacement and repair
• Annual sidewalk inspections

Business Unit Summary with Service Areas

Service Area: Concrete & Sidewalks

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	5,000	0	0	0	0.00%
Carry Forward	0	0	12,000	0	(100.00%)
Total Rev/Funding Sources	**5,000**	**0**	**12,000**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	756,395	695,659	872,957	878,200	0.60%
Conferences/Travel	5,352	0	5,000	5,000	0.00%
Training and Development	11,920	4,460	6,000	6,000	0.00%
WO Contracted Services	19,712	24,545	38,400	38,400	0.00%
WO Consulting Services	1,375	0	0	0	0.00%
Protective Clothing/Uniforms	18,966	13,850	11,000	11,000	0.00%
Lumber and Tools	73,048	43,389	50,105	50,110	0.01%
WO Inventory Purchases	27,888	18,888	16,900	16,900	0.00%
WO Outside Purchases	139,102	91,836	108,500	108,500	0.00%
Equipment - City Fleet	23,068	27,163	27,163	24,000	(11.64%)
WO Inside Equipment	91,302	72,866	100,533	98,590	(1.93%)
WO Outside Equipment	38,696	38,527	43,000	43,000	0.00%
Total Expenditures/Transfers to Reserve	**1,206,824**	**1,031,181**	**1,279,559**	**1,279,700**	
Net Total	**(1,201,824)**	**(1,031,181)**	**(1,267,559)**	**(1,279,700)**	

Service Area: Concrete & Sidewalks

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	878,200	895,760	913,700	931,970	950,600
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Training and Development	6,000	6,120	6,240	6,360	6,490
WO Contracted Services	38,400	39,170	39,950	40,750	41,570
Protective Clothing/Uniforms	11,000	11,220	11,440	11,670	11,900
Lumber and Tools	50,110	51,110	52,130	53,170	54,230
WO Inventory Purchases	16,900	17,240	17,590	17,940	18,300
WO Outside Purchases	108,500	110,670	112,880	115,140	117,430
Equipment - City Fleet	24,000	24,480	24,970	25,470	25,980
WO Inside Equipment	98,590	100,560	102,570	104,630	106,720
WO Outside Equipment	43,000	43,860	44,740	45,630	46,540
Total Exp/Transfers to Reserve	1,279,700	1,305,290	1,331,410	1,358,030	1,385,170
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,279,700)**	**(1,305,290)**	**(1,331,410)**	**(1,358,030)**	**(1,385,170)**

Business Unit Summary with Service Areas

Service Area: Electrical

Department: Engineering & PW **Budget Year:** 2021

Overview:

Overall management of the electrical work related to City maintenance and construction activities. Electrical systems such as street lighting, traffic signals and electrical power are essential to support the safety requirements of pedestrians, cyclists, and motorists. The electrical section also maintains and installs ornamental and specialty lighting for such areas as Chinatown, heritage and pathway lighting.

The section also leads the “BC One” utility locates for City construction, reviewing drawings, coordinating with other City crews and service areas, and developing construction estimates as well as maintaining asset inventory.

Deliverables:

• Maintenance of underground vaults and manholes
• Specialty street lighting (Chinatown poles, Heritage poles, rail yard poles, pathway poles, etc.)
• Specialty lighting (bollards, steps, side of buildings, art work)
• Respond to calls for service
• Douglas Street information banner station, on average 46 changes a year
• Annual street light maintenance
• BC1 and internal electrical locates

Business Unit Summary with Service Areas

Service Area: Electrical

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	702,349	589,105	503,743	530,010	5.21%
Conferences/Travel	1,033	0	8,000	8,000	0.00%
Membership Fees	992	0	780	780	0.00%
Training and Development	6,021	2,847	4,000	4,000	0.00%
WO Contracted Services	11,913	(40,567)	8,159	8,160	0.01%
General Supplies	350	0	0	0	0.00%
Office Supplies	0	0	1,000	1,000	0.00%
WO Inventory Purchases	136,882	36,759	92,000	97,000	5.43%
WO Outside Purchases	106,735	71,102	73,000	73,000	0.00%
WO Hydro	306,542	344,984	515,245	521,600	1.23%
Equipment - City Fleet	35,196	39,393	39,393	35,690	(9.40%)
WO Inside Equipment	41,983	33,131	83,218	81,630	(1.91%)
WO Outside Equipment	1,876	3,974	0	0	0.00%
Recovery	(297,733)	0	0	0	0.00%
Trf to Climate Action Reserve	371,702	406,517	223,961	223,960	0.00%
Total Expenditures/Transfers to Reserve	**1,425,840**	**1,487,245**	**1,552,500**	**1,584,830**	
Net Total	**(1,425,840)**	**(1,487,245)**	**(1,552,500)**	**(1,584,830)**	

Service Area: Electrical

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	530,010	540,610	551,420	562,450	573,680
Conferences/Travel	8,000	8,160	8,320	8,490	8,660
Membership Fees	780	800	820	840	860
Training and Development	4,000	4,080	4,160	4,240	4,320
WO Contracted Services	8,160	8,320	8,480	8,650	8,820
Office Supplies	1,000	1,020	1,040	1,060	1,080
WO Inventory Purchases	97,000	98,940	100,910	102,930	104,990
WO Outside Purchases	73,000	74,460	75,950	77,470	79,020
WO Hydro	521,600	528,020	534,500	541,050	547,660
Equipment - City Fleet	35,690	36,410	37,140	37,890	38,660
WO Inside Equipment	81,630	83,260	84,930	86,630	88,370
Trf to Climate Action Reserve	223,960	226,040	228,160	230,320	232,530
Total Exp/Transfers to Reserve	1,584,830	1,610,120	1,635,830	1,662,020	1,688,650
% Increase		1.60%	1.60%	1.60%	1.60%
Net Total	**(1,584,830)**	**(1,610,120)**	**(1,635,830)**	**(1,662,020)**	**(1,688,650)**

Business Unit Summary with Service Areas

Service Area: Fabrication Shop

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Fabrication Shop provides metal fabrication services across the City, which include welding, aluminum and steel fabrication, vehicle customization and support to other department maintenance and operations.

Deliverables:

On demand fabrication and support:
• Vehicle customization prep
• Miscellaneous custom fabrications
• Ornamental railings, tree guards, benches and bollards

Business Unit Summary with Service Areas

Service Area: Fabrication Shop

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	105,358	119,528	140,739	143,560	2.00%
Training and Development	4,918	2,123	4,500	8,500	88.89%
WO Contracted Services	6,232	5,526	6,000	9,500	58.33%
WO Inventory Purchases	9,178	6,096	4,000	4,000	0.00%
WO Outside Purchases	30,755	45,466	27,205	27,210	0.02%
WO Inside Equipment	15,153	15,716	13,315	15,270	14.69%
Work Order Recoveries	(19,480)	(26,350)	(10,000)	(10,000)	0.00%
Total Expenditures/Transfers to Reserve	**152,113**	**168,104**	**185,758**	**198,040**	
Net Total	**(152,113)**	**(168,104)**	**(185,758)**	**(198,040)**	

Service Area: Fabrication Shop

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	143,560	146,430	149,360	152,350	155,400
Training and Development	8,500	8,670	8,840	9,010	9,180
WO Contracted Services	9,500	9,690	9,880	10,070	10,270
WO Inventory Purchases	4,000	4,080	4,160	4,240	4,320
WO Outside Purchases	27,210	27,750	28,310	28,880	29,460
WO Inside Equipment	15,270	15,570	15,890	16,210	16,520
Work Order Recoveries	(10,000)	(10,200)	(10,400)	(10,610)	(10,820)
Total Exp/Transfers to Reserve	198,040	201,990	206,040	210,150	214,330
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(198,040)**	**(201,990)**	**(206,040)**	**(210,150)**	**(214,330)**

Business Unit Summary with Service Areas

Service Area: Fleet

Department: Engineering & PW **Budget Year:** 2021

Overview:

Fleet Operations provides service, repair, and maintenance of all ICBC (Insurance Corporation of British Columbia) licensed City and Police vehicles according to Provincial and Federal regulations as per the Commercial Vehicle Inspection Program (provincial) and Transport Canada (federal). This service area maintains all City and Police vehicles along with specialized equipment.

Staff ensure Aerial Device (truck cranes and aerial devices) Non-Destruct and Dielectric Maintenance, testing and certification regulations are current and satisfied. This includes maintenance to ensure safe and maximized performance, and to satisfy CVSE (Commercial Vehicle Safety Enforcement) requirements. All on-demand maintenance requests are completed daily in order of importance. Work also includes all prep work on new vehicles for service including adding any necessary specialized equipment, fabrication needs, first aid equipment, and lighting needs.

Staff prepare vehicles and equipment for trade-in or disposal through public auction.

Deliverables:

- Fleet administration and ensure regulatory compliance with ICBC, and with CVSE
- Maximize asset utilization and availability while reducing maintenance costs
- Optimize vehicle specifications to reduce emissions and noise

Business Unit Summary with Service Areas

Service Area: Fleet

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	2,393	3,135	0	0	0.00%
Total Revenues/Funding Sources	**2,393**	**3,135**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,411,561	1,589,888	1,579,924	1,611,880	2.02%
Conferences/Travel	9,726	773	12,240	12,240	0.00%
Membership Fees	2,338	1,130	2,020	2,020	0.00%
Training and Development	21,129	10,182	27,810	27,820	0.04%
WO Contracted Services	224,110	225,565	244,860	226,190	(7.62%)
WO Inventory Purchases	121,851	129,544	64,210	80,710	25.70%
WO Outside Purchases	661,330	710,365	578,326	604,050	4.45%
WO Gas	293,718	325,279	783,238	762,090	(2.70%)
WO Natural Gas	66,765	72,058	0	0	0.00%
WO Propane	1,198	537	0	0	0.00%
WO Bio Diesel	359,591	319,920	0	0	0.00%
WO Motor Oil	27,919	25,004	0	0	0.00%
Marked Gas	85	(1,039)	0	0	0.00%
Equipment - City Fleet	44,583	60,725	60,725	57,620	(5.11%)
WO Inside Equipment	4,785	6,987	0	0	0.00%
WO Overhead Charge-Fleet	1,030,012	1,080,202	1,085,908	1,087,000	0.10%
WO Capital Con - Fleet	1,123,105	1,165,768	1,165,768	1,350,690	15.86%
WO Outside Equipment	734	4,199	0	0	0.00%
Insurance	2,469	2,989	1,070	3,300	208.41%
WO Insurance-Vehicle	245,851	294,944	270,224	283,120	4.77%
Contingencies	0	0	2,412	2,410	(0.08%)
Miscellaneous	0	8,732	0	0	0.00%
Lease/Rental	15,152	0	0	0	0.00%
Recovery	(1,150,012)	(1,200,202)	(1,205,910)	(1,207,850)	0.16%
Work Order Recoveries	(1,912,606)	(1,990,584)	(1,813,934)	(1,967,890)	8.49%
WO Equipment Recoveries	(2,656,080)	(2,830,095)	(2,858,890)	(2,903,850)	1.57%
Total Expenditures/Transfers to Reserve	**(50,688)**	**12,871**	0	**31,550**	
Net Total	**53,080**	**(9,736)**	**(0)**	**(31,550)**	

Business Unit Summary with Service Areas

Service Area: Fleet

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,611,880	1,644,190	1,677,010	1,710,530	1,744,840
Conferences/Travel	12,240	12,480	12,730	12,980	13,240
Membership Fees	2,020	2,060	2,100	2,140	2,190
Training and Development	27,820	28,380	28,950	29,530	30,120
WO Contracted Services	226,190	230,710	235,340	240,040	244,840
WO Inventory Purchases	80,710	82,320	83,970	85,640	87,360
WO Outside Purchases	604,050	616,130	628,450	641,020	653,840
WO Gas	762,090	788,560	815,950	844,290	873,620
Equipment - City Fleet	57,620	58,250	59,320	60,410	61,510
WO Overhead Charge-Fleet	1,087,000	1,110,610	1,135,120	1,160,140	1,185,640
WO Capital Con - Fleet	1,350,690	1,350,690	1,350,680	1,350,690	1,350,690
Insurance	3,300	3,370	3,440	3,510	3,580
WO Insurance-Vehicle	283,120	288,780	294,560	300,450	306,460
Contingencies	2,410	2,460	2,510	2,560	2,610
Recovery	(1,207,850)	(1,231,480)	(1,256,020)	(1,281,030)	(1,306,570)
Work Order Recoveries	(1,967,890)	(1,939,820)	(1,962,560)	(1,989,140)	(2,016,650)
WO Equipment Recoveries	(2,903,850)	(3,015,440)	(3,078,720)	(3,140,280)	(3,203,090)
Total Exp/Transfers to Reserve	31,550	32,250	32,830	33,480	34,230
% Increase		2.22%	1.80%	1.98%	2.24%
Net Total	**(31,550)**	**(32,250)**	**(32,830)**	**(33,480)**	**(34,230)**

Business Unit Summary with Service Areas

Service Area: Paint Shop

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Paint Shop maintains the surface of existing infrastructure and provides painting services to civic facilities while protecting and enhancing City streets, squares and parks.

Deliverables:

• Support demands and needs of City infrastructure maintenance
• Maintains attractive beautification for tourism and support to downtown businesses

Business Unit Summary with Service Areas

Service Area: Paint Shop

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	212,086	172,919	196,802	200,740	2.00%
Training and Development	5,975	1,407	1,500	5,500	266.67%
WO Contracted Services	5,079	4,710	500	4,000	700.00%
WO Inventory Purchases	10,992	10,316	13,743	13,740	(0.02%)
WO Outside Purchases	38,663	22,394	23,742	23,740	(0.01%)
WO Gas	391	644	0	0	0.00%
WO Bio Diesel	76	0	0	0	0.00%
WO Inside Equipment	21,585	23,262	27,847	26,770	(3.87%)
WO Outside Equipment	3,407	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**298,255**	**235,653**	**264,134**	**274,490**	
Net Total	**(298,255)**	**(235,653)**	**(264,134)**	**(274,490)**	

Service Area: Paint Shop

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	200,740	204,760	208,860	213,040	217,310
Training and Development	5,500	5,610	5,720	5,830	5,940
WO Contracted Services	4,000	4,080	4,160	4,240	4,320
WO Inventory Purchases	13,740	14,010	14,290	14,580	14,870
WO Outside Purchases	23,740	24,210	24,690	25,190	25,690
WO Inside Equipment	26,770	27,300	27,850	28,410	28,980
Total Exp/Transfers to Reserve	274,490	279,970	285,570	291,290	297,110
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(274,490)**	**(279,970)**	**(285,570)**	**(291,290)**	**(297,110)**

Business Unit Summary with Service Areas

Service Area: Public Works Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Public Works Administration (PWA) provides support functions for the Engineering and Public Works Department as well as other departments within the City. Staff perform administrative and clerical functions, BC One support, crew dispatch to respond to emergencies, perform accounting functions, oversee confined space entry and fall protection notifications, record and direct insurance claims and order equipment and materials for crews.

PWA is responsible for emergency management for the Public Works facility, event planning and execution, traffic management plans for all special events and films in the City, as well as preparation of reports, plans and job procedures, facility maintenance, ensuring safety and security, and supporting special projects.

Deliverables:

• Immediate response to incoming calls for Public Works assistance
• Preparation of BC One locate information for internal construction crews
• Creation of Operational Plans for special events and filming permits
• Responding to and recording calls for service, and assigning to respective sections for action
• Processing of plumbing reimbursements and insurance claims

Business Unit Summary with Service Areas

Service Area: Public Works Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	5,137	0	3,500	3,500	0.00%
Total Revenues/Funding Sources	**5,137**	**0**	**3,500**	**3,500**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	818,032	831,696	837,205	853,930	2.00%
Mileage/Parking	2,450	780	1,200	1,200	0.00%
Conferences/Travel	4,834	0	1,800	1,800	0.00%
Training and Development	2,042	10,886	2,000	12,000	500.00%
Contracted Services	1,714	(8,753)	5,480	5,480	0.00%
WO Contracted Services	12,820	2,434	11,470	11,470	0.00%
WO Consulting Services	3,894	0	6,000	6,000	0.00%
Photocopy	15,167	14,051	5,500	5,500	0.00%
General Supplies	378	629	1,500	5,500	266.67%
Office Supplies	23,678	11,234	19,883	19,880	(0.02%)
Protective Clothing/Uniforms	0	88	5,475	5,480	0.09%
Telecommunications	114,574	126,339	81,550	81,550	0.00%
WO Inventory Purchases	1,156	5,128	0	0	0.00%
WO Outside Purchases	13,948	94,151	11,042	11,040	(0.02%)
WO Inside Equipment	2,911	3,425	6,506	6,380	(1.94%)
WO Outside Equipment	702	270	0	0	0.00%
Miscellaneous	399	581	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,018,698**	**1,092,938**	**996,611**	**1,027,210**	
Net Total	**(1,013,561)**	**(1,092,938)**	**(993,111)**	**(1,023,710)**	

Business Unit Summary with Service Areas

Service Area: Public Works Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Work Order Revenue	3,500	3,500	3,500	3,500	3,500
Total Rev/Funding Sources	3,500	3,500	3,500	3,500	3,500
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	853,930	870,940	888,290	906,000	924,010
Mileage/Parking	1,200	1,220	1,240	1,260	1,290
Conferences/Travel	1,800	1,840	1,880	1,920	1,960
Training and Development	12,000	12,240	12,480	12,720	12,980
Contracted Services	5,480	5,590	5,700	5,810	5,930
WO Contracted Services	11,470	11,700	11,930	12,170	12,410
WO Consulting Services	6,000	6,120	6,240	6,360	6,490
Photocopy	5,500	5,610	5,720	5,830	5,950
General Supplies	5,500	5,610	5,720	5,830	5,940
Office Supplies	19,880	20,280	20,690	21,100	21,520
Protective Clothing/Uniforms	5,480	5,590	5,700	5,810	5,930
Telecommunications	81,550	83,180	84,840	86,540	88,270
WO Outside Purchases	11,040	11,260	11,480	11,700	11,940
WO Inside Equipment	6,380	6,520	6,650	6,780	6,920
Total Exp/Transfers to Reserve	1,027,210	1,047,700	1,068,560	1,089,830	1,111,540
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,023,710)**	**(1,044,200)**	**(1,065,060)**	**(1,086,330)**	**(1,108,040)**

Business Unit Summary with Service Areas

Service Area: Public Works Response

Department: Engineering & PW **Budget Year:** 2021

Overview:

24/7 response for events and incidents in the City, including traffic control.

Deliverables:

• Responding to sewer backups and water main breaks
• After hours emergency calls are responded to immediately
• Set up barricades for all City work
• Special and filming events signage
• Snow removal

Business Unit Summary with Service Areas

Service Area: Public Works Response

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Development Traffic Perm	64,141	56,550	33,000	33,000	0.00%
Total Revenues/Funding Sources	**64,141**	**56,550**	**33,000**	**33,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	335,973	419,227	506,222	516,350	2.00%
Training and Development	0	0	3,500	3,500	0.00%
WO Contracted Services	25,183	18,460	8,500	8,500	0.00%
WO Inventory Purchases	24,996	26,127	22,500	22,500	0.00%
WO Outside Purchases	6,532	5,949	3,000	3,000	0.00%
WO Inside Equipment	26,795	17,481	39,877	39,110	(1.92%)
WO Outside Equipment	0	1,441	0	0	0.00%
Recoveries and Services	(14,959)	(17,952)	(90,935)	(90,940)	0.01%
Total Expenditures/Transfers to Reserve	**404,521**	**470,732**	**492,663**	**502,020**	
Net Total	**(340,381)**	**(414,182)**	**(459,663)**	**(469,020)**	

Service Area: Public Works Response

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Development Traffic Perm	33,000	33,660	34,330	35,020	35,720
Total Rev/Funding Sources	33,000	33,660	34,330	35,020	35,720
% Increase		2.00%	1.99%	2.01%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	516,350	526,680	537,210	547,940	558,900
Training and Development	3,500	3,570	3,640	3,710	3,780
WO Contracted Services	8,500	8,670	8,840	9,010	9,190
WO Inventory Purchases	22,500	22,950	23,410	23,880	24,360
WO Outside Purchases	3,000	3,060	3,120	3,180	3,240
WO Inside Equipment	39,110	39,900	40,700	41,520	42,360
Recoveries and Services	(90,940)	(92,760)	(94,620)	(96,510)	(98,440)
Total Exp/Transfers to Reserve	502,020	512,070	522,300	532,730	543,390
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(469,020)**	**(478,410)**	**(487,970)**	**(497,710)**	**(507,670)**

Business Unit Summary with Service Areas

Service Area: Road Marking and Traffic Signs

Department: Engineering & PW **Budget Year:** 2021

Overview:

Provides regulatory and non-regulatory signage and road marking installation to improve safety for motorists, cyclists and pedestrians.

Deliverables:

- Thermo plastic crosswalks and stop bars installation and maintenance
- Line painting including bike lane lines
- Road marking symbols installation and maintenance
- Regulatory and warning sign installation and maintenance
- Wayfinding sign installation and maintenance

Business Unit Summary with Service Areas

Service Area: Road Marking and Traffic Signs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	408,680	361,810	304,721	310,820	2.00%
Conferences/Travel	3,360	0	0	0	0.00%
Training and Development	3,780	3,488	2,500	7,500	200.00%
WO Contracted Services	126,448	172,786	268,032	269,030	0.37%
General Supplies	183	20	0	0	0.00%
Lumber and Tools	7,439	3,520	4,000	4,000	0.00%
WO Inventory Purchases	70,872	63,068	73,907	73,910	0.00%
WO Outside Purchases	99,652	67,083	92,713	155,560	67.79%
WO Gas	0	5,026	200	200	0.00%
WO Propane	2,091	2,491	3,000	3,000	0.00%
WO Bio Diesel	0	1,851	0	0	0.00%
Equipment - City Fleet	4,767	4,392	4,392	5,900	34.34%
WO Inside Equipment	61,612	80,882	71,471	75,700	5.92%
WO Outside Equipment	234	5,762	0	0	0.00%
WO Insurance-Vehicle	112	138	200	220	10.00%
Lease/Rental	138	0	0	0	0.00%
Work Order Recoveries	(13,315)	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**776,053**	**772,317**	**825,136**	**905,840**	
Net Total	**(776,053)**	**(772,317)**	**(825,136)**	**(905,840)**	

Service Area: Road Marking and Traffic Signs

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	310,820	317,030	323,370	329,840	336,440
Training and Development	7,500	7,650	7,800	7,950	8,100
WO Contracted Services	269,030	274,410	279,900	285,500	291,210
Lumber and Tools	4,000	4,080	4,160	4,240	4,320
WO Inventory Purchases	73,910	75,390	76,890	78,420	79,980
WO Outside Purchases	155,560	158,680	161,850	165,080	168,370
WO Gas	200	200	200	200	200
WO Propane	3,000	3,060	3,120	3,180	3,240
Equipment - City Fleet	5,900	6,020	6,140	6,260	6,380
WO Inside Equipment	75,700	77,210	78,750	80,320	81,910
WO Insurance-Vehicle	220	200	210	210	220
Total Exp/Transfers to Reserve	905,840	923,930	942,390	961,200	980,370
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(905,840)**	**(923,930)**	**(942,390)**	**(961,200)**	**(980,370)**

Business Unit Summary with Service Areas

Service Area: Roads

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Roads Section provides maintenance and repair services to ensure safe travel on roadways, bike lanes, pathways, bridges and in public plazas.

During winter weather conditions this section provides de-icing and snow and ice control for roadways, bike lanes, multi-use pathways and bridges.

Deliverables:

- Repair of road pavement potholes to ensure safe passage for all modes
- Milling and full repaving of roads
- Road crack seal program to provide cost effective extension of life of roads and avoid more costly repairs due to water ingress
- Skin patching of travel lanes to repair unevenness, improve drivability avoid more costly road repaving
- Concrete road base repairs
- Asphalt curb and water control installations
- Maintenance of bridge decks
- Contract paving
- Road sub-grade repairs

Business Unit Summary with Service Areas

Service Area: Roads

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Mix Sales	18,665	23,762	40,000	40,000	0.00%
Work Order Revenue	2,790	2,645	0	0	0.00%
Total Revenues/Funding Sources	**21,455**	**26,408**	**40,000**	**40,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	839,430	817,664	715,156	750,740	4.98%
Mileage/Parking	450	113	500	500	0.00%
Conferences/Travel	1,239	300	5,300	5,300	0.00%
Training and Development	4,348	1,333	33,000	33,000	0.00%
WO Contracted Services	199,389	134,059	74,550	75,860	1.76%
WO Consulting Services	29,110	0	0	0	0.00%
Lumber and Tools	21,654	24,206	10,000	10,000	0.00%
WO Inventory Purchases	42,642	65,736	17,250	17,250	0.00%
WO Outside Purchases	267,250	390,492	170,694	203,880	19.44%
WO Natural Gas	21,715	23,542	60,116	61,920	3.00%
WO Natural Gas	0	(1,897)	0	0	0.00%
WO Propane	0	0	100	100	0.00%
WO Bio Diesel	3,341	2,668	2,550	2,550	0.00%
WO Motor Oil	111	46	50	50	0.00%
Equipment - City Fleet	5,763	7,525	7,525	6,130	(18.54%)
WO Inside Equipment	280,600	281,922	636,522	629,430	(1.11%)
WO Outside Equipment	43,779	24,315	9,000	9,000	0.00%
Recovery	(100,535)	(150,721)	(100,000)	(100,000)	0.00%
Work Order Recoveries	(9,347)	(9,664)	(57,120)	(57,120)	0.00%
Total Expenditures/Transfers to Reserve	**1,650,937**	**1,611,639**	**1,585,192**	**1,648,590**	
Net Total	**(1,629,483)**	**(1,585,231)**	**(1,545,192)**	**(1,608,590)**	

Business Unit Summary with Service Areas

Service Area: Roads

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Mix Sales	40,000	40,000	40,000	40,000	40,000
Total Rev/Funding Sources	40,000	40,000	40,000	40,000	40,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	750,740	765,730	781,050	796,670	812,600
Mileage/Parking	500	510	520	530	540
Conferences/Travel	5,300	5,410	5,520	5,630	5,740
Training and Development	33,000	33,660	34,330	35,010	35,710
WO Contracted Services	75,860	77,380	78,930	80,510	82,120
Lumber and Tools	10,000	10,200	10,400	10,610	10,820
WO Inventory Purchases	17,250	17,610	17,970	18,340	18,710
WO Outside Purchases	203,880	180,420	211,020	187,690	218,440
WO Natural Gas	61,920	63,780	65,690	67,660	69,690
WO Propane	100	100	100	100	100
WO Bio Diesel	2,550	2,600	2,650	2,700	2,750
WO Motor Oil	50	50	50	50	50
Equipment - City Fleet	6,130	6,240	6,370	6,500	6,620
WO Inside Equipment	629,430	636,030	642,770	649,630	656,620
WO Outside Equipment	9,000	9,180	9,360	9,540	9,730
Recovery	(100,000)	(102,000)	(104,040)	(106,120)	(108,240)
Work Order Recoveries	(57,120)	(58,260)	(59,430)	(60,620)	(61,830)
Total Exp/Transfers to Reserve	1,648,590	1,648,640	1,703,260	1,704,430	1,760,170
% Increase		0.00%	3.31%	0.07%	3.27%
Net Total	**(1,608,590)**	**(1,608,640)**	**(1,663,260)**	**(1,664,430)**	**(1,720,170)**

Business Unit Summary with Service Areas

Service Area: Sign Fabrication Shop

Department: Engineering & PW **Budget Year:** 2021

Overview:

Design and manufacture regulatory, warning and custom civic signage to improve safety for motorists, cyclists and pedestrians. Also installs anti-graffiti coatings to kiosks and oversees vehicle decaling as well as providing support for City buildings and public information events.

Deliverables:

Manufacture:
- Regulatory signs and non-regulatory signs
- Wayfinding signs
- Civic building signage
- Public information signs install
- Anti-graffiti wrap on electrical kiosks
- Fleet vehicle decals

Business Unit Summary with Service Areas

Service Area: Sign Fabrication Shop

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	130,029	156,652	145,219	148,120	2.00%
Training and Development	0	0	1,000	4,000	300.00%
WO Contracted Services	809	88	0	1,000	100.00%
WO Inventory Purchases	163	1,231	0	0	0.00%
WO Outside Purchases	69,443	108,999	0	0	0.00%
WO Inside Equipment	70	141	0	0	0.00%
Work Order Recoveries	(74,523)	(162,996)	(50,000)	(50,000)	0.00%
Total Expenditures/Transfers to Reserve	**125,990**	**104,115**	**96,219**	**103,120**	
Net Total	**(125,990)**	**(104,115)**	**(96,219)**	**(103,120)**	

Service Area: Sign Fabrication Shop

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	148,120	151,080	154,100	157,180	160,320
Training and Development	4,000	4,080	4,160	4,240	4,320
WO Contracted Services	1,000	1,020	1,040	1,060	1,080
Work Order Recoveries	(50,000)	(51,000)	(52,020)	(53,060)	(54,120)
Total Exp/Transfers to Reserve	103,120	105,180	107,280	109,420	111,600
% Increase		2.00%	2.00%	1.99%	1.99%
Net Total	**(103,120)**	**(105,180)**	**(107,280)**	**(109,420)**	**(111,600)**

Business Unit Summary with Service Areas

Service Area: Street Cleaning

Department: Engineering & PW **Budget Year:** 2021

Overview:

Street Cleaning provides the following services:

• Sweep downtown core streets during the early morning hours, 7 days per week, 364 days per year
• Sweep residential areas in a 40 day rotation
• Sweep City parkades
• Collect and dispose of cardboard and recycling for City facilities
• Prepare and cleanup after special events and block parties
• Collection and disposal of bio-medical waste (needles)
• Clean up after motor vehicle accidents and oil spills
• Additional cleaning for leaf season in the fall
• Collect garbage from cans in downtown daily, with extra collection during summer months
• Collect abandoned street furniture and deceased animals
• Clean and maintain City owned bus shelters and medians
• Additional cleaning and garbage removal in areas experiencing temporary sheltering

Deliverables:

• Garbage collected from City operations - street cleaning and furniture pickup
• Litter tubs collected for the City
• Daily street sweeping

Business Unit Summary with Service Areas

Service Area: Street Cleaning

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	18,000	0	0	0	0.00%
Total Revenues/Funding Sources	**18,000**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	697,674	853,980	625,357	637,870	2.00%
Conferences/Travel	167	0	0	0	0.00%
WO Contracted Services	676	2,350	1,750	1,750	0.00%
Protective Clothing/Uniforms	0	0	1,000	1,000	0.00%
Lumber and Tools	0	207	0	0	0.00%
WO Inventory Purchases	1,481	5,985	6,250	6,250	0.00%
WO Outside Purchases	4,364	28,739	7,010	7,010	0.00%
WO Materials Disposal	197,937	92,379	165,250	165,250	0.00%
WO Gas	0	6,668	0	0	0.00%
Equipment - City Fleet	519,223	496,161	496,161	476,520	(3.96%)
WO Inside Equipment	586	127	7,590	7,450	(1.84%)
WO Outside Equipment	0	305	500	500	0.00%
Total Expenditures/Transfers to Reserve	**1,422,108**	**1,486,900**	**1,310,868**	**1,303,600**	
Net Total	**(1,404,108)**	**(1,486,900)**	**(1,310,868)**	**(1,303,600)**	

Service Area: Street Cleaning

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	637,870	650,650	663,660	676,940	690,490
WO Contracted Services	1,750	1,790	1,830	1,870	1,910
Protective Clothing/Uniforms	1,000	1,020	1,040	1,060	1,080
WO Inventory Purchases	6,250	6,380	6,510	6,640	6,770
WO Outside Purchases	7,010	7,150	7,290	7,430	7,570
WO Materials Disposal	165,250	168,560	171,940	175,380	178,890
Equipment - City Fleet	476,520	486,050	495,770	505,680	515,790
WO Inside Equipment	7,450	7,600	7,750	7,920	8,090
WO Outside Equipment	500	510	520	530	540
Total Exp/Transfers to Reserve	1,303,600	1,329,710	1,356,310	1,383,450	1,411,130
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,303,600)**	**(1,329,710)**	**(1,356,310)**	**(1,383,450)**	**(1,411,130)**

Business Unit Summary with Service Areas

Service Area: Streets Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Streets Administration oversees the areas of concrete, electrical, roads, bridges, and traffic signals. This service area provides safe roads, bridges, sidewalks, street lighting, traffic signals, snow removal, pathways, walkways and plazas and squares in addition to supplying asphalt to other municipalities and contractors.

Deliverables:

Electrical:
• Annual maintenance of electrical infrastructure: conduit and wiring, street lights, specialty lighting underground vaults and manholes

Traffic Signals:
• Annual maintenance and testing of traffic signal infrastructure including traffic signal cabinets and controllers, pedestrian and overhead flashing beacons, un-interruptible power supply (UPS)

Concrete:
• Annual maintenance of concrete infrastructure: curb and gutter, sidewalks, lip grinding repair (from tree root damage), tree wells, driveway repair, brickwork, concrete pavers, wooden block pavers, and rock wall repairs

Roads:
• Annual maintenance of road infrastructure for both major and local roads, pothole filling, road milling, crack sealing, patching, road repaving, bus stop repairs, lane paving, asphalt curbs, and pathways repairs

Bridges:
• Annual maintenance and inspection of bridge infrastructure: Johnson Street Bridge, Point Ellice Bridge, Gorge, Burnside, and Hereward Rail Bridges, and Johnson Street Bridge West Overpass

Business Unit Summary with Service Areas

Service Area: Streets Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	149,160	143,006	147,198	150,140	2.00%
Mileage/Parking	122	0	0	0	0.00%
Conferences/Travel	0	0	3,600	3,600	0.00%
Membership Fees	149	0	0	0	0.00%
Training and Development	1,053	1,230	5,030	5,030	0.00%
General Supplies	1,425	0	800	800	0.00%
Total Expenditures/Transfers to Reserve	**151,908**	**144,237**	**156,628**	**159,570**	
Net Total	**(151,908)**	**(144,237)**	**(156,628)**	**(159,570)**	

Service Area: Streets Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	150,140	153,150	156,190	159,320	162,500
Conferences/Travel	3,600	3,670	3,740	3,810	3,890
Training and Development	5,030	5,130	5,230	5,330	5,440
General Supplies	800	820	840	860	880
Total Exp/Transfers to Reserve	159,570	162,770	166,000	169,320	172,710
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(159,570)**	**(162,770)**	**(166,000)**	**(169,320)**	**(172,710)**

Business Unit Summary with Service Areas

Service Area: Surface Infrastructure Operations

Department: Engineering & PW **Budget Year:** 2021

Overview:

Surface Infrastructure Operations provide maintenance and manufacturing of City surface infrastructure inventory, increasing the condition and lifespan of assets.

Deliverables:

To manufacture, install, paint and maintain surface assets in the City, including benches, bollards, bike racks, garbage cans, railings, hydrants, public art, and monuments

Business Unit Summary with Service Areas

Service Area: Surface Infrastructure Operations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	250,968	259,288	270,919	276,350	2.00%
Mileage/Parking	53	0	100	100	0.00%
Conferences/Travel	1,466	5,605	2,000	2,000	0.00%
Training and Development	7,365	3,640	1,999	2,000	0.03%
WO Contracted Services	2,615	7,531	20,180	20,180	0.00%
WO Inventory Purchases	260	1,295	11,533	11,530	(0.03%)
WO Outside Purchases	269	1,121	17,490	17,490	0.00%
WO Gas	0	38	0	0	0.00%
WO Inside Equipment	613	429	7,590	7,440	(1.97%)
WO Outside Equipment	0	588	0	0	0.00%
Total Expenditures/Transfers to Reserve	**263,609**	**279,536**	**331,811**	**337,090**	
Net Total	**(263,609)**	**(279,536)**	**(331,811)**	**(337,090)**	

Service Area: Surface Infrastructure Operations

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	276,350	281,880	287,510	293,270	299,130
Mileage/Parking	100	100	100	100	100
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
Training and Development	2,000	2,040	2,080	2,120	2,160
WO Contracted Services	20,180	20,580	20,990	21,410	21,840
WO Inventory Purchases	11,530	11,760	12,000	12,240	12,480
WO Outside Purchases	17,490	17,840	18,200	18,560	18,930
WO Inside Equipment	7,440	7,590	7,740	7,900	8,060
Total Exp/Transfers to Reserve	337,090	343,830	350,700	357,720	364,860
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(337,090)**	**(343,830)**	**(350,700)**	**(357,720)**	**(364,860)**

Business Unit Summary with Service Areas

Service Area: Tool Depot

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Tool Depot supports equipment needs of City departments undertaking infrastructure maintenance or projects. This ensures tools are available and operating efficiently on a daily basis for maximized productivity.

The Tool Depot supplies, services and repairs, tools, small equipment, scooters and restricted license motorized equipment for City Operations. This includes items such as: specialty equipment, small hand tools, saws, jackhammers, small trimmers, weeders, mid-sized tractors, and large mowers. As part of the City's emissions goals, the tool depot is transitioning to electrically powered tools.

Deliverables:

- Supply management and servicing of all smaller powered equipment and hand tools that are used primarily in Parks and Public Works operations including other city operations
- Service and repair of Parking services scooter fleet
- Support barrier and fencing program in the City

Business Unit Summary with Service Areas

Service Area: Tool Depot

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	533,555	610,851	575,955	596,270	3.53%
Conferences/Travel	791	200	5,500	5,500	0.00%
Training and Development	2,252	544	9,400	9,400	0.00%
WO Contracted Services	8,857	3,034	5,700	5,700	0.00%
Fuel	6,591	4,557	3,530	3,530	0.00%
General Supplies	254	0	0	0	0.00%
WO Inventory Purchases	22,637	24,726	36,000	36,000	0.00%
WO Outside Purchases	135,870	149,870	131,000	131,000	0.00%
WO Gas	2,127	1,116	0	0	0.00%
WO Bio Diesel	159	0	0	0	0.00%
Marked Gas	318	0	0	0	0.00%
Equipment - City Fleet	16,290	16,536	16,536	17,760	7.40%
WO Inside Equipment	5,570	6,650	12,843	12,590	(1.97%)
Lease/Rental	97	0	0	0	0.00%
Work Order Recoveries	(10,895)	(4,745)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**724,472**	**813,340**	**796,464**	**817,750**	
Net Total	**(724,472)**	**(813,340)**	**(796,464)**	**(817,750)**	

Service Area: Tool Depot

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	596,270	608,220	620,380	632,760	645,420
Conferences/Travel	5,500	5,610	5,720	5,830	5,950
Training and Development	9,400	9,590	9,780	9,980	10,180
WO Contracted Services	5,700	5,810	5,930	6,050	6,170
Fuel	3,530	3,600	3,670	3,740	3,810
WO Inventory Purchases	36,000	36,720	37,450	38,200	38,960
WO Outside Purchases	131,000	133,620	136,290	139,020	141,800
Equipment - City Fleet	17,760	18,120	18,480	18,850	19,230
WO Inside Equipment	12,590	12,840	13,090	13,360	13,630
Total Exp/Transfers to Reserve	817,750	834,130	850,790	867,790	885,150
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(817,750)**	**(834,130)**	**(850,790)**	**(867,790)**	**(885,150)**

Business Unit Summary with Service Areas

Service Area: Traffic Signals

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Traffic Signals section oversees the system of over 160+ traffic signals and pedestrian signals including installation, repair, maintenance and inspection of intersection traffic signals, traffic controllers and cabinets, wiring, communications and inspections.

Deliverables:

• Annual maintenance program of traffic controller cabinets
• On-going annual traffic signal maintenance
• Annual maintenance programs for pedestrian flashing beacons and overhead flashing beacons
• Annual Un-interruptible traffic signal Power Supply (UPS) maintenance and testing
• Physical inspections of overhead signal equipment
• Maintenance and testing of fire department traffic signal pre-emption
• Program of traffic signal rewires to reduce failures and improve traffic safety

Business Unit Summary with Service Areas

Service Area: Traffic Signals

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	367,318	279,328	325,630	332,130	2.00%
Conferences/Travel	3,915	0	5,000	5,000	0.00%
Training and Development	0	0	3,000	3,000	0.00%
WO Contracted Services	41,989	13,291	35,000	35,000	0.00%
Hydro	26,380	26,925	31,050	31,360	1.00%
WO Inventory Purchases	55,857	43,335	50,000	50,000	0.00%
WO Outside Purchases	46,807	59,147	114,000	124,000	8.77%
WO Gas	36	7	100	100	0.00%
Equipment - City Fleet	10,381	10,552	10,552	11,470	8.70%
WO Inside Equipment	28,195	13,680	33,613	32,970	(1.91%)
WO Outside Equipment	5,020	2,927	6,000	6,000	0.00%
Total Expenditures/Transfers to Reserve	**585,898**	**449,193**	**613,944**	**631,030**	
Net Total	**(585,898)**	**(449,193)**	**(613,944)**	**(631,030)**	

Service Area: Traffic Signals

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	332,130	338,770	345,560	352,460	359,510
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Training and Development	3,000	3,060	3,120	3,180	3,240
WO Contracted Services	35,000	35,700	36,410	37,140	37,880
Hydro	31,360	31,670	31,990	32,310	32,630
WO Inventory Purchases	50,000	51,000	52,020	53,060	54,120
WO Outside Purchases	124,000	126,480	129,010	131,590	134,220
WO Gas	100	100	110	110	120
Equipment - City Fleet	11,470	11,700	11,940	12,180	12,420
WO Inside Equipment	32,970	33,630	34,310	35,000	35,700
WO Outside Equipment	6,000	6,120	6,240	6,360	6,490
Total Exp/Transfers to Reserve	631,030	643,330	655,910	668,690	681,740
% Increase		1.95%	1.96%	1.95%	1.95%
Net Total	**(631,030)**	**(643,330)**	**(655,910)**	**(668,690)**	**(681,740)**

Business Unit Summary with Service Areas

Business Unit: 3600 - Waste Management Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Waste Management Administration is responsible for overseeing Street Cleaning and Solid Waste and Recycling.

• Solid Waste and Recycling - administration and operations of the solid waste and recycling residential program, transfer station for the organic kitchen scraps, and Saturday yard and garden drop off

• Street cleaning - sweep downtown core 24 hours, 7 days per week, 364 days per year service, and residential areas are swept on a 40 day rotation

Deliverables:

Solid Waste:
• Collecting residential waste and compostable material from 30 sections on a 10 business day rotation
• Garbage is picked up once every 2 weeks
• Annual curbside collection of over 4,000 metric tons of waste and over 1,900 metric tons of organic materials from close to 14,000 households
• Annual collection of over 1,000 metric tons of garden waste materials from close to 7,500 customers

Street Cleaning:
• Sweeping downtown streets once daily, and residential areas on a 40 day rotation
• Sweeping City's parkades once daily
• Annual collection of over 1,400 metric tons of waste from public spaces and over 1,600 metric tons of leaves from streets
• Garbage collection and cleaning for special events
• Extra daily collection for downtown core during the high tourist season (May-September)
• Extra daily cleaning and garbage removal in areas experiencing temporary sheltering
• Responds to calls for service from the public on an annual basis

Business Unit Summary with Service Areas

Business Unit: 3600 - Waste Management Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	50,245	0	0	0	0.00%
Total Revenues/Funding Sources	**50,245**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	102,176	81,341	97,545	99,490	1.99%
Mileage/Parking	1,091	316	800	800	0.00%
Conferences/Travel	2,745	250	5,000	5,000	0.00%
Training and Development	4,500	151	8,000	8,000	0.00%
Consulting	51,398	2,220	0	0	0.00%
Office Supplies	177	75	200	200	0.00%
Total Expenditures/Transfers to Reserve	**162,088**	**84,352**	**111,545**	**113,490**	
Net Total	**(111,843)**	**(84,352)**	**(111,545)**	**(113,490)**	

Business Unit: 3600 - Waste Management Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	99,490	101,490	103,510	105,590	107,690
Mileage/Parking	800	820	840	860	880
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Training and Development	8,000	8,160	8,320	8,490	8,660
Office Supplies	200	200	200	200	200
Total Exp/Transfers to Reserve	113,490	115,770	118,070	120,440	122,840
% Increase		2.01%	1.99%	2.01%	1.99%
Net Total	**(113,490)**	**(115,770)**	**(118,070)**	**(120,440)**	**(122,840)**

Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

Department: Engineering & PW **Budget Year:** 2021

Overview:

Solid Waste and Recycling provides collection of garbage and organic kitchen scraps every two weeks from approximately 14,000 households in the City.

The collected garbage is transferred from Public Works to the Hartland Landfill. In addition, this section collects and transports kitchen scraps and garden waste to a composting facility.

Work includes maintenance, repair and replacement (where required) of approximately 27,500 wheeled bins.

Deliverables:

• Collection every 2 weeks
• Kitchen scraps diverted from landfill
• Waste collected not including kitchen scraps

Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Garbage Flat Rate	3,197,492	3,310,602	3,294,827	3,311,940	0.52%
Residential Garbage Tick	21,050	15,205	14,000	14,000	0.00%
Composting Bags	19,890	10,730	25,000	25,000	0.00%
Fines and Fees	5,257	6,895	0	0	0.00%
Total Revenues/Funding Sources	**3,243,688**	**3,343,432**	**3,333,827**	**3,350,940**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,761,984	1,775,117	1,814,570	1,816,250	0.09%
Mileage/Parking	21	0	0	0	0.00%
Conferences/Travel	898	0	700	700	0.00%
Membership Fees	0	0	510	510	0.00%
Training and Development	1,713	3,716	3,000	3,000	0.00%
Contracted Services	19	8,000	8,000	8,000	0.00%
WO Contracted Services	906,742	986,130	873,938	889,660	1.96%
Printing	6,632	6,449	5,000	5,000	0.00%
General Supplies	2,660	1,497	2,000	2,000	0.00%
Protective Clothing/Uniforms	14,378	16,308	16,300	16,300	0.00%
Telecommunications	1,375	823	0	0	0.00%
WO Inventory Purchases	15,168	7,501	22,500	22,500	0.00%
WO Outside Purchases	43,070	42,310	61,094	61,090	(0.01%)
Equipment - City Fleet	186,278	233,415	233,415	190,100	(18.56%)
WO Inside Equipment	201,484	206,719	251,064	294,380	17.25%
WO Outside Equipment	604	679	0	0	0.00%
Credit Card Discount Fees	10,283	15,789	14,800	14,800	0.00%
Corporate Overhead	202,878	206,936	206,936	206,940	0.00%
Recovery	(281,027)	(250,133)	(280,000)	(280,000)	0.00%
Buildings and Infrastructure	100,000	100,000	100,000	100,000	0.00%
Total Expenditures/Transfers to Reserve	**3,175,162**	**3,361,257**	**3,333,827**	**3,350,940**	
Net Total	**68,526**	**(17,825)**	**0**	**0**	

Business Unit Summary with Service Areas

Service Area: Solid Waste and Recycling

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Garbage Flat Rate	3,311,940	3,368,810	3,434,970	3,502,410	3,571,230
Residential Garbage Tick	14,000	14,000	14,000	14,000	14,000
Composting Bags	25,000	25,000	25,000	25,000	25,000
Total Rev/Funding Sources	3,350,940	3,407,810	3,473,970	3,541,410	3,610,230
% Increase		1.70%	1.94%	1.94%	1.94%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,816,250	1,852,590	1,889,640	1,927,440	1,966,020
Conferences/Travel	700	710	720	730	740
Membership Fees	510	520	530	540	550
Training and Development	3,000	3,060	3,120	3,180	3,240
Contracted Services	8,000	0	0	0	0
WO Contracted Services	889,660	907,460	925,610	944,120	963,000
Printing	5,000	5,100	5,200	5,300	5,410
General Supplies	2,000	2,040	2,080	2,120	2,160
Protective Clothing/Uniforms	16,300	16,630	16,960	17,300	17,640
WO Inventory Purchases	22,500	22,950	23,410	23,880	24,350
WO Outside Purchases	61,090	62,320	63,570	64,840	66,130
Equipment - City Fleet	190,100	193,900	197,770	201,720	205,750
WO Inside Equipment	294,380	300,270	306,270	312,390	318,640
Credit Card Discount Fees	14,800	15,100	15,400	15,710	16,020
Corporate Overhead	206,940	211,080	215,300	219,610	224,000
Contingencies	(290)	(320)	(300)	(330)	(340)
Recovery	(280,000)	(285,600)	(291,310)	(297,140)	(303,080)
Buildings and Infrastructure	100,000	100,000	100,000	100,000	100,000
Total Exp/Transfers to Reserve	3,350,940	3,407,810	3,473,970	3,541,410	3,610,230
% Increase		1.70%	1.94%	1.94%	1.94%
Net Total	**0**	**0**	**0**	**0**	**0**

Transportation

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Transportation Administration	20,000	20,000	0	0.00%
Base Budget	**20,000**	**20,000**	**0**	**0.00%**
One Time	591,210	220,560	(370,650)	(62.69%)
Total	**611,210**	**240,560**	**(370,650)**	**(60.64%)**
Expenditures/Transfers to Reserve				
T&D - Traffic Order Implementation	27,986	28,290	304	1.09%
T&D - Neighbourhood Transportation Management Plan	157,843	158,300	457	0.29%
Transportation - Development	30,090	30,090	0	0.00%
Transportation Administration	2,604,501	2,799,770	195,269	7.50%
Base Budget	**2,820,420**	**3,016,450**	**196,030**	**6.95%**
One Time	591,210	355,560	(235,650)	(39.86%)
Total	**3,411,630**	**3,372,010**	**(39,620)**	**(1.16%)**
Net Base Budget Change	**(2,800,420)**	**(2,996,450)**	**196,030**	**7.00%**

Business Unit Summary with Service Areas

Business Unit: 4305 - T&D - Traffic Order Implementation

Department: Engineering & PW **Budget Year:** 2021

Overview:

Through public and stakeholder requests plus staff identified priorities, the Traffic Order Implementation business unit manages the design and implementation of new on-street traffic control devices including stop signs, direction, warning and speed limit signs, bus stops and new pavement markings in collaboration with Public Works. Working with Parking Services, this business unit also co-ordinates on-street parking, loading and unloading and tour bus pick up and drop off.

Work is evaluated and prioritized based on safety, traffic engineering standards plus opportunities for coordination with other projects.

Deliverables:

• Approximately 80 traffic orders per year are processed (reviewed/prepared/installed) by staff

Business Unit Summary with Service Areas

Business Unit: 4305 - T&D - Traffic Order Implementation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	0	5,400	0	0	0.00%
Total Revenues/Funding Sources	**0**	**5,400**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	38,562	132,154	16,818	17,160	2.03%
WO Contracted Services	2,052	16,973	0	0	0.00%
WO Inventory Purchases	1,855	46,978	5,000	5,000	0.00%
WO Outside Purchases	4,210	35,591	4,000	4,000	0.00%
WO Inside Equipment	522	7,434	2,169	2,130	(1.78%)
WO Outside Equipment	0	770	0	0	0.00%
Total Expenditures/Transfers to Reserve	**47,200**	**239,900**	**27,986**	**28,290**	
Net Total	**(47,200)**	**(234,500)**	**(27,986)**	**(28,290)**	

Business Unit: 4305 - T&D - Traffic Order Implementation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	17,160	17,500	17,850	18,210	18,570
WO Inventory Purchases	5,000	5,100	5,200	5,300	5,410
WO Outside Purchases	4,000	4,080	4,160	4,240	4,320
WO Inside Equipment	2,130	2,170	2,210	2,250	2,290
Total Exp/Transfers to Reserve	28,290	28,850	29,420	30,000	30,590
% Increase		1.98%	1.98%	1.97%	1.97%
Net Total	**(28,290)**	**(28,850)**	**(29,420)**	**(30,000)**	**(30,590)**

Business Unit Summary with Service Areas

Business Unit: 4315 - T&D - Neighbourhood Transportation Management Plan

Department: Engineering & PW **Budget Year:** 2021

Overview:

The installation of traffic calming measures on local roads in various neighbourhoods are identified through a number of existing Neighbourhood Transportation Management Plans (NTMP's), or through the Local Area Planning process.

This business unit funds projects not funded through other existing capital programs (crosswalks, sidewalks, etc.) and includes the replacement of temporary traffic devices, curb bulges, speed humps and speed reader boards.

As the remaining NTMP projects get completed and with a new City-wide traffic calming program established in 2019, with a register of traffic calming requests being established accompanied by criteria to help prioritize projects, this business unit is anticipated to transition to a new City Neighbourhood Traffic Calming business unit in future years.

Deliverables:

• Neighbourhood Plan and Local Area Planning traffic calming priorities

Business Unit Summary with Service Areas

Business Unit: 4315 - T&D - Neighbourhood Transportation Management Plan

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	263,993	148,150	(43.88%)
Total Revenues/Funding Sources	**0**	**0**	**263,993**	**148,150**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	33,603	41,024	22,843	23,300	2.00%
WO Contracted Services	9,495	5,044	0	0	0.00%
WO Consulting Services	2,150	0	180,000	90,000	(50.00%)
WO Inventory Purchases	3,843	8,061	0	0	0.00%
WO Outside Purchases	15,323	56,737	218,993	193,150	(11.80%)
WO Inside Equipment	5,543	2,691	0	0	0.00%
WO Outside Equipment	1,021	2,349	0	0	0.00%
Total Expenditures/Transfers to Reserve	**70,977**	**115,906**	**421,836**	**306,450**	
Net Total	**(70,977)**	**(115,906)**	**(157,843)**	**(158,300)**	

Business Unit: 4315 - T&D - Neighbourhood Transportation Management Plan

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	148,150	90,000	0	0	0
Total Rev/Funding Sources	148,150	90,000	0	0	0
% Increase		(39.25%)	(100.00%)	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	23,300	23,770	24,250	24,740	25,230
WO Consulting Services	90,000	90,000	0	0	0
WO Outside Purchases	193,150	137,700	140,450	143,260	146,130
Total Exp/Transfers to Reserve	306,450	251,470	164,700	168,000	171,360
% Increase		(17.94%)	(34.51%)	2.00%	2.00%
Net Total	**(158,300)**	**(161,470)**	**(164,700)**	**(168,000)**	**(171,360)**

Business Unit Summary with Service Areas

Business Unit: 4810 - Transportation - Development

Department: Engineering & PW **Budget Year:** 2021

Overview:

Transportation Development manages minor transportation works adjacent to development sites.

Legislation limits works and services requirements for development that are 'directly attributable' to the development. This sometimes results in improvements that are isolated and piecemeal with limited integration with adjacent transportation infrastructure. This business unit provides funding to undertake coordinated works with the development.

Deliverables:

- Coordinated frontage works on properties adjacent to developed sites including sidewalks, curb and gutter, boulevard and crosswalks

Business Unit Summary with Service Areas

Business Unit: 4810 - Transportation - Development

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
WO Contracted Services	26,762	22,658	30,090	30,090	0.00%
WO Consulting Services	0	1,236	0	0	0.00%
WO Outside Purchases	0	150	0	0	0.00%
WO Inside Equipment	0	89	0	0	0.00%
Total Expenditures/Transfers to Reserve	**26,762**	**24,132**	**30,090**	**30,090**	
Net Total	**(26,762)**	**(24,132)**	**(30,090)**	**(30,090)**	

Business Unit: 4810 - Transportation - Development

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
WO Contracted Services	30,090	30,690	31,300	31,930	32,570
Total Exp/Transfers to Reserve	30,090	30,690	31,300	31,930	32,570
% Increase		1.99%	1.99%	2.01%	2.00%
Net Total	**(30,090)**	**(30,690)**	**(31,300)**	**(31,930)**	**(32,570)**

Business Unit Summary with Service Areas

Service Area: Transportation Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Transportation Administration manages the planning, design and daily use of the public right of way, ensuring the safe and efficient movement of people, services, and goods.

Transportation staff undertake the strategic and operational planning, design and management of a safe, integrated and convenient transportation network, including roads, sidewalks, traffic signals, street lighting, crosswalks, bicycle lanes, traffic calming and other public right-of-way infrastructure.

Staff in the Transportation Section:

- Provide long and short-term transportation strategy development and planning services to address future growth within a rapidly changing mobility environment
- Develop transportation policies and bylaws
- Regulate the use of public streets through permits and applications, on-street parking regulations and associated bylaws
- Support neighbourhood Local Area Planning work and provide the transportation servicing requirements for all new development applications including subdivisions, rezoning, development and building permits
- Develop, design and co-ordinate a capital program of mobility improvements and infrastructure upgrades including road paving and bridges
- Represents the City with other levels of government, utility companies, BC Transit and community groups
- Collect data to evaluate transportation-related issues and help prioritize projects
- Management and modernization of the City's traffic signals infrastructure

Deliverables:

- Engagement activities associated with capital planning and construction, including Active Transportation projects (Bicycle Master Plan, sidewalks, David Foster Harbour Pathway)
- Provide transportation planning guidance and direction for all land development pre applications and full applications
- Review all submitted subdivision, rezoning, and development and building applications
- Construction planning for 5 year and annual transportation capital programs for crosswalks, traffic calming, traffic signals, sidewalks, and road paving
- Several thousand street occupancy permits issued for on-street development-related activities (crane permits, concrete pours, road closures and lane closures)
- Responses to public correspondence and requests for service in a timely manner
- Traffic order approvals/installations of new/revised parking regulations

Business Unit Summary with Service Areas

Service Area: Transportation Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	55,390	57,771	20,000	20,000	0.00%
Carry Forward	220,922	0	327,217	72,410	(77.87%)
Total Revenues/Funding Sources	**276,312**	**57,771**	**347,217**	**92,410**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,229,710	2,309,276	2,515,164	2,710,900	7.78%
Mileage/Parking	1,465	40	3,600	3,600	0.00%
Conferences/Travel	5,147	1,332	2,150	2,150	0.00%
Membership Fees	1,313	1,618	2,060	2,060	0.00%
Training and Development	6,898	3,968	28,050	28,050	0.00%
Contracted Services	0	9,350	15,804	150,800	854.19%
WO Consulting Services	292,538	92,547	327,217	72,410	(77.87%)
Office Supplies	5,185	2,174	7,100	7,100	0.00%
Telecommunications	12,665	14,530	3,400	3,400	0.00%
WO Outside Purchases	13,672	9,060	0	0	0.00%
Equipment - City Fleet	25,823	22,173	22,173	21,710	(2.09%)
Equipment	4,800	401	5,000	5,000	0.00%
WO Inside Equipment	0	108	0	0	0.00%
Transfer to Carry Forward	304,929	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**2,904,146**	**2,466,576**	**2,931,718**	**3,007,180**	
Net Total	**(2,627,834)**	**(2,408,805)**	**(2,584,501)**	**(2,914,770)**	

Business Unit Summary with Service Areas

Service Area: Transportation Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	20,000	20,000	20,000	20,000	20,000
Carry Forward	72,410	0	0	0	0
Total Rev/Funding Sources	92,410	20,000	20,000	20,000	20,000
% Increase		(78.36%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,710,900	2,765,110	2,820,330	2,876,730	2,933,100
Mileage/Parking	3,600	3,670	3,740	3,810	3,880
Conferences/Travel	2,150	2,190	2,230	2,270	2,320
Membership Fees	2,060	2,110	2,160	2,210	2,260
Training and Development	28,050	28,610	29,180	29,770	30,360
Contracted Services	150,800	16,120	16,440	16,770	17,110
WO Consulting Services	72,410	0	0	0	0
Office Supplies	7,100	7,240	7,380	7,530	7,680
Telecommunications	3,400	3,470	3,540	3,610	3,680
Equipment - City Fleet	21,710	22,140	22,580	23,030	23,490
Equipment	5,000	5,100	5,200	5,300	5,410
Total Exp/Transfers to Reserve	3,007,180	2,855,760	2,912,780	2,971,030	3,029,290
% Increase		(5.04%)	2.00%	2.00%	1.96%
Net Total	**(2,914,770)**	**(2,835,760)**	**(2,892,780)**	**(2,951,030)**	**(3,009,290)**

Support Services

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Engineering Support Services	74,623	74,620	(3)	0.00%
Land Development	120,000	120,000	0	0.00%
Base Budget	**194,623**	**194,620**	**(3)**	**0.00%**
One Time	1,296,797	1,516,480	219,683	16.94%
Total	**1,491,420**	**1,711,100**	**219,680**	**14.73%**
Expenditures/Transfers to Reserve				
Climate Action	659,103	796,060	136,957	20.78%
Corporate Engineering Services	1,233,116	1,261,460	28,344	2.30%
Engineering Support Services	429,719	437,320	7,601	1.77%
Land Development	519,893	528,780	8,887	1.71%
Base Budget	**2,841,832**	**3,023,620**	**181,788**	**6.40%**
One Time	1,761,797	1,868,040	106,243	6.03%
Total	**4,603,629**	**4,891,660**	**288,031**	**6.26%**
Net Base Budget Change	**(2,647,209)**	**(2,829,000)**	**181,791**	**6.87%**

Business Unit Summary with Service Areas

Service Area: Climate Action

Department: Engineering & PW **Budget Year:** 2021

Overview:

The City of Victoria has a target to transition to 100% renewable energy and reduce greenhouse gas (GHG) emissions by 80% by 2050. In 2018, the City approved the Climate Leadership Plan that serves as an action plan for meeting these targets and preparing for a changing climate. The City's Official City Plan (OCP) also includes a strong commitment to climate change and energy goals through policies that include:

1) Climate Change and Energy Resiliency
2) Sustainable Energy Principles
3) Energy Conservation and Efficiency
4) Renewable Energy
5) Building Performance
6) Measuring Progress

The Climate Action Program leads implementation of these goals by supporting departments across the organization and community partners to reduce corporate and community GHG emissions.

Deliverables:

• Climate action progress will be reported to Council on an annual basis

Business Unit Summary with Service Areas

Service Area: Climate Action

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	8,550	0	0	0	0.00%
Grants	27,315	75,000	88,603	57,500	(35.10%)
Transfer from Climate Action Reserve	285,000	169,326	570,194	743,670	30.42%
Carry Forward	0	0	0	233,340	100.00%
Total Revenues/Funding Sources	**320,865**	**244,326**	**658,797**	**1,034,510**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	285,667	641,768	754,106	790,490	4.82%
Mileage/Parking	94	1,013	0	0	0.00%
Conferences/Travel	3,643	1,006	8,000	8,000	0.00%
Membership Fees	1,624	720	7,500	7,500	0.00%
Training and Development	0	414	10,000	10,000	0.00%
Consulting	225,784	70,031	338,769	473,270	39.70%
Contracted Services	56,894	13,950	31,500	286,840	810.60%
WO Contracted Services	0	23,700	0	20,000	100.00%
WO Consulting Services	0	96,272	320,000	130,000	(59.38%)
Telecommunications	1,798	2,833	3,025	3,030	0.17%
WO Outside Purchases	0	0	100,000	443,000	343.00%
Miscellaneous Grants	25,000	0	0	0	0.00%
Miscellaneous	427	1,294	1,000	1,000	0.00%
Research, Info & Analysis	0	7,274	9,000	9,000	0.00%
Transfer to Carry Forward	0	233,340	0	0	0.00%
Transfer to Climate Action Reserve	8,550	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**609,480**	**1,093,615**	**1,582,901**	**2,182,130**	
Net Total	**(288,615)**	**(849,289)**	**(924,103)**	**(1,147,620)**	

Business Unit Summary with Service Areas

Service Area: Climate Action

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Grants	57,500	12,500	0	0	0
Transfer from Climate Action Reserve	743,670	72,600	0	0	0
Carry Forward	233,340	0	0	0	0
Total Rev/Funding Sources	1,034,510	85,100	0	0	0
% Increase		(91.77%)	(100.00%)	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	790,490	750,870	739,730	754,570	769,640
Conferences/Travel	8,000	8,160	8,320	8,490	8,660
Membership Fees	7,500	7,650	7,800	7,950	8,110
Training and Development	10,000	10,200	10,400	10,610	10,820
Consulting	473,270	60,000	0	0	0
Contracted Services	286,840	47,430	48,380	49,350	50,340
WO Contracted Services	20,000	0	0	0	0
WO Consulting Services	130,000	0	0	0	0
Telecommunications	3,030	3,090	3,150	3,210	3,270
WO Outside Purchases	443,000	0	0	0	0
Miscellaneous	1,000	1,020	1,040	1,060	1,080
Research, Info & Analysis	9,000	9,180	9,360	9,550	9,740
Total Exp/Transfers to Reserve	2,182,130	897,600	828,180	844,790	861,660
% Increase		(58.87%)	(7.73%)	2.01%	2.00%
Net Total	**(1,147,620)**	**(812,500)**	**(828,180)**	**(844,790)**	**(861,660)**

Business Unit Summary with Service Areas

Service Area: Corporate Engineering Services

Department: Engineering & PW **Budget Year:** 2021

Overview:

Corporate Engineering Services guides the City's corporate and community activities towards long term sustainability by:

• Developing and implementing environmental sustainability initiatives
• Leading the Corporate Asset Management Program in support of sustainable service delivery
• Leading development and implementation of the City's waste reduction plan – Zero Waste Victoria

Organization-wide engineering support is also provided through:
• Implementing, maintaining and supporting the corporate operations and asset management system (Cartegraph)
• Operating and maintaining Geographic Information System (GIS) and Computer Aided Drafting (CAD) databases and services
• Maintaining city cadastral data
• Providing survey and geolocation services
• Updating land title records, BC assessment data and land information changes

Deliverables:

• Digital mapping products
• Land Title Office plans (subdivisions, easements)
• Field Surveys
• Implementation of environmental sustainability initiatives, including delivery of the Zero Waste Victoria Short Term Action Plan (2021 - 2023)
• Implementation and support of the Corporate Asset Management Program

Business Unit Summary with Service Areas

Service Area: Corporate Engineering Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	2,475	0	150,000	150,000	0.00%
Carry Forward	0	0	400,000	331,970	(17.01%)
Total Revenues/Funding Sources	**2,475**	**0**	**550,000**	**481,970**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	927,666	1,260,818	1,676,805	1,488,870	(11.21%)
Mileage/Parking	144	0	0	0	0.00%
Conferences/Travel	7,710	3,491	10,000	10,000	0.00%
Membership Fees	359	3,464	2,100	2,100	0.00%
Training and Development	6,885	780	5,500	5,500	0.00%
Contracted Services	4,142	65,440	8,500	8,500	0.00%
WO Consulting Services	0	0	330,000	275,080	(16.64%)
Photocopy	1,260	2,756	4,000	4,000	0.00%
General Supplies	3,679	3,086	5,000	5,000	0.00%
WO Outside Purchases	0	8,801	0	0	0.00%
WO Gas	0	112	0	0	0.00%
Equipment - City Fleet	24,150	21,366	21,366	24,530	14.81%
Land Services	462	565	0	0	0.00%
Recoveries and Services	(103,093)	(105,155)	(105,155)	(105,150)	0.00%
Licence Fees	29,969	24,762	25,000	25,000	0.00%
Transfer to Carry Forward	400,000	125,086	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,303,333**	**1,415,371**	**1,983,116**	**1,743,430**	
Net Total	**(1,300,858)**	**(1,415,371)**	**(1,433,116)**	**(1,261,460)**	

Business Unit Summary with Service Areas

Service Area: Corporate Engineering Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Grants	150,000	0	0	0	0
Carry Forward	331,970	0	0	0	0
Total Rev/Funding Sources	481,970	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,488,870	1,307,720	1,333,820	1,360,520	1,387,720
Conferences/Travel	10,000	10,200	10,400	10,610	10,820
Membership Fees	2,100	2,140	2,180	2,220	2,260
Training and Development	5,500	5,610	5,720	5,830	5,950
Contracted Services	8,500	8,670	8,840	9,020	9,200
WO Consulting Services	275,080	0	0	0	0
Photocopy	4,000	4,080	4,160	4,240	4,320
General Supplies	5,000	5,100	5,200	5,300	5,410
Equipment - City Fleet	24,530	25,020	25,520	26,030	26,550
Recoveries and Services	(105,150)	(107,250)	(109,400)	(111,590)	(113,820)
Licence Fees	25,000	25,500	26,010	26,530	27,060
Total Exp/Transfers to Reserve	1,743,430	1,286,790	1,312,450	1,338,710	1,365,470
% Increase		(26.19%)	1.99%	2.00%	2.00%
Net Total	**(1,261,460)**	**(1,286,790)**	**(1,312,450)**	**(1,338,710)**	**(1,365,470)**

Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Department: Engineering & PW **Budget Year:** 2021

Overview:

Engineering Support Services provides administrative support for the Engineering and Public Works departments. The Engineering and Public Works department is responsible for planning, design, operations and maintenance of nearly $2 billion in built assets and infrastructure. This essential infrastructure delivers key services to the public, including water distribution, drainage, wastewater collection, garbage collection, transportation systems and public amenities. The department is also responsible for organizational and community climate action and environmental programs.

Deliverables:

• Provide administrative and management support to the Engineering and Public Works Department

Business Unit Summary with Service Areas

Service Area: Engineering Support Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Plan Approval & Inspection Fee	0	1,550	0	0	0.00%
Pavement Regradation Fee	0	2,000	0	0	0.00%
Lease Fees-Muni Access	76,828	76,828	74,623	74,620	0.00%
Carry Forward	39,959	0	88,000	0	(100.00%)
Total Revenues/Funding Sources	**116,787**	**80,378**	**162,623**	**74,620**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	407,589	389,903	380,617	388,220	2.00%
Mileage/Parking	699	307	1,000	1,000	0.00%
Conferences/Travel	3,920	0	11,500	11,500	0.00%
Membership Fees	3,574	12,832	15,000	15,000	0.00%
Training and Development	2,250	675	1,000	1,000	0.00%
Consulting	43,941	1,150	0	0	0.00%
Contracted Services	6,460	3,932	3,462	3,460	(0.06%)
Courier Service	225	118	1,000	1,000	0.00%
WO Consulting Services	19,200	0	88,000	0	(100.00%)
Photocopy	1,075	207	6,140	6,140	0.00%
Office Supplies	5,887	4,111	10,000	10,000	0.00%
WO Outside Purchases	782	504	0	0	0.00%
Miscellaneous	1,561	183	0	0	0.00%
Total Expenditures/Transfers to Reserve	**497,163**	**413,923**	**517,719**	**437,320**	
Net Total	**(380,376)**	**(333,545)**	**(355,096)**	**(362,700)**	

Business Unit Summary with Service Areas

Service Area: Engineering Support Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Lease Fees-Muni Access	74,620	74,620	74,620	74,620	74,620
Total Rev/Funding Sources	74,620	74,620	74,620	74,620	74,620
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	388,220	395,990	403,900	412,000	420,200
Mileage/Parking	1,000	1,020	1,040	1,060	1,080
Conferences/Travel	11,500	11,730	11,960	12,200	12,440
Membership Fees	15,000	15,300	15,610	15,920	16,240
Training and Development	1,000	1,020	1,040	1,060	1,080
Contracted Services	3,460	3,530	3,600	3,670	3,740
Courier Service	1,000	1,020	1,040	1,060	1,080
Photocopy	6,140	6,260	6,390	6,520	6,650
Office Supplies	10,000	10,200	10,400	10,610	10,820
Total Exp/Transfers to Reserve	437,320	446,070	454,980	464,100	473,330
% Increase		2.00%	2.00%	2.00%	1.99%
Net Total	**(362,700)**	**(371,450)**	**(380,360)**	**(389,480)**	**(398,710)**

Business Unit Summary with Service Areas

Service Area: Land Development

Department: Engineering & PW **Budget Year:** 2021

Overview:

The Land Development section administers and processes applications for subdivisions, strata permits, right of way construction, encroachment and excavation permits. This ensures applications are consistent with the provincial regulations, the Official Community Plan (OCP), civil engineering standards, land use and City standards are met during construction.

The permit process provides a consistent set of standards for civil works and for public safety. This includes the following services:

• Develops bylaws and policies for subdivisions
• Liaison for developers and stakeholders
• Over-arching file manager for applications in the City, processed by other departments
• Coordinate the Engineering review of the land use process
• Coordinate the Engineering review of building permit applications
• Coordinate and ensure completion of development works and services
• Coordinate review and issuance of utility permits

Deliverables:

• Contractor permits
• Subdivision and strata permits
• Specialized encroachment permits
• Utility permit applications

Business Unit Summary with Service Areas

Service Area: Land Development

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Contractors' Permits	1,950	2,840	2,000	2,000	0.00%
Subdivisions and Strata	4,350	32,150	5,000	5,000	0.00%
Encroachment Fees - Excavation	0	71,608	35,000	35,000	0.00%
Sidewalk Cafes	72,967	70,933	75,000	75,000	0.00%
Under Sidewalk Basement	3,694	3,694	3,000	3,000	0.00%
Total Revenues/Funding Sources	**82,961**	**181,225**	**120,000**	**120,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	444,520	489,142	506,356	516,540	2.01%
Conferences/Travel	7,798	0	4,000	4,000	0.00%
Membership Fees	0	0	500	500	0.00%
Training and Development	550	0	2,500	2,500	0.00%
Office Supplies	394	1,270	1,000	1,000	0.00%
Equipment - City Fleet	5,040	5,537	5,537	4,240	(23.43%)
Total Expenditures/Transfers to Reserve	**458,302**	**495,949**	**519,893**	**528,780**	
Net Total	**(375,341)**	**(314,724)**	**(399,893)**	**(408,780)**	

Service Area: Land Development

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Contractors' Permits	2,000	2,000	2,000	2,000	2,000
Subdivisions and Strata	5,000	5,000	5,000	5,000	5,000
Encroachment Fees - Excavation	35,000	35,000	35,000	35,000	35,000
Sidewalk Cafes	75,000	75,000	75,000	75,000	75,000
Under Sidewalk Basement	3,000	3,000	3,000	3,000	3,000
Total Rev/Funding Sources	120,000	120,000	120,000	120,000	120,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	516,540	526,840	537,370	548,110	559,110
Conferences/Travel	4,000	4,080	4,160	4,240	4,320
Membership Fees	500	510	520	530	540
Training and Development	2,500	2,550	2,600	2,650	2,700
Office Supplies	1,000	1,020	1,040	1,060	1,080
Equipment - City Fleet	4,240	4,320	4,400	4,490	4,580
Total Exp/Transfers to Reserve	528,780	539,320	550,090	561,080	572,330
% Increase		1.99%	2.00%	2.00%	2.01%
Net Total	**(408,780)**	**(419,320)**	**(430,090)**	**(441,080)**	**(452,330)**

Sewer Utility

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Sanitary Sewer Administration	8,138,432	8,138,430	(2)	0.00%
Base Budget	**8,138,432**	**8,138,430**	**(2)**	**0.00%**
One Time	0	0	0	0.00%
Total	**8,138,432**	**8,138,430**	**(2)**	**0.00%**
Expenditures/Transfers to Reserve				
Sanitary Sewer Administration	2,455,732	2,483,360	27,628	1.13%
Transfer to Reserve/Capital	4,168,407	4,121,000	(47,407)	(1.14%)
SS Electronics and Automation	115,658	127,840	12,182	10.53%
SS Mains Rehabilitation	188,915	189,850	935	0.50%
SS Lift Station Maintenance	226,238	228,730	2,492	1.10%
SS Lateral Maintenance	603,502	609,880	6,378	1.06%
SS Manhole Maintenance	32,833	33,180	347	1.06%
SS Clean and Inspection	311,070	307,890	(3,180)	(1.02%)
SS Emergency	36,078	36,700	622	1.72%
Base Budget	**8,138,432**	**8,138,430**	**(2)**	**0.00%**
One Time	0	0	0	0.00%
Total	**8,138,432**	**8,138,430**	**(2)**	**0.00%**
Net Base Budget Change	**0**	**0**	**0**	**0.00%**

Business Unit Summary with Service Areas

Service Area: Sanitary Sewer Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Sanitary Sewer Administration provides overall engineering management of the City's sanitary sewer system in order to deliver excellent customer service, comply with municipal, provincial and federal regulations and protect public health and the environment.

This is achieved by:
• Maintaining existing infrastructure and maximizing life span of existing sewer assets
• Proactive monitoring and assessment of the system and infrastructure
• Planning and delivering projects to reduce inflow and infiltration to the sanitary system and to minimize the occurrence of overflows, backups and damage to city and private property

Key activities include:
• Customer Service - responding to daily customer service enquiries, calls for service and emergencies, support to City departments, and review of development applications.

• Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, coordination of condition assessment programs, preparation of conceptual designs, coordination and integration of work with other departments and agencies, and maintenance of sanitary sewer system inventories and databases.

• Design and Construction Administration – development of medium and long term capital work plans, preparation of detailed design of sanitary sewer projects, tender documents, drawings and construction estimates, construction inspection, monitoring of project costs, contract administration for tendered works, and liaise and management of consultants and contractors on sanitary sewer projects.

• Development Review – review, and approval of development projects and building permits related to sanitary sewer, including coordination with other departments, review and approval of sanitary service applications and engineering designs to ensure conformity to city standards and specifications, and assistance with technical advice and interpretation to applicants, contractors and consultants on design submissions.

• Investigation and Monitoring – investigations of sewer main or lateral backups, review of rain storm events, precipitation data, pump station and flow monitoring data, investigation of grease contamination and sewer/storm drain cross-connections, and collection and analysis of recorded flows and rain gauge data.

• Provide assistance to the public and outside agencies regarding sanitary sewer practices and policies.

Deliverables:

• Annual development of sanitary sewer capital projects
• Detailed design drawings, tender documents, and rehabilitation strategies
• Development applications requiring sanitary sewer connections review and processing
• Review of sewage attenuation proposals
• Review of projects as part of the planning process
• Inspection and condition assessment of the sanitary sewer system
• Investigation of cross-connection
• Customer service requests processing

Business Unit Summary with Service Areas

Service Area: Sanitary Sewer Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Frontage	793,872	794,157	789,000	789,000	0.00%
Administration	27,696	0	0	0	0.00%
Fines and Fees	2,650	1,900	6,700	6,700	0.00%
Consumption	7,243,301	7,109,073	7,339,232	7,339,230	0.00%
Test and Clear	0	0	3,500	3,500	0.00%
Surplus	(2,309,790)	0	0	0	0.00%
Total Revenues/Funding Sources	**5,757,728**	**7,905,131**	**8,138,432**	**8,138,430**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	939,692	910,424	930,157	948,700	1.99%
Mileage/Parking	1,301	795	2,234	2,230	(0.18%)
Conferences/Travel	4,954	520	8,096	8,100	0.05%
Membership Fees	758	885	1,530	1,530	0.00%
Training and Development	21,488	7,673	48,851	48,850	0.00%
Contracted Services	26,443	24,051	30,020	30,020	0.00%
Office Supplies	2,531	1,286	2,740	2,740	0.00%
Postage	13,000	13,000	13,000	13,000	0.00%
Telecommunications	4,257	3,923	6,070	6,070	0.00%
WO Outside Purchases	0	0	1,301	1,300	(0.08%)
Equipment - City Fleet	9,404	9,171	9,171	9,110	(0.66%)
WO Inside Equipment	7,674	7,886	8,647	14,480	67.46%
Credit Card Discount Fees	20,567	31,578	23,029	23,030	0.00%
Insurance	104,040	109,242	109,242	119,170	9.09%
Corporate Overhead	949,891	968,887	968,887	968,880	0.00%
Consumption Contingency	0	0	200,000	200,000	0.00%
Lease/Rental	86,700	86,700	86,700	86,700	0.00%
Recovery	(49,780)	(107,463)	0	0	0.00%
Transfer to Capital	1,526,446	3,559,000	3,559,000	3,721,000	4.55%
Transfer to Utility Reserve	609,407	562,816	609,407	400,000	(34.36%)
Total Expenditures/Transfers to Reserve	**4,278,772**	**6,190,374**	**6,624,139**	**6,604,360**	
Net Total	**1,478,956**	**1,714,757**	**1,514,294**	**1,534,070**	

Business Unit Summary with Service Areas

Service Area: Sanitary Sewer Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Frontage	789,000	789,000	789,000	789,000	789,000
Fines and Fees	6,700	6,700	6,700	6,700	6,700
Consumption	7,339,230	7,605,720	7,920,350	8,143,450	8,369,200
Test and Clear	3,500	3,500	3,500	3,500	3,500
Total Rev/Funding Sources	8,138,430	8,404,920	8,719,550	8,942,650	9,168,400
% Increase		3.27%	3.74%	2.56%	2.52%
Expenditures/Transfers to Reserve					
Salaries and Benefits	948,700	967,610	986,840	1,006,550	1,025,940
Mileage/Parking	2,230	2,270	2,320	2,370	2,420
Conferences/Travel	8,100	8,270	8,440	8,610	8,780
Membership Fees	1,530	1,560	1,590	1,620	1,650
Training and Development	48,850	49,830	50,830	51,850	52,890
Contracted Services	30,020	30,620	31,220	31,840	32,470
Office Supplies	2,740	2,790	2,840	2,890	2,940
Postage	13,000	13,260	13,530	13,800	14,080
Telecommunications	6,070	6,190	6,310	6,430	6,560
WO Outside Purchases	1,300	1,330	1,360	1,390	1,420
Equipment - City Fleet	9,110	9,290	9,480	9,670	9,860
WO Inside Equipment	14,480	14,770	15,070	15,370	15,670
Credit Card Discount Fees	23,030	23,490	23,960	24,440	24,930
Insurance	119,170	121,550	123,980	126,460	128,990
Corporate Overhead	968,880	988,260	1,008,030	1,028,190	1,048,750
Consumption Contingency	200,000	200,000	200,000	200,000	200,000
Lease/Rental	86,700	86,700	86,700	86,700	86,700
Transfer to Capital	3,721,000	3,914,000	4,153,000	4,299,000	4,446,000
Transfer to Utility Reserve	400,000	400,000	400,000	400,000	400,000
Total Exp/Transfers to Reserve	6,604,360	6,840,490	7,124,170	7,315,710	7,509,270
% Increase		3.58%	4.15%	2.69%	2.65%
Net Total	**1,534,070**	**1,564,430**	**1,595,380**	**1,626,940**	**1,659,130**

Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics and Automation

Department: Engineering & PW **Budget Year:** 2021

Overview:

To ensure continuous and effective operations of sanitary sewer pump stations and recording of historical data for maintenance, operations and engineering purposes by providing “real time viewing” of station operations for maintenance staff.

This program provides the maintenance, installation, operations, and emergency alarm by collecting real-time data from an electronic monitoring system known commonly as SCADA (Supervisory Control and Data Acquisition).

Deliverables:

• Daily monitoring of sanitary sewer pump stations
• Pump station operations as per design specifications
• Alarms notification of abnormal operations
• Historical database
• Interface on internal network for staff to view and download data for analysis

Business Unit Summary with Service Areas

Business Unit: 7020 - SS Electronics and Automation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	107,842	97,914	96,982	105,650	8.94%
Contracted Services	5,400	5,850	4,500	4,500	0.00%
WO Contracted Services	1,717	85	0	0	0.00%
WO Inventory Purchases	307	1,627	0	0	0.00%
WO Outside Purchases	13,842	21,046	10,000	10,000	0.00%
Equipment - City Fleet	6,020	4,176	4,176	7,690	84.14%
WO Inside Equipment	355	442	0	0	0.00%
Total Expenditures/Transfers to Reserve	**135,485**	**131,139**	**115,658**	**127,840**	
Net Total	**(135,485)**	**(131,139)**	**(115,658)**	**(127,840)**	

Business Unit: 7020 - SS Electronics and Automation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	105,650	107,760	109,910	112,110	114,350
Contracted Services	4,500	4,590	4,680	4,770	4,870
WO Outside Purchases	10,000	10,200	10,400	10,610	10,820
Equipment - City Fleet	7,690	7,840	8,000	8,160	8,320
Total Exp/Transfers to Reserve	127,840	130,390	132,990	135,650	138,360
% Increase		1.99%	1.99%	2.00%	2.00%
Net Total	**(127,840)**	**(130,390)**	**(132,990)**	**(135,650)**	**(138,360)**

Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehabilitation

Department: Engineering & PW **Budget Year:** 2021

Overview:

Rehabilitation of existing sanitary sewer mains extends the life of the asset and maintains sewer collection and conveyance while mitigating risk of failure or backups.

Deliverables:

• Reduction in the number of disruptions/blockages to the sewer system that may affect property owners
• Maintain or improve flow characteristics within the collection system
• Sanitary sewer main repairs
• Unplugging of blocked sanitary sewer mains
• Closed circuit television (CCTV) inspection of sanitary sewer mains
• Sanitary sewer investigations

Business Unit Summary with Service Areas

Business Unit: 7025 - SS Mains Rehabilitation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	92,788	97,545	70,601	72,010	2.00%
WO Contracted Services	14,428	19,884	20,910	20,910	0.00%
WO Inventory Purchases	56,168	81,451	25,816	25,820	0.02%
WO Outside Purchases	38,832	56,618	38,968	38,970	0.01%
WO Inside Equipment	17,320	18,966	25,000	24,520	(1.92%)
WO Outside Equipment	43,254	39,043	7,620	7,620	0.00%
Total Expenditures/Transfers to Reserve	**262,791**	**313,506**	**188,915**	**189,850**	
Net Total	**(262,791)**	**(313,506)**	**(188,915)**	**(189,850)**	

Business Unit: 7025 - SS Mains Rehabilitation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	72,010	73,450	74,920	76,420	77,950
WO Contracted Services	20,910	21,330	21,760	22,200	22,640
WO Inventory Purchases	25,820	26,340	26,870	27,410	27,960
WO Outside Purchases	38,970	39,750	40,550	41,360	42,190
WO Inside Equipment	24,520	25,010	25,510	26,020	26,540
WO Outside Equipment	7,620	7,770	7,930	8,090	8,250
Total Exp/Transfers to Reserve	189,850	193,650	197,540	201,500	205,530
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(189,850)**	**(193,650)**	**(197,540)**	**(201,500)**	**(205,530)**

Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Maintenance, repairs and continued operation of the sanitary sewer pump stations ensures the collection of wastewater is conveyed efficiently to larger diameter sewer mains. This minimizes or eliminates overflows to the environment.

Deliverables:

• Maintenance, repairs and operation of sanitary sewer pump stations

Business Unit Summary with Service Areas

Business Unit: 7040 - SS Lift Station Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
WO Regular Time	93,969	101,720	132,360	135,010	2.00%
WO Overtime	3,589	466	0	0	0.00%
WO Contracted Services	11,788	2,952	8,300	8,300	0.00%
WO Inventory Purchases	0	0	3,446	3,450	0.12%
WO Outside Purchases	45,996	9,278	25,626	25,630	0.02%
WO Hydro	25,768	25,131	31,568	31,880	0.99%
WO Inside Equipment	17,607	23,151	24,938	24,460	(1.92%)
WO Outside Equipment	2,750	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**201,467**	**162,698**	**226,238**	**228,730**	
Net Total	**(201,467)**	**(162,698)**	**(226,238)**	**(228,730)**	

Business Unit: 7040 - SS Lift Station Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
WO Regular Time	135,010	137,710	140,460	143,270	146,140
WO Contracted Services	8,300	8,470	8,640	8,810	8,990
WO Inventory Purchases	3,450	3,520	3,590	3,660	3,730
WO Outside Purchases	25,630	26,140	26,660	27,190	27,730
WO Hydro	31,880	32,200	32,520	32,850	33,180
WO Inside Equipment	24,460	24,950	25,450	25,960	26,480
Total Exp/Transfers to Reserve	228,730	232,990	237,320	241,740	246,250
% Increase		1.86%	1.86%	1.86%	1.87%
Net Total	**(228,730)**	**(232,990)**	**(237,320)**	**(241,740)**	**(246,250)**

Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Maintenance, repairs and replacements to sanitary sewer laterals located within the City's road allowance servicing private properties previously experiencing backups are proactively inspected, monitored and cleaned in an effort to extend their life until they can be replaced within a Capital project. This program assists with the reduction of backups caused by blockages within the laterals. Regular maintenance and expedited response to customers mitigates impacts and reduces risk to the City in terms of claims.

Deliverables:

- Maintenance of sanitary sewer laterals
- Replacement of sanitary sewer laterals
- Repair of sanitary sewer laterals
- Installation of sanitary sewer cleanouts
- Unplugging of sanitary sewer laterals
- Video inspection of sanitary sewer laterals

Business Unit Summary with Service Areas

Business Unit: 7045 - SS Lateral Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
WO Regular Time	320,530	424,709	368,058	375,420	2.00%
WO Overtime	17,287	11,960	16,911	17,250	2.01%
WO Contracted Services	34,856	41,503	34,445	34,450	0.01%
Lumber and Tools	455	0	0	0	0.00%
WO Inventory Purchases	28,709	40,153	24,660	24,660	0.00%
WO Outside Purchases	32,306	46,832	47,385	47,390	0.01%
WO Inside Equipment	66,908	100,854	68,570	67,240	(1.94%)
WO Outside Equipment	81,468	110,674	43,474	43,470	(0.01%)
Total Expenditures/Transfers to Reserve	**582,518**	**776,685**	**603,502**	**609,880**	
Net Total	**(582,518)**	**(776,685)**	**(603,502)**	**(609,880)**	

Business Unit: 7045 - SS Lateral Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
WO Regular Time	375,420	382,930	390,590	398,400	406,370
WO Overtime	17,250	17,600	17,950	18,310	18,680
WO Contracted Services	34,450	35,140	35,840	36,560	37,290
WO Inventory Purchases	24,660	25,150	25,650	26,160	26,680
WO Outside Purchases	47,390	48,340	49,310	50,300	51,310
WO Inside Equipment	67,240	68,580	69,950	71,350	72,780
WO Outside Equipment	43,470	44,340	45,230	46,130	47,050
Total Exp/Transfers to Reserve	609,880	622,080	634,520	647,210	660,160
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(609,880)**	**(622,080)**	**(634,520)**	**(647,210)**	**(660,160)**

Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Manholes provide access to underground pipes in the sanitary sewer collection system. Manholes must also be maintained, inspected, replaced and repaired to provide safe access for staff to perform their work.

Deliverables:

• Maintenance and repair of sanitary sewer manholes
• Installation of new sanitary sewer manholes and castings
• Reduction in inflow and infiltration

Business Unit Summary with Service Areas

Business Unit: 7050 - SS Manhole Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
WO Regular Time	2,997	16,156	17,547	17,900	2.01%
WO Contracted Services	377	1,016	1,500	1,500	0.00%
WO Inventory Purchases	0	440	8,561	8,560	(0.01%)
WO Outside Purchases	633	2,514	2,117	2,120	0.14%
WO Inside Equipment	362	4,542	678	670	(1.12%)
WO Outside Equipment	0	477	2,430	2,430	0.00%
Total Expenditures/Transfers to Reserve	**4,368**	**25,145**	**32,833**	**33,180**	
Net Total	**(4,368)**	**(25,145)**	**(32,833)**	**(33,180)**	

Business Unit: 7050 - SS Manhole Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
WO Regular Time	17,900	18,260	18,630	19,000	19,380
WO Contracted Services	1,500	1,530	1,560	1,590	1,620
WO Inventory Purchases	8,560	8,730	8,900	9,080	9,260
WO Outside Purchases	2,120	2,160	2,200	2,240	2,280
WO Inside Equipment	670	680	690	700	710
WO Outside Equipment	2,430	2,480	2,530	2,580	2,630
Total Exp/Transfers to Reserve	33,180	33,840	34,510	35,190	35,880
% Increase		1.99%	1.98%	1.97%	1.96%
Net Total	**(33,180)**	**(33,840)**	**(34,510)**	**(35,190)**	**(35,880)**

Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection

Department: Engineering & PW **Budget Year:** 2021

Overview:

To clean, inspect and assess the condition of sanitary sewer mains using Closed Circuit Television (CCTV) to ensure the collection system is operating efficiently and as designed.

A proactive maintenance program aims to maintain flow, reduce blockages and backups and subsequently reduce the number of claims against the City. Additionally, this maintenance program minimizes or eliminates overflows to the natural environment.

Deliverables:

• Maintenance of sanitary sewer mains
• Cleaning, flushing and root cutting of sanitary sewer mains
• CCTV inspection of sanitary sewer mains

Business Unit Summary with Service Areas

Business Unit: 7055 - SS Clean and Inspection

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
WO Regular Time	159,910	161,249	190,070	193,870	2.00%
WO Overtime	2,252	2,830	0	0	0.00%
WO Contracted Services	17,127	11,719	25,000	25,000	0.00%
WO Inventory Purchases	79	8	0	0	0.00%
WO Outside Purchases	10,210	7,907	11,000	11,000	0.00%
WO Inside Equipment	60,471	79,026	85,000	78,020	(8.21%)
Total Expenditures/Transfers to Reserve	**250,049**	**262,739**	**311,070**	**307,890**	
Net Total	**(250,049)**	**(262,739)**	**(311,070)**	**(307,890)**	

Business Unit: 7055 - SS Clean and Inspection

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
WO Regular Time	193,870	197,750	201,710	205,740	209,850
WO Contracted Services	25,000	25,500	26,010	26,530	27,060
WO Outside Purchases	11,000	11,220	11,440	11,670	11,900
WO Inside Equipment	78,020	79,580	81,170	82,790	84,440
Total Exp/Transfers to Reserve	307,890	314,050	320,330	326,730	333,250
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(307,890)**	**(314,050)**	**(320,330)**	**(326,730)**	**(333,250)**

Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency

Department: Engineering & PW **Budget Year:** 2021

Overview:

A qualified standby person is trained and available to provide immediate response to incidents outside of regular working hours.

Deliverables:

• Respond to emergencies within 30 minutes

Business Unit Summary with Service Areas

Business Unit: 7060 - SS Emergency

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
WO Regular Time	2,084	4,930	25,413	25,920	1.99%
WO Overtime	28,710	23,386	5,387	5,500	2.10%
WO Contracted Services	539	351	700	700	0.00%
WO Inventory Purchases	438	0	0	0	0.00%
WO Outside Purchases	68	814	1,000	1,000	0.00%
WO Inside Equipment	5,224	6,069	3,578	3,580	0.05%
WO Outside Equipment	100	860	0	0	0.00%
Corporate Overhead	5,115	6,435	0	0	0.00%
Total Expenditures/Transfers to Reserve	**42,277**	**42,845**	**36,078**	**36,700**	
Net Total	**(42,277)**	**(42,845)**	**(36,078)**	**(36,700)**	

Business Unit: 7060 - SS Emergency

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
WO Regular Time	25,920	26,440	26,970	27,510	28,060
WO Overtime	5,500	5,610	5,720	5,830	5,950
WO Contracted Services	700	710	720	730	740
WO Outside Purchases	1,000	1,020	1,040	1,060	1,080
WO Inside Equipment	3,580	3,650	3,720	3,790	3,870
Total Exp/Transfers to Reserve	36,700	37,430	38,170	38,920	39,700
% Increase		1.99%	1.98%	1.96%	2.00%
Net Total	**(36,700)**	**(37,430)**	**(38,170)**	**(38,920)**	**(39,700)**

Stormwater Utility

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Stormwater Administration	6,996,856	6,996,860	4	0.00%
Base Budget	**6,996,856**	**6,996,860**	**4**	**0.00%**
One Time	0	0	0	0.00%
Total	**6,996,856**	**6,996,860**	**4**	**0.00%**
Expenditures/Transfers to Reserve				
Stormwater Administration	1,351,447	1,361,790	10,343	0.77%
Transfer to Reserve/Capital	3,351,000	3,301,000	(50,000)	(1.49%)
SD Electronics and Automation	54,788	67,560	12,772	23.31%
SD Mains Rehabilitation	110,777	111,930	1,153	1.04%
SD Lift Station Maintenance	22,011	22,350	339	1.54%
SD Lateral Maintenance	164,591	167,360	2,769	1.68%
SD Catchbasin Maintenance	260,820	264,290	3,470	1.33%
SD Manhole Maintenance	27,036	27,380	344	1.27%
SD Clean and Inspection	163,026	165,390	2,364	1.45%
SD Emergency	19,750	20,050	300	1.52%
SD Street Cleaning Administration	412,901	408,580	(4,321)	(1.05%)
SD Sidewalks	679,800	693,250	13,450	1.98%
SD Roadway Cleaning	378,911	385,930	7,019	1.85%
Base Budget	**6,996,856**	**6,996,860**	**4**	**0.00%**
One Time	0	0	0	0.00%
Total	**6,996,856**	**6,996,860**	**4**	**0.00%**
Net Base Budget Change	**0**	**0**	**0**	**0.00%**

Business Unit Summary with Service Areas

Service Area: Stormwater Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Stormwater Administration supports the overall engineering management of the City's stormwater system.

Effective engineering of the stormwater system aims to maximize the life span of existing assets and mitigate against floods and damage to city infrastructure and private properties. It also plans for impacts of climate change forecasts in sea level rise and increased rainfall intensities and storm durations.

An efficient stormwater system uses a combination of grey and green infrastructure to manage run off to reduce contamination and pollution of waters and minimize impacts to freshwater and marine ecosystems. Stormwater management is required by provincial and environmental regulation.

Services include:
Daily response to customer enquiries, calls for service and emergencies, support to City departments, and review of development applications.

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic and hydrologic modeling, condition assessment program, preparation of conceptual designs, coordination and integration of work with other departments and agencies, and maintenance of stormwater system inventories and databases.

Design and Construction – development of capital work plans; preparation of detailed design of stormwater projects, tender documents and drawings and construction estimates; construction inspection, project costs monitoring, contract administration for tendered works, and liaison with and management of the work of consultants and contractors on stormwater projects.

Development Review – review, comments and approval of development projects and building permits related to storm services, stormwater and on-site rainwater management, including coordination with other departments; review and approval stormwater service applications and engineering designs to ensure conformity to City standards and specifications. Assistance with technical advice and interpretation to applicants, contractors and consultants on design submissions.

Investigation and Monitoring – periodically sampling stormwater at outfall locations. Flooding investigations during heavy rain events. Contamination investigation such as oil leaks and spills and chemical contamination; spill response. Investigation of sewer/storm drain cross-connections. Collection and analysis of rain flow data.

Administration of the Stormwater Utility, including maintenance of property characteristic data and administration of the Rainwater Rewards incentive program.

Provide assistance to the public and outside agencies regarding grey and green stormwater infrastructure management practices and policies.

Deliverables:

• Annual development of stormwater capital projects
• Detailed design drawings, tender documents, and rehabilitation strategies
• Review and processing of development applications requiring stormwater connections or on-site rainwater management
• Review of projects as part of the planning process
• Inspection and condition assessment of the stormwater system
• Investigation of contamination, leaks and spills, and cross-connection
• Site inspections for Code of Practice compliance
• Processing of customer service requests

Business Unit Summary with Service Areas

Service Area: Stormwater Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Transfer from Property Taxes	1,300,500	1,326,510	1,326,510	1,326,510	0.00%
Administration	27,696	0	0	0	0.00%
Fines and Fees	30,406	(1,915)	6,763	6,760	(0.04%)
Stormwater Utility Fee	5,779,365	5,873,717	5,660,013	5,660,020	0.00%
Test and Clear	0	0	3,570	3,570	0.00%
Surplus	(3,004,297)	(260,753)	0	0	0.00%
Total Rev/Funding Sources	**4,133,670**	**6,937,559**	**6,996,856**	**6,996,860**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	774,550	729,686	719,113	733,490	2.00%
Mileage/Parking	904	682	1,872	1,870	(0.11%)
Conferences/Travel	3,532	0	4,730	4,730	0.00%
Training and Development	1,791	2,222	5,964	5,960	(0.07%)
Contracted Services	10,179	23,214	14,635	14,640	0.03%
Office Supplies	806	1,006	3,264	3,260	(0.12%)
Postage	8,000	8,000	8,000	8,000	0.00%
Telecommunications	1,973	2,212	4,570	4,570	0.00%
WO Inventory Purchases	97	0	306	310	1.31%
WO Outside Purchases	1,965	3,589	1,530	1,530	0.00%
Equipment - City Fleet	2,044	2,038	2,038	2,270	11.37%
Equipment	0	0	1,020	1,020	0.00%
WO Inside Equipment	8,199	8,622	11,783	11,790	0.06%
Credit Card Discount Fees	20,567	31,578	29,600	29,600	0.00%
Corporate Overhead	528,577	539,140	539,149	539,150	0.00%
Contingencies	0	0	3,873	(400)	(110.33%)
Recovery	(49,780)	(107,463)	0	0	0.00%
Transfer to Capital	546,724	3,251,000	3,251,000	3,201,000	(1.54%)
Transfer to Utility Reserve	100,000	100,000	100,000	100,000	0.00%
Total Exp/Transfers to Reserve	**1,960,127**	**4,595,526**	**4,702,447**	**4,662,790**	
Net Total	**2,173,543**	**2,342,033**	**2,294,410**	**2,334,070**	

Business Unit Summary with Service Areas

Service Area: Stormwater Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Transfer from Property Taxes	1,326,510	1,353,040	1,380,100	1,407,700	1,435,850
Fines and Fees	6,760	6,760	6,760	6,760	6,760
Stormwater Utility Fee	5,660,020	5,867,430	6,096,650	6,334,860	6,580,970
Test and Clear	3,570	3,570	3,570	3,570	3,570
Total Rev/Funding Sources	6,996,860	7,230,800	7,487,080	7,752,890	8,027,150
% Increase		3.34%	3.54%	3.55%	3.54%
Expenditures/Transfers to Reserve					
Salaries and Benefits	733,490	748,060	762,930	778,060	793,560
Mileage/Parking	1,870	1,910	1,950	1,990	2,030
Conferences/Travel	4,730	4,820	4,910	5,000	5,100
Training and Development	5,960	6,080	6,210	6,340	6,470
Contracted Services	14,640	14,930	15,230	15,530	15,840
Office Supplies	3,260	3,330	3,400	3,470	3,540
Postage	8,000	8,160	8,320	8,490	8,660
Telecommunications	4,570	4,660	4,750	4,840	4,940
WO Inventory Purchases	310	320	330	340	350
WO Outside Purchases	1,530	1,560	1,590	1,620	1,650
Equipment - City Fleet	2,270	2,310	2,350	2,390	2,430
Equipment	1,020	1,040	1,060	1,080	1,100
WO Inside Equipment	11,790	12,030	12,270	12,510	12,760
Credit Card Discount Fees	29,600	30,190	30,790	31,410	32,040
Corporate Overhead	539,150	549,930	560,940	572,160	583,590
Contingencies	(400)	(310)	(360)	(300)	(400)
Transfer to Capital	3,201,000	3,361,000	3,542,000	3,731,000	3,927,000
Transfer to Utility Reserve	100,000	100,000	100,000	100,000	100,000
Total Exp/Transfers to Reserve	4,662,790	4,850,020	5,058,670	5,275,930	5,500,660
% Increase		4.02%	4.30%	4.29%	4.26%
Net Total	**2,334,070**	**2,380,780**	**2,428,410**	**2,476,960**	**2,526,490**

Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics and Automation

Department: Engineering & PW **Budget Year:** 2021

Overview:

Ensuring continuous and effective operations of storm sewer pump stations, recording historical data for maintenance, operations and engineering purposes provides “real time viewing” of station operations for maintenance staff.

This program supports the maintenance, installation and operation of emergency alarms, collection of real-time data and electronic monitoring systems for the storm drain pump stations. This is commonly known as the SCADA system (Supervisory Control and Data Acquisition).

Deliverables:

• Daily monitoring of storm drain pump stations
• Pump station operations as per design specifications
• Alarms notification
• Historical database of pumping and condition trends
• Interface on internal network for staff to view and download data

Business Unit Summary with Service Areas

Business Unit: 3715 - SD Electronics and Automation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	41,486	45,728	47,734	55,510	16.29%
Conferences/Travel	399	0	0	0	0.00%
WO Contracted Services	0	43	0	0	0.00%
WO Outside Purchases	5,972	2,147	1,884	1,880	(0.21%)
Equipment - City Fleet	6,020	4,176	4,176	7,690	84.14%
WO Inside Equipment	1,575	2,348	994	2,480	149.51%
Total Expenditures/Transfers to Reserve	**55,453**	**54,442**	**54,788**	**67,560**	
Net Total	**(55,453)**	**(54,442)**	**(54,788)**	**(67,560)**	

Business Unit: 3715 - SD Electronics and Automation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	55,510	56,630	57,760	58,910	60,100
WO Outside Purchases	1,880	1,920	1,960	2,000	2,040
Equipment - City Fleet	7,690	7,840	8,000	8,160	8,320
WO Inside Equipment	2,480	2,530	2,580	2,630	2,680
Total Exp/Transfers to Reserve	67,560	68,920	70,300	71,700	73,140
% Increase		2.01%	2.00%	1.99%	2.01%
Net Total	**(67,560)**	**(68,920)**	**(70,300)**	**(71,700)**	**(73,140)**

Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehabilitation

Department: Engineering & PW **Budget Year:** 2021

Overview:

Rehabilitation and repairs of existing storm drain mains. Flood and spill investigations mitigate future risk of failure or backups.

Deliverables:

- Main repairs
- Closed circuit television (CCTV) of storm drain mains by contractor
- Flooding investigations
- Spill investigations
- Code of Practices inspections

Business Unit Summary with Service Areas

Business Unit: 3725 - SD Mains Rehabilitation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	33,926	64,021	57,627	58,780	2.00%
WO Contracted Services	7,128	11,609	5,100	5,100	0.00%
WO Inventory Purchases	11,492	11,018	22,792	22,790	(0.01%)
WO Outside Purchases	8,033	19,149	13,518	13,520	0.01%
WO Inside Equipment	6,789	13,685	7,350	7,350	0.00%
WO Outside Equipment	11,991	22,850	4,390	4,390	0.00%
Total Expenditures/Transfers to Reserve	**79,358**	**142,333**	**110,777**	**111,930**	
Net Total	**(79,358)**	**(142,333)**	**(110,777)**	**(111,930)**	

Business Unit: 3725 - SD Mains Rehabilitation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	58,780	59,960	61,160	62,380	63,630
WO Contracted Services	5,100	5,200	5,300	5,410	5,520
WO Inventory Purchases	22,790	23,250	23,720	24,190	24,670
WO Outside Purchases	13,520	13,790	14,070	14,350	14,640
WO Inside Equipment	7,350	7,500	7,650	7,800	7,960
WO Outside Equipment	4,390	4,480	4,570	4,660	4,750
Total Exp/Transfers to Reserve	111,930	114,180	116,470	118,790	121,170
% Increase		2.01%	2.01%	1.99%	2.00%
Net Total	**(111,930)**	**(114,180)**	**(116,470)**	**(118,790)**	**(121,170)**

Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

The maintenance, inspection, repair and operation of the storm drain pump stations ensures efficient operations to minimize or eliminate potential flooding.

Deliverables:

• Storm drain pump station operations, maintenance and repairs

Business Unit Summary with Service Areas

Business Unit: 3735 - SD Lift Station Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	5,205	5,475	16,603	16,930	1.97%
Water	1,160	1,145	1,204	1,200	(0.36%)
WO Outside Purchases	258	0	1,700	1,700	0.00%
WO Hydro	1,364	1,303	1,604	1,620	0.98%
WO Inside Equipment	1,118	1,104	900	900	(0.01%)
Total Expenditures/Transfers to Reserve	**9,105**	**9,026**	**22,011**	**22,350**	
Net Total	**(9,105)**	**(9,026)**	**(22,011)**	**(22,350)**	

Business Unit: 3735 - SD Lift Station Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	16,930	17,270	17,620	17,970	18,330
Water	1,200	1,260	1,320	1,390	1,460
WO Outside Purchases	1,700	1,730	1,760	1,800	1,840
WO Hydro	1,620	1,640	1,660	1,680	1,700
WO Inside Equipment	900	920	940	960	980
Total Exp/Transfers to Reserve	22,350	22,820	23,300	23,800	24,310
% Increase		2.10%	2.10%	2.15%	2.14%
Net Total	**(22,350)**	**(22,820)**	**(23,300)**	**(23,800)**	**(24,310)**

Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Maintenance, repairs and replacement of storm drain laterals located within the City's road allowance servicing private properties previously experiencing backups are proactively inspected, monitored and cleaned in an effort to extend their life until till they can be replaced within a Capital project. This program assists with the reduction of backups caused by blockages within the laterals. Regular maintenance and expedited response to customers mitigates impacts and reduces risk to the City in terms of claims.

Deliverables:

• Maintenance of storm drain laterals
• Installation of storm drain clean outs
• Repair and replacement of storm drain laterals
• Video inspection of storm drain laterals

Business Unit Summary with Service Areas

Business Unit: 3740 - SD Lateral Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	48,465	115,762	95,653	97,560	1.99%
WO Contracted Services	3,207	12,116	10,400	10,400	0.00%
WO Inventory Purchases	5,254	11,701	10,995	11,000	0.05%
WO Outside Purchases	5,508	11,539	12,977	12,980	0.02%
WO Inside Equipment	15,868	31,887	20,000	20,850	4.25%
WO Outside Equipment	9,974	30,762	14,565	14,570	0.03%
Total Expenditures/Transfers to Reserve	**88,276**	**213,766**	**164,591**	**167,360**	
Net Total	**(88,276)**	**(213,766)**	**(164,591)**	**(167,360)**	

Business Unit: 3740 - SD Lateral Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	97,560	99,510	101,500	103,530	105,600
WO Contracted Services	10,400	10,610	10,820	11,040	11,260
WO Inventory Purchases	11,000	11,220	11,440	11,670	11,900
WO Outside Purchases	12,980	13,240	13,500	13,770	14,050
WO Inside Equipment	20,850	21,270	21,700	22,140	22,580
WO Outside Equipment	14,570	14,860	15,160	15,460	15,770
Total Exp/Transfers to Reserve	167,360	170,710	174,120	177,610	181,160
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(167,360)**	**(170,710)**	**(174,120)**	**(177,610)**	**(181,160)**

Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Repair, installation and inspection of storm drain catch basins minimizes and eliminates flooding of roadways, reducing subsequent impacts to private property and traffic. Catch basin maintenance minimizes contaminants from entering local waterways. This includes garbage, cigarette butts, chemicals and debris.

Deliverables:

The maintenance program aims to clean 3,300 catch basins annually. Services include:
• Installation of new catch basins
• Cleaning of catch basins
• Repair or replacement of existing catch basins

Business Unit Summary with Service Areas

Business Unit: 3745 - SD Catchbasin Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	124,167	155,988	123,474	125,940	2.00%
WO Contracted Services	68,503	43,602	62,500	62,500	0.00%
WO Inventory Purchases	3,411	7,201	6,504	6,500	(0.06%)
WO Outside Purchases	2,348	4,414	6,375	6,380	0.08%
WO Inside Equipment	60,652	73,063	52,500	53,500	1.90%
WO Outside Equipment	2,787	7,775	9,467	9,470	0.03%
Total Expenditures/Transfers to Reserve	**261,868**	**292,044**	**260,820**	**264,290**	
Net Total	**(261,868)**	**(292,044)**	**(260,820)**	**(264,290)**	

Business Unit: 3745 - SD Catchbasin Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	125,940	128,460	131,030	133,650	136,320
WO Contracted Services	62,500	63,750	65,030	66,330	67,660
WO Inventory Purchases	6,500	6,630	6,760	6,900	7,040
WO Outside Purchases	6,380	6,510	6,640	6,770	6,910
WO Inside Equipment	53,500	54,570	55,660	56,770	57,900
WO Outside Equipment	9,470	9,660	9,850	10,050	10,250
Total Exp/Transfers to Reserve	264,290	269,580	274,970	280,470	286,080
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(264,290)**	**(269,580)**	**(274,970)**	**(280,470)**	**(286,080)**

Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Manholes provide access to underground pipes in the storm drain collection system. Manholes must also be maintained, inspected, replaced and repaired to provide safe access for staff to perform their work.

Deliverables:

• Maintenance and repair of storm drain manholes
• Installation of new manholes and castings

Business Unit Summary with Service Areas

Business Unit: 3750 - SD Manhole Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	5,063	1,718	17,150	17,490	1.98%
WO Inventory Purchases	28	0	2,396	2,400	0.17%
WO Outside Purchases	2,120	0	3,440	3,440	0.00%
WO Inside Equipment	1,208	470	2,050	2,050	(0.01%)
WO Outside Equipment	315	0	2,000	2,000	0.00%
Total Expenditures/Transfers to Reserve	**8,733**	**2,188**	**27,036**	**27,380**	
Net Total	**(8,733)**	**(2,188)**	**(27,036)**	**(27,380)**	

Business Unit: 3750 - SD Manhole Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	17,490	17,840	18,200	18,560	18,930
WO Inventory Purchases	2,400	2,450	2,500	2,550	2,600
WO Outside Purchases	3,440	3,510	3,580	3,650	3,720
WO Inside Equipment	2,050	2,090	2,130	2,170	2,210
WO Outside Equipment	2,000	2,040	2,080	2,120	2,160
Total Exp/Transfers to Reserve	27,380	27,930	28,490	29,050	29,620
% Increase		2.01%	2.01%	1.97%	1.96%
Net Total	**(27,380)**	**(27,930)**	**(28,490)**	**(29,050)**	**(29,620)**

Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean and Inspection

Department: Engineering & PW **Budget Year:** 2021

Overview:

To clean, inspect and assess the condition of storm sewer mains using Closed Circuit Television (CCTV) ensures the collection system is operating efficiently and as designed.

A proactive maintenance program aims to maintain flow, reduce blockages and backups. Additionally, this maintenance program minimizes or eliminates overflows and damage to the surrounding environment.

Deliverables:

Maintain the City's storm drain mains, including:
• Cleaning of storm drain mains
• CCTV inspection of storm drain mains

Business Unit Summary with Service Areas

Business Unit: 3755 - SD Clean and Inspection

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	75,355	82,741	118,001	120,360	2.00%
WO Contracted Services	6,481	5,591	6,000	6,000	0.00%
WO Inventory Purchases	8	0	525	530	0.95%
WO Outside Purchases	1,585	3,656	2,000	2,000	0.00%
WO Inside Equipment	26,051	33,051	36,500	36,500	0.00%
Total Expenditures/Transfers to Reserve	**109,479**	**125,038**	**163,026**	**165,390**	
Net Total	**(109,479)**	**(125,038)**	**(163,026)**	**(165,390)**	

Business Unit: 3755 - SD Clean and Inspection

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	120,360	122,770	125,230	127,730	130,280
WO Contracted Services	6,000	6,120	6,240	6,360	6,490
WO Inventory Purchases	530	540	550	560	570
WO Outside Purchases	2,000	2,040	2,080	2,120	2,160
WO Inside Equipment	36,500	37,230	37,970	38,730	39,500
Total Exp/Transfers to Reserve	165,390	168,700	172,070	175,500	179,000
% Increase		2.00%	2.00%	1.99%	1.99%
Net Total	**(165,390)**	**(168,700)**	**(172,070)**	**(175,500)**	**(179,000)**

Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency

Department: Engineering & PW **Budget Year:** 2021

Overview:

To fund a standby person to deal with after-hours emergencies related to the storm drain system.

A qualified standby person is trained and available to provide immediate response to events outside of regular working hours such as flooding events, blockages and backups on private properties.

Deliverables:

• Respond to emergencies within 30 minutes

Business Unit Summary with Service Areas

Business Unit: 3760 - SD Emergency

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	22,382	20,108	14,927	15,230	2.03%
WO Contracted Services	0	1,233	0	0	0.00%
WO Inventory Purchases	0	94	0	0	0.00%
WO Outside Purchases	823	4,399	0	0	0.00%
WO Inside Equipment	3,044	4,097	4,822	4,820	(0.05%)
Total Expenditures/Transfers to Reserve	**26,248**	**29,930**	**19,750**	**20,050**	
Net Total	**(26,248)**	**(29,930)**	**(19,750)**	**(20,050)**	

Business Unit: 3760 - SD Emergency

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	15,230	15,530	15,840	16,160	16,480
WO Inside Equipment	4,820	4,920	5,020	5,120	5,220
Total Exp/Transfers to Reserve	20,050	20,450	20,860	21,280	21,700
% Increase		2.00%	2.00%	2.01%	1.97%
Net Total	**(20,050)**	**(20,450)**	**(20,860)**	**(21,280)**	**(21,700)**

Business Unit Summary with Service Areas

Business Unit: 3800 - SD Street Cleaning Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Street cleaning is necessary to prevent street debris (dirt, contaminants, and litter) from entering the storm water system and the marine environment.

Clean streets, in particular in the busy downtown core, provides a welcoming environment for all users and supports a healthy downtown business community.

Street Cleaning Administration provides:
• Weed control in the roads and curbs throughout the summer
• Sweeping of City parkades
• Collection and disposal of cardboard and recycling for the City facilities
• Bastion Square daily cleaning and extra service in summer
• Prepare and cleanup after special events and block parties
• Collection and disposal of bio-medical waste (needles)
• Clean up after vehicle accidents and oil spills
• Calls for service from public, police and fire
• Extra maintenance and cleaning needed of bike lanes
• Additional cleaning during leaf season in the Fall

Deliverables:

• Downtown streets are swept daily
• Residential areas swept in 40 day rotation
• Sweep downtown core streets during morning hours, 7 days per week, 364 days per year
• Extra garbage collection and cleaning for special events
• Extra daily collection for downtown core during the summertime, 5 months
• City parkades swept once per day

Business Unit Summary with Service Areas

Business Unit: 3800 - SD Street Cleaning Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	145,339	142,945	138,024	140,790	2.00%
Mileage/Parking	29	95	1,500	1,500	0.00%
Conferences/Travel	419	0	0	0	0.00%
Training and Development	4,183	2,980	0	0	0.00%
WO Contracted Services	997	1,322	0	0	0.00%
Protective Clothing/Uniforms	4,707	2,853	4,500	4,500	0.00%
Lumber and Tools	172	94	0	0	0.00%
Telecommunications	1,245	1,222	0	0	0.00%
WO Inventory Purchases	17,380	30,322	9,000	9,000	0.00%
WO Outside Purchases	5,380	6,663	9,000	9,000	0.00%
Equipment - City Fleet	195,177	249,793	249,793	204,100	(18.29%)
WO Inside Equipment	203	35	1,084	39,690	3560.49%
Total Expenditures/Transfers to Reserve	**375,231**	**438,325**	**412,901**	**408,580**	
Net Total	**(375,231)**	**(438,325)**	**(412,901)**	**(408,580)**	

Business Unit: 3800 - SD Street Cleaning Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	140,790	143,570	146,440	149,340	152,310
Mileage/Parking	1,500	1,530	1,560	1,590	1,620
Protective Clothing/Uniforms	4,500	4,590	4,680	4,770	4,870
WO Inventory Purchases	9,000	9,180	9,360	9,550	9,740
WO Outside Purchases	9,000	9,180	9,360	9,550	9,740
Equipment - City Fleet	204,100	208,190	212,360	216,610	220,940
WO Inside Equipment	39,690	40,480	41,290	42,110	42,950
Total Exp/Transfers to Reserve	408,580	416,720	425,050	433,520	442,170
% Increase		1.99%	2.00%	1.99%	2.00%
Net Total	**(408,580)**	**(416,720)**	**(425,050)**	**(433,520)**	**(442,170)**

Business Unit Summary with Service Areas

Business Unit: 3830 - SD Sidewalks

Department: Engineering & PW **Budget Year:** 2021

Overview:

Sidewalks oversees the cleaning of approximately 465 km of sidewalks in the City of Victoria.

Deliverables:

• Cleaning downtown sidewalks on a daily basis

Business Unit Summary with Service Areas

Business Unit: 3830 - SD Sidewalks

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	649,712	631,647	673,273	686,720	2.00%
WO Contracted Services	98	145	250	250	0.00%
WO Inventory Purchases	446	0	1,000	1,000	0.00%
WO Outside Purchases	3,789	1,684	1,000	1,000	0.00%
WO Gas	1,393	1,190	1,500	1,500	0.00%
WO Bio Diesel	10	0	0	0	0.00%
WO Inside Equipment	148	253	2,277	2,280	0.13%
WO Outside Equipment	0	61	500	500	0.00%
Total Expenditures/Transfers to Reserve	**655,595**	**634,981**	**679,800**	**693,250**	
Net Total	**(655,595)**	**(634,981)**	**(679,800)**	**(693,250)**	

Business Unit: 3830 - SD Sidewalks

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	686,720	700,460	714,470	728,760	743,330
WO Contracted Services	250	260	270	280	290
WO Inventory Purchases	1,000	1,020	1,040	1,060	1,080
WO Outside Purchases	1,000	1,020	1,040	1,060	1,080
WO Gas	1,500	1,530	1,560	1,590	1,620
WO Bio Diesel	0	0	0	0	0
WO Inside Equipment	2,280	2,330	2,380	2,430	2,480
WO Outside Equipment	500	510	520	530	540
Total Exp/Transfers to Reserve	693,250	707,130	721,280	735,710	750,420
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(693,250)**	**(707,130)**	**(721,280)**	**(735,710)**	**(750,420)**

Business Unit Summary with Service Areas

Business Unit: 3850 - SD Roadway Cleaning

Department: Engineering & PW **Budget Year:** 2021

Overview:

Roadway Cleaning oversees the cleaning of streets and pathways in the City of Victoria.

Deliverables:

• Sweeping downtown streets on a daily basis
• Sweeping residential areas on a 40 day basis

Business Unit Summary with Service Areas

Business Unit: 3850 - SD Roadway Cleaning

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	495,034	394,955	350,731	357,750	2.00%
WO Contracted Services	5,836	4,224	4,000	4,000	0.00%
WO Inventory Purchases	1,894	19	2,500	2,500	0.00%
WO Outside Purchases	214	401	6,000	6,000	0.00%
WO Inside Equipment	84	360	15,180	15,180	0.00%
WO Outside Equipment	0	0	500	500	0.00%
WO Insurance-Vehicle	1,134	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**504,197**	**399,959**	**378,911**	**385,930**	
Net Total	**(504,197)**	**(399,959)**	**(378,911)**	**(385,930)**	

Business Unit: 3850 - SD Roadway Cleaning

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	357,750	364,900	372,190	379,640	387,240
WO Contracted Services	4,000	4,080	4,160	4,240	4,320
WO Inventory Purchases	2,500	2,550	2,600	2,650	2,700
WO Outside Purchases	6,000	6,120	6,240	6,360	6,490
WO Inside Equipment	15,180	15,480	15,790	16,110	16,430
WO Outside Equipment	500	510	520	530	540
Total Exp/Transfers to Reserve	385,930	393,640	401,500	409,530	417,720
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(385,930)**	**(393,640)**	**(401,500)**	**(409,530)**	**(417,720)**

Waterworks Utility

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Waterworks Administration	22,197,705	22,197,710	5	0.00%
Base Budget	**22,197,705**	**22,197,710**	**5**	**0.00%**
One Time	0	0	0	0.00%
Total	**22,197,705**	**22,197,710**	**5**	**0.00%**
Expenditures/Transfers to Reserve				
Waterworks Administration	14,345,797	14,358,520	12,723	0.09%
Transfer to Reserve/Capital	5,669,000	5,613,000	(56,000)	(0.99%)
WW Electronics and Automation	102,889	115,080	12,191	11.85%
WW Hydrant Maintenance	183,991	186,350	2,359	1.28%
WW Valve Maintenance	166,748	168,540	1,792	1.07%
WW Mains Maintenance	428,357	439,460	11,103	2.59%
WW Service Maintenance	695,297	703,800	8,503	1.22%
WW Meter Maintenance	441,598	446,100	4,502	1.02%
WW PRV Maintenance	82,216	83,440	1,224	1.49%
WW Emergency	81,811	83,420	1,609	1.97%
Base Budget	**22,197,705**	**22,197,710**	**5**	**0.00%**
One Time	0	0	0	0.00%
Total	**22,197,705**	**22,197,710**	**5**	**0.00%**
Net Base Budget Change	**0**	**0**	**0**	**0.00%**

Business Unit Summary with Service Areas

Service Area: Waterworks Administration

Department: Engineering & PW **Budget Year:** 2021

Overview:

Waterworks Administration funds the engineering management of the City of Victoria and Township of Esquimalt water distribution systems to ensure continual provision of safe, clean drinking water and fire protection for customers and compliance with federal, provincial and municipal regulations and environmental requirements. This is achieved by focusing on maintaining existing infrastructure and maximizing life span of assets for current and future needs.

It has been demonstrated that adequate water supply for fire suppression also results in lower property insurance rates for residential and commercial properties.

Specific Services include:
Daily response to emergencies, customer enquiries, calls for service, support to City departments and review of developmental applications.

Planning – infrastructure master planning, development of rehabilitation strategies, hydraulic modeling, preparation of conceptual designs, coordination and integration of work with other departments and agencies, and maintenance of water distribution system inventories and databases.

Design and Construction Administration – development of medium and long term capital work plans, preparation of detailed design of water infrastructure projects, tender documents and drawings, construction estimates, designs submission to Island Health Authority for construction approvals, construction inspection, monitoring of project costs, contract administration for tendered works, and liaise and management of consultants and contractors on waterworks projects.

Development Review – review, comments and approval of development projects and building permits related to water, including coordination with other departments, review and approval of water service applications and engineering designs to ensure conformity to City standards and specifications, and assistance with technical advice and interpretation to applicants, contractors and consultants on design submissions.

Investigation and Monitoring – review of water quality reports and coordination of additional sampling with Capital Regional District (CRD) Water, investigation and improvement of water flow, leakage and pressure issues, coordination of fire hydrant flow testing, tracking of monthly wholesale water usage and annual retail consumption, cross-connection control program for civic facilities, and liaise with the CRD on cross-connection control issues and data on civic facilities.

Provide assistance to the public and outside agencies regarding water distribution inquiries. Provide technical assistance to help resolve billing problems.

Deliverables:

- Annual development of water distribution capital projects
- Detailed design drawings, tender documents, and rehabilitation strategies
- Development applications requiring water connections review and processing
- Review of projects as part of the planning process
- Investigations
- Customer service/technical assistance requests processing

Business Unit Summary with Service Areas

Service Area: Waterworks Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Administration	41,254	0	0	0	0.00%
Hydrants	32,291	27,089	12,000	12,000	0.00%
Meter Rates	18,609,019	18,519,923	19,039,705	19,039,710	0.00%
Meter Service Charge	3,122,265	3,143,053	2,981,000	2,981,000	0.00%
Fines and Fees	195,228	197,741	165,000	165,000	0.00%
Surplus	(3,876,529)	(554,670)	0	0	0.00%
Total Rev/Funding Sources	**18,123,528**	**21,333,136**	**22,197,705**	**22,197,710**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	979,472	946,852	958,299	977,440	2.00%
Mileage/Parking	1,351	795	2,836	2,840	0.14%
Conferences/Travel	8,889	1,262	8,620	8,620	0.00%
Membership Fees	5,097	5,997	6,120	6,120	0.00%
Training and Development	25,725	10,115	24,320	24,320	0.00%
Contracted Services	12,681	13,250	16,300	16,300	0.00%
WO Contracted Services	5,231	14,051	5,916	5,920	0.07%
Office Supplies	8,171	5,211	10,679	10,680	0.01%
Postage	25,000	25,000	25,000	25,000	0.00%
Telecommunications	3,111	4,880	4,570	4,570	0.00%
Water	10,073,456	10,538,722	10,930,500	10,930,500	0.00%
WO Outside Purchases	1,799	0	2,440	2,440	0.00%
Equipment - City Fleet	34,066	39,438	39,438	30,270	(23.25%)
Equipment	0	0	1,914	1,910	(0.21%)
WO Inside Equipment	149	54	400	400	0.01%
Credit Card Discount Fees	105,335	78,946	74,000	74,000	0.00%
Insurance	98,838	103,780	103,780	113,210	9.09%
Corporate Overhead	1,682,571	1,716,224	1,716,223	1,716,210	0.00%
Contingencies	0	0	7,343	670	(90.88%)
Consumption Contingency	0	0	300,000	300,000	0.00%
Miscellaneous	1,545	0	0	0	0.00%
Lease/Rental	107,100	107,100	107,100	107,100	0.00%
Recovery	(17,510)	(23,723)	0	0	0.00%
Transfer to Capital	1,228,296	3,899,000	3,899,000	3,843,000	(1.44%)
Transfer to Utility Reserve	1,770,000	1,770,000	1,770,000	1,770,000	0.00%
Total Exp/Transfers to Reserve	**16,160,373**	**19,256,955**	**20,014,797**	**19,971,520**	
Net Total	**1,963,156**	**2,076,181**	**2,182,908**	**2,226,190**	

Business Unit Summary with Service Areas

Service Area: Waterworks Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Hydrants	12,000	12,000	12,000	12,000	12,000
Meter Rates	19,039,710	19,763,950	20,463,100	20,972,650	21,499,620
Meter Service Charge	2,981,000	3,034,620	3,101,430	3,163,460	3,226,730
Fines and Fees	165,000	165,000	165,000	165,000	165,000
Total Rev/Funding Sources	22,197,710	22,975,570	23,741,530	24,313,110	24,903,350
% Increase		3.50%	3.33%	2.41%	2.43%
Expenditures/Transfers to Reserve					
Salaries and Benefits	977,440	996,990	1,016,870	1,037,230	1,057,430
Mileage/Parking	2,840	2,900	2,960	3,020	3,080
Conferences/Travel	8,620	8,790	8,960	9,140	9,320
Membership Fees	6,120	6,240	6,360	6,490	6,620
Training and Development	24,320	24,810	25,300	25,810	26,330
Contracted Services	16,300	16,620	16,950	17,290	17,640
WO Contracted Services	5,920	6,040	6,160	6,280	6,410
Office Supplies	10,680	10,890	11,100	11,320	11,550
Postage	25,000	25,500	26,010	26,530	27,060
Telecommunications	4,570	4,660	4,750	4,840	4,940
Water	10,930,500	11,149,110	11,372,090	11,599,530	11,831,520
WO Outside Purchases	2,440	2,490	2,540	2,590	2,640
Equipment - City Fleet	30,270	30,870	31,490	32,120	32,760
Equipment	1,910	1,950	1,990	2,030	2,070
WO Inside Equipment	400	400	400	400	400
Credit Card Discount Fees	74,000	75,480	76,990	78,530	80,100
Insurance	113,210	115,470	117,780	120,140	122,540
Corporate Overhead	1,716,210	1,750,530	1,785,540	1,821,260	1,857,680
Contingencies	670	60	80	70	600
Consumption Contingency	300,000	300,000	300,000	300,000	300,000
Lease/Rental	107,100	107,100	107,100	107,100	107,100
Transfer to Capital	3,843,000	4,298,000	4,734,000	4,969,000	5,216,000
Transfer to Utility Reserve	1,770,000	1,770,000	1,770,000	1,770,000	1,770,000
Total Exp/Transfers to Reserve	19,971,520	20,704,900	21,425,420	21,950,720	22,493,790
% Increase		3.67%	3.48%	2.45%	2.47%
Net Total	**2,226,190**	**2,270,670**	**2,316,110**	**2,362,390**	**2,409,560**

Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics and Automation

Department: Engineering & PW **Budget Year:** 2021

Overview:

Electronics and Automation supports installation, maintenance and enhancement of the emergency alarm and electronic monitoring systems commonly known as SCADA (Supervisory Control and Data Acquisition) for the water distribution system.

This ensures the system is performing as required by monitoring the flows and pressures remotely through the SCADA system. The system allows for collection of data in “real time” for alarm notifications and engineering design purposes.

The City monitors, acquires data and controls 22 Pressure Reducing Valves (PRV) located at 10 various stations throughout the City of Victoria and Township of Esquimalt, and 1 pressure booster pump station in the Fairfield area.

Deliverables:

• Daily monitoring of PRV stations, PRV's and booster pump station
• Collection of data in real time includes pressure, flow rates and volume
• Alarm notification of abnormal operations
• Historical database
• Interface on internal network for staff to view and download data for analysis

Business Unit Summary with Service Areas

Business Unit: 6020 - WW Electronics and Automation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	66,842	69,786	92,457	101,130	9.38%
Conferences/Travel	805	0	0	0	0.00%
WO Contracted Services	35	0	0	0	0.00%
General Supplies	0	0	900	900	0.00%
Telecommunications	780	1,398	700	700	0.00%
WO Inventory Purchases	73	0	400	400	0.00%
WO Outside Purchases	9,500	12,865	4,256	4,260	0.09%
Equipment - City Fleet	6,020	4,176	4,176	7,690	84.15%
WO Inside Equipment	877	829	0	0	0.00%
Total Expenditures/Transfers to Reserve	**84,933**	**89,055**	**102,889**	**115,080**	
Net Total	**(84,933)**	**(89,055)**	**(102,889)**	**(115,080)**	

Business Unit: 6020 - WW Electronics and Automation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	101,130	103,180	105,290	107,420	109,600
General Supplies	900	920	940	960	980
Telecommunications	700	710	720	730	740
WO Inventory Purchases	400	410	420	430	440
WO Outside Purchases	4,260	4,350	4,440	4,530	4,620
Equipment - City Fleet	7,690	7,840	8,000	8,160	8,320
Total Exp/Transfers to Reserve	115,080	117,410	119,810	122,230	124,700
% Increase		2.02%	2.04%	2.02%	2.02%
Net Total	**(115,080)**	**(117,410)**	**(119,810)**	**(122,230)**	**(124,700)**

Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Hydrant Maintenance provides ongoing inspection, maintenance and repair of fire hydrants in Victoria and the Township of Esquimalt to deliver fire protection.

Deliverables:

• Maintenance, replacement and inspection of fire hydrants

Business Unit Summary with Service Areas

Business Unit: 6040 - WW Hydrant Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	91,163	137,971	117,979	120,340	2.00%
WO Contracted Services	3,983	23,669	2,040	2,040	0.00%
WO Inventory Purchases	13,534	3,319	17,551	17,550	(0.01%)
WO Outside Purchases	4,871	7,090	27,400	27,400	0.00%
WO Inside Equipment	14,883	22,071	18,000	18,000	0.00%
WO Outside Equipment	7,317	3,309	1,020	1,020	0.00%
Total Expenditures/Transfers to Reserve	**135,751**	**197,429**	**183,991**	**186,350**	
Net Total	**(135,751)**	**(197,429)**	**(183,991)**	**(186,350)**	

Business Unit: 6040 - WW Hydrant Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	120,340	122,750	125,210	127,710	130,260
WO Contracted Services	2,040	2,080	2,120	2,160	2,200
WO Inventory Purchases	17,550	17,900	18,260	18,630	19,000
WO Outside Purchases	27,400	27,950	28,510	29,080	29,660
WO Inside Equipment	18,000	18,360	18,730	19,100	19,480
WO Outside Equipment	1,020	1,040	1,060	1,080	1,100
Total Exp/Transfers to Reserve	186,350	190,080	193,890	197,760	201,700
% Increase		2.00%	2.00%	2.00%	1.99%
Net Total	**(186,350)**	**(190,080)**	**(193,890)**	**(197,760)**	**(201,700)**

Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

To maintain, inspect and repair water valves within the water distribution system. Valves are normally open and used to isolate portions of the system when dealing with significant leaks, emergency repairs, and water main flushing.

Deliverables:

• Maintenance, inspection and repair of water valves

Business Unit Summary with Service Areas

Business Unit: 6045 - WW Valve Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	93,176	110,924	89,393	91,180	2.00%
WO Contracted Services	9,073	5,909	11,530	11,530	0.00%
WO Inventory Purchases	10,762	5,160	11,856	11,860	0.03%
WO Outside Purchases	6,267	4,196	39,958	39,960	0.01%
WO Gas	476	665	0	0	0.00%
WO Inside Equipment	17,228	24,989	13,011	13,010	(0.01%)
WO Outside Equipment	9,252	6,361	1,000	1,000	0.00%
Total Expenditures/Transfers to Reserve	**146,234**	**158,206**	**166,748**	**168,540**	
Net Total	**(146,234)**	**(158,206)**	**(166,748)**	**(168,540)**	

Business Unit: 6045 - WW Valve Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	91,180	93,000	94,860	96,760	98,700
WO Contracted Services	11,530	11,760	12,000	12,240	12,480
WO Inventory Purchases	11,860	12,100	12,340	12,590	12,840
WO Outside Purchases	39,960	40,760	41,580	42,410	43,260
WO Inside Equipment	13,010	13,270	13,540	13,810	14,090
WO Outside Equipment	1,000	1,020	1,040	1,060	1,080
Total Exp/Transfers to Reserve	168,540	171,910	175,360	178,870	182,450
% Increase		2.00%	2.01%	2.00%	2.00%
Net Total	**(168,540)**	**(171,910)**	**(175,360)**	**(178,870)**	**(182,450)**

Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Provide safe drinking water to the public and fire protection through the regular repair and replacement of water mains in Victoria and the Township of Esquimalt. This work maintains delivery of water, reduces water loss and maintains water quality.

Deliverables:

• Maintenance of water mains
• Water main repairs

Business Unit Summary with Service Areas

Business Unit: 6050 - WW Mains Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Inventory and Equipment	212	0	0	0	0.00%
Total Revenues/Funding Sources	**212**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	240,326	183,675	271,962	277,400	2.00%
WO Contracted Services	12,762	22,113	18,101	18,100	(0.01%)
General Supplies	0	555	0	0	0.00%
WO Inventory Purchases	61,204	74,670	42,126	42,130	0.01%
WO Outside Purchases	88,414	61,166	67,586	67,590	0.01%
WO Gas	0	48	0	0	0.00%
WO Inside Equipment	44,235	34,922	20,582	26,240	27.49%
WO Outside Equipment	19,637	21,135	8,000	8,000	0.00%
Total Expenditures/Transfers to Reserve	**466,578**	**398,284**	**428,357**	**439,460**	
Net Total	**(466,366)**	**(398,284)**	**(428,357)**	**(439,460)**	

Business Unit: 6050 - WW Mains Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	277,400	282,950	288,610	294,380	300,260
WO Contracted Services	18,100	18,460	18,830	19,210	19,590
WO Inventory Purchases	42,130	42,970	43,830	44,710	45,600
WO Outside Purchases	67,590	68,940	70,320	71,730	73,160
WO Inside Equipment	26,240	26,760	27,300	27,850	28,410
WO Outside Equipment	8,000	8,160	8,320	8,490	8,660
Total Exp/Transfers to Reserve	439,460	448,240	457,210	466,370	475,680
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(439,460)**	**(448,240)**	**(457,210)**	**(466,370)**	**(475,680)**

Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Service Maintenance routinely responds to water leaks and conducts repairs and replacement of water services to reduce water loss. The service is the water pipe between the municipal main and the property line.

Deliverables:

Water services maintenance to residential, industrial and commercial water services
• Repair of water services
• Investigation of water service leaks
• Disconnecting of water services from mainline
• Handling water turn off requests
• Installing temporary water services per requests

Business Unit Summary with Service Areas

Business Unit: 6055 - WW Service Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	358,345	411,002	425,089	433,590	2.00%
WO Contracted Services	25,235	27,905	58,870	58,870	0.00%
WO Inventory Purchases	15,051	24,795	43,305	43,310	0.01%
WO Outside Purchases	29,586	26,091	38,038	38,040	0.01%
WO Inside Equipment	46,981	54,909	89,995	89,990	(0.01%)
WO Outside Equipment	57,683	94,954	40,000	40,000	0.00%
Total Expenditures/Transfers to Reserve	**532,881**	**639,656**	**695,297**	**703,800**	
Net Total	**(532,881)**	**(639,656)**	**(695,297)**	**(703,800)**	

Business Unit: 6055 - WW Service Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	433,590	442,260	451,110	460,130	469,330
WO Contracted Services	58,870	60,050	61,250	62,480	63,730
WO Inventory Purchases	43,310	44,180	45,060	45,960	46,880
WO Outside Purchases	38,040	38,800	39,580	40,370	41,180
WO Inside Equipment	89,990	91,790	93,630	95,500	97,410
WO Outside Equipment	40,000	40,800	41,620	42,450	43,300
Total Exp/Transfers to Reserve	703,800	717,880	732,250	746,890	761,830
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(703,800)**	**(717,880)**	**(732,250)**	**(746,890)**	**(761,830)**

Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Repair and replace water meters of various sizes to ensure accurate meter readings and accurate billing for customers.

Deliverables:

• Maintenance to residential, industrial and commercial use water meters
• Replacement of bulk (industrial/commercial) meters
• Replacement and inspection of residential meters
• Replacement of defective meters

Business Unit Summary with Service Areas

Business Unit: 6060 - WW Meter Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	136,378	108,670	225,018	229,520	2.00%
WO Contracted Services	10,253	5,762	30,300	30,300	0.00%
WO Inventory Purchases	105,023	87,455	144,552	144,550	0.00%
WO Outside Purchases	16,317	7,857	21,628	21,630	0.01%
WO Inside Equipment	20,330	16,937	15,000	15,000	0.00%
WO Outside Equipment	30,005	21,788	5,100	5,100	0.00%
Total Expenditures/Transfers to Reserve	**318,305**	**248,470**	**441,598**	**446,100**	
Net Total	**(318,305)**	**(248,470)**	**(441,598)**	**(446,100)**	

Business Unit: 6060 - WW Meter Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	229,520	234,110	238,800	243,580	248,450
WO Contracted Services	30,300	30,910	31,530	32,160	32,800
WO Inventory Purchases	144,550	147,440	150,390	153,400	156,470
WO Outside Purchases	21,630	22,060	22,500	22,950	23,410
WO Inside Equipment	15,000	15,300	15,610	15,920	16,230
WO Outside Equipment	5,100	5,200	5,300	5,410	5,520
Total Exp/Transfers to Reserve	446,100	455,020	464,130	473,420	482,880
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(446,100)**	**(455,020)**	**(464,130)**	**(473,420)**	**(482,880)**

Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance

Department: Engineering & PW **Budget Year:** 2021

Overview:

Maintenance and operations of Pressure Reducing Valves (PRV) and their stations to maintain system pressure and flow in order to meet design specifications.

Deliverables:

• Maintenance of PRV stations
• Maintenance of pressure reducing valves servicing the City of Victoria and the Township of Esquimalt

Business Unit Summary with Service Areas

Business Unit: 6065 - WW PRV Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	73,098	87,935	57,786	58,950	2.01%
WO Contracted Services	244	0	5,000	5,000	0.00%
Hydro	5,241	5,169	6,210	6,270	0.97%
WO Inventory Purchases	125	1,728	0	0	0.00%
WO Outside Purchases	5,378	10,199	8,666	8,670	0.05%
WO Inside Equipment	7,337	15,513	4,554	4,550	(0.09%)
Total Expenditures/Transfers to Reserve	**91,423**	**120,543**	**82,216**	**83,440**	
Net Total	**(91,423)**	**(120,543)**	**(82,216)**	**(83,440)**	

Business Unit: 6065 - WW PRV Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	58,950	60,130	61,330	62,560	63,810
WO Contracted Services	5,000	5,100	5,200	5,300	5,410
Hydro	6,270	6,330	6,390	6,450	6,510
WO Outside Purchases	8,670	8,840	9,020	9,200	9,380
WO Inside Equipment	4,550	4,640	4,730	4,820	4,920
Total Exp/Transfers to Reserve	83,440	85,040	86,670	88,330	90,030
% Increase		1.92%	1.92%	1.92%	1.92%
Net Total	**(83,440)**	**(85,040)**	**(86,670)**	**(88,330)**	**(90,030)**

Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency

Department: Engineering & PW **Budget Year:** 2021

Overview:

A standby person, trained within the Environmental Operators Certification Program (EOCP), provides an immediate response to incidents outside of regular working hours.

Deliverables:

• Response time to emergency within 30 minutes

Business Unit Summary with Service Areas

Business Unit: 6070 - WW Emergency

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	151,393	175,888	80,726	82,340	2.00%
WO Contracted Services	5,069	3,217	0	0	0.00%
WO Inventory Purchases	4,998	7,036	0	0	0.00%
WO Outside Purchases	1,461	5,689	0	0	0.00%
WO Inside Equipment	11,749	16,953	1,084	1,080	(0.39%)
WO Outside Equipment	2,749	4,238	0	0	0.00%
Corporate Overhead	9,844	11,518	0	0	0.00%
Total Expenditures/Transfers to Reserve	**187,263**	**224,539**	**81,811**	**83,420**	
Net Total	**(187,263)**	**(224,539)**	**(81,811)**	**(83,420)**	

Business Unit: 6070 - WW Emergency

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	82,340	83,990	85,670	87,380	89,130
WO Inside Equipment	1,080	1,100	1,120	1,140	1,160
Total Exp/Transfers to Reserve	83,420	85,090	86,790	88,520	90,290
% Increase		2.00%	2.00%	1.99%	2.00%
Net Total	**(83,420)**	**(85,090)**	**(86,790)**	**(88,520)**	**(90,290)**

Business Unit Summary with Service Areas

Service Area: Third Party Billing

Department: Engineering & PW **Budget Year:** 2021

Overview:

Third Party Billing includes work for outside agencies and properties owners, deposits associated with building permit frontage work and services. The City recovers the costs of these services through invoicing.

Deliverables:

• To provide timely and accurate billing for cost recovery

Business Unit Summary with Service Areas

Service Area: Third Party Billing

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Y/E Adj	(123,743)	(88,817)	0	0	0.00%
Administration	121,204	232,808	0	0	0.00%
Work Order Revenue	952,782	1,313,491	478,400	478,400	0.00%
Administration Recovery	0	0	42,500	42,500	0.00%
Lumber and Tools Recover	0	0	7,500	7,500	0.00%
Total Rev/Funding Sources	**950,243**	**1,457,482**	**528,400**	**528,400**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	418,730	442,010	173,400	176,870	2.00%
WO Contracted Services	200,587	111,718	0	0	0.00%
WO Consulting Services	3,602	7,200	0	0	0.00%
WO Inventory Purchases	23,025	64,071	148,750	148,750	0.00%
WO Outside Purchases	212,845	216,849	0	0	0.00%
WO Hydro	16,992	15,127	0	0	0.00%
WO Gas	44	0	0	0	0.00%
WO Inside Equipment	107,093	107,970	106,250	106,250	0.00%
WO Outside Equipment	16,951	35,844	0	0	0.00%
Total Exp/Transfers to Reserve	**999,869**	**1,000,789**	**428,400**	**431,870**	
Net Total	**(49,626)**	**456,693**	**100,000**	**96,530**	

Service Area: Third Party Billing

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Work Order Revenue	478,400	478,400	478,400	478,400	478,400
Administration Recovery	42,500	42,500	42,500	42,500	42,500
Lumber and Tools Recover	7,500	7,500	7,500	7,500	7,500
Total Rev/Funding Sources	528,400	528,400	528,400	528,400	528,400
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	176,870	176,870	176,870	176,870	176,870
WO Inventory Purchases	148,750	148,750	148,750	148,750	148,750
WO Inside Equipment	106,250	106,250	106,250	106,250	106,250
Total Exp/Transfers to Reserve	431,870	431,870	431,870	431,870	431,870
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**96,530**	**96,530**	**96,530**	**96,530**	**96,530**

Finance

The Finance Department is responsible for safeguarding the City's financial assets and planning to ensure the financial stability and viability of the City. The department provides financial reporting and control and is responsible for the implementation of financial management policies. The department also provides financial information and advice to Council, City departments and the general public.

The Finance Department also oversees all Parking Services including the City's five parkades, three surface parking lots, and nearly 2,000 on-street parking spaces downtown.

Core Services

- Financial Planning
- Accounting Services
- Revenue Services
- Supply Management
- Parking Services

Strategic Initiatives and Major Projects

- Social Procurement
- Fire Hall #1 Replacement

Budget Summary

2021 Base Expenditures	14,730,240
2021 One Time Expenditures	–
2021 Proposed Expenditures	14,730,240
2020 Base Expenditures	15,107,787
2020 One Time Expenditures	–
2020 Approved Expenditures	15,107,787
Base Budget Change	(377,547)
Change by %	-2.50%
2021 Base Revenues	15,046,800
2021 One Time Revenues	–
2021 Proposed Revenues	15,046,800
2020 Base Revenues	19,717,225
2020 One Time Revenues	–
2020 Approved Revenues	19,717,225
Base Budget Change	(4,670,425)
Change by %	-23.69%
2021 FTE	85.55
2020 FTE	85.96
Change	-0.41
Change by %	-0.48%

Finance

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Parking Services	19,717,225	15,046,800	(4,670,425)	(23.69%)
Base Budget	**19,717,225**	**15,046,800**	**(4,670,425)**	**(23.69%)**
One Time	0	0	0	0.00%
Total	**19,717,225**	**15,046,800**	**(4,670,425)**	**(23.69%)**
Expenditures/Transfers to Reserve				
Budgets, Financial Planning & Administration	1,250,325	1,272,550	22,225	1.78%
Accounting	1,298,719	1,443,570	144,851	11.15%
Revenue	909,660	941,830	32,170	3.54%
Supply Management Services	1,012,369	1,033,250	20,881	2.06%
Parking Services	10,636,713	10,039,040	(597,673)	(5.62%)
Base Budget	**15,107,787**	**14,730,240**	**(377,547)**	**(2.50%)**
One Time	0	0	0	0.00%
Total	**15,107,787**	**14,730,240**	**(377,547)**	**(2.50%)**
Net Base Budget Change	**4,609,438**	**316,560**	**4,292,878**	**93.13%**

Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration

Department: Finance **Budget Year:** 2021

Overview:

The Finance department is responsible for safeguarding the City's financial assets and planning to ensure financial stability and viability.

The department produces information to provide transparency to the City's finances and demonstrate to taxpayers where their taxes are allocated and what services they receive. This provides a foundation for fostering greater understanding and involvement in the financial planning process.

Finance provides financial reporting and control and is responsible for the implementation of financial management policies. It also provides financial information and advice to City Council, staff and the public.

Finance also directs the preparation of the municipal capital and operating budgets and long-range financial planning and provides routine monitoring and reporting on budget variances.

Deliverables:

- Annual Financial Plan
- Monthly budget reviews in conjunction with departments
- Quarterly budget status updates to Council

Business Unit Summary with Service Areas

Business Unit: 2200 - Budgets, Financial Planning & Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	969,335	971,801	1,118,156	1,140,340	1.98%
Mileage/Parking	4,811	3,590	4,400	4,400	0.00%
Conferences/Travel	15,704	219	29,500	29,510	0.03%
Membership Fees	12,128	11,679	17,334	17,350	0.09%
Training and Development	15,605	8,321	30,000	30,010	0.03%
Courier Service	918	1,021	1,200	1,200	0.00%
Photocopy	5,818	9,108	4,000	4,000	0.00%
Office Supplies	42,343	36,237	41,800	41,800	0.00%
Telecommunications	1,705	1,926	2,710	2,710	0.00%
WO Outside Purchases	80	378	0	0	0.00%
Miscellaneous	311	(58)	1,225	1,230	0.41%
Total Expenditures/Transfers to Reserve	**1,068,757**	**1,044,222**	**1,250,325**	**1,272,550**	
Net Total	**(1,068,757)**	**(1,044,222)**	**(1,250,325)**	**(1,272,550)**	

Business Unit: 2200 - Budgets, Financial Planning & Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,140,340	1,163,160	1,186,440	1,210,160	1,234,360
Mileage/Parking	4,400	4,490	4,580	4,670	4,760
Conferences/Travel	29,510	29,570	29,630	29,690	29,750
Membership Fees	17,350	17,350	17,350	17,350	17,350
Training and Development	30,010	30,010	30,010	30,010	30,010
Courier Service	1,200	1,220	1,240	1,260	1,290
Photocopy	4,000	4,080	4,160	4,240	4,320
Office Supplies	41,800	42,640	43,490	44,360	45,250
Telecommunications	2,710	2,760	2,820	2,880	2,940
Miscellaneous	1,230	1,250	1,280	1,310	1,340
Total Exp/Transfers to Reserve	1,272,550	1,296,530	1,321,000	1,345,930	1,371,370
% Increase		1.88%	1.89%	1.89%	1.89%
Net Total	**(1,272,550)**	**(1,296,530)**	**(1,321,000)**	**(1,345,930)**	**(1,371,370)**

Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting

Department: Finance **Budget Year:** 2021

Overview:

The Accounting division processes payroll for the City's approximately 1,000 full-time and part-time employees, as well as payroll services for VicPD employees. This ensures staff are paid on time and for hours worked.

It also provides accounts payable services, general accounting and financial reporting, oversight of the investment program and cash management practices, as well as debt management.

These services are in place to ensure vendors receive payment for goods and services provided and the City receives expected value by meeting discount deadlines where applicable.

Accounting ensures all departments can access accurate financial information on a timely basis to support effective decision making.

The Accounting division ensures taxpayer assets and cash are safeguarded and the City meets all statutory financial reporting requirements.

Deliverables:

Payroll:
- Bi-weekly payroll payments, T4s, and benefit administration for approximately 1,300 employees (1,000 City and 300 VicPD) in nine employee groups governed by six collective agreements

Accounts Payable:
- 30-day payment turn-around for AP invoices (approximately 41,500 invoices per year)
- Administration of approximately 415 purchasing cards (approximately 20,000 purchasing card transactions per year)

General Accounting/Financial Reporting:
- Approximately 5,200 journal entries processed per year
- Preparation of annual audited Financial Statements
- Annual submission of financial information to Ministry of Community, Sport and Cultural Development
- Annual submission of financial information to the Ministry of Finance
- Annual submission of Annual Report to GFOA for excellency award

Business Unit Summary with Service Areas

Business Unit: 2230 - Accounting

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,206,458	1,344,027	1,295,919	1,440,770	11.18%
Mileage/Parking	1,940	1,504	2,100	2,100	0.00%
Telecommunications	651	650	700	700	0.00%
Total Expenditures/Transfers to Reserve	**1,209,050**	**1,346,181**	**1,298,719**	**1,443,570**	
Net Total	**(1,209,050)**	**(1,346,181)**	**(1,298,719)**	**(1,443,570)**	

Business Unit: 2230 - Accounting

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,440,770	1,469,550	1,498,860	1,528,810	1,559,310
Mileage/Parking	2,100	2,140	2,180	2,220	2,260
Telecommunications	700	710	720	730	740
Total Exp/Transfers to Reserve	1,443,570	1,472,400	1,501,760	1,531,760	1,562,310
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,443,570)**	**(1,472,400)**	**(1,501,760)**	**(1,531,760)**	**(1,562,310)**

Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue

Department: Finance **Budget Year:** 2021

Overview:

The Revenue division oversees the billing and collection of:
• Property Taxes
• Utilities
• Business Licences
• Accounts Receivable

It also provides oversight of the City's busiest in-person customer service centre, the Public Service Centre in City Hall. The Public Service Centre serves approximately 7,000 people each month and 9,000 during tax time in June. They provide in person customer service, general City information, respond to enquiries by phone and email and accept payments.

Revenue also provides organization-wide cash controls and continues to encourage internal and external customers to utilize technology and support customer needs. This includes e-Billing, e-forms, e-Homeowner Grants and other electronic means.

Deliverables:

• Annual Property Tax Notices
• Utility, Business Licence and A/R Invoicing
• Youth Bus Pass Program
• Customer Inquiries and Payment Processing

Business Unit Summary with Service Areas

Business Unit: 2240 - Revenue

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,320,797	1,260,405	1,410,057	1,442,220	2.28%
Mileage/Parking	0	0	1,800	1,800	0.00%
Telecommunications	1,641	1,881	2,000	2,000	0.00%
Recoveries and Services	(494,310)	(504,197)	(504,196)	(504,190)	0.00%
Recovery	(7,164)	(23,092)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**820,965**	**734,998**	**909,660**	**941,830**	
Net Total	**(820,965)**	**(734,998)**	**(909,660)**	**(941,830)**	

Business Unit: 2240 - Revenue

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,442,220	1,471,090	1,500,490	1,530,510	1,561,130
Mileage/Parking	1,800	1,840	1,880	1,920	1,960
Telecommunications	2,000	2,040	2,080	2,120	2,160
Recoveries and Services	(504,190)	(514,270)	(524,560)	(535,050)	(545,740)
Total Exp/Transfers to Reserve	941,830	960,700	979,890	999,500	1,019,510
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(941,830)**	**(960,700)**	**(979,890)**	**(999,500)**	**(1,019,510)**

Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing

Department: Finance **Budget Year:** 2021

Overview:

Supply Management oversees City purchasing as well as insurance, risk management and claims processing.

The purchasing process provides businesses and suppliers transparent, fair and equal access to business opportunities with the City. Supply Management staff provide purchasing expertise and advice to foster a consistent and standardized approach to purchasing. The City of Victoria maintains a competitive bidding process in accordance with municipal and provincial laws. Through a competitive bidding process, taxpayers receive greater value for money.

Requests for proposals and tenders are posted on an electronic vendor database to provide opportunities to view and bid on City purchasing competitions.

Through property appraisals, the division maintains sufficient insurance coverage of City owned property and assets and identifies appropriate liability coverage considering industry standards and best practices. Effective management of insurance, risk management and claims processing reduces the City's and taxpayer's exposure to impacts and financial risks.

Purchasing also processes all insurance claims against the City and provides administrative support to the Finance Department.

Deliverables:

- Request for Offers turnaround times: 1 week after all information received by departments
- Request For Proposals and Tenders (simple): turnaround time 2-3 weeks after all information received by departments
- Request for Proposals and Tenders (complex): turnaround time varies

Business Unit Summary with Service Areas

Business Unit: 2300 - Purchasing

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	774,349	775,105	797,793	813,800	2.01%
Mileage/Parking	2,674	632	2,200	2,200	0.00%
Contracted Services	3,300	18,009	40,000	40,000	0.00%
Telecommunications	392	507	605	610	0.83%
Recovery	0	(5,443)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**780,714**	**788,809**	**840,598**	**856,610**	
Net Total	**(780,714)**	**(788,809)**	**(840,598)**	**(856,610)**	

Business Unit: 2300 - Purchasing

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	813,800	830,080	846,640	863,590	880,870
Mileage/Parking	2,200	2,240	2,280	2,330	2,380
Contracted Services	40,000	40,800	41,620	42,450	43,300
Telecommunications	610	620	630	640	650
Total Exp/Transfers to Reserve	856,610	873,740	891,170	909,010	927,200
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(856,610)**	**(873,740)**	**(891,170)**	**(909,010)**	**(927,200)**

Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

Department: Finance **Budget Year:** 2021

Overview:

Having the correct supplies on hand for quick access and achieving economies of scale through volume purchasing is the focus of the Stores unit.

Supplies and products for City projects are inventoried and stored, reducing the uncertainty of supply being affected by outside variables, and ensures City projects can proceed without interruption.

This unit also stores and schedules equipment used to support festivals and special events.

Deliverables:

- Annual inventory turnover - supply products as needed by clients
- Accuracy of annual inventory counts and level of obsolescence - managing and safekeeping of the inventory
- Quality criteria for products stocked - established in conjunction with end user departments
- Cost savings through bulk purchases - with fluctuating pricing, keeping abreast of pending price changes and purchasing accordingly

Business Unit Summary with Service Areas

Business Unit: 2320 - Stores

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	180,209	186,470	178,878	182,450	2.00%
Courier Service	2,412	3,860	3,000	3,000	0.00%
Telecommunications	680	603	650	650	0.00%
Equipment - City Fleet	5,098	4,244	4,244	5,540	30.54%
Equipment	648	28	500	500	0.00%
Inventory Adjustments	(29)	(265)	0	0	0.00%
Repairs and Maintenance	0	0	400	400	0.00%
Recovery	(23,835)	(28,979)	(16,000)	(16,000)	0.00%
Eco Fees	206	0	100	100	0.00%
Total Expenditures/Transfers to Reserve	**165,388**	**165,961**	**171,772**	**176,640**	
Net Total	**(165,388)**	**(165,961)**	**(171,772)**	**(176,640)**	

Business Unit: 2320 - Stores

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	182,450	186,070	189,790	193,600	197,470
Courier Service	3,000	3,060	3,120	3,180	3,240
Telecommunications	650	660	670	680	690
Equipment - City Fleet	5,540	5,650	5,770	5,890	6,010
Equipment	500	510	520	530	540
Repairs and Maintenance	400	410	420	430	440
Recovery	(16,000)	(16,320)	(16,650)	(16,980)	(17,320)
Eco Fees	100	100	100	100	100
Total Exp/Transfers to Reserve	176,640	180,140	183,740	187,430	191,170
% Increase		2.00%	2.00%	2.01%	2.00%
Net Total	**(176,640)**	**(180,140)**	**(183,740)**	**(187,430)**	**(191,170)**

Parking Services

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Centennial Square Parkade	557,000	410,000	(147,000)	(26.39%)
Johnson Street Parkade	1,017,000	515,000	(502,000)	(49.36%)
Bastion Square Parkade	1,167,000	794,000	(373,000)	(31.96%)
View Street Parkade	1,484,800	967,800	(517,000)	(34.82%)
Broughton Street Parkade	1,737,000	710,000	(1,027,000)	(59.12%)
Parking Meters and Lots	9,859,425	8,395,000	(1,464,425)	(14.85%)
Parking Services Administration	3,895,000	3,255,000	(640,000)	(16.43%)
Base Budget	**19,717,225**	**15,046,800**	**(4,670,425)**	**(23.69%)**
One Time	0	0	0	0.00%
Total	**19,717,225**	**15,046,800**	**(4,670,425)**	**(23.69%)**
Expenditures/Transfers to Reserve				
Centennial Square Parkade	349,340	341,820	(7,520)	(2.15%)
Johnson Street Parkade	231,376	231,370	(6)	0.00%
Bastion Square Parkade	545,958	549,590	3,632	0.67%
View Street Parkade	580,013	604,560	24,547	4.23%
Broughton Street Parkade	1,162,022	670,470	(491,552)	(42.30%)
Parking Meters and Lots	790,981	780,470	(10,511)	(1.33%)
Parking Services Administration	2,291,806	2,151,060	(140,746)	(6.46%)
Transfers to Reserves	3,615,348	3,607,770	(7,578)	(0.01%)
Parking Ambassadors	1,069,869	1,101,930	32,061	3.00%
Base Budget	**10,636,713**	**10,039,040**	**(597,673)**	**(5.14%)**
One Time	0	0	0	0.00%
Total	**10,636,713**	**10,039,040**	**(597,673)**	**(5.14%)**
Net Base Budget Change	**9,080,512**	**5,007,760**	**4,072,752**	**44.85%**

Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Department: Finance **Budget Year:** 2021

Overview:

Centennial Square Parkade is one of the City's five parkades. Located at 645 Fisgard Street between Douglas and Government Streets, it has 188 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered.

The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Centennial Square Parkade is staffed from 7:30 a.m. to as late as 6:30 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates are now payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all-day Sundays and holidays.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4010 - Centennial Square Parkade

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Daily Parking	440,917	267,440	420,000	300,000	(28.57%)
Monthly Parking	135,788	107,912	137,000	110,000	(19.71%)
Uncollected Tickets	(82)	217	0	0	0.00%
Over/Under	99	235	0	0	0.00%
Total Revenues/Funding Sources	**576,722**	**375,803**	**557,000**	**410,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	100,357	148,019	182,326	159,800	(12.35%)
Security	168,971	192,466	170,000	178,500	5.00%
Printing	3,437	2,460	4,000	4,000	0.00%
Data Line	1,283	1,283	1,200	1,200	0.00%
Credit Card Discount Fees	4,885	3,657	5,000	3,000	(40.00%)
Insurance	16,885	21,404	22,714	31,220	37.45%
Miscellaneous	117	0	100	100	0.00%
Repairs and Maintenance	7,518	9,035	10,000	10,000	0.00%
Recovery	(40,514)	(20,556)	(46,000)	(46,000)	0.00%
Total Expenditures/Transfers to Reserve	**262,938**	**357,767**	**349,340**	**341,820**	
Net Total	**313,783**	**18,036**	**207,660**	**68,180**	

Business Unit: 4010 - Centennial Square Parkade

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Daily Parking	300,000	306,000	312,120	318,360	324,730
Monthly Parking	110,000	112,200	114,440	116,730	119,060
Total Rev/Funding Sources	410,000	418,200	426,560	435,090	443,790
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	159,800	163,000	166,240	169,590	172,990
Security	178,500	182,070	185,710	189,430	193,220
Printing	4,000	4,080	4,160	4,240	4,320
Data Line	1,200	1,220	1,240	1,260	1,290
Credit Card Discount Fees	3,000	3,060	3,120	3,180	3,240
Insurance	31,220	31,840	32,480	33,130	33,790
Miscellaneous	100	100	100	100	100
Repairs and Maintenance	10,000	10,200	10,400	10,610	10,820
Recovery	(46,000)	(46,920)	(47,860)	(48,820)	(49,800)
Total Exp/Transfers to Reserve	341,820	348,650	355,590	362,720	369,970
% Increase		2.00%	1.99%	2.01%	2.00%
Net Total	**68,180**	**69,550**	**70,970**	**72,370**	**73,820**

Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Department: Finance **Budget Year:** 2021

Overview:

Johnson Street Parkade is one of the City's five parkades. Located at 750 Johnson Street between Blanshard and Douglas Streets, it has 232 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered. There are more than 40 reserved parking spaces, with gated evening parking on the rooftop for City Bylaw vehicles and a nearby hotel's valet service. The parkade provides customers a convenient, affordable and safe place to park their vehicle and enjoy all that downtown has to offer.

Johnson Street Parkade is the City's only parkade that operates as a pay by space facility. Customers have the option of paying at a pay station located on each floor near the elevator or using the ParkVictoria payment app after parking their vehicle. Security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. Payment is required from 8 a.m. to 6 p.m. Monday to Saturday and free from 6 p.m. – 8 a.m. and all-day Sundays and holidays.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Daily Parking	755,724	483,216	720,000	400,000	(44.44%)
Monthly Parking	289,244	134,494	297,000	115,000	(61.28%)
Uncollected Tickets	(15)	62	0	0	0.00%
Facility Rental	2,891	2,891	0	0	0.00%
Over/Under	437	733	0	0	0.00%
Total Revenues/Funding Sources	**1,048,280**	**621,396**	**1,017,000**	**515,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	16,565	19,048	31,753	17,220	(45.77%)
Security	169,735	192,710	170,000	179,300	5.47%
WO Contracted Services	0	4,133	0	0	0.00%
Printing	4,299	3,643	7,300	7,300	0.00%
Data Line	1,365	1,373	1,300	1,300	0.00%
WO Outside Purchases	44	8,671	0	0	0.00%
Equipment - City Fleet	4,410	3,490	3,470	4,790	38.03%
Credit Card Discount Fees	15,625	9,577	16,000	8,500	(46.88%)
Insurance	22,734	29,389	27,353	38,760	41.70%
Miscellaneous	0	76	200	200	0.00%
Repairs and Maintenance	7,518	7,732	10,000	10,000	0.00%
Recovery	(40,243)	(32,753)	(36,000)	(36,000)	0.00%
Total Expenditures/Transfers to Reserve	**202,051**	**247,089**	**231,376**	**231,370**	
Net Total	**846,229**	**374,308**	**785,624**	**283,630**	

Business Unit Summary with Service Areas

Business Unit: 4020 - Johnson Street Parkade

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Daily Parking	400,000	408,000	416,160	424,480	432,970
Monthly Parking	115,000	117,300	119,650	122,040	124,480
Total Rev/Funding Sources	515,000	525,300	535,810	546,520	557,450
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	17,220	17,570	17,910	18,280	18,650
Security	179,300	182,890	186,550	190,280	194,090
Printing	7,300	7,450	7,600	7,750	7,910
Data Line	1,300	1,330	1,360	1,390	1,420
Equipment - City Fleet	4,790	4,880	4,990	5,090	5,190
Credit Card Discount Fees	8,500	8,670	8,840	9,020	9,200
Insurance	38,760	39,540	40,330	41,140	41,960
Miscellaneous	200	200	200	200	200
Repairs and Maintenance	10,000	10,200	10,400	10,610	10,820
Recovery	(36,000)	(36,720)	(37,450)	(38,200)	(38,960)
Total Exp/Transfers to Reserve	231,370	236,010	240,730	245,560	250,480
% Increase		2.01%	2.00%	2.01%	2.00%
Net Total	**283,630**	**289,290**	**295,080**	**300,960**	**306,970**

Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Department: Finance **Budget Year:** 2021

Overview:

Bastion Square Parkade is one of the City's five parkades. Located at 575 Yates Street between Government and Wharf Streets, it has 361 parking spaces and is open 24 hours. Lower floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered.

The parkade provides customers a convenient, affordable, and safe place to park their vehicle and enjoy all that downtown has to offer.

Bastion Square Parkade is staffed from 7:30 a.m. to as late as 10 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates are now payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all-day Sundays and holidays.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4030 - Bastion Square Parkade

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Daily Parking	1,008,419	565,944	1,050,000	720,000	(31.43%)
Monthly Parking	98,992	54,363	117,000	74,000	(36.75%)
Uncollected Tickets	(122)	(64)	0	0	0.00%
Over/Under	(81)	368	0	0	0.00%
Total Revenues/Funding Sources	**1,107,209**	**620,611**	**1,167,000**	**794,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	224,397	196,301	249,976	228,820	(8.46%)
Security	234,790	264,541	230,000	248,100	7.87%
Printing	5,778	5,749	10,000	10,000	0.00%
Office Supplies	0	0	200	200	0.00%
Data Line	1,868	1,858	1,800	1,800	0.00%
WO Outside Purchases	2,787	0	0	0	0.00%
Credit Card Discount Fees	15,954	9,062	16,000	12,000	(25.00%)
Insurance	23,731	30,749	27,782	38,470	38.47%
Miscellaneous	44	77	200	200	0.00%
Repairs and Maintenance	7,518	9,757	10,000	10,000	0.00%
Total Expenditures/Transfers to Reserve	**516,867**	**518,093**	**545,958**	**549,590**	
Net Total	**590,342**	**102,517**	**621,042**	**244,410**	

Business Unit: 4030 - Bastion Square Parkade

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Daily Parking	720,000	734,400	749,090	764,070	779,350
Monthly Parking	74,000	75,480	76,990	78,530	80,100
Total Rev/Funding Sources	794,000	809,880	826,080	842,600	859,450
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	228,820	233,370	238,080	242,800	247,630
Security	248,100	253,060	258,120	263,290	268,550
Printing	10,000	10,200	10,400	10,610	10,820
Office Supplies	200	200	200	200	200
Data Line	1,800	1,840	1,880	1,920	1,960
Credit Card Discount Fees	12,000	12,240	12,480	12,730	12,980
Insurance	38,470	39,240	40,020	40,820	41,640
Miscellaneous	200	200	200	200	200
Repairs and Maintenance	10,000	10,200	10,400	10,610	10,820
Total Exp/Transfers to Reserve	549,590	560,550	571,780	583,180	594,800
% Increase		1.99%	2.00%	1.99%	1.99%
Net Total	**244,410**	**249,330**	**254,300**	**259,420**	**264,650**

Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Department: Finance **Budget Year:** 2021

Overview:

View Street Parkade is one of the City's five parkades. Located at 743 View Street between Blanshard and Douglas Streets, it has 531 parking spaces and is open 24 hours. Lower floors and the basement level are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the upper levels. Daily and monthly parking are offered. The parkade provides customers a convenient, affordable, and safe place to park their vehicle and enjoy all that downtown has to offer.

View Street Parkade is staffed from 7:30 a.m. to as late as 8 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle.

To improve the parking experience, staff participate in ongoing customer service training, parkade rates are now payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all-day Sundays and holidays. It is also the location of the Parkade Coordinator's office.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Daily Parking	1,260,189	686,291	1,200,000	800,000	(33.33%)
Monthly Parking	259,320	135,715	277,000	160,000	(42.24%)
Uncollected Tickets	114	(293)	0	0	0.00%
Facility Rental	6,533	2,613	7,800	7,800	0.00%
Over/Under	24	413	0	0	0.00%
Total Revenues/Funding Sources	**1,526,180**	**824,740**	**1,484,800**	**967,800**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	417,816	354,420	325,545	330,020	1.37%
Advertising	0	0	12,000	12,000	0.00%
Armoured Car Service	4,680	3,835	3,200	3,200	0.00%
Security	171,342	192,718	170,000	181,000	6.47%
WO Contracted Services	0	5,325	0	0	0.00%
Printing	8,793	7,002	12,000	12,000	0.00%
Office Supplies	0	37	500	500	0.00%
Data Line	2,083	2,090	1,200	1,200	0.00%
Equipment - City Fleet	1,285	1,306	0	0	0.00%
Credit Card Discount Fees	11,427	6,926	12,000	8,000	(33.33%)
Insurance	28,575	37,365	32,368	45,440	40.39%
Miscellaneous	569	1,489	1,200	1,200	0.00%
Repairs and Maintenance	16,016	12,666	10,000	10,000	0.00%
Total Expenditures/Transfers to Reserve	**662,584**	**625,179**	**580,013**	**604,560**	
Net Total	**863,596**	**199,561**	**904,787**	**363,240**	

Business Unit Summary with Service Areas

Business Unit: 4040 - View Street Parkade

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Daily Parking	800,000	816,000	832,320	848,970	865,950
Monthly Parking	160,000	163,200	166,460	169,790	173,190
Facility Rental	7,800	7,800	7,800	7,800	7,800
Total Rev/Funding Sources	967,800	987,000	1,006,580	1,026,560	1,046,940
% Increase		1.98%	1.98%	1.98%	1.99%
Expenditures/Transfers to Reserve					
Salaries and Benefits	330,020	336,620	343,330	350,240	357,240
Advertising	12,000	12,240	12,480	12,730	12,980
Armoured Car Service	3,200	3,260	3,330	3,400	3,470
Security	181,000	184,620	188,310	192,080	195,920
Printing	12,000	12,240	12,480	12,730	12,980
Office Supplies	500	510	520	530	540
Data Line	1,200	1,220	1,240	1,260	1,290
Equipment - City Fleet	0	0	0	0	0
Credit Card Discount Fees	8,000	8,160	8,320	8,490	8,660
Insurance	45,440	46,350	47,280	48,230	49,190
Miscellaneous	1,200	1,220	1,240	1,260	1,290
Repairs and Maintenance	10,000	10,200	10,400	10,610	10,820
Total Exp/Transfers to Reserve	604,560	616,640	628,930	641,560	654,380
% Increase		2.00%	1.99%	2.01%	2.00%
Net Total	**363,240**	**370,360**	**377,650**	**385,000**	**392,560**

Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Department: Finance **Budget Year:** 2021

Overview:

Broughton Street Parkade is one of the City's five parkades but is leased from the Provincial Government. Located at 745 Broughton Street between Blanshard and Douglas Streets, it has 544 parking spaces and is open 24 hours. Located below ground, the parkade's upper floors are signed as three-hour maximum parking Monday to Friday from 8 a.m. – 4 p.m., to make it easier for short-term parkers to find parking. Long-term parking spaces are available on the lower levels. Daily and monthly parking are offered. The parkade provides customers a convenient, affordable, and safe place to park their vehicle and enjoy all that downtown has to offer.

Broughton Street Parkade is staffed from 7:30 a.m. to as late as 7 p.m. Monday to Saturday. Parkade security is provided 24/7 and a SafeWalk service provides customers the option of being accompanied to their vehicle. To improve the parking experience, staff participate in ongoing customer service training, parkade rates are now payable in 15-minute increments, the first hour of parking is automatically free, with evening parking free from 6 p.m. – 8 a.m. Monday to Saturday and free all-day Sundays and holidays.

Deliverables:

- Manage parkade to ensure parking spaces are available for general use throughout the day and evening and supplement with commuter monthly parking when space permits
- Priority for parkades is to always have spaces available for short-term parkers and excess capacity to monthly parking customers by adjusting monthly parking and pricing
- Target = 80% to 85% of usage for parkades

Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Daily Parking	1,240,548	583,132	1,350,000	600,000	(55.56%)
Monthly Parking	352,327	162,745	387,000	110,000	(71.58%)
Uncollected Tickets	(108)	26	0	0	0.00%
Over/Under	(198)	(119)	0	0	0.00%
Total Revenues/Funding Sources	**1,592,569**	**745,784**	**1,737,000**	**710,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	172,605	150,476	235,108	213,640	(9.13%)
Security	170,342	192,690	170,000	180,000	5.88%
WO Contracted Services	0	2,500	0	0	0.00%
Printing	10,991	7,054	12,000	12,000	0.00%
Office Supplies	0	86	200	200	0.00%
Data Line	1,735	1,735	1,800	1,800	0.00%
WO Outside Purchases	564	155	0	0	0.00%
Credit Card Discount Fees	21,720	12,059	20,000	14,000	(30.00%)
Insurance	6,293	6,941	7,414	8,330	12.36%
Revenue Sharing with Province	673,045	101,923	700,000	225,000	(67.86%)
Miscellaneous	354	166	500	500	0.00%
Repairs and Maintenance	13,067	14,294	15,000	15,000	0.00%
Total Expenditures/Transfers to Reserve	**1,070,714**	**490,077**	**1,162,022**	**670,470**	
Net Total	**521,854**	**255,708**	**574,978**	**39,530**	

Business Unit Summary with Service Areas

Business Unit: 4050 - Broughton Street Parkade

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Daily Parking	600,000	612,000	624,240	636,720	649,450
Monthly Parking	110,000	112,200	114,440	116,730	119,060
Total Rev/Funding Sources	710,000	724,200	738,680	753,450	768,510
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	213,640	217,920	222,250	226,730	231,270
Security	180,000	183,600	187,270	191,020	194,840
Printing	12,000	12,240	12,480	12,730	12,980
Office Supplies	200	200	200	200	200
Data Line	1,800	1,840	1,880	1,920	1,960
Credit Card Discount Fees	14,000	14,280	14,570	14,860	15,160
Insurance	8,330	8,500	8,670	8,840	9,020
Revenue Sharing with Province	225,000	229,500	234,090	238,770	243,550
Miscellaneous	500	510	520	530	540
Repairs and Maintenance	15,000	15,300	15,610	15,920	16,240
Total Exp/Transfers to Reserve	670,470	683,890	697,540	711,520	725,760
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**39,530**	**40,310**	**41,140**	**41,930**	**42,750**

Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Department: Finance **Budget Year:** 2021

Overview:

The Parking Services meter shop ensures that the City's computerized parking pay stations and single-head parking meters are regularly serviced and cleaned, and coins are collected and delivered for processing in a secure and safe manner.

Parking equipment used at the three City-owned surface parking lots is also regularly maintained. The meter shop operates six days a week to ensure pay stations and meters are maintained and are operating efficiently. Revenue from on-street occupancy permits and tour stand leases are included in this business unit.

As of May 1, 2019, the City of Victoria began charging for on-street parking on Sundays. Metered parking on Sundays will improve turnover for on-street parking customers and will generate new revenue to fund BC Transit passes for Victoria youth in the fall. Parking at the City's five parkades continues to be FREE after 6 p.m., all-day Sundays and holidays, with the first hour always free.

Deliverables:

- Targeted customer complaints response time is same-day response
- 95% of customer complaints related to on-street parking meters and City-owned lots are responded to in the same day, with the remaining 5% (more complex issues) forwarded to the Manager of Parking Services
- Complex issues are responded to within 2 business days
- 270 pay stations are maintained and cleaned in a 13-day rotation (approximately 20 pay stations daily)
- 600 single meters and surface lots are maintained and cleaned once a week

Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Accessible Permits	39,579	24,356	40,000	35,000	(12.50%)
Commercial Vehicle Licence	0	208,469	0	200,000	100.00%
Miscellaneous Fees	854	108	0	0	0.00%
Parking Lot - 900 Wharf	502,712	229,217	520,000	300,000	(42.31%)
Parking Lot - JS Bridge	15,655	13,449	0	0	0.00%
Parking Lot - Rear of Royal	132,123	39,056	120,000	15,000	(87.50%)
Parking Lot - Royal Athletic Park	186,740	71,315	200,000	50,000	(75.00%)
Parking Permits	1,581,283	1,148,497	1,184,425	1,100,000	(7.13%)
Parking Meters	7,652,455	5,101,261	7,700,000	6,600,000	(14.29%)
Tour Stands	97,827	0	95,000	95,000	0.00%
Over/Under	277	(130)	0	0	0.00%
Total Revenues/Funding Sources	**10,209,504**	**6,835,599**	**9,859,425**	**8,395,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	253,267	221,308	189,425	193,220	2.00%
Contracted Services	413,688	436,018	450,000	450,000	0.00%
WO Contracted Services	918	615	0	0	0.00%
Printing	2,428	8,020	30,000	30,000	0.00%
Office Supplies	58	0	200	200	0.00%
Telecommunications	2,003	2,866	1,700	1,700	0.00%
WO Inventory Purchases	1,328	5,722	0	0	0.00%
WO Outside Purchases	15,491	13,849	0	0	0.00%
Equipment - City Fleet	18,505	17,156	17,156	22,850	33.19%
WO Inside Equipment	2,962	1,398	0	0	0.00%
WO Outside Equipment	10,838	1,902	0	0	0.00%
Credit Card Discount Fees	195,460	180,700	180,000	160,000	(11.11%)
Miscellaneous	30,199	11,270	10,000	10,000	0.00%
Repairs and Maintenance	5,379	2,701	7,500	7,500	0.00%
Recovery	(103,084)	(102,157)	(95,000)	(95,000)	0.00%
Transfer to Carry Forward	282,849	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,132,286**	**801,370**	**790,981**	**780,470**	
Net Total	**9,077,218**	**6,034,228**	**9,068,444**	**7,614,530**	

Business Unit Summary with Service Areas

Business Unit: 4060 - Parking Meters and Lots

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Accessible Permits	35,000	35,000	35,000	35,000	35,000
Commercial Vehicle Licence	200,000	200,000	200,000	200,000	200,000
Parking Lot - 900 Wharf	300,000	306,000	312,120	318,360	324,730
Parking Lot - Rear of Royal	15,000	15,300	15,610	15,920	16,240
Parking Lot - Royal Athletic Park	50,000	51,000	52,020	53,060	54,120
Parking Permits	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Parking Meters	6,600,000	6,732,000	6,866,640	7,003,970	7,144,050
Tour Stands	95,000	95,000	95,000	95,000	95,000
Total Rev/Funding Sources	8,395,000	8,534,300	8,676,390	8,821,310	8,969,140
% Increase		1.66%	1.66%	1.67%	1.68%
Expenditures/Transfers to Reserve					
Salaries and Benefits	193,220	197,090	201,040	205,040	209,150
Contracted Services	450,000	459,000	468,180	477,540	487,090
Printing	30,000	30,600	31,210	31,830	32,470
Office Supplies	200	200	200	200	200
Telecommunications	1,700	1,730	1,760	1,800	1,840
Equipment - City Fleet	22,850	23,300	23,770	24,230	24,720
Credit Card Discount Fees	160,000	163,200	166,460	169,790	173,190
Miscellaneous	10,000	10,200	10,400	10,610	10,820
Repairs and Maintenance	7,500	7,650	7,800	7,960	8,120
Recovery	(95,000)	(96,900)	(98,840)	(100,820)	(102,840)
Total Exp/Transfers to Reserve	780,470	796,070	811,980	828,180	844,760
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**7,614,530**	**7,738,230**	**7,864,410**	**7,993,130**	**8,124,380**

Business Unit Summary with Service Areas

Service Area: Parking Services Administration

Department: Finance **Budget Year:** 2021

Overview:

Parking Services operates the City's five parkades, three surface parking lots, and oversees the Parking Ambassadors and the approximately 2,130 on-street parking spaces downtown. It is committed to improving customer service, making parking easier, and supporting the vitality of downtown Victoria.

Parking Services administration staff assist the public with parking concerns, accept payments, manage monthly parking contracts and the City's ticket database, and reconcile daily parking revenues. Parking Services also oversees the Park Victoria application which enables customers to pay for on-street parking using their mobile device.

Parking Services is responsible for managing service contracts which include parkade security, parking ticket collection and parking equipment service agreements.

Deliverables:

- Improve the customer service experience for people parking in the City
- Monitor and adjust parking regulations as needed to ensure parking is available, and that customers have multiple payment options
- Ensure estimated budgets are realistic and achievable, through ongoing monitoring and adjustments
- Customer complaints response target time is same day
- Target - improved positive experience of customers

Business Unit Summary with Service Areas

Service Area: Parking Services Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Moving Traffic Violation	35,333	9,617	30,000	30,000	0.00%
Parking Fines	3,544,579	2,698,344	3,840,000	3,200,000	(16.67%)
Towing Fees	16,573	12,584	25,000	25,000	0.00%
Total Revenues/Funding Sources	**3,596,484**	**2,720,546**	**3,895,000**	**3,255,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	366,233	373,972	363,944	371,190	1.99%
Mileage/Parking	0	0	150	150	0.00%
Conferences/Travel	1,913	0	5,000	5,000	0.00%
Membership Fees	790	790	800	800	0.00%
Training and Development	270	695	4,390	4,390	0.00%
Contracted Services	62,133	54,737	70,000	70,000	0.00%
Courier Service	0	0	200	200	0.00%
Software Licencing/Maintenance/Support	10,968	11,187	11,000	11,000	0.00%
Photocopy	300	301	0	0	0.00%
Printing	4,509	22,642	25,000	25,000	0.00%
General Supplies	1,166	21	5,000	5,000	0.00%
Office Supplies	791	199	3,290	3,290	0.00%
Telecommunications	1,778	1,646	1,250	1,250	0.00%
Credit Card Discount Fees	38,684	32,999	40,000	40,000	0.00%
Interest - Debenture	346,050	238,480	322,200	154,760	(51.97%)
Miscellaneous	2,342	86	100	100	0.00%
Fines Sent to Collections	1,050,692	919,284	1,000,000	1,000,000	0.00%
Debt repayments	439,482	439,482	439,482	458,930	4.43%
Offstreet Parking Reserve	3,259,207	3,550,348	3,550,348	3,542,770	(0.21%)
Buildings and Infrastructure	65,000	65,000	65,000	65,000	0.00%
Total Expenditures/Transfers to Reserve	**5,652,307**	**5,711,870**	**5,907,154**	**5,758,830**	
Net Total	**(2,055,822)**	**(2,991,325)**	**(2,012,154)**	**(2,503,830)**	

Business Unit Summary with Service Areas

Service Area: Parking Services Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Moving Traffic Violation	30,000	30,000	30,000	30,000	30,000
Parking Fines	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
Towing Fees	25,000	25,000	25,000	25,000	25,000
Total Rev/Funding Sources	3,255,000	3,255,000	3,255,000	3,255,000	3,255,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	371,190	378,640	386,180	393,930	401,790
Mileage/Parking	150	150	150	150	150
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Membership Fees	800	820	840	860	880
Training and Development	4,390	4,480	4,570	4,660	4,750
Contracted Services	70,000	71,400	72,830	74,290	75,780
Courier Service	200	200	200	200	200
Software Licencing/Maintenance/Support	11,000	11,220	11,440	11,670	11,900
Printing	25,000	25,500	26,010	26,530	27,060
General Supplies	5,000	5,100	5,200	5,300	5,410
Office Supplies	3,290	3,350	3,430	3,500	3,560
Telecommunications	1,250	1,280	1,310	1,340	1,370
Credit Card Discount Fees	40,000	40,800	41,620	42,450	43,300
Interest - Debenture	154,760	154,760	130,910	86,810	33,280
Miscellaneous	100	100	100	100	100
Fines Sent to Collections	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Debt repayments	458,930	458,930	458,930	369,040	279,140
Offstreet Parking Reserve	3,542,770	3,652,550	3,788,330	4,036,450	4,296,380
Buildings and Infrastructure	65,000	65,000	65,000	65,000	65,000
Total Exp/Transfers to Reserve	5,758,830	5,879,380	6,002,250	6,127,580	6,255,460
% Increase		2.09%	2.09%	2.09%	2.09%
Net Total	**(2,503,830)**	**(2,624,380)**	**(2,747,250)**	**(2,872,580)**	**(3,000,460)**

Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

Department: Finance **Budget Year:** 2021

Overview:

Parking Ambassadors are advocates for high turnover of parking downtown, and of balancing parking needs within residential areas. They contribute to a positive downtown experience as information ambassadors and customer service representatives for City services and operations.

The objective is to make Victoria's parking experience as easy as possible and to ensure information and regulations are understood and followed to encourage positive parking behavior and turnover to support businesses and encourage parking availability. They also contribute to the overall operations of the City, adding eyes and ears on the street to identify operational needs that can be addressed quickly, such as garbage cans needing attention, graffiti identification and sanitation issues.

Deliverables:

Measures of Process:
• # of parking transactions in parkades
• # of transactions on-street
• # of tickets
• # of tickets cancelled
• # of warnings
• # of calls for service for operational assistance
• # of customer calls, emails and online queries
• # of downloads of parking app
• # of Safe Walk escorts
• # parking ticket reviews

Measures of Success:
• Increased transactions on street
• Increased transactions in parkades
• Increased downloads of parking app
• Increased online transactions
• Decreased parking ticket reviews
• Fewer complaints

Business Unit Summary with Service Areas

Service Area: Parking Ambassadors

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	872,700	848,147	1,028,825	1,056,210	2.66%
Training and Development	8,844	2,293	7,000	7,000	0.00%
General Supplies	1,673	1,346	5,000	5,000	0.00%
Protective Clothing/Uniforms	8,409	6,479	12,000	12,000	0.00%
Telecommunications	11,297	11,252	11,080	11,080	0.00%
Equipment - City Fleet	16,131	10,314	4,764	9,410	97.52%
Insurance	1,214	1,948	1,200	1,230	2.50%
Lease/Rental	3,360	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**923,628**	**881,780**	**1,069,869**	**1,101,930**	
Net Total	**(923,628)**	**(881,780)**	**(1,069,869)**	**(1,101,930)**	

Service Area: Parking Ambassadors

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,056,210	1,077,280	1,098,910	1,120,830	1,143,330
Training and Development	7,000	7,140	7,280	7,430	7,580
General Supplies	5,000	5,100	5,200	5,300	5,410
Protective Clothing/Uniforms	12,000	12,240	12,480	12,730	12,980
Telecommunications	11,080	11,300	11,530	11,760	12,000
Equipment - City Fleet	9,410	9,610	9,800	10,000	10,200
Insurance	1,230	1,250	1,280	1,310	1,340
Total Exp/Transfers to Reserve	1,101,930	1,123,920	1,146,480	1,169,360	1,192,840
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,101,930)**	**(1,123,920)**	**(1,146,480)**	**(1,169,360)**	**(1,192,840)**

Human Resources

The Human Resources Department works in partnership with other program areas to create a high performing culture that supports our people to achieve the City's strategic and operational goals. The department assists in creating a safe, healthy and supportive work environment where staff are valued and respected, and are given the opportunity to achieve their potential through training and development.

Core Services

- Talent acquisition
- Strategic workforce planning
- Employee orientation and recognition
- Employee and labour relations
- Compensation and benefits
- Health, safety and wellness
- Disability management
- Learning and development

Strategic Initiatives and Major Projects

- Leadership Development Program
- Equity, Diversity & Inclusion Training

Budget Summary

2021 Base Expenditures	2,588,230
2021 One Time Expenditures	25,000
2021 Proposed Expenditures	2,613,230
2020 Base Expenditures	2,418,165
2020 One Time Expenditures	25,000
2020 Approved Expenditures	2,443,165
Base Budget Change	170,065
Change by %	7.03%
2021 Base Revenues	–
2021 One Time Revenues	25,000
2021 Proposed Revenues	25,000
2020 Base Revenues	–
2020 One Time Revenues	25,000
2020 Approved Revenues	25,000
Base Budget Change	–
Change by %	0.00%
2021 FTE	17.00
2020 FTE	15.00
Change	2.00
Change by %	13.33%

Human Resources

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
One Time	25,000	25,000	0	0.00%
Total	**25,000**	**25,000**	**0**	0.00%
Expenditures/Transfers to Reserve				
Human Resources Administration	1,625,194	1,782,320	157,126	9.67%
Health, Safety and Rehabilitation	710,636	722,730	12,094	1.70%
Rehabilitation	42,284	43,130	846	2.00%
Union Leave	40,050	40,050	0	0.00%
Base Budget	**2,418,165**	**2,588,230**	**170,065**	**7.03%**
One Time	25,000	25,000	0	0.00%
Total	**2,443,165**	**2,613,230**	**170,065**	**6.96%**
Net Base Budget Change	**(2,418,165)**	**(2,588,230)**	**170,065**	**7.03%**

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration

Department: Human Resources **Budget Year:** 2021

Overview:

The role of the Human Resources Department is to work in partnership with other program areas to create a high performing culture that supports our people to achieve the City's strategic and operational goals.

Human Resources provides advice and support for recruitment and staffing, employee and labour relations, compensation and classification, employee learning and development, change management and related programs.

Deliverables:

Deliverables are based on corporate strategic and operational priorities and may fluctuate from year to year.

Recruitment:
- Internal promotion provides employees with growth and development opportunities in support of employee engagement, workforce planning and business continuity
- The department provides strategic recruitment and succession planning and support through analysis and consultation, collaborating with departmental leaders to ensure informed staffing decisions and minimize risk to business continuity
- The department ensures continuous improvement of recruitment and selection processes by identifying opportunities and completing projects to improve applicant quality, process efficiency and candidate experience, as well as ensuring inclusivity through removal of barriers to employment in the hiring process

Learning & Development:
- The department plans and facilitates learning programs to support corporate priorities including leadership capacity, change management and other business enablers

Labour and Employee Relations:
- The department is responsible for negotiation and administration of four collective agreements, oversight of terms and conditions for exempt employees, and development and administration of employment related policies and processes

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	25,000	25,000	0.00%
Total Revenues/Funding Sources	**0**	**0**	**25,000**	**25,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,115,068	1,296,286	1,262,183	1,419,310	12.45%
Mileage/Parking	11,789	9,173	13,000	13,000	0.00%
Conferences/Travel	5,784	2,149	8,000	8,000	0.00%
Membership Fees	2,693	2,065	4,000	4,000	0.00%
Training and Development	51,948	61,047	145,000	145,000	0.00%
Consulting	59,930	0	0	0	0.00%
Professional	87,889	20,350	85,000	85,000	0.00%
Recruitment	142,812	53,757	103,011	103,010	0.00%
Photocopy	460	1,150	2,500	2,500	0.00%
Books/Publications	0	0	500	500	0.00%
Office Supplies	3,566	2,248	5,500	5,500	0.00%
Telecommunications	2,113	2,211	2,500	2,500	0.00%
WO Outside Purchases	18,551	10,377	19,000	19,000	0.00%
Miscellaneous	636	26	0	0	0.00%
Transfer to Carry Forward	30,000	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,533,242**	**1,460,839**	**1,650,194**	**1,807,320**	
Net Total	**(1,533,242)**	**(1,460,839)**	**(1,625,194)**	**(1,782,320)**	

Business Unit Summary with Service Areas

Business Unit: 2100 - Human Resources Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	25,000	0	0	0	0
Total Rev/Funding Sources	25,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,419,310	1,447,750	1,476,670	1,506,190	1,536,340
Mileage/Parking	13,000	13,260	13,530	13,800	14,080
Conferences/Travel	8,000	8,160	8,320	8,490	8,660
Membership Fees	4,000	4,080	4,160	4,240	4,320
Training and Development	145,000	122,400	124,850	127,350	129,900
Professional	85,000	86,700	88,430	90,200	92,000
Recruitment	103,010	105,070	107,170	109,310	111,500
Photocopy	2,500	2,550	2,600	2,650	2,700
Books/Publications	500	510	520	530	540
Office Supplies	5,500	5,610	5,720	5,830	5,950
Telecommunications	2,500	2,550	2,600	2,650	2,700
WO Outside Purchases	19,000	19,380	19,770	20,170	20,570
Total Exp/Transfers to Reserve	1,807,320	1,818,020	1,854,340	1,891,410	1,929,260
% Increase		0.59%	2.00%	2.00%	2.00%
Net Total	**(1,782,320)**	**(1,818,020)**	**(1,854,340)**	**(1,891,410)**	**(1,929,260)**

Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehabilitation

Department: Human Resources **Budget Year:** 2021

Overview:

The City of Victoria is committed to ensuring a safe and healthy work environment for all staff. The Health, Safety and Rehabilitation Division focuses on developing and implementing safety management systems that proactively reduce accidents, injuries and illness in the workplace and return injured or ill employees back to meaningful and productive work as soon as possible.

The Health, Safety and Rehabilitation Division works with managers, supervisors, workers, Joint Health and Safety Committees, unions, vendors and consultants to create an effective safety climate and culture, and support employee health and wellness. Key program areas are hazard assessments, safety inspections, accident investigations, development and review of Safe Job Procedures, training, the Employee and Family Assistance Program and employee wellness, WorkSafeBC and Long-Term Disability (LTD) claims management, return to work/stay at work programs and attendance management.

Deliverables:

- Providing proactive health and safety programs to reduce employee illness and injury and support employees in maintaining and improving their health
- Reducing sick leave and WorkSafeBC usage and providing opportunities for early and safe return to work increases operational capacity to deliver City services
- Coordinate and deliver health and safety training considering organizational risk
- Supporting the establishment and revision of standard job procedures and operational guidelines which provide a consistent and safe method for performing tasks leading to injury prevention

Business Unit Summary with Service Areas

Business Unit: 2110 - Health, Safety and Rehabilitation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	299,366	402,916	604,181	616,270	2.00%
Mileage/Parking	2,746	2,618	3,100	3,100	0.00%
Conferences/Travel	3,973	0	2,500	2,500	0.00%
Membership Fees	0	500	955	960	0.52%
Training and Development	16,219	6,653	10,000	10,000	0.00%
Contracted Services	45,006	43,825	65,000	65,000	0.00%
Professional	30,737	23,959	20,500	20,500	0.00%
General Supplies	879	1,170	1,800	1,800	0.00%
Telecommunications	2,585	3,564	2,600	2,600	0.00%
Total Expenditures/Transfers to Reserve	**401,511**	**485,206**	**710,636**	**722,730**	
Net Total	**(401,511)**	**(485,206)**	**(710,636)**	**(722,730)**	

Business Unit: 2110 - Health, Safety and Rehabilitation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	616,270	628,600	641,140	654,000	667,070
Mileage/Parking	3,100	3,160	3,220	3,280	3,350
Conferences/Travel	2,500	2,550	2,600	2,650	2,700
Membership Fees	960	980	1,000	1,020	1,040
Training and Development	10,000	10,200	10,400	10,610	10,820
Contracted Services	65,000	66,300	67,630	68,980	70,360
Professional	20,500	20,910	21,330	21,760	22,200
General Supplies	1,800	1,840	1,880	1,920	1,960
Telecommunications	2,600	2,650	2,700	2,750	2,810
Total Exp/Transfers to Reserve	722,730	737,190	751,900	766,970	782,310
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(722,730)**	**(737,190)**	**(751,900)**	**(766,970)**	**(782,310)**

Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation

Department: Human Resources **Budget Year:** 2021

Overview:

Return employees back to meaningful and productive work safely and quickly and provide stay at work options for employees who are unable to perform their regular duties.

This is accomplished through rehabilitation programs and effective communication with employees and their physicians to understand workplace modifications that may be needed to support employees in staying at work or returning to work.

Deliverables:

- Successful stay at work and return to work programs support employee health and wellness through appropriate accommodations including modified duties and alternate work assignments

Business Unit Summary with Service Areas

Business Unit: 2116 - Rehabilitation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	4,170	14,281	42,284	43,130	2.00%
Total Expenditures/Transfers to Reserve	**4,170**	**14,281**	**42,284**	**43,130**	
Net Total	**(4,170)**	**(14,281)**	**(42,284)**	**(43,130)**	

Business Unit: 2116 - Rehabilitation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	43,130	43,990	44,870	45,770	46,690
Total Exp/Transfers to Reserve	43,130	43,990	44,870	45,770	46,690
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(43,130)**	**(43,990)**	**(44,870)**	**(45,770)**	**(46,690)**

Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave

Department: Human Resources **Budget Year:** 2021

Overview:

City paid union leave is administered in accordance with collective agreements to support a solutions-oriented labour relations environment.

Paid union leave for union representatives to attend meetings and participate in joint safety investigations supports productive problem solving between the City and its partner unions. Union leave is required under collective agreement provisions and legislation.

Deliverables:

• Collective bargaining, leading to successful renewal of collective agreements
• Joint Health & Safety committee meetings and investigations
• Labour/Management meetings

Business Unit Summary with Service Areas

Business Unit: 2120 - Union Leave

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	41,891	40,367	40,000	40,000	0.00%
Mileage/Parking	0	0	50	50	0.00%
WO Inside Equipment	0	6	0	0	0.00%
Total Expenditures/Transfers to Reserve	**41,891**	**40,372**	**40,050**	**40,050**	
Net Total	**(41,891)**	**(40,372)**	**(40,050)**	**(40,050)**	

Business Unit: 2120 - Union Leave

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	40,000	40,800	41,620	42,450	43,300
Mileage/Parking	50	50	50	50	50
Total Exp/Transfers to Reserve	40,050	40,850	41,670	42,500	43,350
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(40,050)**	**(40,850)**	**(41,670)**	**(42,500)**	**(43,350)**

Information Technology

Information Technology provides for the reliable and safe sharing of City information to provide customers a positive service experience and to provide staff the tools needed to effectively deliver services. It also supports departments in creating and maintaining accurate and complete records and the efficient provision of all City programs and services.

Core Services

- **Information Technology Operations:** Provides technical infrastructure (hardware and software) and organizational business solutions (corporate application delivery and support).
- **Information Management:** Responsible for the City's Enterprise Data Architecture including Corporate Records and Archives.
- **Business Solutions:** Provides internal resources to user departments to develop and acquire software solutions to meet organizational business needs; enhancing use of current applications and process documentation to support project portfolio management.

Strategic Initiatives and Major Projects

- Electronic Document and Records Management rollout
- IT Infrastructure resiliency to support business continuity and disaster recovery
- Business process automation
- Cyber Security improvements

Budget Summary

2021 Base Expenditures	4,630,010
2021 One Time Expenditures	195,000
2021 Proposed Expenditures	4,825,010
2020 Base Expenditures	4,466,258
2020 One Time Expenditures	196,002
2020 Approved Expenditures	4,662,260
Base Budget Change	163,752
Change by %	3.67%
2021 Base Revenues	–
2021 One Time Revenues	195,000
2021 Proposed Revenues	195,000
2020 Base Revenues	–
2020 One Time Revenues	195,002
2020 Approved Revenues	195,002
Base Budget Change	–
Change by %	0.00%
2021 FTE	24.00
2020 FTE	24.00
Change	0.00
Change by %	0.00%

Information Technology

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
One Time	195,002	195,000	(2)	0.00%
Total	**195,002**	**195,000**	**(2)**	**0.00%**
Expenditures/Transfers to Reserve				
Information Management	367,078	375,430	8,352	2.28%
Information Technology	4,099,180	4,254,580	155,400	3.79%
Base Budget	**4,466,258**	**4,630,010**	**163,752**	**3.67%**
One Time	196,002	195,000	(1,002)	(0.51%)
Total	**4,662,260**	**4,825,010**	**162,750**	**3.49%**
Net Base Budget Change	**(4,466,258)**	**(4,630,010)**	**163,752**	**3.67%**

Business Unit Summary with Service Areas

Service Area: Information Management

Department: Information Technology **Budget Year:** 2021

Overview:

Information management is a City program that manages the people, processes and technology that provide governance over the structure, processing, delivery, and usage of information required for business processes, record keeping, business intelligence and informed decision making. The program strives to digitally transform the way information is managed by leveraging modern tools and technologies. Enterprise Records Management is a core initiative within the Information management program and establishes the classification, retention schedules, policies, standards, and practices for the efficient management of records and information across the organization. Other program areas include information governance, enterprise data architecture and data analytics.

Deliverables:

- Implementation and support of the City's electronic document and records management system (EDRMS)
- Manage offsite storage of physical corporate records
- Manage retention schedules for the city's official records and apply secure destruction of expired records

Business Unit Summary with Service Areas

Service Area: Information Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	195,002	195,000	0.00%
Total Revenues/Funding Sources	**0**	**0**	**195,002**	**195,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	259,809	483,498	524,990	531,600	1.26%
Conferences/Travel	1,586	100	1,500	1,500	0.00%
Membership Fees	1,330	1,311	760	1,500	97.37%
Contracted Services	26,476	24,448	27,900	27,900	0.00%
Photocopy	996	910	200	1,200	500.00%
Printing	0	0	1,000	1,000	0.00%
General Supplies	3,417	4,890	3,420	3,420	0.00%
Books/Publications	598	338	510	510	0.00%
Office Supplies	1,025	321	1,000	1,000	0.00%
Telecommunications	385	385	400	400	0.00%
Miscellaneous	922	726	1,000	1,000	0.00%
Recovery	(391)	(30)	(600)	(600)	0.00%
Total Expenditures/Transfers to Reserve	**296,153**	**516,897**	**562,080**	**570,430**	
Net Total	**(296,153)**	**(516,897)**	**(367,078)**	**(375,430)**	

Business Unit Summary with Service Areas

Service Area: Information Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	195,000	0	0	0	0
Total Rev/Funding Sources	195,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	531,600	343,340	350,180	357,210	364,350
Conferences/Travel	1,500	1,530	1,560	1,590	1,620
Membership Fees	1,500	1,530	1,560	1,590	1,620
Contracted Services	27,900	28,460	29,030	29,610	30,200
Photocopy	1,200	1,220	1,240	1,260	1,280
Printing	1,000	1,020	1,040	1,060	1,080
General Supplies	3,420	3,490	3,560	3,630	3,700
Books/Publications	510	520	530	540	550
Office Supplies	1,000	1,020	1,040	1,060	1,080
Telecommunications	400	410	420	430	440
Miscellaneous	1,000	1,020	1,040	1,060	1,080
Recovery	(600)	(610)	(620)	(630)	(640)
Total Exp/Transfers to Reserve	570,430	382,950	390,580	398,410	406,360
% Increase		(32.87%)	2.00%	2.00%	2.00%
Net Total	**(375,430)**	**(382,950)**	**(390,580)**	**(398,410)**	**(406,360)**

Business Unit Summary with Service Areas

Service Area: Information Technology

Department: Information Technology **Budget Year:** 2021

Overview:

The Information Technology department provides for the reliable and safe sharing of City information to provide customers a positive customer service experience and to provide staff the tools needed to effectively deliver services.

The Information Technology department oversees the helpdesk, provides technical infrastructure (hardware and software) and organizational business solutions (corporate application delivery and support).

Helpdesk:
Support for telephone, personal computers, printers, cell phones and software for City staff. Helpdesk staff provide support to educate staff on how to effectively use technology and troubleshoot errors or issues to reduce disruption for staff or customers.

Technical Infrastructure:
Provide the network infrastructure as required for the City departments and software maintenance to support stable City networks. Technical infrastructure continues to adapt to business needs and meet industry best practices.

Business Solutions:
Provide internal resources to user departments to develop and acquire software solutions to meet organizational business needs; enhancing use of current applications and process documentation to support project portfolio management.

Deliverables:

- Helpdesk – improve service outcomes when engaged with the customer
- Infrastructure – reduced number of unplanned system outages, length of outages and frequency
- Business solutions – implement solutions that meet business needs while looking for agile and iterative solutions if they are available along the way; customer satisfaction in project delivery

Business Unit Summary with Service Areas

Service Area: Information Technology

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,192,896	2,319,389	2,404,841	2,452,910	2.00%
Mileage/Parking	3,903	3,934	7,500	8,160	8.80%
Membership Fees	0	0	0	1,080	100.00%
Training and Development	19,322	15,355	30,000	30,000	0.00%
Contracted Services	19,003	14,478	10,000	5,000	(50.00%)
Software Licencing/Maintenance/Support	1,300,450	1,430,775	1,430,187	1,542,430	7.85%
Photocopy	3,668	888	0	1,000	100.00%
Books/Publications	236	68	500	500	0.00%
Office Supplies	192	1,435	2,000	2,000	0.00%
Cable	5,956	6,427	6,100	6,100	0.00%
Data Line	57,705	39,136	35,000	35,000	0.00%
Telecommunications	127,956	119,692	140,000	137,260	(1.96%)
Computer Equipment	840	15	10,000	10,000	0.00%
Equipment - City Fleet	7,064	6,053	6,053	6,140	1.44%
Software	13,271	9,636	11,000	10,000	(9.09%)
Repairs and Maintenance	7,644	4,065	7,000	7,000	0.00%
Recovery	0	(51,355)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**3,760,105**	**3,919,991**	**4,100,180**	**4,254,580**	
Net Total	**(3,760,105)**	**(3,919,991)**	**(4,100,180)**	**(4,254,580)**	

Business Unit Summary with Service Areas

Service Area: Information Technology

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,452,910	2,502,000	2,551,950	2,603,020	2,655,110
Mileage/Parking	8,160	8,320	8,490	8,660	8,830
Membership Fees	1,080	1,100	1,120	1,140	1,160
Training and Development	30,000	30,600	31,210	31,830	32,470
Contracted Services	5,000	5,100	5,200	5,300	5,410
Software Licencing/Maintenance/Support	1,542,430	1,566,140	1,610,380	1,635,150	1,660,440
Photocopy	1,000	1,020	1,040	1,060	1,080
Books/Publications	500	510	520	530	540
Office Supplies	2,000	2,040	2,080	2,120	2,160
Cable	6,100	6,220	6,340	6,470	6,600
Data Line	35,000	35,700	36,410	37,140	37,880
Telecommunications	137,260	140,010	142,820	145,680	148,600
Computer Equipment	10,000	10,200	10,400	10,610	10,820
Equipment - City Fleet	6,140	6,260	6,390	6,520	6,650
Software	10,000	10,200	10,400	10,610	10,820
Repairs and Maintenance	7,000	7,140	7,280	7,430	7,580
Total Exp/Transfers to Reserve	4,254,580	4,332,560	4,432,030	4,513,270	4,596,150
% Increase		1.83%	2.30%	1.83%	1.84%
Net Total	**(4,254,580)**	**(4,332,560)**	**(4,432,030)**	**(4,513,270)**	**(4,596,150)**

Legal Services

Legal Services provides timely, accurate and practical legal advice to assist in the management and mitigation of risks to the City of Victoria, and to assist in protecting the City's legal rights and interests. Legal Services also coordinates and oversees engagement of external legal resources where necessary and appropriate.

Core Services

- Provide legal advice to Council, City Manager and City staff
- Negotiate, prepare and oversee execution of contracts, leases and agreements authorized by Council
- Provide legal assistance related to land use and development applications
- Assistance with real estate transactions
- Represent the City in legal proceedings
- Draft, revise and consolidate City bylaws and assist City staff in interpretation and application of bylaws and provincial legislation
- Monitor changes in laws affecting the City and provide proactive advice to mitigate impacts on the City

Strategic Initiatives and Major Projects

Legal Services actively supports other departments

- Equity Framework
- Work with the Songhees and Esquimalt Nations to facilitate the completion of the Longhouse in Beacon Hill Park and to establish a burial site
- Create a municipal housing service to acquire and enter into partnerships for the purpose of providing affordable (de-commodified) housing
- Incentivize development of rental housing and look for further opportunities to expedite and simplify development processes for affordable rental housing
- Develop City-wide strategy for additional house conversion opportunities
- Consider a comprehensive amendment to the zoning bylaw to permit all "Missing Middle" housing forms without need for rezoning or development permit
- Implement the Climate Leadership Plan
- Development and implementation of Zero Waste Strategy
- Mandate electric vehicle charging capacity in all new developments
- Introduce regulations to ban and/or restrict problematic single-use items while taking into consideration accessibility needs
- Expedite implementation of the BC Step Code
- Undertake a comprehensive review and update of the Tree Preservation Bylaw
- Review the Noise Bylaw

Budget Summary

2021 Base Expenditures	998,110
2021 One Time Expenditures	–
2021 Proposed Expenditures	998,110
2020 Base Expenditures	794,421
2020 One Time Expenditures	84,500
2020 Approved Expenditures	878,921
Base Budget Change	203,689
Change by %	25.64%
2021 FTE	5.00
2020 FTE	4.00
Change	1.00
Change by %	25.00%

Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services

Department: Legal Services **Budget Year:** 2021

Overview:

Legal Services provides legal advice to Council through the City Manager and provides general legal services to the City using a combination of in-house and external lawyers. Legal Services is responsible for provision of legal assistance with negotiation and drafting of contracts, preparation of land title documents, and other instruments securing the City's legal interests. City solicitors represent the City in court and with other legal proceedings, and reviews reports to Council for legal implications.

In court proceedings and judicial reviews, Legal Services defends the City's position, and ensures that City bylaws are respected and complied with through prosecutions and injunctions.

Decisions are informed by complete consideration of the legal risks, ensuring that these risks and liabilities are minimized, protecting the City and taxpayer's interests.

Deliverables:

• Number and type of matters initiated and concluded each year
• Per hour cost for in-house / external lawyers
• Tracking of time matters to establish and monitor service level standards
• Internal customer satisfaction survey

Business Unit Summary with Service Areas

Business Unit: 2350 - Legal Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	698,947	752,731	761,845	878,830	15.36%
Mileage/Parking	1,739	1,322	2,000	2,000	0.00%
Conferences/Travel	933	0	1,500	1,500	0.00%
Membership Fees	9,766	9,957	9,000	9,300	3.33%
Training and Development	1,809	1,629	5,000	5,000	0.00%
Contracted Services	82,783	221,478	76,661	76,660	0.00%
Professional	995	382	1,500	1,500	0.00%
Photocopy/Printing	2,106	1,103	1,000	1,000	0.00%
Books/Publications	9,291	8,130	6,600	8,500	28.79%
Office Supplies	1,278	1,244	2,000	2,000	0.00%
Telecommunications	1,822	1,932	1,815	1,820	0.28%
Miscellaneous	11,224	11,088	10,000	10,000	0.00%
Recovery	0	(32,805)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**822,693**	**978,190**	**878,921**	**998,110**	
Net Total	**(822,693)**	**(978,190)**	**(878,921)**	**(998,110)**	

Business Unit: 2350 - Legal Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	878,830	896,400	914,350	932,630	951,270
Mileage/Parking	2,000	2,040	2,080	2,120	2,160
Conferences/Travel	1,500	1,530	1,560	1,590	1,620
Membership Fees	9,300	9,490	9,680	9,870	10,070
Training and Development	5,000	5,100	5,200	5,300	5,410
Contracted Services	76,660	78,190	79,750	81,350	82,980
Professional	1,500	1,530	1,560	1,590	1,620
Photocopy/Printing	1,000	1,020	1,040	1,060	1,080
Books/Publications	8,500	8,670	8,840	9,020	9,200
Office Supplies	2,000	2,040	2,080	2,120	2,160
Telecommunications	1,820	1,860	1,900	1,940	1,980
Miscellaneous	10,000	10,200	10,400	10,610	10,820
Total Exp/Transfers to Reserve	998,110	1,018,070	1,038,440	1,059,200	1,080,370
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(998,110)**	**(1,018,070)**	**(1,038,440)**	**(1,059,200)**	**(1,080,370)**

Legislative Services

The Legislative Services Department provides legislative, policy, administrative and regulatory expertise services to City Council and City departments to ensure that the City conducts its business in a manner consistent with City bylaws and provincial legislation.

The City Clerk also performs a variety of Corporate Officer functions, including providing access to official records, executing documents and accepting service of documents on the City.

Core Services

- **Legislative Services:** administrative support and governance advice to Council and Council Committees; official records of Council and Committees of Council; policy analysis; maintain, consolidate and revise City bylaws; administer civic elections and referenda.
- **Freedom of Information and Protection of Privacy Act:** coordinate and assist with Freedom of Information requests and privacy impact assessments as required under the Freedom of Information and Protection of Privacy Act.

Strategic Initiatives and Major Projects

- Citizen Assembly Coordination
- Lobbyist Registry
- Noise Bylaw Review
- Establishment of new Advisory Committees

Budget Summary

2021 Base Expenditures	1,566,960
2021 One Time Expenditures	–
2021 Proposed Expenditures	1,566,960
2020 Base Expenditures	1,540,908
2020 One Time Expenditures	520,000
2020 Approved Expenditures	2,060,908
Base Budget Change	26,052
Change by %	1.69%
2021 Base Revenues	35,000
2021 One Time Revenues	–
2021 Proposed Revenues	35,000
2020 Base Revenues	35,000
2020 One Time Revenues	350,000
2020 Approved Revenues	385,000
Base Budget Change	–
Change by %	0.00%
2021 FTE	10.28
2020 FTE	10.88
Change	-0.60
Change by %	-5.51%

Legislative Services

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Legislative Services	35,000	35,000	0	0.00%
Base Budget	**35,000**	**35,000**	**0**	**0.00%**
One Time	350,000	0	(350,000)	(100.00%)
Total	**385,000**	**35,000**	**(350,000)**	**(90.91%)**
Expenditures/Transfers to Reserve				
Elections	105,000	105,000	0	0.00%
Legislative Services	1,435,908	1,461,960	26,052	1.81%
Base Budget	**1,540,908**	**1,566,960**	**26,052**	**1.69%**
One Time	520,000	0	(520,000)	(100.00%)
Total	**2,060,908**	**1,566,960**	**(493,948)**	**(23.97%)**
Net Base Budget Change	**(1,505,908)**	**(1,531,960)**	**26,052**	**1.73%**

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections

Department: Legislative Services **Budget Year:** 2021

Overview:

Elections oversees the local general election on a four-year cycle, as well as by-elections and referenda as required. This function supports the democratic election process, maintains confidentiality of election materials, and concludes legislated requirements for elections.

Deliverables:

• Maintain service agreements and licences with election service providers

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Transfer from Fin Stab Reserve	0	148,400	350,000	0	(100.00%)
Total Revenues/Funding Sources	**0**	**148,400**	**350,000**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	140,563	0	0	0.00%
Advertising	0	15,563	0	0	0.00%
Catering	0	307	0	0	0.00%
Contracted Services	0	28,827	520,000	0	(100.00%)
Office Supplies	0	620	0	0	0.00%
Telecommunications	0	116	0	0	0.00%
WO Inventory Purchases	0	2,064	0	0	0.00%
WO Outside Purchases	0	5,067	0	0	0.00%
WO Inside Equipment	0	17	0	0	0.00%
Miscellaneous	0	26,769	0	0	0.00%
Lease/Rental	0	85,273	0	0	0.00%
Election Staffing	0	13,215	0	0	0.00%
Transfer to Carry Forward	78,000	0	0	0	0.00%
Transfer to Fin Stab Reserve	0	105,000	105,000	105,000	0.00%
Total Expenditures/Transfers to Reserve	**78,000**	**423,400**	**625,000**	**105,000**	
Net Total	**(78,000)**	**(275,000)**	**(275,000)**	**(105,000)**	

Business Unit Summary with Service Areas

Business Unit: 2085 - Elections

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Transfer from Fin Stab Reserve	0	288,000	0	0	0
Total Rev/Funding Sources	0	288,000	0	0	0
% Increase		100.00%	(100.00%)	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	22,030	0	0	0
Mileage/Parking	0	500	0	0	0
Training and Development	0	1,000	0	0	0
Advertising	0	43,000	0	0	0
Catering	0	1,000	0	0	0
Contracted Services	0	155,500	0	0	0
Printing	0	11,000	0	0	0
Office Supplies	0	5,000	0	0	0
Miscellaneous	0	59,500	0	0	0
Lease/Rental	0	2,000	0	0	0
Recovery	0	(122,100)	0	0	0
Election Staffing	0	215,000	0	0	0
Transfer to Fin Stab Reserve	105,000	0	105,000	105,000	105,000
Total Exp/Transfers to Reserve	105,000	393,430	105,000	105,000	105,000
% Increase		274.70%	(73.31%)	0.00%	0.00%
Net Total	**(105,000)**	**(105,430)**	**(105,000)**	**(105,000)**	**(105,000)**

Business Unit Summary with Service Areas

Service Area: Legislative Services

Department: Legislative Services **Budget Year:** 2021

Overview:

Legislative Services provides support to Council and staff in order to facilitate effective Council and committee meetings and informed and timely decision making. This area includes the Print Shop and the Freedom of Information and Protection of Privacy Act (FIPPA) legislation function.

Deliverables:

- Prepare meeting agendas and minutes for every regular meeting of Council and its committees
- Support Task Forces and other committees established by the Mayor or Council
- Administer recruitment process for Council appointees to internal and external boards and committees
- Conduct policy and bylaw reviews / development, based on approved priorities
- Provide policy advice to Council and staff on a range of matters
- Manage access and privacy matters for the City including coordination and management of requests for records under the Freedom of Information and Protection of Privacy Act

Business Unit Summary with Service Areas

Service Area: Legislative Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Rezoning - Hearing Fee	66,200	63,400	35,000	35,000	0.00%
Total Revenues/Funding Sources	**66,200**	**63,400**	**35,000**	**35,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,030,393	1,051,934	1,033,578	1,059,630	2.52%
Mileage/Parking	4,541	2,883	4,000	4,000	0.00%
Conferences/Travel	4,300	1,125	5,000	5,000	0.00%
Membership Fees	1,800	2,490	800	800	0.00%
Training and Development	5,455	625	5,000	5,000	0.00%
Advertising	87,548	101,650	61,500	61,500	0.00%
Catering	265	0	500	500	0.00%
Contracted Services	87,535	56,846	80,900	80,900	0.00%
Photocopy	1,075	1,527	4,170	4,170	0.00%
Books/Publications	762	312	250	250	0.00%
Office Supplies	31,879	29,995	20,500	20,500	0.00%
Postage	289,992	208,853	267,500	267,500	0.00%
Telecommunications	2,948	2,286	1,210	1,210	0.00%
Miscellaneous	545	263	1,000	1,000	0.00%
Recovery	(50,335)	(51,382)	(50,000)	(50,000)	0.00%
Transfer to Carry Forward	25,102	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,523,804**	**1,409,406**	**1,435,908**	**1,461,960**	
Net Total	**(1,457,604)**	**(1,346,006)**	**(1,400,908)**	**(1,426,960)**	

Business Unit Summary with Service Areas

Service Area: Legislative Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Rezoning - Hearing Fee	35,000	35,700	36,410	37,140	37,880
Total Rev/Funding Sources	35,000	35,700	36,410	37,140	37,880
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,059,630	1,080,690	1,102,100	1,123,980	1,146,280
Mileage/Parking	4,000	4,080	4,160	4,240	4,320
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Membership Fees	800	820	840	860	880
Training and Development	5,000	5,100	5,200	5,300	5,410
Advertising	61,500	62,730	63,980	65,260	66,570
Catering	500	510	520	530	540
Contracted Services	80,900	82,520	84,170	85,860	87,580
Photocopy	4,170	4,250	4,330	4,420	4,510
Books/Publications	250	260	270	280	290
Office Supplies	20,500	20,910	21,330	21,760	22,200
Postage	267,500	272,850	278,310	283,880	289,560
Telecommunications	1,210	1,230	1,250	1,280	1,310
Miscellaneous	1,000	1,020	1,040	1,060	1,080
Recovery	(50,000)	(51,000)	(52,020)	(53,060)	(54,120)
Total Exp/Transfers to Reserve	1,461,960	1,491,070	1,520,680	1,550,950	1,581,820
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,426,960)**	**(1,455,370)**	**(1,484,270)**	**(1,513,810)**	**(1,543,940)**

Parks, Recreation and Facilities

The Parks, Recreation and Facilities Department manages the inventory of parks, open spaces, and buildings where a wide range of community programs, services and other activities are provided by City staff and external partners.

Core Services

- Park planning and care of living assets
- Recreation programs and services
- Facilities management

Strategic Initiatives and Major Projects

- Parks:
  - Expanded services to mitigate impacts relating to increased outdoor sheltering
  - Topaz Park Skate/Bike Parks – Design/Construction
  - Topaz Park Artificial Turf Field Replacement – Construction
  - Songhees Park Expansion – Construction
  - Urban Forest Master Plan – Implementation
  - Expanded opportunities for urban agriculture
- Recreation:
  - Recreation service delivery in accordance with COVID-19 protocols
  - Renewal of fitness equipment
- Facilities:
  - Crystal Pool and Fitness Centre Life Cycle Maintenance
  - New downtown public washroom – Design/Construction
  - Various design and construction projects to renew existing facilities

Budget Summary

2021 Base Expenditures	24,097,510
2021 One Time Expenditures	59,310
2021 Proposed Expenditures	24,156,820
2020 Base Expenditures	24,030,663
2020 One Time Expenditures	352,478
2020 Approved Expenditures	24,383,141
Base Budget Change	66,847
Change by %	0.28%
2021 Base Revenues	2,113,440
2021 One Time Revenues	58,570
2021 Proposed Revenues	2,172,010
2020 Base Revenues	3,036,680
2020 One Time Revenues	204,478
2020 Approved Revenues	3,241,158
Base Budget Change	(923,240)
Change by %	-30.40%
2021 FTE	203.95
2020 FTE	198.51
Change	5.44
Change by %	2.74%

Parks, Recreation and Facilities

	2020 Budget	2021 Budget	Change	% Change
Revenues/Funding Sources				
Parks	691,274	661,270	(30,004)	(4.34%)
Recreation	760,982	520,480	(240,502)	(31.60%)
Crystal Pool and Fitness Centre	1,074,284	884,390	(189,894)	(17.68%)
Royal Athletic Park	504,840	42,000	(462,840)	(91.68%)
Facilities	5,300	5,300	-	0.00%
Base Budget	**3,036,680**	**2,113,440**	**(923,240)**	**(30.40%)**
Total One Time	204,478	58,570	(145,908)	(71.36%)
Total	**3,241,158**	**2,172,010**	**(1,069,148)**	**(32.99%)**
Expenditures/Transfers to Reserve				
Parks, Recreation and Facilities Administration	1,910,794	1,966,800	56,006	2.93%
Parks	10,488,064	10,722,740	234,676	2.24%
Recreation	1,638,812	1,663,490	24,678	1.51%
Crystal Pool and Fitness Centre	2,793,900	2,686,110	(107,790)	(3.86%)
Royal Athletic Park	893,285	399,350	(493,935)	(55.29%)
Facilities	6,305,808	6,659,020	353,212	5.60%
Base Budget	**24,030,663**	**24,097,510**	**66,847**	**0.28%**
Total One Time	352,478	59,310	(293,168)	(83.17%)
Total	**24,383,141**	**24,156,820**	**(226,321)**	**(0.93%)**
Net Base Budget Change	**(20,993,983)**	**(21,984,070)**	**990,087**	**4.72%**

Business Unit Summary with Service Areas

Service Area: Parks, Recreation and Facilities Administration

Department: Parks, Recreation and Facilities

Budget Year: 2021

Overview:

This service area provides support of the overall administration of Parks, Recreation and Facilities.

Deliverables:

- Delivers strategic plan priorities and core services as per the department's operational plan and program area work plans that align with the City's strategic priorities
- Prepare Council reports and provide advice to Council
- Financial Management for the department including preparation of budgets and accurate and timely entry of expenditures and revenues and analysis of expenditures

Business Unit Summary with Service Areas

Service Area: Parks, Recreation and Facilities Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,132,714	1,226,025	1,234,451	1,290,280	4.52%
Mileage/Parking	7,235	4,843	6,000	6,000	0.00%
Conferences/Travel	15,930	4,852	13,158	13,160	0.02%
Membership Fees	13,165	8,626	9,129	9,130	0.01%
Training and Development	40,942	3,323	6,594	6,590	(0.06%)
Contracted Services	7,593	5,488	5,271	5,270	(0.02%)
Photocopy	6,704	6,079	6,457	6,460	0.05%
Books/Publications	280	177	0	0	0.00%
Office Supplies	18,360	15,066	22,650	22,650	0.00%
Protective Clothing/Uniforms	2,935	0	1,825	1,830	0.27%
Hydro	15,480	15,906	17,595	17,770	0.99%
Telecommunications	49,231	54,998	52,664	52,660	(0.01%)
Water	495,331	541,106	535,000	535,000	0.00%
WO Outside Purchases	2,225	2,639	0	0	0.00%
Miscellaneous	24	27	0	0	0.00%
Total Exp/Transfers to Reserve	**1,808,147**	**1,889,156**	**1,910,794**	**1,966,800**	
Net Total	**(1,808,147)**	**(1,889,156)**	**(1,910,794)**	**(1,966,800)**	

Service Area: Parks, Recreation and Facilities Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,290,280	1,316,090	1,342,360	1,369,250	1,396,620
Mileage/Parking	6,000	6,120	6,240	6,360	6,490
Conferences/Travel	13,160	13,420	13,690	13,960	14,230
Membership Fees	9,130	9,310	9,500	9,690	9,880
Training and Development	6,590	6,720	6,850	6,990	7,130
Contracted Services	5,270	5,380	5,480	5,590	5,710
Photocopy	6,460	6,590	6,720	6,850	6,990
Office Supplies	22,650	23,100	23,560	24,030	24,510
Protective Clothing/Uniforms	1,830	1,870	1,910	1,950	1,990
Hydro	17,770	17,950	18,130	18,310	18,490
Telecommunications	52,660	53,710	54,780	55,870	56,980
Water	535,000	561,750	589,840	619,330	650,300
Total Exp/Transfers to Reserve	1,966,800	2,022,010	2,079,060	2,138,180	2,199,320
% Increase		2.81%	2.82%	2.84%	2.86%
Net Total	**(1,966,800)**	**(2,022,010)**	**(2,079,060)**	**(2,138,180)**	**(2,199,320)**

Parks

Core Services

- Manage and maintain 254 hectares of parkland and open spaces and 138 parks, including:
  - 91 hectares of natural areas
  - Ross Bay Cemetery
  - 33,000 trees on public land
  - 40 playgrounds, 34 sport courts, 15 dog off-leash areas, skate park and bike park
  - Approximately 1,300 hanging baskets, and 25 rain gardens
  - 208,063 m^2 of boulevards
  - Plan and design park spaces and features
- Participate in development permit review, tree permit applications and public realm projects across the City

Strategic Initiatives and Major Projects

- Expanded services to mitigate impacts relating to increased outdoor sheltering
- Topaz Park Skate/Bike Parks – Design/Construction
- Topaz Park Artificial Turf Field Replacement – Construction
- Songhees Park Expansion – Construction
- Urban Forest Master Plan – Implementation
- Expanded opportunities for urban agriculture

Parks

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Parks Design and Construction	92,000	62,000	(30,000)	(32.61%)
Parks Horticulture and Nursery Operations	3,010	3,010	0	0.00%
Parks Turf Management/Fields/Boulevards	15,774	15,770	(4)	(0.03%)
Parks-Boulevards-Taxed	535,200	535,200	0	0.00%
Urban Forest Services	45,290	45,290	0	0.00%
Base Budget	**691,274**	**661,270**	**(30,004)**	**(4.34%)**
One Time	196,736	58,570	(138,166)	(70.23%)
Total	**888,010**	**719,840**	**(168,170)**	**(18.94%)**
Expenditures/Transfers to Reserve				
Parks Caretaking	556,382	472,000	(84,382)	(15.17%)
Parks Design and Construction	1,745,380	1,707,800	(37,580)	(2.15%)
Parks Fleet	892,947	934,150	41,203	4.61%
Parks Horticulture and Nursery Operations	2,342,964	2,515,250	172,286	7.35%
Parks Turf Management/Fields/Boulevards	1,806,232	1,687,760	(118,472)	(6.56%)
Parks-Boulevards-Taxed	535,200	535,200	0	0.00%
Urban Forest Services	2,608,958	2,870,580	261,622	10.03%
Base Budget	**10,488,064**	**10,722,740**	**234,676**	**2.24%**
One Time	344,736	59,310	(285,426)	(82.80%)
Total	**10,832,800**	**10,782,050**	**(50,750)**	**(0.47%)**
Net Base Budget Change	**(9,796,790)**	**(10,061,470)**	**264,680**	**2.70%**

Business Unit Summary with Service Areas

Service Area: Parks Caretaking

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Caretaking services and garbage collection are critical to the overall park experience for residents and visitors. Caretaking activities include waste collection, general clean up, stocking supplies, and providing support for park staff and maintenance activities.

Deliverables:

- Servicing of approximately nearly 300 garbage cans (including more than 125 on a daily basis)
- Removal of hazards and clearing of paths and sidewalks around within parks, such as around washrooms and playgrounds
- Snow removal and de-icing of paths and sidewalks in parks
- Power washing hard surfaces, including sport courts, pathways and stairs
- Inspection of beaches for unsafe structures and debris
- Assistance with removal of abandoned property

Business Unit Summary with Service Areas

Service Area: Parks Caretaking

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
WO Grants	0	62,496	0	0	0.00%
Total Rev/Funding Sources	**0**	**62,496**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	365,826	594,191	394,818	360,210	(8.77%)
WO Contracted Services	740	0	10,854	10,850	(0.04%)
WO Inventory Purchases	30,675	42,636	4,670	4,670	0.00%
WO Outside Purchases	99,166	96,818	146,040	96,270	(34.08%)
Total Exp/Transfers to Reserve	**496,406**	**733,645**	**556,382**	**472,000**	
Net Total	**(496,406)**	**(671,149)**	**(556,382)**	**(472,000)**	

Service Area: Parks Caretaking

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	360,210	367,410	374,770	382,280	389,930
WO Contracted Services	10,850	11,070	11,290	11,520	11,750
WO Inventory Purchases	4,670	4,760	4,850	4,950	5,050
WO Outside Purchases	96,270	98,190	100,150	102,150	104,200
Total Exp/Transfers to Reserve	472,000	481,430	491,060	500,900	510,930
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(472,000)**	**(481,430)**	**(491,060)**	**(500,900)**	**(510,930)**

Business Unit Summary with Service Areas

Service Area: Parks Design and Construction

Department: Parks, Recreation and Facilities **Budget Year:** 2021

Overview:

Parks Design and Construction is comprised of two teams; Park Design and Park Infrastructure.

The design team is responsible for delivery of the annual capital design and construction program. This team leads the planning and design of park projects and activities, infrastructure improvements and park development projects. This program includes new amenities or planned improvements to existing structures, playgrounds, sport fields, trails, storm water systems, and other related amenities. This team also participates in local and regional projects led by other groups that have the potential to impact City parks and open spaces.

The infrastructure team is responsible for the maintenance and renewal of existing hard assets and infrastructure within parks and boulevards, including playgrounds, outdoor sport facilities and equipment, benches, picnic tables, pathways, fences, signage, and irrigation systems.

Deliverables:

• Planning and design of park projects and improvements
• Project management and implementation of capital projects
• Planning and design support for other City projects (i.e. transportation upgrades, climate action)
• Input into other jurisdictional planning or construction projects (i.e. regional trails planning)
• Asset management and maintenance of approximately 6,000 hard assets
• Asset management and maintenance of approximately 600 irrigation systems ails planning)

Business Unit Summary with Service Areas

Service Area: Parks Design and Construction

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Administration	0	1,224	0	0	0.00%
Cemetery Fees/Interest	24,895	84,123	15,000	15,000	0.00%
10 year maintenance contribution	15,600	14,950	0	0	0.00%
Miscellaneous Fees	14,026	13,630	12,000	12,000	0.00%
Work Order Revenue	62,550	77,000	65,000	35,000	(46.15%)
WO Grants	0	38,494	0	0	0.00%
Carry Forward	0	0	18,848	0	(100.00%)
Park Furnishing Reserve	1,560	3,055	0	0	0.00%
Total Rev/Funding Sources	**118,631**	**232,476**	**110,848**	**62,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,352,141	1,296,754	1,560,525	1,498,030	(4.00%)
Mileage/Parking	108	50	350	350	0.00%
Training and Development	0	4,198	4,819	4,820	0.02%
Contracted Services	4,000	0	24,500	24,500	0.00%
WO Contracted Services	37,043	49,033	36,608	17,760	(51.49%)
WO Consulting Services	0	1,000	0	0	0.00%
Telecommunications	321	321	1,040	1,040	0.00%
WO Inventory Purchases	26,925	35,867	27,276	27,270	(0.02%)
WO Outside Purchases	113,633	124,293	96,625	89,130	(7.76%)
WO Inside Equipment	12,929	29,848	4,729	4,640	(1.87%)
WO Outside Equipment	13,222	22,169	7,757	7,760	0.04%
Work Order Recoveries	0	0	8,000	0	(100.00%)
Transfer to Park Furnishing Reserve	15,600	14,950	0	32,500	100.00%
Total Exp/Transfers to Reserve	**1,575,922**	**1,578,482**	**1,772,228**	**1,707,800**	
Net Total	**(1,457,291)**	**(1,346,007)**	**(1,661,380)**	**(1,645,800)**	

Business Unit Summary with Service Areas

Service Area: Parks Design and Construction

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Cemetery Fees/Interest	15,000	15,000	15,000	15,000	15,000
Miscellaneous Fees	12,000	12,000	12,000	12,000	12,000
Work Order Revenue	35,000	35,050	35,100	35,150	35,200
Total Rev/Funding Sources	62,000	62,050	62,100	62,150	62,200
% Increase		0.08%	0.08%	0.08%	0.08%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,498,030	1,527,910	1,558,340	1,589,440	1,621,130
Mileage/Parking	350	360	370	380	390
Training and Development	4,820	4,920	5,020	5,120	5,220
Contracted Services	24,500	24,990	25,490	26,000	26,520
WO Contracted Services	17,760	18,120	18,480	18,850	19,230
Telecommunications	1,040	1,060	1,080	1,100	1,120
WO Inventory Purchases	27,270	27,810	28,370	28,940	29,520
WO Outside Purchases	89,130	90,910	92,730	94,580	96,470
WO Inside Equipment	4,640	4,730	4,830	4,930	5,030
WO Outside Equipment	7,760	7,910	8,070	8,230	8,390
Transfer to Park Furnishing Reserve	32,500	32,500	32,500	32,500	32,500
Total Exp/Transfers to Reserve	1,707,800	1,741,220	1,775,280	1,810,070	1,845,520
% Increase		1.96%	1.96%	1.96%	1.96%
Net Total	**(1,645,800)**	**(1,679,170)**	**(1,713,180)**	**(1,747,920)**	**(1,783,320)**

Business Unit Summary with Service Areas

Service Area: Parks Fleet

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Parks Fleet provides funding for costs associated with vehicles and equipment used by the Parks division. The expenses associated with vehicles are charged out at a monthly rate based on service needs and associated historical data and projections.

Deliverables:

Provision of fleet vehicles for Parks operations

Business Unit Summary with Service Areas

Service Area: Parks Fleet

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
WO Gas	126	1,167	0	0	0.00%
Equipment - City Fleet	810,636	887,447	887,447	928,290	4.60%
Insurance	4,682	5,161	5,500	5,860	6.55%
Total Exp/Transfers to Reserve	**815,444**	**893,775**	**892,947**	**934,150**	
Net Total	**(815,444)**	**(893,775)**	**(892,947)**	**(934,150)**	

Service Area: Parks Fleet

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Equipment - City Fleet	928,290	946,860	965,790	985,100	1,004,810
Insurance	5,860	5,980	6,100	6,220	6,340
Total Exp/Transfers to Reserve	934,150	952,840	971,890	991,320	1,011,150
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(934,150)**	**(952,840)**	**(971,890)**	**(991,320)**	**(1,011,150)**

Business Unit Summary with Service Areas

Service Area: Parks Horticulture and Nursery Operations

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

The management of Horticulture and Nursery Operations is guided by the Parks and Open Spaces Master Plan and the 2019-2022 Strategic Plan. The services provided include the maintenance of all gardens in parks and medians, as well as hanging baskets, hedges, seasonal displays, and rain gardens. This service area is also responsible for cultivating food and pollinator plants to support the City's food system initiatives.

Beacon Hill Park has approximately 1 million visitors per year and is a designated heritage cultural landscape and regional attraction for residents and visitors. The Park Management Plan and The Heritage Landscape Management Plan guide the maintenance of all soft landscape features. The management and enhancement of the natural areas within the park, including the Garry oak meadows, are important to the visitor experience and in preserving this rare ecosystem.

Innovative practices are employed to maintain quality services throughout the City. Integrated pest management techniques, self-watering planters and thoughtful species selection contribute to high quality displays.

Deliverables:

- Design, planting, and maintenance of:
  - Horticultural displays throughout the City
  - Over 450 boulevard/median plantings
  - 28 rain gardens
  - More than 500 shrub beds in parks
  - Landscaping around City facilities
  - Manicured areas, ponds and landscape features within parks
  - Approximately 80,000 annual flower and hanging basket plants
  - Approximately 400 poinsettia plants for indoor winter displays
- Maintenance and operation of the nine greenhouses and nursery
- Annual creation of the popular orca display which is a result of 10,000 plants planted in a wire frame
- Production of approximately 80,000 veggie starts for the Get Growing Victoria! free seedling distribution program.

Business Unit Summary with Service Areas

Service Area: Parks Horticulture and Nursery Operations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	3,010	1,300	1,520	1,520	0.00%
Registration Fees	1,003	150	0	0	0.00%
Work Order Revenue	0	0	1,490	1,490	0.00%
Total Rev/Funding Sources	**4,013**	**1,450**	**3,010**	**3,010**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,916,781	1,933,347	2,158,611	2,331,030	7.99%
Training and Development	0	8,854	19,820	19,820	0.00%
WO Contracted Services	18,279	40,454	11,635	11,630	(0.04%)
WO Consulting Services	5,043	0	0	0	0.00%
WO Inventory Purchases	19,053	17,813	26,638	26,640	0.01%
WO Outside Purchases	181,108	167,744	142,729	142,730	0.00%
WO Gas	728	135	0	0	0.00%
WO Inside Equipment	990	2,076	7,091	6,960	(1.85%)
WO Outside Equipment	15,720	15,566	14,000	14,000	0.00%
Work Order Recoveries	(28,338)	(30,535)	(37,560)	(37,560)	0.00%
Total Exp/Transfers to Reserve	**2,129,364**	**2,155,454**	**2,342,964**	**2,515,250**	
Net Total	**(2,125,351)**	**(2,154,004)**	**(2,339,954)**	**(2,512,240)**	

Business Unit Summary with Service Areas

Service Area: Parks Horticulture and Nursery Operations

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	1,520	1,550	1,580	1,610	1,650
Work Order Revenue	1,490	1,520	1,550	1,580	1,610
Total Rev/Funding Sources	3,010	3,070	3,130	3,190	3,260
% Increase		1.99%	1.95%	1.92%	2.19%
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,331,030	2,394,950	2,442,850	2,491,710	2,541,540
Training and Development	19,820	20,220	20,620	21,030	21,450
WO Contracted Services	11,630	11,870	12,100	12,340	12,580
WO Inventory Purchases	26,640	27,180	27,710	28,270	28,830
WO Outside Purchases	142,730	145,580	148,490	151,460	154,480
WO Inside Equipment	6,960	6,930	7,070	7,220	7,360
WO Outside Equipment	14,000	14,280	14,560	14,860	15,160
Work Order Recoveries	(37,560)	(38,320)	(39,080)	(39,860)	(40,660)
Total Exp/Transfers to Reserve	2,515,250	2,582,690	2,634,320	2,687,030	2,740,740
% Increase		2.68%	2.00%	2.00%	2.00%
Net Total	**(2,512,240)**	**(2,579,620)**	**(2,631,190)**	**(2,683,840)**	**(2,737,480)**

Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

The investments in Parks Turf Management/Fields/Boulevards are guided by the Parks and Open Spaces Master Plan as well as other City priorities, plans, and policies. This service area provides the maintenance and improvements to all turf areas under the care of the City, including mowing, trimming, fertilizing, grading, turfing, seeding, top-dressing, root removal and growing support.

Deliverables:

- Maintenance of all sports fields, untaxed boulevards, arterial boulevards/medians as well as parks and open green spaces
- Operation of the City's leaf pick-up program and the organic composting facility

Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	8,627	285	11,774	11,770	(0.03%)
Work Order Revenue	4,375	713	4,000	4,000	0.00%
Total Rev/Funding Sources	**13,002**	**998**	**15,774**	**15,770**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,368,215	1,333,719	1,471,781	1,353,890	(8.01%)
Training and Development	0	14,468	15,904	15,900	(0.03%)
WO Contracted Services	61,433	175,953	38,156	38,160	0.01%
WO Consulting Services	1,980	0	0	0	0.00%
WO Inventory Purchases	54,541	49,707	77,880	77,880	0.00%
WO Outside Purchases	188,417	168,629	162,828	162,820	0.00%
WO Gas	0	572	0	0	0.00%
WO Bio Diesel	0	0	1,680	1,680	0.00%
Marked Gas	0	0	420	420	0.00%
WO Inside Equipment	15,060	20,675	11,973	11,400	(4.79%)
WO Outside Equipment	18,530	15,677	25,610	25,610	0.00%
Recovery	(27,661)	(13,060)	0	0	0.00%
Total Exp/Transfers to Reserve	**1,680,513**	**1,766,339**	**1,806,232**	**1,687,760**	
Net Total	**(1,667,512)**	**(1,765,342)**	**(1,790,458)**	**(1,671,990)**	

Business Unit Summary with Service Areas

Service Area: Parks Turf Management/Fields/Boulevards

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	11,770	11,770	11,770	11,770	11,770
Work Order Revenue	4,000	4,080	4,160	4,240	4,330
Total Rev/Funding Sources	15,770	15,850	15,930	16,010	16,100
% Increase		0.51%	0.50%	0.50%	0.56%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,353,890	1,380,770	1,408,180	1,436,140	1,464,650
Training and Development	15,900	16,220	16,540	16,870	17,210
WO Contracted Services	38,160	38,920	39,700	40,500	41,310
WO Inventory Purchases	77,880	79,440	81,030	82,650	84,300
WO Outside Purchases	162,820	166,080	169,400	172,790	176,250
WO Bio Diesel	1,680	1,710	1,740	1,770	1,810
Marked Gas	420	430	440	450	460
WO Inside Equipment	11,400	11,630	11,860	12,100	12,340
WO Outside Equipment	25,610	26,120	26,650	27,180	27,720
Total Exp/Transfers to Reserve	1,687,760	1,721,320	1,755,540	1,790,450	1,826,050
% Increase		1.99%	1.99%	1.99%	1.99%
Net Total	**(1,671,990)**	**(1,705,470)**	**(1,739,610)**	**(1,774,440)**	**(1,809,950)**

Business Unit Summary with Service Areas

Service Area: Parks-Boulevards-Taxed

Department: Parks, Recreation and Facilities

Budget Year: 2021

Overview:

The City offers a maintenance service to mow, trim, fertilize and edge boulevard grass areas for residents. For participating locations, a service fee is applied to a property owner's tax bill to cover associated costs. Dependent upon the size of boulevard that fronts a property, the fee ranges from $30 to $575 per year for this service. Property owners have the option to opt in or out of this service.

This business unit funds expenses associated with the care and maintenance of taxed boulevards.

Deliverables:

The Boulevard Tax program includes:

• Mowing turf – every 10 working days
• Fertilizing – 1 x per year
• Leaves blown off and picked up once during fall/winter
• Edging – on a 3-year cycle
• Repairing worn areas by top-dressing and over-seeding or re-turfing (as required)

Business Unit Summary with Service Areas

Service Area: Parks-Boulevards-Taxed

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Boulevard Tax	534,785	535,279	535,200	535,200	0.00%
Total Rev/Funding Sources	**534,785**	**535,279**	**535,200**	**535,200**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	491,185	531,495	503,500	503,500	0.00%
WO Contracted Services	3,031	1,720	0	0	0.00%
WO Inventory Purchases	515	0	0	0	0.00%
WO Outside Purchases	6,549	7,391	5,200	5,200	0.00%
WO Gas	5,432	0	0	0	0.00%
WO Bio Diesel	34,940	24,685	20,400	20,400	0.00%
Marked Gas	5,521	5,372	5,100	5,100	0.00%
WO Inside Equipment	2,259	229	1,000	1,000	0.00%
WO Outside Equipment	1,569	810	0	0	0.00%
Total Exp/Transfers to Reserve	**551,000**	**571,701**	**535,200**	**535,200**	
Net Total	**(16,216)**	**(36,423)**	**0**	**0**	

Service Area: Parks-Boulevards-Taxed

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Boulevard Tax	535,200	535,200	535,200	535,200	535,200
Total Rev/Funding Sources	535,200	535,200	535,200	535,200	535,200
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	503,500	503,500	503,500	503,500	503,500
WO Outside Purchases	5,200	5,200	5,200	5,200	5,200
WO Bio Diesel	20,400	20,400	20,400	20,400	20,400
Marked Gas	5,100	5,100	5,100	5,100	5,100
WO Inside Equipment	1,000	1,000	1,000	1,000	1,000
Total Exp/Transfers to Reserve	535,200	535,200	535,200	535,200	535,200
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Service Area: Urban Forest Services

Department: Parks, Recreation and Facilities **Budget Year:** 2021

Overview:

Urban Forest Services is responsible for the activities required to maintain and manage the urban forest and is guided by both the Parks and Open Spaces Master Plan as well as the Urban Forest Master Plan.

Urban forests have many benefits to the community, including contributing to the overall management of storm water, carbon absorption, shading and cooling, noise mitigation, place making and contributing to our physical health and sense of well-being. Victoria's urban forest has approximately 150,000 trees growing on private and public lands. Victoria's urban forest has many diverse treed areas included in parks, boulevards, and residential gardens.

The City of Victoria manages approximately 33,000 trees within its parks and boulevards. Tree management includes tree planting, watering, and young tree care, pruning, mulching, staking, removals, stump grinding, storm damage response, tree risk assessments and the residential branch pick-up program each spring.

This team is also responsible for the administration of the Tree Protection Bylaw which applies to trees growing on private land. Staff in this work unit review all tree permits, utility permits, building permits, and development related permits to ensure alignment with the applicable bylaw and minimize tree-related impacts from proposed development on trees and tree canopy.

Deliverables:

- Maintenance of approximately 33,000 trees in parks and on boulevards
- Responding to approximately 3,500 calls for service each year, including emergency response
- Planting up to 350 trees annually; maintaining approximately 1,900 trees on a young tree care program
- Pruning roughly 2,000 trees/year (16-year pruning cycle)
- Removal of dead, unhealthy and damaged trees
- Maintenance of the City's tree inventory system
- Review of development related applications for impacts to trees
- Administration of tree pruning and removal permit program

Business Unit Summary with Service Areas

Service Area: Urban Forest Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	170	0	0	0	0.00%
Work Order Revenue	0	719	0	0	0.00%
Transfer from Tree Reserve	201,027	59,553	59,553	82,290	38.18%
Carry Forward	0	0	163,625	21,570	(86.82%)
Total Rev/Funding Sources	**201,197**	**60,272**	**223,178**	**103,860**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,659,719	2,077,139	2,425,696	2,627,630	8.32%
Training and Development	275	10,553	36,475	36,480	0.01%
WO Contracted Services	259,648	140,572	111,000	96,740	(12.85%)
WO Consulting Services	58,700	96,450	110,000	21,570	(80.39%)
WO Inventory Purchases	6,909	13,286	14,645	14,640	(0.03%)
WO Outside Purchases	112,645	147,841	109,183	116,180	6.41%
WO Bio Diesel	0	68	1,020	1,020	0.00%
WO Inside Equipment	5,512	3,332	10,625	10,430	(1.84%)
WO Outside Equipment	11,992	7,970	5,202	5,200	(0.04%)
Transfer to Carry Forward	163,625	0	0	0	0.00%
Transfer to Tree Conservation	0	103,000	103,000	0	(100.00%)
Total Exp/Transfers to Reserve	**2,279,024**	**2,600,211**	**2,926,846**	**2,929,890**	
Net Total	**(2,077,827)**	**(2,539,939)**	**(2,703,668)**	**(2,826,030)**	

Business Unit Summary with Service Areas

Service Area: Urban Forest Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Transfer from Tree Reserve	82,290	65,440	66,360	75,310	49,020
Carry Forward	21,570	0	0	0	0
Total Rev/Funding Sources	103,860	65,440	66,360	75,310	49,020
% Increase		(36.99%)	1.41%	13.49%	(34.91%)
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,627,630	2,714,770	2,769,060	2,824,480	2,880,960
Training and Development	36,480	37,210	37,950	38,700	39,480
WO Contracted Services	96,740	98,580	100,550	102,560	104,610
WO Consulting Services	21,570	0	0	0	0
WO Inventory Purchases	14,640	14,930	15,230	15,530	15,840
WO Outside Purchases	116,180	118,520	120,890	123,320	125,790
WO Bio Diesel	1,020	1,040	1,060	1,080	1,100
WO Inside Equipment	10,430	10,650	10,860	11,090	11,310
WO Outside Equipment	5,200	5,300	5,410	5,520	5,630
Total Exp/Transfers to Reserve	2,929,890	3,001,000	3,061,010	3,122,280	3,184,720
% Increase		2.43%	2.00%	2.00%	2.00%
Net Total	**(2,826,030)**	**(2,935,560)**	**(2,994,650)**	**(3,046,970)**	**(3,135,700)**

Recreation

Core Services

- Delivery of programs and services at Crystal Pool and Fitness Centre
- Operation of Royal Athletic Park
- Administer the Leisure Involvement for Everyone (LIFE) program for low-income residents
- Deliver community programs at Save-On-Foods Memorial Centre (SOFMC)
- Administration of bookings for outdoor sport facilities
- Youth Services and Leaders-in-Training Program
- Community focused recreation programming

Strategic Initiatives and Major Projects

- Recreation service delivery in accordance with COVID-19 protocols
- Renewal of fitness equipment

Recreation

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Community Recreation Administration	218,540	153,110	(65,430)	(29.94%)
Rec Services-Arena Programs	220,058	145,060	(74,998)	(34.08%)
Rec Services-Child/Youth Programs	96,740	38,380	(58,360)	(60.33%)
Rec Services-Outdoor Recreation	64,450	32,460	(31,990)	(49.64%)
Rec Services-Summer Camps	161,194	151,470	(9,724)	(6.03%)
Base Budget	**760,982**	**520,480**	**(240,502)**	**(31.60%)**
One Time	7,742	0	(7,742)	(100.00%)
Total	**768,724**	**520,480**	**(248,244)**	**(32.29%)**
Expenditures/Transfers to Reserve				
Community Recreation Administration	975,263	1,039,280	64,017	6.56%
Rec Services-Arena Programs	96,607	98,270	1,663	1.72%
Rec Services-Child/Youth Programs	97,890	42,760	(55,130)	(56.32%)
Rec Services-Outdoor Recreation	37,010	12,950	(24,060)	(65.01%)
Rec Services-Summer Camps	199,769	202,800	3,031	1.52%
Rec Serv-Marketing/Promotions	70,389	50,390	(19,999)	(28.41%)
Urban Agriculture	161,885	217,040	55,155	34.07%
Base Budget	**1,638,812**	**1,663,490**	**24,678**	**1.51%**
One Time	7,742	0	(7,742)	(100.00%)
Total	**1,646,554**	**1,663,490**	**16,936**	**1.03%**
Net Base Budget Change	**(877,830)**	**(1,143,010)**	**265,180**	**30.21%**

Business Unit Summary with Service Areas

Business Unit: 5300 - Community Recreation Administration

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Provides the management of staff and programs for Recreation services including the implementation of corporate direction as outlined by Council.

Provides sports service coordination including sports fields and courts, Royal Athletic Park, Save On Foods Memorial Centre, child and youth programs and summer camp services.

Provides administrative support to Recreation along with the customer service to the public through responding to inquiries and issuing permits for parks, sports field and ice rentals.

Deliverables:

• 490 park permits issued annually
• Allocation of community ice and dry floor arena permits issued annually
• Oversight of operating and capital budgets
• Management of contracts and lease agreements with external recreation providers
• Management of reservation and registration software

Business Unit Summary with Service Areas

Business Unit: 5300 - Community Recreation Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Facility Rental	100,869	44,003	90,775	25,340	(72.08%)
Over/Under	(74)	0	0	0	0.00%
User Fees	114,028	57,363	127,765	127,770	0.00%
Total Revenues/Funding Sources	**214,823**	**101,365**	**218,540**	**153,110**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	681,034	778,285	804,154	873,260	8.59%
Mileage/Parking	1,645	101	1,350	1,350	0.00%
Conferences/Travel	159	0	0	0	0.00%
Membership Fees	0	0	1,968	1,970	0.10%
Training and Development	719	765	4,492	4,490	(0.04%)
Contracted Services	95	0	0	0	0.00%
Printing	0	0	104	100	(3.85%)
General Supplies	186	91	530	530	0.00%
Books/Publications	0	0	318	320	0.63%
Office Supplies	208	0	0	0	0.00%
Telecommunications	1,654	3,366	1,989	1,990	0.05%
WO Outside Purchases	0	4,134	0	0	0.00%
Equipment - City Fleet	13,821	19,566	19,566	14,470	(26.04%)
Equipment	458	0	0	0	0.00%
Credit Card Discount Fees	536	527	2,809	2,810	0.04%
Miscellaneous	4,297	2,337	8,219	8,220	0.01%
Recovery	(299)	0	0	0	0.00%
Licence Fees	0	0	2,000	2,000	0.00%
Artificial Turf Reserve	86,408	57,363	99,465	99,470	0.01%
City Recreation Facilities	27,620	0	28,300	28,300	0.00%
Total Expenditures/Transfers to Reserve	**818,541**	**866,534**	**975,263**	**1,039,280**	
Net Total	**(603,718)**	**(765,168)**	**(756,723)**	**(886,170)**	

Business Unit Summary with Service Areas

Business Unit: 5300 - Community Recreation Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Facility Rental	25,340	92,590	94,440	96,320	98,250
User Fees	127,770	127,770	127,770	127,770	127,770
Total Rev/Funding Sources	153,110	220,360	222,210	224,090	226,020
% Increase		43.92%	0.84%	0.85%	0.86%
Expenditures/Transfers to Reserve					
Salaries and Benefits	873,260	890,580	908,210	926,240	944,600
Mileage/Parking	1,350	1,380	1,410	1,440	1,470
Membership Fees	1,970	2,010	2,050	2,090	2,130
Training and Development	4,490	4,580	4,670	4,760	4,850
Printing	100	100	100	100	100
General Supplies	530	540	550	560	570
Books/Publications	320	330	340	350	360
Telecommunications	1,990	2,030	2,070	2,110	2,150
Equipment - City Fleet	14,470	14,760	15,060	15,360	15,670
Credit Card Discount Fees	2,810	2,870	2,930	2,990	3,050
Miscellaneous	8,220	8,380	8,550	8,720	8,890
Licence Fees	2,000	2,040	2,080	2,120	2,160
Artificial Turf Reserve	99,470	99,470	99,470	99,470	99,470
City Recreation Facilities	28,300	28,300	28,300	28,300	28,300
Total Exp/Transfers to Reserve	1,039,280	1,057,370	1,075,790	1,094,610	1,113,770
% Increase		1.74%	1.74%	1.75%	1.75%
Net Total	**(886,170)**	**(837,010)**	**(853,580)**	**(870,520)**	**(887,750)**

Business Unit Summary with Service Areas

Business Unit: 5320 - Rec Services-Arena Programs

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Community access to inclusive ice-skating programs and services which support health and wellbeing for all ages and abilities. The recreational ice programs include skating lessons, public skating, school groups, as well as skate and helmet rentals.

Access ice rental for community organizations as per the City's agreement with RG Properties, the operator of the Save-On-Foods Memorial Centre.

Deliverables:

• Approximately 2,600 participants in skating programs and public skating annually
• Approximately 1,250 hours of ice rental for community organization use annually

Business Unit Summary with Service Areas

Business Unit: 5320 - Rec Services-Arena Programs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Registration Fees	32,387	15,260	32,772	32,770	(0.01%)
Revenue Share-RG Properties	36,004	36,826	35,116	0	(100.00%)
Facility Rental	139,517	35,431	152,170	112,290	(26.21%)
Over/Under	(1)	22	0	0	0.00%
Total Revenues/Funding Sources	**207,906**	**87,539**	**220,058**	**145,060**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	119	0	0	0	0.00%
Contracted Services	29,842	11,806	30,117	15,120	(49.80%)
Photocopy	430	426	450	450	0.00%
General Supplies	634	166	1,040	1,040	0.00%
Equipment	1,117	1,070	2,121	2,120	(0.05%)
Credit Card Discount Fees	772	782	1,040	1,040	0.00%
Insurance	55,914	63,765	61,839	78,500	26.94%
Recovery	(1,008)	(1,143)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**87,820**	**76,871**	**96,607**	**98,270**	
Net Total	**120,086**	**10,668**	**123,451**	**46,790**	

Business Unit: 5320 - Rec Services-Arena Programs

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Registration Fees	32,770	33,430	34,100	34,780	35,480
Revenue Share-RG Properties	0	35,820	36,540	37,270	38,020
Facility Rental	112,290	155,210	158,310	161,480	164,710
Total Rev/Funding Sources	145,060	224,460	228,950	233,530	238,210
% Increase		54.74%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Contracted Services	15,120	30,720	31,330	31,960	32,600
Photocopy	450	460	470	480	490
General Supplies	1,040	1,060	1,080	1,100	1,120
Equipment	2,120	2,160	2,200	2,240	2,280
Credit Card Discount Fees	1,040	1,060	1,080	1,100	1,120
Insurance	78,500	80,070	81,670	83,300	84,970
Total Exp/Transfers to Reserve	98,270	115,530	117,830	120,180	122,580
% Increase		17.56%	2.00%	2.00%	2.00%
Net Total	**46,790**	**108,930**	**111,120**	**113,350**	**115,630**

Business Unit Summary with Service Areas

Business Unit: 5310 - Rec Services-Child/Youth Programs

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Provision of a wide variety of inclusive and barrier free programs and special events for children, designed to develop physical, cognitive, and social skills that contribute to long-term health and well-being. Programs are delivered at the Crystal Pool & Fitness Centre and in the community through a combination of City staff, specialty contractors and community centres.

Deliverables:

- Music, dance, martial arts, sports, and art programs
- Physical literacy programs
- Teen Night Drop-in programming (10 months/year)
- Day Camp services during winter break, spring break and Pro-D Days
- Vic West Skate Park Host program. Skate Park Hosts provide a positive role model for youth, assist with skill development and liaise with Victoria Police Department to help keep the park safe and enjoyable for all users
- Approximately 800 hours of youth volunteer time at community and special events annually
- Provision of child-minding services at Council meetings

Business Unit Summary with Service Areas

Business Unit: 5310 - Rec Services-Child/Youth Programs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Registration Fees	104,019	74,939	96,390	38,030	(60.55%)
Cost-sharing	250	0	350	350	0.00%
Grants	2,066	199	0	0	0.00%
Carry Forward	0	0	7,742	0	(100.00%)
Total Revenues/Funding Sources	**106,335**	**75,138**	**104,482**	**38,380**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	35,180	9,083	47,533	35,760	(24.77%)
Contracted Services	51,906	44,876	40,800	0	(100.00%)
General Supplies	4,056	2,158	4,080	4,080	0.00%
WO Outside Purchases	209	0	0	0	0.00%
Equipment	622	1,963	2,917	2,920	0.10%
Miscellaneous	8,485	680	10,302	0	(100.00%)
Transfer to Carry Forward	7,742	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**108,201**	**58,759**	**105,632**	**42,760**	
Net Total	**(1,865)**	**16,379**	**(1,150)**	**(4,380)**	

Business Unit: 5310 - Rec Services-Child/Youth Programs

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Registration Fees	38,030	98,320	100,290	102,300	104,350
Cost-sharing	350	350	350	350	350
Total Rev/Funding Sources	38,380	98,670	100,640	102,650	104,700
% Increase		157.09%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	35,760	43,460	44,320	45,210	46,110
Contracted Services	0	41,620	42,450	43,300	44,170
General Supplies	4,080	4,160	4,240	4,320	4,410
Equipment	2,920	2,980	3,040	3,100	3,160
Miscellaneous	0	10,510	10,720	10,930	11,150
Total Exp/Transfers to Reserve	42,760	102,730	104,770	106,860	109,000
% Increase		140.25%	2.00%	2.00%	2.00%
Net Total	**(4,380)**	**(4,060)**	**(4,130)**	**(4,210)**	**(4,300)**

Business Unit Summary with Service Areas

Business Unit: 5315 - Rec Services-Outdoor Recreation

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Outdoor Recreation provides planning and delivery of outdoor recreation programs for ages 4 and up which introduce people to outdoor activities that may lead to life-long pursuits. Statistics show that spending time outdoors improves overall physical and mental health.

Day and overnight trips for senior's support life-long learning, being active outdoors and meeting new friends – all of which enhance social and mental health and well-being and reduce social isolation. The diversity of recreational opportunities also helps newcomers to Victoria connect with the community. Partnership programs with Island Health are designed to reach vulnerable populations who require additional support.

Deliverables:

• Island Health Partnership programs
• Nature based parks programs

Business Unit Summary with Service Areas

Business Unit: 5315 - Rec Services-Outdoor Recreation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	30	30	0	0	0.00%
Registration Fees	55,736	20,445	64,450	32,460	(49.64%)
Grants	39,500	1,250	0	0	0.00%
Total Revenues/Funding Sources	**95,266**	**21,725**	**64,450**	**32,460**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,411	234	0	0	0.00%
Mileage/Parking	5	7	0	0	0.00%
Contracted Services	14,838	14,810	24,894	830	(96.67%)
WO Contracted Services	27,072	0	0	0	0.00%
General Supplies	24,645	571	11,076	11,080	0.04%
WO Outside Purchases	862	0	0	0	0.00%
Equipment	0	0	1,040	1,040	0.00%
Total Expenditures/Transfers to Reserve	**68,833**	**15,622**	**37,010**	**12,950**	
Net Total	**26,433**	**6,103**	**27,440**	**19,510**	

Business Unit: 5315 - Rec Services-Outdoor Recreation

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Registration Fees	32,460	65,740	67,050	68,390	69,760
Total Rev/Funding Sources	32,460	65,740	67,050	68,390	69,760
% Increase		102.53%	1.99%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Contracted Services	830	25,390	25,900	26,420	26,950
General Supplies	11,080	11,300	11,530	11,760	12,000
Equipment	1,040	1,060	1,080	1,100	1,120
Total Exp/Transfers to Reserve	12,950	37,750	38,510	39,280	40,070
% Increase		191.51%	2.00%	2.00%	2.00%
Net Total	**19,510**	**27,990**	**28,540**	**29,110**	**29,690**

Business Unit Summary with Service Areas

Business Unit: 5305 - Rec Services-Summer Camps

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Management of summer day and overnight camps for children ages 5 to 14 years. These camps provide safe and inclusive social, education and recreation opportunities for children.

Camps are delivered through the City's parks and recreation facilities. These camps provide full day childcare for families while kids are out of school and provide career development and mentoring opportunities for youth.

Deliverables:

• 2,000 camp participants
• 110 weeks of camp
• Two overnight camping trips
• Inclusive camp opportunities offering a variety of exciting out-trips and activities

Business Unit Summary with Service Areas

Business Unit: 5305 - Rec Services-Summer Camps

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Registration Fees	157,178	77,943	157,500	147,780	(6.17%)
Cost-sharing	17,231	14,513	0	0	0.00%
Grants	13,583	63,364	3,694	3,690	(0.11%)
Total Revenues/Funding Sources	**187,992**	**155,820**	**161,194**	**151,470**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	158,082	129,227	153,047	156,080	1.98%
Training and Development	560	0	0	0	0.00%
Contracted Services	11,164	887	14,000	14,000	0.00%
General Supplies	4,034	6,033	6,000	6,000	0.00%
Telecommunications	631	1,085	1,000	1,000	0.00%
Equipment	2,124	5,092	5,722	5,720	(0.03%)
Miscellaneous	11,410	477	20,000	20,000	0.00%
Total Expenditures/Transfers to Reserve	**188,005**	**142,800**	**199,769**	**202,800**	
Net Total	**(14)**	**13,020**	**(38,575)**	**(51,330)**	

Business Unit: 5305 - Rec Services-Summer Camps

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Registration Fees	147,780	160,650	163,860	167,140	170,480
Grants	3,690	3,760	3,840	3,920	4,000
Total Rev/Funding Sources	151,470	164,410	167,700	171,060	174,480
% Increase		8.54%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	156,080	159,190	162,390	165,630	168,930
Contracted Services	14,000	14,280	14,570	14,860	15,150
General Supplies	6,000	6,120	6,240	6,360	6,490
Telecommunications	1,000	1,020	1,040	1,060	1,080
Equipment	5,720	5,830	5,950	6,070	6,190
Miscellaneous	20,000	20,400	20,810	21,230	21,650
Total Exp/Transfers to Reserve	202,800	206,840	211,000	215,210	219,490
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(51,330)**	**(42,430)**	**(43,300)**	**(44,150)**	**(45,010)**

Business Unit Summary with Service Areas

Business Unit: 5325 - Rec Serv-Marketing/Promotions

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Marketing and advertising for all recreation programs and services to the community. Awareness of programs and services garners higher participation in recreation activities.

Participation in shared marketing with regional partners for shared services (e.g. LIFE, Regional Pass, May intro pass).

Deliverables:

- Two Active Living Guides per year: Fall/Winter and Spring/Summer with a distribution volume 35,000 per edition
- Coordination and implementation of marketing and advertising strategies

Business Unit Summary with Service Areas

Business Unit: 5325 - Rec Serv-Marketing/Promotions

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,834	401	0	0	0.00%
Advertising	13,208	7,312	30,746	30,750	0.01%
Contracted Services	35,220	20,441	37,521	17,520	(53.31%)
WO Outside Purchases	618	406	0	0	0.00%
WO Inside Equipment	79	15	0	0	0.00%
Miscellaneous	3,096	0	2,122	2,120	(0.09%)
Total Expenditures/Transfers to Reserve	**54,055**	**28,575**	**70,389**	**50,390**	
Net Total	**(54,055)**	**(28,575)**	**(70,389)**	**(50,390)**	

Business Unit: 5325 - Rec Serv-Marketing/Promotions

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Advertising	30,750	31,370	32,000	32,640	33,290
Contracted Services	17,520	38,270	39,040	39,820	40,620
Miscellaneous	2,120	2,160	2,200	2,240	2,280
Total Exp/Transfers to Reserve	50,390	71,800	73,240	74,700	76,190
% Increase		42.49%	2.00%	2.00%	2.00%
Net Total	**(50,390)**	**(71,800)**	**(73,240)**	**(74,700)**	**(76,190)**

Crystal Pool and Fitness Centre

Core Services

- Operation of Crystal Pool and Fitness Centre

Crystal Pool and Fitness Centre

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
CP - Administration	73,004	30,150	(42,854)	(58.70%)
CP - Aquatic Recreation Programs	187,425	78,520	(108,905)	(58.11%)
CP - Admission Swimming/Fitness	716,105	716,030	(75)	(0.01%)
CP - Wellness Programs	97,750	59,690	(38,060)	(38.94%)
Base Budget	**1,074,284**	**884,390**	**(189,894)**	**(17.68%)**
One Time	0	0	0	0.00%
Total	**1,074,284**	**884,390**	**(189,894)**	**(17.68%)**
Expenditures/Transfers to Reserve				
CP - Administration	759,300	789,850	30,550	4.02%
CP - Aquatic Recreation Programs	154,323	53,390	(100,933)	(65.40%)
CP - Admission Swimming/Fitness	784,008	644,320	(139,688)	(17.82%)
CP - Building Maintenance	743,994	858,250	114,256	15.36%
CP - Building Services	301,356	306,690	5,334	1.77%
CP - Wellness Programs	50,920	33,610	(17,310)	(33.99%)
Base Budget	**2,793,900**	**2,686,110**	**(107,790)**	**(3.86%)**
One Time	0	0	0	0.00%
Total	**2,793,900**	**2,686,110**	**(107,790)**	**(3.86%)**
Net Base Budget Change	**(1,719,616)**	**(1,801,720)**	**82,104**	**4.77%**

Business Unit Summary with Service Areas

Business Unit: 5400 - CP - Administration

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Crystal Pool and Fitness Centre provides front line customer service for the facility and includes program registration, selling passes, taking payment for admissions, answering questions, phones and public inquiries.

Services include:
• Affordable child-minding services for patrons
• Planning and coordination of various recreation and aquatic programs
• Pool bookings
• Administration of the Leisure Involvement For Everyone (LIFE) Program

The LIFE program provides low income families with access to drop-in and registered programs and is a regional program delivered in partnership with municipal regional partners.

Deliverables:

• Child minding services offered 9 am to 12 pm, Monday to Friday
• Front desk services and facility hours from 5:30 am to 11 pm, Monday to Thursday, 5:30 am to 10 pm Fridays, 6 am to 6 pm Saturdays and 8:30 am to 6 pm Sundays (earlier weekend closures in July/August)
• Approximately 325,000 visits annually
• Approximately 3,000 participants in LIFE program annually

Business Unit Summary with Service Areas

Business Unit: 5400 - CP - Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	8,349	332	8,500	8,500	0.00%
Commission	742	214	750	750	0.00%
Miscellaneous Commission	9,386	2,563	10,404	10,400	(0.04%)
Vending Machines	1,063	222	1,000	1,000	0.00%
Locker Rental	18,337	4,520	52,350	9,500	(81.85%)
Coin Locker Rental	13,975	5,993	0	0	0.00%
Over/Under	(3,257)	2,506	0	0	0.00%
Grants	1,000	1,000	0	0	0.00%
Total Revenues/Funding Sources	**49,595**	**17,350**	**73,004**	**30,150**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	693,900	409,936	638,584	651,450	2.01%
Mileage/Parking	711	150	1,000	1,000	0.00%
Conferences/Travel	1,665	0	0	0	0.00%
Training and Development	2,837	2,593	15,373	15,370	(0.02%)
Armoured Car Service	3,900	975	3,570	3,570	0.00%
Contracted Services	211	0	510	510	0.00%
Photocopy	19	2,572	4,000	4,000	0.00%
General Supplies	8,943	2,812	6,000	6,000	0.00%
Office Supplies	11,403	12,226	17,616	17,620	0.02%
Cable	2,397	2,139	2,350	2,350	0.00%
Telecommunications	1,934	2,615	2,100	2,100	0.00%
Credit Card Discount Fees	17,729	9,204	15,300	15,300	0.00%
Insurance	49,977	63,933	52,697	70,380	33.56%
Commissions Paid	192	64	200	200	0.00%
Total Expenditures/Transfers to Reserve	**795,819**	**509,219**	**759,300**	**789,850**	
Net Total	**(746,224)**	**(491,869)**	**(686,296)**	**(759,700)**	

Business Unit Summary with Service Areas

Business Unit: 5400 - CP - Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	8,500	8,670	8,840	9,020	9,200
Commission	750	770	780	800	810
Miscellaneous Commission	10,400	10,610	10,820	11,040	11,260
Vending Machines	1,000	1,020	1,040	1,060	1,080
Locker Rental	9,500	53,400	54,470	55,560	56,670
Total Rev/Funding Sources	30,150	74,470	75,950	77,480	79,020
% Increase		147.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	651,450	664,220	677,280	690,550	704,110
Mileage/Parking	1,000	1,020	1,040	1,060	1,080
Training and Development	15,370	15,680	15,990	16,310	16,630
Armoured Car Service	3,570	3,640	3,710	3,780	3,860
Contracted Services	510	520	530	540	550
Photocopy	4,000	4,080	4,160	4,240	4,320
General Supplies	6,000	6,120	6,240	6,360	6,490
Office Supplies	17,620	17,970	18,330	18,700	19,070
Cable	2,350	2,400	2,450	2,500	2,550
Telecommunications	2,100	2,140	2,180	2,220	2,260
Credit Card Discount Fees	15,300	15,610	15,920	16,240	16,560
Insurance	70,380	71,790	73,230	74,690	76,180
Commissions Paid	200	200	200	200	200
Total Exp/Transfers to Reserve	789,850	805,390	821,260	837,390	853,860
% Increase		1.97%	1.97%	1.96%	1.97%
Net Total	**(759,700)**	**(730,920)**	**(745,310)**	**(759,910)**	**(774,840)**

Business Unit Summary with Service Areas

Business Unit: 5410 - CP - Aquatic Recreation Programs

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Registered aquatic programs are offered for all ages, including general swim lessons and advanced aquatic courses. Specialty programs are offered and in development for persons with mobility challenges and/or physical/cognitive disabilities.

The ability to swim is an essential life skill that keeps the population safe in and around the water and prevents drownings. The aquatic fitness programs provide a range of mild to intense, low-impact exercise that provides health benefits and meet the needs of a variety of populations.

Deliverables:

• Approximately 3,000 registered participants in 900 aquatic courses annually
• Approximately 1,900 children develop swimming skills annually

Business Unit Summary with Service Areas

Business Unit: 5410 - CP - Aquatic Recreation Programs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Registration Fees	186,923	47,059	187,425	78,520	(58.11%)
Grants	7,586	3,000	0	0	0.00%
Total Revenues/Funding Sources	**194,509**	**50,059**	**187,425**	**78,520**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	124,009	33,737	102,877	44,940	(56.32%)
Contracted Services	33,596	3,781	43,000	0	(100.00%)
General Supplies	6,384	7,246	6,366	6,370	0.06%
Equipment	2,086	2,078	2,080	2,080	0.00%
Total Expenditures/Transfers to Reserve	**166,075**	**46,842**	**154,323**	**53,390**	
Net Total	**28,434**	**3,216**	**33,102**	**25,130**	

Business Unit: 5410 - CP - Aquatic Recreation Programs

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Registration Fees	78,520	191,180	195,000	198,900	202,880
Total Rev/Funding Sources	78,520	191,180	195,000	198,900	202,880
% Increase		143.48%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	44,940	107,020	109,140	111,350	113,570
Contracted Services	0	43,860	44,740	45,630	46,540
General Supplies	6,370	6,500	6,630	6,760	6,900
Equipment	2,080	2,120	2,160	2,200	2,240
Total Exp/Transfers to Reserve	53,390	159,500	162,670	165,940	169,250
% Increase		198.75%	2.00%	2.00%	2.00%
Net Total	**25,130**	**31,680**	**32,330**	**32,960**	**33,630**

Business Unit Summary with Service Areas

Business Unit: 5420 - CP - Admission Swimming/Fitness

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Drop-in swimming and fitness services create social inclusion opportunities for seniors and youth. The drop-in programs also provide additional access to recreation for low-income individuals and families.

The services funded here include:
• Lifeguards and Fitness Centre attendants
• Pool related fitness and safety equipment
• LIFE program – offering assistance to low income families in accessing drop-in and registered programs

Deliverables:

Approximate annual services include:
• 108 operating hours per week (Sept-June)
• 104 operating hours per week (July-August)
• 24 hours per week of weight room supervision
• Drop-in aquatic fitness classes with annual attendance of 15,000
• Drop-in aerobic fitness classes with annual attendance of 7,200

Business Unit Summary with Service Areas

Business Unit: 5420 - CP - Admission Swimming/Fitness

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Facility Rental	141,129	34,947	161,815	161,820	0.00%
Public Swimming/Fitness	554,263	122,142	554,290	554,210	(0.01%)
Total Revenues/Funding Sources	**695,392**	**157,088**	**716,105**	**716,030**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	583,089	230,970	601,429	572,450	(4.82%)
Contracted Services	57,019	33,737	60,700	0	(100.00%)
General Supplies	7,106	5,591	6,859	6,860	0.01%
Equipment	14,497	14,283	15,000	15,000	0.00%
Miscellaneous	48,338	12,288	100,020	50,010	(50.00%)
Total Expenditures/Transfers to Reserve	**710,050**	**296,870**	**784,008**	**644,320**	
Net Total	**(14,658)**	**(139,781)**	**(67,903)**	**71,710**	

Business Unit: 5420 - CP - Admission Swimming/Fitness

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Facility Rental	161,820	165,060	168,360	171,730	175,160
Public Swimming/Fitness	554,210	565,380	576,690	588,230	600,000
Total Rev/Funding Sources	716,030	730,440	745,050	759,960	775,160
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	572,450	625,570	638,060	650,760	663,730
Contracted Services	0	61,910	63,150	64,410	65,700
General Supplies	6,860	7,000	7,140	7,280	7,430
Equipment	15,000	15,300	15,610	15,920	16,240
Miscellaneous	50,010	102,020	104,060	106,140	108,260
Total Exp/Transfers to Reserve	644,320	811,800	828,020	844,510	861,360
% Increase		25.99%	2.00%	2.00%	2.00%
Net Total	**71,710**	**(81,360)**	**(82,970)**	**(84,550)**	**(86,200)**

Business Unit Summary with Service Areas

Business Unit: 5430 - CP - Building Maintenance

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Providing day-to-day preventative and corrective maintenance for the Crystal Pool & Fitness Centre, including but not limited to:

- Maintain, service and operate lighting, plumbing, cross connection control, heating, boilers, building automation systems, asset software, ventilating and air conditioning systems and fixtures
- Test and adjust chemical balance in the pools, hot tub and heating system water
- Test life safety equipment such as emergency lighting and fire extinguishers
- Coordinate fire alarm preventative maintenance and repair
- Perform routine repairs and adjustments to building fabric and related systems such as interior walls, ceilings, flooring, furniture, roofing, windows, and interior/exterior doors
- Coordinate the work of graffiti removal staff
- Perform maintenance and repair of one lift
- Coordinate and review carpentry/painting tasks as well as pest control services
- Perform routine plumbing and electrical repairs while coordinating larger repairs
- Fund the utility costs associated with the Crystal Pool & Fitness Centre. This includes electricity, gas, operating permits and alarm monitoring
- Manage pool chemicals, supplies, and provide for security services and meeting room set-up as needed

Deliverables:

- Check and balance pool chemicals three times daily
- Perform preventative maintenance according to daily, weekly, monthly, and annual schedules
- Approximately 62,000 sq./ft. of space maintained
- Respond to operational requests and room set-ups as required and requested

Business Unit Summary with Service Areas

Business Unit: 5430 - CP - Building Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	369,005	379,261	326,349	358,720	9.92%
Mileage/Parking	0	0	100	100	0.00%
Training and Development	1,600	0	765	770	0.65%
Contracted Services	0	0	5,200	5,200	0.00%
Security	0	0	1,000	1,000	0.00%
WO Contracted Services	47,305	236,767	15,000	40,000	166.67%
General Supplies	24,244	14,833	45,900	45,900	0.00%
Protective Clothing/Uniforms	0	1,139	1,500	1,500	0.00%
Natural Gas	160,837	54,553	104,040	137,160	31.83%
Hydro	64,907	39,818	76,057	76,820	1.00%
Telecommunications	1,222	1,146	1,500	1,500	0.00%
Water	40,199	17,956	41,923	41,920	(0.01%)
WO Inventory Purchases	120	567	0	0	0.00%
WO Outside Purchases	66,031	30,277	15,000	38,000	153.33%
Communications Equipment	1,081	335	1,560	1,560	0.00%
Equipment	0	0	4,100	4,100	0.00%
WO Inside Equipment	606	3,506	0	0	0.00%
WO Outside Equipment	0	196	0	0	0.00%
Repairs and Maintenance	40,279	107,831	104,000	104,000	0.00%
Total Expenditures/Transfers to Reserve	**817,436**	**888,186**	**743,994**	**858,250**	
Net Total	**(817,436)**	**(888,186)**	**(743,994)**	**(858,250)**	

Business Unit Summary with Service Areas

Business Unit: 5430 - CP - Building Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	358,720	365,580	372,530	379,620	386,860
Mileage/Parking	100	100	100	100	100
Training and Development	770	790	810	830	850
Contracted Services	5,200	5,300	5,410	5,520	5,630
Security	1,000	1,020	1,040	1,060	1,080
WO Contracted Services	40,000	40,800	41,620	42,450	43,300
General Supplies	45,900	46,820	47,760	48,720	49,690
Protective Clothing/Uniforms	1,500	1,530	1,560	1,590	1,620
Natural Gas	137,160	141,270	145,510	149,880	154,380
Hydro	76,820	77,590	78,370	79,150	79,940
Telecommunications	1,500	1,530	1,560	1,590	1,620
Water	41,920	44,020	46,220	48,530	50,960
WO Outside Purchases	38,000	38,760	39,540	40,330	41,140
Communications Equipment	1,560	1,590	1,620	1,650	1,680
Equipment	4,100	4,180	4,260	4,350	4,440
Repairs and Maintenance	104,000	106,080	108,200	110,360	112,570
Total Exp/Transfers to Reserve	858,250	876,960	896,110	915,730	935,860
% Increase		2.18%	2.18%	2.19%	2.20%
Net Total	**(858,250)**	**(876,960)**	**(896,110)**	**(915,730)**	**(935,860)**

Business Unit Summary with Service Areas

Business Unit: 5435 - CP - Building Services

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

The cleanliness and safety of the Crystal Pool and Fitness Centre is critical to customer experience, public health, and operational efficiency. Routine maintenance also assists in extending the service life of the facility. Day-to-day building services including cleaning, janitorial and garbage pick-up are included within this budget.

Deliverables:

• Clean washrooms 4 to 5 times daily

Business Unit Summary with Service Areas

Business Unit: 5435 - CP - Building Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	285,883	236,927	266,531	271,860	2.00%
Mileage/Parking	25	0	0	0	0.00%
Training and Development	0	0	765	770	0.65%
Janitorial	35,869	17,088	33,720	33,720	0.00%
Protective Clothing/Uniforms	0	0	340	340	0.00%
WO Outside Purchases	0	4,165	0	0	0.00%
WO Inside Equipment	0	369	0	0	0.00%
Total Expenditures/Transfers to Reserve	**321,778**	**258,549**	**301,356**	**306,690**	
Net Total	**(321,778)**	**(258,549)**	**(301,356)**	**(306,690)**	

Business Unit: 5435 - CP - Building Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	271,860	277,040	282,350	287,750	293,270
Training and Development	770	790	810	830	850
Janitorial	33,720	34,390	35,080	35,780	36,500
Protective Clothing/Uniforms	340	350	360	370	380
Total Exp/Transfers to Reserve	306,690	312,570	318,600	324,730	331,000
% Increase		1.92%	1.93%	1.92%	1.93%
Net Total	**(306,690)**	**(312,570)**	**(318,600)**	**(324,730)**	**(331,000)**

Business Unit Summary with Service Areas

Business Unit: 5450 - CP - Wellness Programs

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Provision of a variety of health and wellness programs and services for a wide range of ages, interests, and abilities to meet the diverse needs of the community. Participation in regional initiatives is designed to promote health and wellness opportunities.

Program areas include personal training, rehabilitation, and related services, along with the administration of corporate wellness programs.

Deliverables:

• 20-30 diverse Fitness, Health & Wellness and Life Long Learning program options
• Approximately 500 hours of programming annually
• Approximately 435 personal training sessions annually
• Registered massage therapy services offered 5 days/week
• Regional Health & Wellness Programs (May Pass, Physical Activity Program etc.)
• Regional Pass and Employee Wellness Pass

Business Unit Summary with Service Areas

Business Unit: 5450 - CP - Wellness Programs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Registration Fees	37,446	31,253	57,750	19,690	(65.90%)
Corporate Fitness Passes	42,206	8,598	40,000	40,000	0.00%
Grants	560	0	0	0	0.00%
Total Revenues/Funding Sources	**80,212**	**39,851**	**97,750**	**59,690**	
Expenditures/Transfers to Reserve					
Contracted Services	23,450	19,071	35,314	18,010	(49.00%)
General Supplies	2,892	351	5,202	5,200	(0.04%)
Equipment	11,730	1,263	10,404	10,400	(0.04%)
Total Expenditures/Transfers to Reserve	**38,072**	**20,686**	**50,920**	**33,610**	
Net Total	**42,140**	**19,166**	**46,830**	**26,080**	

Business Unit: 5450 - CP - Wellness Programs

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Registration Fees	19,690	58,910	60,090	61,290	62,520
Corporate Fitness Passes	40,000	40,800	41,620	42,450	43,300
Grants	0	0	0	0	0
Total Rev/Funding Sources	59,690	99,710	101,710	103,740	105,820
% Increase		67.05%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Contracted Services	18,010	36,020	36,740	37,470	38,220
General Supplies	5,200	5,300	5,410	5,520	5,630
Equipment	10,400	10,610	10,820	11,040	11,260
Total Exp/Transfers to Reserve	33,610	51,930	52,970	54,030	55,110
% Increase		54.51%	2.00%	2.00%	2.00%
Net Total	**26,080**	**47,780**	**48,740**	**49,710**	**50,710**

Royal Athletic Park

Core Services

- Operation of Royal Athletic Park

Royal Athletic Park

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
RAP Administration	129,840	42,000	(87,840)	(67.65%)
RAP-Food and Beverage Operations	375,000	0	(375,000)	(100.00%)
Base Budget	**504,840**	**42,000**	**(462,840)**	**(91.68%)**
One Time	0	0	0	0.00%
Total	**504,840**	**42,000**	**(462,840)**	**(91.68%)**
Expenditures/Transfers to Reserve				
RAP Administration	277,781	193,390	(84,391)	(30.38%)
RAP-Building Operations	53,538	54,260	722	1.35%
RAP-Building Maintenance	79,871	80,730	859	1.08%
RAP-Food and Beverage Operations	340,900	13,990	(326,910)	(95.90%)
RAP-Field Maintenance	141,195	56,980	(84,215)	(59.64%)
Base Budget	**893,285**	**399,350**	**(493,935)**	**(55.29%)**
One Time	0	0	0	0.00%
Total	**893,285**	**399,350**	**(493,935)**	**(55.29%)**
Net Base Budget Change	**(388,445)**	**(357,350)**	**(31,095)**	**(8.01%)**

Business Unit Summary with Service Areas

Business Unit: 5500 - RAP Administration

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

A multi-purpose, fully lit, natural grass stadium, Royal Athletic Park (RAP) provides practice and playing space for local and visiting teams, and also hosts major sports and special events.

RAP Administration provides facility and event coordination, administrative support to events including door staff, ticket staff, and support to major tenants, such as the HarbourCats, as a premium sports and events venue.

Deliverables:

• 10 Rugby dates
• Three Soccer dates
• 36 Baseball games
• Six HarbourCats Camps
• Community Baseball
• Three Crystal Pool Camps
• Three special events (Rifflandia, Great Canadian Beer Fest and Brewery & The Beast)
• 135 Operational days
• Estimated attendance of 75,000 people

Business Unit Summary with Service Areas

Business Unit: 5500 - RAP Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	468	1,971	2,200	2,200	0.00%
Miscellaneous Commission	415	0	2,000	2,000	0.00%
Field Rentals	64,272	2,804	125,640	37,800	(69.91%)
Total Revenues/Funding Sources	**65,155**	**4,775**	**129,840**	**42,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	191,249	115,812	233,839	141,610	(39.44%)
Armoured Car Service	340	340	2,040	1,420	(30.39%)
Contracted Services	6,013	3,197	4,000	4,000	0.00%
Security	71	0	0	0	0.00%
Photocopy	608	663	0	630	100.00%
General Supplies	4,074	1,168	5,000	5,000	0.00%
Office Supplies	304	258	1,560	1,560	0.00%
Telecommunications	1,951	1,998	1,768	1,770	0.11%
Insurance	24,186	29,722	26,453	34,280	29.59%
Miscellaneous	5,164	2,198	3,121	3,120	(0.03%)
Total Expenditures/Transfers to Reserve	**233,960**	**155,356**	**277,781**	**193,390**	
Net Total	**(168,805)**	**(150,581)**	**(147,941)**	**(151,390)**	

Business Unit: 5500 - RAP Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Miscellaneous Fees	2,200	2,240	2,280	2,330	2,380
Miscellaneous Commission	2,000	2,040	2,080	2,120	2,160
Field Rentals	37,800	128,150	130,710	133,320	135,990
Total Rev/Funding Sources	42,000	132,430	135,070	137,770	140,530
% Increase		215.31%	1.99%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	141,610	242,940	247,470	252,120	254,540
Armoured Car Service	1,420	1,450	1,480	1,510	1,540
Contracted Services	4,000	4,080	4,160	4,240	4,320
Photocopy	630	640	650	660	670
General Supplies	5,000	5,100	5,200	5,300	5,410
Office Supplies	1,560	1,590	1,620	1,650	1,680
Telecommunications	1,770	1,810	1,850	1,890	1,930
Insurance	34,280	34,970	35,670	36,380	37,110
Miscellaneous	3,120	3,180	3,240	3,300	3,370
Total Exp/Transfers to Reserve	193,390	295,760	301,340	307,050	310,570
% Increase		52.93%	1.89%	1.89%	1.15%
Net Total	**(151,390)**	**(163,330)**	**(166,270)**	**(169,280)**	**(170,040)**

Business Unit Summary with Service Areas

Business Unit: 5520 - RAP-Building Operations

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Building Operations includes facility maintenance and repair of Royal Athletic Park's daily operations, infrastructure, and services. These services ensure the clean and safe operation for patrons, facility users and staff.

Deliverables:

• Provision of a high calibre sports facility to support events, major tenants, and user groups
• To ensure a safe and clean environment for the public and staff during events
• Inspections performed prior to each event

Business Unit Summary with Service Areas

Business Unit: 5520 - RAP-Building Operations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	44,517	49,608	36,657	37,380	1.97%
Armoured Car Service	(530)	0	0	0	0.00%
Natural Gas	661	0	0	0	0.00%
Repairs and Maintenance	17,887	7,537	16,881	16,880	(0.01%)
Total Expenditures/Transfers to Reserve	**62,535**	**57,145**	**53,538**	**54,260**	
Net Total	**(62,535)**	**(57,145)**	**(53,538)**	**(54,260)**	

Business Unit: 5520 - RAP-Building Operations

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	37,380	38,140	38,900	39,670	40,470
Repairs and Maintenance	16,880	17,220	17,560	17,920	18,270
Total Exp/Transfers to Reserve	54,260	55,360	56,460	57,590	58,740
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(54,260)**	**(55,360)**	**(56,460)**	**(57,590)**	**(58,740)**

Business Unit Summary with Service Areas

Business Unit: 5525 - RAP-Building Maintenance

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Building Maintenance supports the facility maintenance and repair of Royal Athletic Park to ensure the clean and safe operation for patrons, facility users and staff.

Deliverables:

• Provision of high calibre sports facility to support events, major tenants and user groups
• Weekly lighting, heating, ventilation and building system inspections
• Monthly life safety equipment checks including emergency lighting, exit signage and fire alarm systems
• Ready for use for all events
• Inspection performed prior to each event

Business Unit Summary with Service Areas

Business Unit: 5525 - RAP-Building Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	39,764	12,513	23,291	23,760	2.01%
WO Contracted Services	7,523	2,162	3,000	3,000	0.00%
Natural Gas	1,679	2,373	3,121	3,220	3.17%
Hydro	32,956	18,337	29,459	29,750	0.99%
WO Inventory Purchases	983	362	0	0	0.00%
WO Outside Purchases	12,313	7,813	4,000	4,000	0.00%
WO Inside Equipment	1,668	329	0	0	0.00%
Repairs and Maintenance	26,407	20,845	17,000	17,000	0.00%
Total Expenditures/Transfers to Reserve	**123,294**	**64,735**	**79,871**	**80,730**	
Net Total	**(123,294)**	**(64,735)**	**(79,871)**	**(80,730)**	

Business Unit: 5525 - RAP-Building Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	23,760	24,240	24,720	25,210	25,710
WO Contracted Services	3,000	3,060	3,120	3,180	3,240
Natural Gas	3,220	3,320	3,420	3,520	3,630
Hydro	29,750	30,050	30,350	30,650	30,960
WO Outside Purchases	4,000	4,080	4,160	4,240	4,330
Repairs and Maintenance	17,000	17,340	17,690	18,040	18,400
Total Exp/Transfers to Reserve	80,730	82,090	83,460	84,840	86,270
% Increase		1.68%	1.67%	1.65%	1.69%
Net Total	**(80,730)**	**(82,090)**	**(83,460)**	**(84,840)**	**(86,270)**

Business Unit Summary with Service Areas

Business Unit: 5530 - RAP-Food and Beverage Operations

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Concession and bar services are provided during events at Royal Athletic Park to enhance the customer experience.

Deliverables:

• Approximately 38,000 people served annually

Business Unit Summary with Service Areas

Business Unit: 5530 - RAP-Food and Beverage Operations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Vending Machines	6,725	0	5,000	0	(100.00%)
Food and Beverage	114,539	0	110,000	0	(100.00%)
Lounge	221,987	0	260,000	0	(100.00%)
Over/Under	2	0	0	0	0.00%
Total Revenues/Funding Sources	**343,253**	**0**	**375,000**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	63,040	0	76,380	0	(100.00%)
Food and Beverage	115,889	2,474	149,480	0	(100.00%)
General Supplies	2,361	1,725	520	0	(100.00%)
Credit Card Discount Fees	10,503	10,173	10,000	10,000	0.00%
Miscellaneous	0	0	520	0	(100.00%)
Repairs and Maintenance	1,216	704	0	0	0.00%
Licence Fees	2,010	1,603	4,000	4,000	0.00%
Commissions Paid	95,497	0	100,000	0	(100.00%)
Total Expenditures/Transfers to Reserve	**290,516**	**16,679**	**340,900**	**14,000**	
Net Total	**52,737**	**(16,679)**	**34,100**	**(14,000)**	

Business Unit: 5530 - RAP-Food and Beverage Operations

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Vending Machines	0	5,100	5,200	5,300	5,410
Food and Beverage	0	112,200	114,440	116,730	119,060
Lounge	0	265,200	270,500	275,910	281,430
Total Rev/Funding Sources	0	382,500	390,140	397,940	405,900
% Increase		100.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	79,460	81,060	82,680	84,330
Food and Beverage	0	152,470	155,520	158,630	161,800
General Supplies	0	530	540	550	560
Credit Card Discount Fees	10,000	10,200	10,400	10,610	10,820
Miscellaneous	0	530	540	550	560
Licence Fees	4,000	4,080	4,160	4,240	4,320
Commissions Paid	0	102,000	104,040	106,120	108,240
Total Exp/Transfers to Reserve	14,000	349,270	356,260	363,380	370,630
% Increase		2396.57%	2.00%	2.00%	2.00%
Net Total	**(14,000)**	**33,230**	**33,880**	**34,560**	**35,270**

Business Unit Summary with Service Areas

Business Unit: 5550 - RAP-Field Maintenance

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

Maintenance and preparation of the playing surface at Royal Athletic Park for sporting events and special events.

Deliverables:

Approximate annual services include:
• 50 Sporting events
• Three large scale community special events
• 80 Operational days

Business Unit Summary with Service Areas

Business Unit: 5550 - RAP-Field Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	87,744	36,497	90,654	19,780	(78.18%)
WO Contracted Services	3,353	3,560	2,550	1,270	(50.20%)
Water	19,444	20,779	23,885	23,890	0.02%
WO Inventory Purchases	2,077	2,080	0	0	0.00%
WO Outside Purchases	19,804	11,131	23,000	11,500	(50.00%)
WO Inside Equipment	66	266	1,106	540	(51.18%)
WO Outside Equipment	1,110	568	0	0	0.00%
Total Expenditures/Transfers to Reserve	**133,597**	**74,879**	**141,195**	**56,980**	
Net Total	**(133,597)**	**(74,879)**	**(141,195)**	**(56,980)**	

Business Unit: 5550 - RAP-Field Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	19,780	94,310	96,200	98,120	100,080
WO Contracted Services	1,270	2,600	2,650	2,700	2,750
Water	23,890	25,080	26,330	27,650	29,030
WO Outside Purchases	11,500	23,460	23,930	24,410	24,900
WO Inside Equipment	540	1,110	1,130	1,150	1,170
Total Exp/Transfers to Reserve	56,980	146,560	150,240	154,030	157,930
% Increase		157.21%	2.51%	2.52%	2.53%
Net Total	**(56,980)**	**(146,560)**	**(150,240)**	**(154,030)**	**(157,930)**

Facilities

Core Services

- Maintenance of the City's inventory of 109 buildings and parking facilities, totaling 1.9 million square feet of floor space
- Management of facility related capital projects
- Long-term planning and analysis of building use, structures and systems

Strategic Initiatives and Major Projects

- Crystal Pool and Fitness Centre Life Cycle Maintenance
- New downtown public washroom – Design/Construction
- Various design and construction projects to renew existing facilities

Facilities

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Building Services	5,300	5,300	0	0.00%
Base Budget	**5,300**	**5,300**	**0**	**0.00%**
One Time	0	0	0	0.00%
Total	**5,300**	**5,300**	**0**	**0.00%**
Expenditures/Transfers to Reserve				
Building Maintenance	3,071,312	3,101,120	29,808	0.97%
Building Services	1,968,094	2,176,270	208,176	10.58%
Facilities Management Administration	1,266,402	1,381,630	115,228	9.10%
Base Budget	**6,305,808**	**6,659,020**	**353,212**	**5.60%**
One Time	0	0	0	0.00%
Total	**6,305,808**	**6,659,020**	**353,212**	**5.60%**
Net Base Budget Change	**(6,300,508)**	**(6,653,720)**	**353,212**	**5.61%**

Business Unit Summary with Service Areas

Service Area: Building Maintenance

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

This service area covers the maintenance of over 109 City owned facilities, including the City Hall campus, five parkades, eight community centres, three fire halls, police station, Public Works yard, Parks Yards, and various fountains and water features. The specific program includes planned and reactive maintenance of all building systems and related equipment.

Deliverables:

• Provision of lighting, heating, ventilation, and other system inspections
• Provision of life safety equipment and fire alarm systems inspections

Business Unit Summary with Service Areas

Service Area: Building Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	244	0	0	0	0.00%
Total Rev/Funding Sources	**244**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	804,964	786,495	939,540	965,360	2.75%
WO Contracted Services	1,041,557	1,189,237	911,477	955,110	4.79%
WO Consulting Services	6,506	88	56,000	6,000	(89.29%)
WO Inventory Purchases	8,727	10,498	6,000	6,000	0.00%
WO Outside Purchases	456,208	409,500	349,084	330,090	(5.44%)
WO Natural Gas	147,711	135,119	144,616	148,950	3.00%
WO Hydro	563,243	506,884	636,920	643,290	1.00%
WO Utility-Water	0	0	0	19,000	100.00%
WO Inside Equipment	17,755	19,926	18,975	18,610	(1.92%)
WO Outside Equipment	15,714	17,358	8,500	8,500	0.00%
WO Insurance-Vehicle	202	243	200	210	5.00%
Total Exp/Transfers to Reserve	**3,062,586**	**3,075,346**	**3,071,312**	**3,101,120**	
Net Total	**(3,062,343)**	**(3,075,346)**	**(3,071,312)**	**(3,101,120)**	

Service Area: Building Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	965,360	984,660	1,004,350	1,024,460	1,044,950
WO Contracted Services	955,110	974,180	993,660	1,013,530	1,033,780
WO Consulting Services	6,000	6,000	6,000	6,000	6,000
WO Inventory Purchases	6,000	6,120	6,240	6,360	6,480
WO Outside Purchases	330,090	336,410	342,840	349,380	356,050
WO Natural Gas	148,950	153,420	158,020	162,750	167,630
WO Hydro	643,290	649,730	656,240	662,800	669,430
WO Utility-Water	19,000	19,670	20,360	21,070	21,810
WO Inside Equipment	18,610	18,990	19,370	19,780	20,190
WO Outside Equipment	8,500	8,650	8,800	8,950	9,100
WO Insurance-Vehicle	210	210	210	210	210
Total Exp/Transfers to Reserve	3,101,120	3,158,040	3,216,090	3,275,290	3,335,630
% Increase		1.84%	1.84%	1.84%	1.84%
Net Total	**(3,101,120)**	**(3,158,040)**	**(3,216,090)**	**(3,275,290)**	**(3,335,630)**

Business Unit Summary with Service Areas

Service Area: Building Services

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

This service area relates to the cleaning and janitorial support to City buildings to maintain a healthy work and service environment. This budget supports the following locations: City Hall, Centennial Arcade, Centennial Square, Bastion Square, park buildings and structures, Ross Bay Cemetery, Public Works Yard, Cook Street Village Activity Centre, Fernwood Community Centre, Oaklands Community Centre, Quadra Village Community Centre, the police station, Fire Hall #1, five parkades and 18 public washrooms.

Deliverables:

• Performing routine janitorial and cleaning services, including disposal of all waste and recycling
• Responding to service requests from building occupants

Business Unit Summary with Service Areas

Service Area: Building Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	5,310	5,310	5,300	5,300	0.00%
Total Rev/Funding Sources	**5,310**	**5,310**	**5,300**	**5,300**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,586,560	1,861,032	1,776,308	1,956,340	10.14%
WO Contracted Services	24,475	9,746	41,124	46,020	11.91%
WO Inventory Purchases	5,378	9,644	4,250	4,250	0.00%
WO Outside Purchases	124,669	182,475	144,828	168,100	16.07%
WO Inside Equipment	26	381	1,084	1,060	(2.24%)
WO Outside Equipment	0	0	500	500	0.00%
Total Exp/Transfers to Reserve	**1,741,108**	**2,063,278**	**1,968,094**	**2,176,270**	
Net Total	**(1,735,798)**	**(2,057,968)**	**(1,962,794)**	**(2,170,970)**	

Service Area: Building Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Work Order Revenue	5,300	5,300	5,300	5,300	5,300
Total Rev/Funding Sources	5,300	5,300	5,300	5,300	5,300
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,956,340	1,995,460	2,035,380	2,076,080	2,117,620
WO Contracted Services	46,020	46,940	47,880	48,830	49,800
WO Inventory Purchases	4,250	4,340	4,440	4,540	4,640
WO Outside Purchases	168,100	171,460	174,870	178,370	181,930
WO Inside Equipment	1,060	1,080	1,100	1,120	1,140
WO Outside Equipment	500	510	520	530	540
Total Exp/Transfers to Reserve	2,176,270	2,219,790	2,264,190	2,309,470	2,355,670
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(2,170,970)**	**(2,214,490)**	**(2,258,890)**	**(2,304,170)**	**(2,350,370)**

Business Unit Summary with Service Areas

Service Area: Facilities Management Administration

Department:	Parks, Recreation and Facilities	**Budget Year:**	2021

Overview:

This service area is comprised of two teams: Facility Operations and Facility Development.

The Facility Operations team is responsible for the administration and property management of 109 City owned facilities. Services include building maintenance, security, utility management, and administration of day-to-day operations and oversight of the asset management program.

The Facility Development team is responsible for delivery of the annual capital plan. This team leads the planning and design of facility projects and activities, capital infrastructure improvements and development projects involving minor and major building improvements, including accessibility improvements, climate leadership initiatives, new civic facilities and other related projects. This unit also administers the corporate office space and equipment program and participates in City and regional projects led by other groups that have the potential to impact City buildings.

Deliverables:

- Administration of all building maintenance programs
- Planning and delivery of annual capital projects and programs
- Management of the City's security program

Business Unit Summary with Service Areas

Service Area: Facilities Management Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
WO Grants	0	169,190	0	0	0.00%
Total Rev/Funding Sources	**0**	**169,190**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	868,798	1,075,962	1,167,859	1,265,750	8.38%
Mileage/Parking	978	1,592	11,500	9,750	(15.22%)
Conferences/Travel	335	0	2,000	2,000	0.00%
Membership Fees	1,231	380	1,020	1,020	0.00%
Training and Development	5,920	7,517	12,750	12,750	0.00%
Contracted Services	1,550	0	0	0	0.00%
WO Contracted Services	0	73,950	0	0	0.00%
Photocopy	472	1,716	0	1,750	100.00%
General Supplies	147	788	510	510	0.00%
Office Supplies	1,208	1,805	2,040	2,040	0.00%
Protective Clothing/Uniforms	0	0	500	500	0.00%
Lumber and Tools	1,432	2,617	3,060	3,060	0.00%
Telecommunications	5,415	6,041	3,774	3,770	(0.11%)
WO Inventory Purchases	0	10,388	1,000	1,000	0.00%
WO Outside Purchases	35,795	71,165	3,000	3,000	0.00%
Equipment - City Fleet	59,087	57,389	57,389	74,730	30.22%
WO Inside Equipment	0	718	0	0	0.00%
WO Outside Equipment	0	43,493	0	0	0.00%
Miscellaneous	3	0	0	0	0.00%
Total Exp/Transfers to Reserve	**982,372**	**1,355,523**	**1,266,402**	**1,381,630**	
Net Total	**(982,372)**	**(1,186,333)**	**(1,266,402)**	**(1,381,630)**	

Business Unit Summary with Service Areas

Service Area: Facilities Management Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,265,750	1,291,040	1,316,710	1,343,060	1,369,820
Mileage/Parking	9,750	9,950	10,150	10,350	10,560
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
Membership Fees	1,020	1,040	1,060	1,080	1,100
Training and Development	12,750	13,000	13,260	13,520	13,790
Photocopy	1,750	1,790	1,830	1,870	1,910
General Supplies	510	520	530	540	550
Office Supplies	2,040	2,080	2,120	2,160	2,200
Protective Clothing/Uniforms	500	510	520	530	540
Lumber and Tools	3,060	3,120	3,180	3,240	3,300
Telecommunications	3,770	3,850	3,930	4,010	4,090
WO Inventory Purchases	1,000	1,020	1,040	1,060	1,080
WO Outside Purchases	3,000	3,060	3,120	3,180	3,240
Equipment - City Fleet	74,730	76,230	77,760	79,310	80,880
Total Exp/Transfers to Reserve	1,381,630	1,409,250	1,437,290	1,466,030	1,495,220
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(1,381,630)**	**(1,409,250)**	**(1,437,290)**	**(1,466,030)**	**(1,495,220)**

Real Estate

The Strategic Real Estate Department administers all aspects of the City's strategic real estate program and holdings including the City's active portfolio of commercial properties. In particular, the department seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long terms needs.

Core Services

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy and strategy and based on a triple bottom line perspective.
- Provide strategic advice and direction related to real estate transactions involving City interests.
- Conduct investigations and due diligence on proposed acquisitions and sales, and negotiate all aspects of those transactions.
- Negotiate and ongoing contract management of all lease agreements, licenses of use, easements, statutory rights-of-way and other property-related agreements.
- Development and ongoing management of a comprehensive real estate inventory.
- Respond to enquiries from applicants, their agents and City departments about City-owned property.
- Work with the development community to identify opportunities to leverage the City's real estate holdings.
- Monitor local real estate industry data and trends.

Strategic Initiatives and Major Projects

- Affordable Housing
- Greenspace Acquisitions
- Real Estate Strategy
- Securement of David Foster Pathway Lands
- Firehall #1 Project
- Strategic Property Acquisitions, Disposal, Lease Agreements and Tenure

Budget Summary

2021 Base Expenditures	1,677,610
2021 One Time Expenditures	61,870
2021 Proposed Expenditures	1,739,480
2020 Base Expenditures	1,889,840
2020 One Time Expenditures	23,773
2020 Approved Expenditures	1,913,613
Base Budget Change	(212,230)
Change by %	-11.23%
2021 Base Revenues	1,248,680
2021 One Time Revenues	–
2021 Proposed Revenues	1,248,680
2020 Base Revenues	1,921,047
2020 One Time Revenues	23,773
2020 Approved Revenues	1,944,820
Base Budget Change	(672,367)
Change by %	-35.00%
2021 FTE	5.00
2020 FTE	5.00
Change	0.00
Change by %	0.00%

Real Estate

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Property Management	823,223	535,090	(288,133)	(35.00%)
Wharf Street Property Management	762,779	495,810	(266,969)	(35.00%)
Crystal Garden Retail Stores	335,045	217,780	(117,265)	(35.00%)
Base Budget	**1,921,047**	**1,248,680**	**(672,367)**	**(35.00%)**
One Time	23,773	0	(23,773)	(100.00%)
Total	**1,944,820**	**1,248,680**	**(696,140)**	**(35.79%)**
Expenditures/Transfers to Reserve				
Property Management	1,014,375	958,890	(55,485)	(5.47%)
Wharf Street Property Management	762,779	495,810	(266,969)	(35.00%)
Real Estate	0	110,000	110,000	100.00%
Crystal Garden Retail Stores	112,686	112,910	224	0.20%
Base Budget	**1,889,840**	**1,677,610**	**(212,230)**	**(11.23%)**
One Time	23,773	61,870	38,097	160.25%
Total	**1,913,613**	**1,739,480**	**(174,133)**	**(9.10%)**
Net Base Budget Change	**31,207**	**(428,930)**	**460,137**	**1474.48%**

Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management

Department: Real Estate **Budget Year:** 2021

Overview:

Property Management administers all aspects of the City's real estate program. This includes strategic acquisitions, dispositions, and the development of partnerships in support of affordable housing and other Council priorities. Real Estate also manages strategic holdings including the City's active portfolio of commercial properties. In particular, Property Management seeks to maximize the City's returns from its property holdings and ensure the City has the appropriate real estate portfolio to meet its current and long terms needs.

Functions include:

- Manage all aspects of the City's real estate holdings based on an established real estate philosophy and strategy as approved by Council and based on a triple bottom line perspective
  - Identify strategic acquisitions in support of affordable housing
  - Develop strategic partnerships with affordable housing providers, developers and government funding agencies
- Provide strategic advice and direction related to real estate transactions involving City interests
- Conduct investigations and due diligence on proposed acquisitions and sales and negotiates all aspects of those transactions
- Negotiation and ongoing contract management of all lease agreements, licenses of use, easements, Statutory Right of Ways and other property related agreements
- Development and ongoing management of a comprehensive City Real Estate Inventory
- Respond to enquiries from applicants, their agents and City departments about City property
- Work with the development community to identify opportunities to leverage City real estate holdings
- Monitoring and management of revenues and expenditures with a goal of improving net returns

Deliverables:

- Lead real estate components of key strategic projects (Caledonia, Burnside, and Pandora affordable housing projects, Fire Hall #1, Harbour Pathway)
- Work with city tenants to mitigate impacts of COVID-19 on city revenue portfolio
- Implement the Real Estate Strategic Plan
- Refine land inventory database
- Identify upcoming capital projects and work with other departments to review real estate implications and opportunities
- Lead acquisitions, disposals, lease agreements, and land tenure components in support of operational requirements of City business units (e.g. Statutory Right of Ways, licenses)
- Develop strategic partnerships with other levels of government in support of key strategic Council initiatives

Business Unit Summary with Service Areas

D

Business Unit: 2360 - Property Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Lease/Rental Properties	860,086	629,756	823,223	535,090	(35.00%)
Carry Forward	0	0	23,773	0	(100.00%)
Total Revenues/Funding Sources	**860,086**	**629,756**	**846,996**	**535,090**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	519,270	678,172	726,629	741,120	1.99%
Mileage/Parking	3,430	2,280	3,700	3,700	0.00%
Conferences/Travel	3,857	0	3,225	3,230	0.16%
Membership Fees	354	380	1,500	1,500	0.00%
Training and Development	1,763	4,921	4,000	4,000	0.00%
Advertising	316	1,460	5,000	5,000	0.00%
Contracted Services	42,201	30,549	50,000	50,000	0.00%
WO Contracted Services	1,012	15,620	0	0	0.00%
WO Consulting Services	60,000	0	23,773	0	(100.00%)
Photocopy	1,616	1,009	0	0	0.00%
General Supplies	4,433	2,687	10,000	10,000	0.00%
Natural Gas	247	0	250	260	4.00%
Hydro	4,827	5,351	2,000	2,020	1.00%
Telecommunications	3,463	4,948	2,000	2,000	0.00%
Water	547	721	300	300	0.00%
WO Inventory Purchases	0	1,446	0	0	0.00%
WO Outside Purchases	1,534	2,050	0	0	0.00%
WO Inside Equipment	7	899	271	260	(4.06%)
Miscellaneous	244	0	500	500	0.00%
Lease/Rental	123,993	145,950	170,000	100,000	(41.18%)
Repairs and Maintenance	23,324	14,275	50,000	50,000	0.00%
Recovery	(17,265)	(54,127)	(15,000)	(15,000)	0.00%
Total Expenditures/Transfers to Reserve	**779,172**	**858,591**	**1,038,148**	**958,890**	
Net Total	**80,914**	**(228,835)**	**(191,152)**	**(423,800)**	

Business Unit Summary with Service Areas

Business Unit: 2360 - Property Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Lease/Rental Properties	535,090	740,900	823,220	839,690	856,480
Total Rev/Funding Sources	535,090	740,900	823,220	839,690	856,480
% Increase		38.46%	11.11%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	741,120	756,000	771,050	786,510	802,230
Mileage/Parking	3,700	3,770	3,850	3,930	4,010
Conferences/Travel	3,230	3,290	3,360	3,430	3,500
Membership Fees	1,500	1,530	1,560	1,590	1,620
Training and Development	4,000	4,040	4,080	4,120	4,160
Advertising	5,000	5,100	5,200	5,300	5,410
Contracted Services	50,000	51,000	52,020	53,060	54,120
General Supplies	10,000	10,200	10,400	10,610	10,820
Natural Gas	260	270	280	290	300
Hydro	2,020	2,040	2,060	2,080	2,100
Telecommunications	2,000	2,040	2,080	2,120	2,160
Water	300	310	320	330	340
WO Inside Equipment	260	270	280	290	300
Miscellaneous	500	510	520	530	540
Lease/Rental	100,000	173,400	176,870	180,410	184,020
Repairs and Maintenance	50,000	51,000	52,020	53,060	54,120
Recovery	(15,000)	(15,300)	(15,610)	(15,920)	(16,240)
Total Exp/Transfers to Reserve	958,890	1,049,470	1,070,340	1,091,740	1,113,510
% Increase		9.45%	2.00%	2.00%	2.00%
Net Total	**(423,800)**	**(308,570)**	**(247,120)**	**(252,050)**	**(257,030)**

Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Management

Department: Real Estate **Budget Year:** 2021

Overview:

Management of the property at 812 Wharf Street that includes the Tourism Victoria Visitor Centre, a two-level restaurant with a patio on the causeway and other tourist orientated retail spaces. The building also has public washrooms which are operated and maintained by City Facilities staff.

Deliverables:

• Maximize tenant occupancy and work with city tenants to mitigate impacts of COVID-19
• Monitor expenditures to budget and seek cost efficiencies where available

Business Unit Summary with Service Areas

Business Unit: 2362 - Wharf Street Property Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Lease/Rental Properties	776,929	399,743	762,779	495,810	(35.00%)
Total Revenues/Funding Sources	**776,929**	**399,743**	**762,779**	**495,810**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	74,005	0	0	0	0.00%
Contracted Services	29,135	28,585	46,200	46,200	0.00%
Janitorial	13,019	10,427	20,510	20,510	0.00%
Security	8,980	10,434	10,800	10,800	0.00%
WO Contracted Services	2,944	0	0	0	0.00%
Hydro	12,588	12,386	17,100	17,270	0.99%
Telecommunications	2,852	2,691	1,020	1,020	0.00%
Water	9,896	7,174	18,353	18,350	(0.02%)
WO Outside Purchases	18,402	1,807	0	0	0.00%
Insurance	13,241	16,922	14,788	20,160	36.33%
Miscellaneous	1,287	540	540	540	0.00%
Repairs and Maintenance	64,659	57,793	78,340	78,330	(0.01%)
Buildings and Infrastructure	525,923	250,983	555,128	282,630	(49.09%)
Total Expenditures/Transfers to Reserve	**776,929**	**399,743**	**762,779**	**495,810**	
Net Total	**0**	**0**	**0**	**0**	

Business Unit: 2362 - Wharf Street Property Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Lease/Rental Properties	495,810	686,500	762,780	778,040	793,590
Total Rev/Funding Sources	495,810	686,500	762,780	778,040	793,590
% Increase		38.46%	11.11%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Contracted Services	46,200	47,120	48,070	49,030	50,010
Janitorial	20,510	20,920	21,340	21,770	22,210
Security	10,800	11,020	11,240	11,460	11,690
Hydro	17,270	17,440	17,610	17,790	17,970
Telecommunications	1,020	1,040	1,060	1,080	1,100
Water	18,350	19,030	19,730	20,470	21,240
Insurance	20,160	20,570	20,980	21,400	21,830
Miscellaneous	540	550	560	570	580
Repairs and Maintenance	78,330	79,900	81,490	83,120	84,780
Buildings and Infrastructure	282,630	468,910	540,700	551,350	562,180
Total Exp/Transfers to Reserve	495,810	686,500	762,780	778,040	793,590
% Increase		38.46%	11.11%	2.00%	2.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2364 - 940 Caledonia

Department: Real Estate **Budget Year:** 2021

Overview:

940 Caledonia is a project between the City, the Greater Victoria Coalition to End Homelessness, Our Place Society and BC Housing to provide temporary transitional shelter for 30 individuals for an 18-month period while more permanent housing options are being developed by BC Housing. The transitional shelter consists of 30 individual tiny homes that were funded and built through community donations raised by the Coalition. Our Place Society is the operator of the site, managing day to day operations and coordination of services for the individuals housed at the site. Both BC Housing and City are contributing to the ongoing operating costs to support the site.

Deliverables:

To provide transitional shelter housing for 30 individuals for an 18-month period ending in September 2022

Business Unit Summary with Service Areas

Business Unit: 2364 - 940 Caledonia

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Contracted Services	0	0	0	171,870	100.00%
Total Expenditures/Transfers to Reserve	**0**	**0**	**0**	**171,870**	
Net Total	**0**	**0**	**0**	**(171,870)**	

Business Unit: 2364 - 940 Caledonia

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Contracted Services	171,870	0	0	0	0
Total Exp/Transfers to Reserve	171,870	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**(171,870)**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Department: Real Estate **Budget Year:** 2021

Overview:

The Crystal Garden has five street level retail units on Douglas Street in the main Crystal Garden building that are managed by Strategic Real Estate Office.

Retail space at Crystal Garden was acquired by the City on April 1, 2015 as part of the ownership of the Crystal Garden.

Deliverables:

• Maximize tenant occupancy and work with city tenants to mitigate impacts of COVID-19
• Monitor Capital City Station Inter-Regional Transportation hub
• Monitor expenditures to budget and seek efficiencies where available
• Review cost allocations: Landlord, Tenant, Common Area Maintenance (CAM), etc.

Business Unit Summary with Service Areas

Business Unit: 5975 - Crystal Garden Retail Stores

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Lease/Rental Properties	334,806	206,318	335,045	217,780	(35.00%)
Total Revenues/Funding Sources	**334,806**	**206,318**	**335,045**	**217,780**	
Expenditures/Transfers to Reserve					
Contracted Services	31,351	12,214	14,005	14,010	0.04%
Janitorial	8,328	8,328	9,200	9,200	0.00%
Security	13,716	13,716	14,000	14,000	0.00%
Natural Gas	0	0	5,500	5,670	3.09%
Hydro	3,000	3,000	4,000	4,040	1.00%
Water	3,270	0	1,990	1,990	0.00%
Insurance	7,512	7,512	8,826	8,830	0.05%
Miscellaneous	145	162	165	170	3.03%
Repairs and Maintenance	59,295	57,707	55,000	55,000	0.00%
Recovery	1,808	(4,625)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**128,424**	**98,014**	**112,686**	**112,910**	
Net Total	**206,381**	**108,304**	**222,359**	**104,870**	

Business Unit: 5975 - Crystal Garden Retail Stores

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Lease/Rental Properties	217,780	301,540	335,050	341,750	348,580
Total Rev/Funding Sources	217,780	301,540	335,050	341,750	348,580
% Increase		38.46%	11.11%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Contracted Services	14,010	14,290	14,570	14,870	15,170
Janitorial	9,200	9,380	9,570	9,760	9,960
Security	14,000	14,280	14,570	14,860	15,160
Natural Gas	5,670	5,840	6,020	6,200	6,390
Hydro	4,040	4,080	4,120	4,160	4,200
Water	1,990	2,090	2,190	2,300	2,420
Insurance	8,830	9,010	9,190	9,370	9,560
Miscellaneous	170	170	170	170	170
Repairs and Maintenance	55,000	56,100	57,220	58,370	59,530
Total Exp/Transfers to Reserve	112,910	115,240	117,620	120,060	122,560
% Increase		2.06%	2.07%	2.07%	2.08%
Net Total	**104,870**	**186,300**	**217,430**	**221,690**	**226,020**

Sustainable Planning and Community Development

The Sustainable Planning and Community Development Department is key to supporting quality development and the economic health of the city. The department is committed to balancing economic prosperity with social development and environmental sustainability to address Victoria's future. It has a broad range of policy, regulatory and program responsibilities including land use planning, urban design, heritage, development application review and processing, demographic and other information services, as well as permitting and inspection services. The department also supports several Council committees including the Advisory Design Panel, Heritage Advisory Panel and the Renters Advisory Committee, and provides administrative support to the Board of Variance.

Core Services

- Community Planning:
  - City-wide and local area planning
  - Current policy and regulatory initiatives
  - Heritage policy and programs
  - Housing policy and administration of the Housing Reserve Fund
  - Urban design and public realm planning
- Development Services:
  - Rezoning, development, heritage alteration and variance permits, and heritage designation and tax incentive program applications
  - Delegated permits including coordinating the garden suite program
  - Routine and proactive regulatory improvements
  - Community Association Land Use Committee (CALUC) process support
- Permits and Inspections:
  - Regulation and inspection of construction to ensure compliance with construction standards such as the BC Building Code, BC Plumbing Code and Canadian Electrical Code
  - Processing, administration and related inspections for building, plumbing, electrical, sign, and liquor license permit applications

Strategic Initiatives and Major Projects

- Local Area Planning initiatives – Village & Corridor and Missing Middle Planning
- Housing Strategy Implementation
- Housing Conversion Regulation implementation and advancing "sprint" goals
- Downtown Core Area Plan – Update
- Placemaking Guide and Toolkit
- CALUC and other process changes to adapt to COVID

Budget Summary

2021 Base Expenditures	6,116,970
2021 One Time Expenditures	995,470
2021 Proposed Expenditures	7,112,440
2020 Base Expenditures	5,559,039
2020 One Time Expenditures	1,357,773
2020 Approved Expenditures	6,916,812
Base Budget Change	557,931
Change by %	10.04%
2021 Base Revenues	3,320,700
2021 One Time Revenues	994,300
2021 Proposed Revenues	4,315,000
2020 Base Revenues	3,330,700
2020 One Time Revenues	1,357,773
2020 Approved Revenues	4,688,473
Base Budget Change	(10,000)
Change by %	-0.30%
2021 FTE	50.00
2020 FTE	49.99
Change	0.01
Change by %	0.02%

Sustainable Planning and Community Development

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Development Services	535,700	535,700	0	0.00%
Permits and Inspections	2,795,000	2,785,000	(10,000)	(0.36%)
Base Budget	**3,330,700**	**3,320,700**	**(10,000)**	**(0.30%)**
One Time	1,357,773	994,300	(363,473)	(26.77%)
Total	**4,688,473**	**4,315,000**	**(373,473)**	**(7.97%)**
Expenditures/Transfers to Reserve				
Development Services	2,357,977	2,548,150	190,173	8.07%
Community Planning	1,244,497	1,446,760	202,263	16.25%
Housing	255,706	385,870	130,164	50.90%
Permits and Inspections	1,700,859	1,736,190	35,331	2.08%
Base Budget	**5,559,039**	**6,116,970**	**557,931**	**10.04%**
One Time	1,357,773	995,470	(362,303)	(26.68%)
Total	**6,916,812**	**7,112,440**	**195,628**	**2.83%**
Net Base Budget Change	**(2,228,339)**	**(2,796,270)**	**567,931**	**25.49%**

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Department:	Sustainable Planning and Community Development	**Budget Year:**	2021

Overview:

The Development Services Division manages development and land use change in the City, primarily through the development application process. To accomplish this, staff work with policy, regulations, permits, and legal agreements, including the Official Community Plan (OCP), neighbourhood plans and zoning bylaws. The Division processes OCP amendments, rezoning applications, development permits, development variance permits, heritage alteration permits, temporary use permits, land use contracts, master development agreements, and housing agreements. This staff team also processes a range of delegated applications such as garden suites and minor changes to approved development permits to ensure consistency with Council approved design guidelines and regulations. The development application processes follow provincial legislation as well as City policy and bylaws, and involve Council, various City departments, the public, as well as outside agencies. Staff monitor and adjust these processes on an ongoing basis to ensure that they remain efficient and effective.

Application reviews require careful coordination with City staff and consideration of a broad range of subjects such as housing objectives, urban design, heritage, public amenities, sustainability goals, site servicing (sewer, water and transportation), landscaping, tree protection, and building and fire code compliance. The division is future-oriented, considering the needs of tomorrow as well as those of today.

Throughout the development application process, staff provide applicants with professional advice and information to help ensure that land use and development aligns with approved regulations, plans and policies. When proposals have been completed, staff conduct final inspections to ensure compliance with approved plans and legal obligations. Staff also respond to inquiries from the public regarding development, assist other departments on matters such as heritage and urban design, and contribute expertise on a variety of initiatives that have land use and other regulatory implications.

Development Services ensures up to date and accurate information is provided in the Zoning Bylaw, Development Permit Areas, Official Community Plan and Neighbourhood Plans. It also processes Board of Variance (BOV) applications and provides administrative support to the BOV; provides professional and administrative staff support to Council's advisory committees involved in planning, housing and design and heritage processes; supports the City's CALUC process; leads the City's interdisciplinary Technical Review Group (TRG); and completes zoning reviews for Permits & Inspections and Business Licencing.

Business Unit Summary with Service Areas

Deliverables:

- Provide property information, including zoning, development permit area, heritage status, approved use and current application, as requested
- Meet the application turn-around timelines for 75% of the rezoning applications that are complete and accurate upon submission, noting that this may be reduced if the volume or complexity of applications received exceeds the average or if more priority applications than usual are received:
  - Within four weeks, review and compile comments from the TRG and provide to the applicant. These comments will be “first-time-right” with no “late-hits”
  - 8 to 12 weeks after TRG Comments are provided to the applicant, if no application revisions are required as a result of the TRG Comments, a report will be presented to a Committee of Council (COTW) or Council Advisory Committee
  - 12 to 16 weeks after receiving a revised proposal, if application revisions are required as a result of the TRG Comments that do not result in the need for another Technical Review, a report will be presented to a Committee of Council (COTW) or Council Advisory Committee
- 75% of Board of Variance Applications will be presented to the Board of Variance for a decision within four to five weeks of receiving a complete application
- Agenda preparation and administration for the following meetings:
  - Board of Variance (approx. 22/ year)
  - Advisory Design Panel (approx. 12/ year)
  - Heritage Advisory Panel (approx. 12/ year)
  - Renters Advisory Committee (approx. 12/ year)

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Rezoning Applications	919,128	877,987	534,500	534,500	0.00%
Plan Search Fees	1,400	1,300	1,200	1,200	0.00%
Cost-sharing	52,396	18,598	18,598	0	(100.00%)
Total Revenues/Funding Sources	**972,924**	**897,885**	**554,298**	**535,700**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,912,359	2,342,917	2,261,525	2,433,100	7.59%
Mileage/Parking	133	1,259	2,000	2,000	0.00%
Conferences/Travel	17,755	139	22,500	22,500	0.00%
Membership Fees	5,387	5,019	6,550	6,550	0.00%
Training and Development	1,858	2,113	6,470	6,470	0.00%
Advertising	794	0	1,000	1,000	0.00%
Catering	130	132	550	550	0.00%
Contracted Services	1,941	8,753	38,500	38,500	0.00%
Photocopy	2,305	3,171	3,160	3,160	0.00%
Printing	2,627	1,399	1,520	1,520	0.00%
Books/Publications	1,421	1,298	1,000	1,000	0.00%
Office Supplies	5,881	2,506	9,300	9,300	0.00%
Telecommunications	1,092	1,267	2,500	2,500	0.00%
WO Outside Purchases	492	200	0	0	0.00%
Insurance	7,769	3,679	9,500	9,500	0.00%
Miscellaneous Grants	11,750	4,500	7,500	7,500	0.00%
Miscellaneous	1,540	797	3,000	3,000	0.00%
Transfer To Reserve	2,686,859	3,041,256	0	0	0.00%
Total Expenditures/Transfers to Reserve	**4,662,092**	**5,420,404**	**2,376,575**	**2,548,150**	
Net Total	**(3,689,169)**	**(4,522,518)**	**(1,822,277)**	**(2,012,450)**	

Business Unit Summary with Service Areas

Business Unit: 3500 - Development Services

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Rezoning Applications	534,500	539,040	543,670	548,390	553,210
Plan Search Fees	1,200	1,200	1,200	1,200	1,200
Total Rev/Funding Sources	535,700	540,240	544,870	549,590	554,410
% Increase		0.85%	0.86%	0.87%	0.88%
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,433,100	2,481,850	2,531,350	2,582,030	2,633,690
Mileage/Parking	2,000	2,040	2,080	2,120	2,160
Conferences/Travel	22,500	22,950	23,410	23,880	24,360
Membership Fees	6,550	6,680	6,810	6,940	7,080
Training and Development	6,470	6,600	6,730	6,860	7,000
Advertising	1,000	1,020	1,040	1,060	1,080
Catering	550	560	570	580	590
Contracted Services	38,500	39,270	40,060	40,860	41,680
Photocopy	3,160	3,220	3,280	3,350	3,420
Printing	1,520	1,550	1,580	1,610	1,640
Books/Publications	1,000	1,020	1,040	1,060	1,080
Office Supplies	9,300	9,490	9,680	9,870	10,070
Telecommunications	2,500	2,550	2,600	2,650	2,700
Insurance	9,500	9,690	9,880	10,080	10,280
Miscellaneous Grants	7,500	7,500	7,500	7,500	7,500
Miscellaneous	3,000	3,060	3,120	3,180	3,240
Total Exp/Transfers to Reserve	2,548,150	2,599,050	2,650,730	2,703,630	2,757,570
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(2,012,450)**	**(2,058,810)**	**(2,105,860)**	**(2,154,040)**	**(2,203,160)**

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

Department:	Sustainable Planning and Community Development	**Budget Year:**	2021

Overview:

Community Planning works to proactively respond to long range planning challenges and opportunities, contributing to regional growth and prosperity. It provides direction for decision making through the Official Community Plan (OCP), local area plans including the Downtown Core Area Plan and neighbourhood plans, the Victoria Housing Strategy, the Heritage Program, the Downtown Public Realm Plan, and through other future-oriented policies.

Staff in this area provide professional analysis, advice and recommendations related to planning, urban design, heritage and housing, and work collaboratively with communities, businesses, government agencies and other stakeholders to further the City's planning initiatives. Through these program, policy, regulatory and information services, staff service all interested in the community.

This area also monitors and amends policy plans; reviews and provides input on regional plans; recommends housing policy; provides advice related to affordable housing and other social issues; provides staff support to the Renters' Advisory Committee; supports implementation of the Climate Leadership Plan; supports development application processes by providing advice on tenant assistance, inclusionary housing and urban design; and provides urban design advice and guidance on City infrastructure projects.

The Community Planning budget is largely comprised of staff salaries and therefore, the deliverables noted below are specific to core service delivery and ongoing operations as described above.

Deliverables:

- Provide urban design advice on development applications and design of City capital projects
- Assess form and character (Development Permit Area) guidelines for high performance buildings
- Complete Development Outcomes Monitoring and Evaluation (DOME) project to track, monitor and provide data to inform policy recommendations
- Prepare annual data collection to monitor and track implementation including OCP Annual Review
- Evaluate Step Code implementation and recommend next steps
- Monitor implementation of EV Ready bylaw requirements
- Release EOI for MaRRS pilot project (energy and seismic upgrade incentive for rental buildings)
- Initiate commercial building retrofit program
- Plan and conduct public engagement to support planning projects that may include open houses, forums, ideas fairs, workshops, charrettes, including virtual methods such as web-based surveys
- Undertake ongoing website updates for planning initiatives as needed

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	12,500	50,000	97,500	37,500	(61.54%)
Transfer from Climate Action Reserve	26,046	59,012	96,776	21,200	(78.09%)
Total Revenues/Funding Sources	**38,546**	**109,012**	**194,276**	**58,700**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,126,799	1,117,036	1,377,815	1,445,670	4.92%
Mileage/Parking	218	3	2,000	2,000	0.00%
Conferences/Travel	15,623	7,649	18,000	18,000	0.00%
Membership Fees	4,006	5,623	6,640	6,640	0.00%
Training and Development	3,702	1,866	5,000	5,000	0.00%
Advertising	0	0	1,500	1,500	0.00%
Catering	99	0	500	500	0.00%
Contracted Services	23,660	4,140	18,658	18,660	0.01%
Photocopy	2,735	2,015	1,940	1,940	0.00%
Printing	54	491	1,380	1,380	0.00%
Books/Publications	0	0	500	500	0.00%
Office Supplies	2,304	1,823	3,530	3,530	0.00%
Telecommunications	1,333	1,952	1,310	1,310	0.00%
Transfer to Carry Forward	72,500	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,253,032**	**1,142,597**	**1,438,773**	**1,506,630**	
Net Total	**(1,214,486)**	**(1,033,586)**	**(1,244,497)**	**(1,447,930)**	

Business Unit Summary with Service Areas

Business Unit: 3550 - Community Planning

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Grants	37,500	12,500	0	0	0
Transfer from Climate Action Reserve	21,200	46,700	0	0	0
Total Rev/Funding Sources	58,700	59,200	0	0	0
% Increase		0.85%	(100.00%)	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,445,670	1,473,930	1,441,720	1,470,590	1,500,000
Mileage/Parking	2,000	2,040	2,080	2,120	2,160
Conferences/Travel	18,000	18,360	18,730	19,100	19,480
Membership Fees	6,640	6,770	6,910	7,050	7,190
Training and Development	5,000	5,100	5,200	5,300	5,410
Advertising	1,500	1,530	1,560	1,590	1,620
Catering	500	510	520	530	540
Contracted Services	18,660	19,030	19,410	19,800	20,200
Photocopy	1,940	1,980	2,020	2,060	2,100
Printing	1,380	1,410	1,440	1,470	1,500
Books/Publications	500	510	520	530	540
Office Supplies	3,530	3,600	3,670	3,740	3,810
Telecommunications	1,310	1,340	1,370	1,400	1,430
Total Exp/Transfers to Reserve	1,506,630	1,536,110	1,505,150	1,535,280	1,565,980
% Increase		1.96%	(2.02%)	2.00%	2.00%
Net Total	**(1,447,930)**	**(1,476,910)**	**(1,505,150)**	**(1,535,280)**	**(1,565,980)**

Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Department:	Sustainable Planning and Community Development	**Budget Year:**	2021

Overview:

Official Community Plan Implementation relates to costs to assist with the implementation of various initiatives directed by the Official Community Plan (OCP).

The OCP was approved in 2012 and outlines a vision for how the community will grow and change over 30 years. It includes high level policies to achieve the vision and was developed with significant community involvement. As a means of implementing the OCP, new local area plans focused on areas where future growth is directed will be developed throughout the city's neighbourhoods over the next few years. These local area plans will assist with implementing the OCP by providing more detailed policy and guidance at the local level and providing additional opportunities for resident input into policy definition.

Some OCP implementation projects have been identified under core budget 3550 in circumstances where initiatives only require staff time to complete (for example, the OCP Annual Review). However, this budget covers additional costs over and above staff time needed to deliver projects effectively including engagement-related costs, commissioning economic analyses or other technical studies, consultant expertise and other costs where external support is needed.

Deliverables:

- Completion of phase 1 village and corridor planning for Quadra, North Park and Fernwood Villages as well as associated transportation corridors, resulting in updated local area plans
- Completion of Victoria Housing Strategy actions during each phase of local area planning to increase housing supply, including exploring pre-zoning opportunities and identifying opportunities for affordable housing in all local area plans
- Commencement of phase 2 village and corridor planning for Fort Street, Oak Bay Avenue/Village, Stadacona Village, Jubilee Village and Richmond Road
- Completion of OCP Capacity Analysis as part of OCP adaptive management to respond to increased population growth projections

Business Unit Summary with Service Areas

Business Unit: 3555 - Official Community Plan Implementation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	141,052	535,959	394,910	(26.32%)
Total Revenues/Funding Sources	**0**	**141,052**	**535,959**	**394,910**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,376	1,145	0	0	0.00%
Contracted Services	669	51,083	0	0	0.00%
WO Contracted Services	0	67,694	435,959	299,910	(31.21%)
WO Inventory Purchases	40	180	0	0	0.00%
WO Outside Purchases	310	15,631	0	0	0.00%
WO Inside Equipment	87	0	0	0	0.00%
WO Outside Equipment	0	319	0	0	0.00%
Miscellaneous Grants	0	5,000	100,000	95,000	(5.00%)
Transfer to Carry Forward	100,000	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**102,481**	**141,052**	**535,959**	**394,910**	
Net Total	**(102,481)**	**0**	**0**	**0**	

Business Unit: 3555 - Official Community Plan Implementation

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	394,910	0	0	0	0
Total Rev/Funding Sources	394,910	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
WO Contracted Services	299,910	0	0	0	0
Miscellaneous Grants	95,000	0	0	0	0
Total Exp/Transfers to Reserve	394,910	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Department:	Sustainable Planning and Community Development	**Budget Year:**	2021

Overview:

The Downtown Core Area Plan (DCAP) will guide development in the downtown area over the next 30 years, helping to ensure that downtown remains the heart of the region. The DCAP lays out a vision to encourage and foster the development of an attractive, vibrant, pedestrian-friendly, and economically resilient downtown area. Council and staff will look to the 30-year plan as a guide for growth and development for the years ahead. The DCAP includes policies and actions that will lead to the addition of roughly 10,000 to 15,000 new residents in the core area, and approximately 1 million square metres of new development, over the next 30 years. This business unit funds professional and technical services to support implementation of the DCAP.

There are two major DCAP implementation projects envisioned for 2021:

1. The Downtown Public Realm Plan identifies Government Street as a priority public realm improvement, and includes short, medium, and long-term actions. Short term actions include streetscape improvements from Humboldt to Yates Street, including furnishings and replacement of street trees and planters, given their deteriorating condition and lack of suitability for this location. Longer term actions include incorporation of a 2-way bike facility and a street design that will achieve a more pedestrian and bike oriented “shared street” approach and extending this character from Yates Street to Chinatown (as recommended in DCAP). Conceptual design work will be undertaken to implement these actions.

2. As part of ongoing implementation of DCAP, a new Zoning Bylaw 2018 was adopted for the Central Business District and Old Town. The next district to receive zoning updates is the Rock Bay District (employment lands). Council approved an approach for updating zoning in this area in October 2018, however, this work paused in 2019 due to housing priorities. Updating zoning of employment lands is anticipated to resume in 2020-2021 concurrent with the Arts and Innovation District planning as part of the Victoria 3.0 Economic Action Plan.

This budget covers additional costs over and above staff time needed to deliver projects effectively, including engagement-related costs; commissioning economic analyses or other technical studies, consultant expertise and other costs where external support is needed.

Deliverables:

- Conceptual design and class ‘D’ cost estimates for streetscape improvements to Government Street (from Humboldt to Herald Streets).
- Updated zoning regulations for Rock Bay employment lands.

Business Unit Summary with Service Areas

Business Unit: 3560 - Downtown Core Area Plan

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	126	292,072	291,950	(0.04%)
Total Revenues/Funding Sources	**0**	**126**	**292,072**	**291,950**	
Expenditures/Transfers to Reserve					
Contracted Services	1,384	0	0	0	0.00%
WO Consulting Services	0	0	292,072	291,950	(0.04%)
WO Outside Purchases	0	126	0	0	0.00%
Transfer to Carry Forward	25,000	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**26,384**	**126**	**292,072**	**291,950**	
Net Total	**(26,384)**	**0**	**0**	**0**	

Business Unit: 3560 - Downtown Core Area Plan

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	291,950	0	0	0	0
Total Rev/Funding Sources	291,950	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
WO Consulting Services	291,950	0	0	0	0
Total Exp/Transfers to Reserve	291,950	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 3561 - Housing

Department:	Sustainable Planning and Community Development	**Budget Year:**	2021

Overview:

The purpose of the Victoria Housing Strategy is to define the City's role in the provision of affordable housing, to assess and forecast Victoria's affordable housing need and to establish targets and tools to meet those needs over 10 years. The Strategy aims to be action-oriented, focusing on concrete measures implemented on a yearly basis, with annual monitoring and updates to guide continual improvement.

While funding for dedicated housing staff is included in this budget, to support Council priorities around housing, a number of the Victoria Housing Strategy actions are resourced by staff included under Development Services' core budget. The Housing budget additionally covers costs over and above staff time needed to deliver projects effectively, including engagement-related costs, commissioning economic analyses or other studies, consultant expertise and other costs where external support is needed.

Deliverables:

- Complete "missing middle" housing initiative to identify suitable locations for all types of ground-oriented housing forms (including townhouses and houseplexes) city-wide
- Complete the secured rental housing project by identifying incentives to encourage new purpose-built rental housing including below-market units, consider application of Residential Rental Tenure Zoning and update the City's rental replacement policy
- Update the Inclusionary Housing Policy fixed rates to reflect current market conditions
- Complete a family housing policy
- Consider expanding opportunities for secondary suites and garden suites
- Support development application processes through negotiations for alignment with City housing policy, including affordability and tenure; review and negotiate tenant assistance plans
- Process Victoria Housing Reserve Fund applications for Council consideration
- Implement the Rental Properties Standards of Maintenance Bylaw
- Prepare annual data collection to monitor and track implementation including Housing Strategy Annual Review

Business Unit Summary with Service Areas

Business Unit: 3561 - Housing

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	128,090	68,133	316,868	248,740	(21.50%)
Total Revenues/Funding Sources	**128,090**	**68,133**	**316,868**	**248,740**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	231,925	255,262	255,706	370,870	45.04%
Conferences/Travel	1,239	0	0	0	0.00%
Contracted Services	36,400	3,036	0	0	0.00%
WO Contracted Services	394	12	0	0	0.00%
WO Consulting Services	0	24,642	0	0	0.00%
WO Outside Purchases	17,546	27,570	300,948	263,740	(12.36%)
Grants	2,500	0	0	0	0.00%
Miscellaneous	0	0	15,920	0	(100.00%)
Transfer to Carry Forward	300,948	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**590,953**	**310,523**	**572,574**	**634,610**	
Net Total	**(462,863)**	**(242,390)**	**(255,706)**	**(385,870)**	

Business Unit: 3561 - Housing

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	248,740	0	0	0	0
Total Rev/Funding Sources	248,740	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	370,870	378,300	385,830	393,560	401,430
WO Outside Purchases	263,740	15,300	15,610	15,920	16,240
Total Exp/Transfers to Reserve	634,610	393,600	401,440	409,480	417,670
% Increase		(37.98%)	2.00%	2.00%	2.00%
Net Total	**(385,870)**	**(393,600)**	**(401,440)**	**(409,480)**	**(417,670)**

Business Unit Summary with Service Areas

Service Area: Permits and Inspections

Department: Sustainable Planning and Community Development **Budget Year:** 2021

Overview:

The Permits and Inspections Division includes building inspection, plumbing inspection, electrical inspection and administrative support.

Building Inspection:
This section applies and enforces related municipal bylaws and the BC Building Code. Plans are reviewed for compliance and upon issuance, onsite work is monitored for compliance through to completion. In addition, staff respond to a variety of needs related to work without permit, complaints, and general technical inquiries from the public.

Plumbing Inspection:
This section carries out plumbing inspections to ensure compliance and reviews plumbing and sprinkler installations for building permits. It also verifies that plumbing installations meet the Plumbing Code and the Plumbing Bylaw, are designed by registered professionals, and installed by licensed plumbing contractors.

Electrical Inspection:
This section applies and enforces related municipal bylaws and the Electrical Code. Upon issuance of permits, onsite work is monitored for compliance through to completion. In addition, staff respond to a variety of needs related to work without permit, complaints, and general technical inquiries from the public.

Administrative Support:
Staff provide administrative support to the permit and inspections functions, direct customer service at the Development Centre, and provide information related to permits and relevant bylaws. The support allows for an efficient process, and for the inspectors, Chief Building Officer, and Manager to, under the BC Building Code, focus on their area of expertise and responsibilities.

Deliverables:

- 85% goal to meet review timelines
- 75% of all plumbing permits issued within two business days of receiving complete application
- Auditing 50% of all plumbing inspection requests on site
- Electronic Permitting system
- Next day electrical inspection services
- Permit record retrievals conducted within two business days, upon request
- Respond to inquiries within two business days
- Permit Service Representative available at the Development Centre Monday to Friday, 8:00am to 4:30pm

Business Unit Summary with Service Areas

Service Area: Permits and Inspections

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Building Permits	3,563,900	4,563,463	2,100,000	2,100,000	0.00%
Electrical Permits	696,704	698,173	450,000	450,000	0.00%
Plumbing Permits	469,223	266,015	220,000	220,000	0.00%
Plan Search Fees	23,408	13,352	25,000	15,000	(40.00%)
Total Revenues/Funding Sources	**4,753,236**	**5,541,003**	**2,795,000**	**2,785,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,431,646	1,398,847	1,579,456	1,608,990	1.87%
Mileage/Parking	2,157	1,281	2,000	2,000	0.00%
Conferences/Travel	8,594	1,383	10,000	10,000	0.00%
Membership Fees	9,303	8,272	5,900	9,600	62.71%
Training and Development	4,745	13,935	15,200	15,200	0.00%
Photocopy	938	1,118	2,000	2,000	0.00%
Books/Publications	(166)	683	4,500	4,500	0.00%
Office Supplies	6,636	26,954	20,000	15,000	(25.00%)
Protective Clothing/Uniforms	180	498	3,000	3,000	0.00%
Telecommunications	5,960	6,062	9,000	9,000	0.00%
Equipment - City Fleet	49,605	49,803	49,803	51,900	4.21%
Credit Card Discount Fees	8,246	11,015	0	5,000	100.00%
Total Expenditures/Transfers to Reserve	**1,527,844**	**1,519,851**	**1,700,859**	**1,736,190**	
Net Total	**3,225,391**	**4,021,152**	**1,094,141**	**1,048,810**	

Business Unit Summary with Service Areas

Service Area: Permits and Inspections

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Building Permits	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
Electrical Permits	450,000	450,000	450,000	450,000	450,000
Plumbing Permits	220,000	220,000	220,000	220,000	220,000
Plan Search Fees	15,000	15,000	15,000	15,000	15,000
Total Rev/Funding Sources	2,785,000	2,785,000	2,785,000	2,785,000	2,785,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,608,990	1,641,220	1,674,020	1,707,510	1,741,640
Mileage/Parking	2,000	2,040	2,080	2,120	2,160
Conferences/Travel	10,000	10,200	10,400	10,610	10,820
Membership Fees	9,600	9,790	9,990	10,190	10,390
Training and Development	15,200	15,500	15,810	16,130	16,450
Photocopy	2,000	2,040	2,080	2,120	2,160
Books/Publications	4,500	4,590	4,680	4,770	4,870
Office Supplies	15,000	15,300	15,610	15,920	16,240
Protective Clothing/Uniforms	3,000	3,060	3,120	3,180	3,240
Telecommunications	9,000	9,180	9,360	9,550	9,740
Equipment - City Fleet	51,900	52,940	54,000	55,080	56,180
Credit Card Discount Fees	5,000	5,100	5,200	5,300	5,410
Total Exp/Transfers to Reserve	1,736,190	1,770,960	1,806,350	1,842,480	1,879,300
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**1,048,810**	**1,014,040**	**978,650**	**942,520**	**905,700**

Victoria Fire Department

The Victoria Fire Department has a proud history of providing exceptional fire rescue services to the citizens of Victoria in an efficient and cost-effective manner. The Department's goal is to ensure our citizens are safe, educated on fire safety and provided a highly skilled professional fire service that is ready to respond when required. The Fire Department serves citizens out of three strategically located fire stations to ensure optimal response times to incidents.

These efficient operations are supported through seven divisions: Fire Suppression Division, Fire Prevention Division, Mechanical Division, Emergency Management Division, Communications Division, Training Division, and the Administration Division.

Core Services

- **Fire Suppression:** Provides 24-hour emergency response to citizens in support of emergency and non-emergency incidents, including specialty technical rescue, confined space rescue and Victoria harbour response.
- **Fire Prevention:** Conducts fire inspections, delivers public fire and life safety education, and provides 24-hour fire cause determination and investigation response.
- Mechanical: Provides professional cost effective and efficient emergency and non-emergency maintenance of all fire apparatus, specialty equipment, marine vessels, and fleet. Regional fleet maintenance facility. Delivery of specialized training relating to vehicle operations, equipment, and marine vessel operations.
- **Harbour Response:** Provision of 24-hour emergency harbour response with the Fire Boat Protector and Rapid Response Marine vessel for rescue, environmental and inter-departmental responses.
- **Communication:** Provision of 24-hour emergency and non-emergency communications and monitoring the Public Works after hours line.
- **Training:** Responsible for the facilitation and delivery of all training associated with fire department and emergency response to members of the department.
- **Administration:** Office of the Fire Chief, two Deputy Fire Chiefs and administrative professionals.
- **Emergency Management:** Responsible for planning, preparation and mitigation strategies related to the identified hazards, vulnerabilities, and risks within the City of Victoria. This includes internal and external preparedness training, Emergency Operations Centre operations and training and the coordination and provision of Emergency Social Services in post-disaster or post-incident events.

Strategic Initiatives and Major Projects

- Emergency Management Renewal
- Maintain Staffing and Training for an effective Fire Force
- Renewal of Headquarters Fire Station and alignment of Operational Response

Budget Summary

2021 Base Expenditures	18,618,500
2021 One Time Expenditures	60,120
2021 Proposed Expenditures	18,678,620
2020 Base Expenditures	17,631,274
2020 One Time Expenditures	185,562
2020 Approved Expenditures	17,816,836
Base Budget Change	987,226
Change by %	5.60%
2021 Base Revenues	74,000
2021 One Time Revenues	60,120
2021 Proposed Revenues	134,120
2020 Base Revenues	81,000
2020 One Time Revenues	185,562
2020 Approved Revenues	266,562
Base Budget Change	(7,000)
Change by %	-8.64%
2021 FTE	124.09
2020 FTE	124.09
Change	0.00
Change by %	0.00%

Victoria Fire Department

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Fire Prevention	30,500	30,500	0	0.00%
Fire - Fleet	15,000	10,000	(5,000)	(33.33%)
Fire - Staff Development	10,500	8,500	(2,000)	(19.05%)
Fire - Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
Base Budget	**81,000**	**74,000**	**(7,000)**	**(8.64%)**
One Time	185,562	60,120	(125,442)	(67.60%)
Total	**266,562**	**134,120**	**(132,442)**	**(49.69%)**
Expenditures/Transfers to Reserve				
Fire - Administration	920,501	937,580	17,079	1.86%
Communication Equipment & Maintenance	681,686	684,190	2,504	0.37%
Fire Prevention	1,104,217	1,158,790	54,573	4.94%
Operations	13,512,682	14,396,270	883,588	6.54%
Fire - Fleet	463,625	475,260	11,635	2.51%
Fire - Staff Development	323,837	332,830	8,993	2.78%
Fire Stations	15,250	15,250	0	0.00%
Fire - First Responder Program	18,750	18,750	0	0.00%
Fire - Critical Incident Stress Management	6,000	6,000	0	0.00%
Fire - Steamer	8,600	8,600	0	0.00%
Fire - Technical High Angle Rope Rescue Program	25,000	25,000	0	0.00%
TeleStaff Scheduling Management	16,250	16,250	0	0.00%
Fire - Marine Operations	29,603	31,100	1,497	5.06%
Remotely Piloted Aerial Systems (RPAS)	8,785	9,000	215	2.45%
Emergency Management	496,490	503,630	7,140	1.44%
Base Budget	**17,631,274**	**18,618,500**	**987,226**	**5.60%**
One Time	185,562	60,120	(125,442)	(67.60%)
Total	**17,816,836**	**18,678,620**	**861,784**	**4.84%**
Net Base Budget Change	**(17,550,274)**	**(18,544,500)**	**994,226**	**5.67%**

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration

Department: Fire **Budget Year:** 2021

Overview:

Fire Administration supports the leadership (Fire Chief and two Deputy Fire Chief positions) and office coordination functions of the Victoria Fire Department.

Fire Administration provides senior leadership, oversees strategic direction, attendance management, operational issues, payroll, personnel management, labour relations and human resources.

The Victoria Fire Department is a 124-person team and has three fire stations to provide fire, rescue and emergency services. In addition, fire prevention education and emergency management leadership are also provided.

Deliverables:

- Leadership support to a department of 124 members at three fire stations
- Ensure efficient oversight of operations, budget and strategic review of industry best practice
- Maintain efficient and effective labour management relationship

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	827,145	858,566	850,085	867,080	2.00%
Mileage/Parking	592	113	500	500	0.00%
Clothing/Boot/Cleaning Allowance	1,549	886	1,296	1,320	1.85%
Conferences/Travel	16,104	8,388	12,500	12,500	0.00%
Membership Fees	3,779	3,739	3,900	3,900	0.00%
Training and Development	4,368	4,920	5,500	5,500	0.00%
Photocopy	12,545	6,388	3,500	3,500	0.00%
Printing	127	32	5,000	5,000	0.00%
Office Supplies	5,755	4,290	7,600	7,600	0.00%
Protective Clothing/Uniforms	2,442	3,834	3,770	3,830	1.59%
Telecommunications	2,852	2,760	3,600	3,600	0.00%
Equipment	0	732	1,000	1,000	0.00%
Miscellaneous	7,102	5,047	7,500	7,500	0.00%
Recovery	(643)	(8,286)	0	0	0.00%
Communications	80	316	750	750	0.00%
Recognition	5,002	6,178	6,000	6,000	0.00%
Succession Planning	6,977	6,884	8,000	8,000	0.00%
Total Expenditures/Transfers to Reserve	**895,776**	**904,787**	**920,501**	**937,580**	
Net Total	**(895,776)**	**(904,787)**	**(920,501)**	**(937,580)**	

Business Unit Summary with Service Areas

Business Unit: 2800 - Fire - Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	867,080	884,430	902,130	920,170	938,580
Mileage/Parking	500	510	520	530	540
Clothing/Boot/Cleaning Al	1,320	1,350	1,380	1,410	1,440
Conferences/Travel	12,500	12,750	13,010	13,270	13,540
Membership Fees	3,900	3,980	4,060	4,140	4,220
Training and Development	5,500	5,610	5,720	5,830	5,950
Photocopy	3,500	3,570	3,640	3,710	3,780
Printing	5,000	5,100	5,200	5,300	5,410
Office Supplies	7,600	7,750	7,910	8,070	8,230
Protective Clothing/Uniforms	3,830	3,910	3,990	4,070	4,150
Telecommunications	3,600	3,670	3,740	3,810	3,890
Equipment	1,000	1,020	1,040	1,060	1,080
Miscellaneous	7,500	7,650	7,800	7,950	8,110
Communications	750	770	790	810	830
Recognition	6,000	6,120	6,240	6,360	6,490
Succession Planning	8,000	8,160	8,320	8,490	8,660
Total Exp/Transfers to Reserve	937,580	956,350	975,490	994,980	1,014,900
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(937,580)**	**(956,350)**	**(975,490)**	**(994,980)**	**(1,014,900)**

Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equipment & Maintenance

Department: Fire **Budget Year:** 2021

Overview:

Communications supports the Fire Department alarm dispatch operations. The alarm dispatch unit answers 911 calls, monitors the City of Victoria 24-hour emergency line, provides emergency dispatch services to Fire Department personnel and coordinates with City and external agencies during emergency and non emergency responses.

Deliverables:

• 6,309 requests for service resulting in 5,583 responses (2020)
• Approximately 28,000+ “point of contact” calls processed annually; 24/7 call answering capacity

Business Unit Summary with Service Areas

Business Unit: 2810 - Communication Equipment & Maintenance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	497,192	605,621	449,206	471,670	5.00%
Contracted Services	190,167	205,005	221,500	201,500	(9.03%)
WO Contracted Services	6,857	10,973	0	0	0.00%
Protective Clothing/Uniforms	3,365	4,115	2,480	2,520	1.61%
WO Outside Purchases	6,412	201	0	0	0.00%
Equipment	0	0	1,000	1,000	0.00%
Repairs and Maintenance	3,554	0	7,500	7,500	0.00%
Total Expenditures/Transfers to Reserve	**707,546**	**825,915**	**681,686**	**684,190**	
Net Total	**(707,546)**	**(825,915)**	**(681,686)**	**(684,190)**	

Business Unit: 2810 - Communication Equipment & Maintenance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	471,670	471,670	471,670	471,670	471,670
Contracted Services	201,500	207,550	213,780	220,190	226,800
Protective Clothing/Uniforms	2,520	2,570	2,620	2,670	2,720
Equipment	1,000	1,020	1,040	1,060	1,080
Repairs and Maintenance	7,500	7,650	7,800	7,960	8,120
Total Exp/Transfers to Reserve	684,190	690,460	696,910	703,550	710,390
% Increase		0.92%	0.93%	0.95%	0.97%
Net Total	**(684,190)**	**(690,460)**	**(696,910)**	**(703,550)**	**(710,390)**

Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention

Department: Fire **Budget Year:** 2021

Overview:

The Fire Prevention Division provides education and awareness programs on the prevention and impacts of fire.

Prevention programs include: Community Fire Safety Education, in-school education program for children at different grade levels, integrated fire safety and emergency preparedness, Free Smoke Alarm Program, Juvenile Firesetter Intervention Program, Car Seat Installation Clinic, Hoarding Education and Action Team (HEAT), a multi-jurisdictional support initiative to help prevent hoarding.

The division provides inspections as directed through legislation, fire investigation and fire cause determination reporting. It also liaises with other investigative services and provincial authorities, as well as oversees fuel and flammable liquid/combustible storage requirements and tracking.

Deliverables:

• 4,575 properties within the City of Victoria for inspections
• 4,213 inspections and re-inspections performed (2020)
• Support to the Suppression Commercial Inspection program 178 company fire inspections completed (2020)
• 60 fire investigations (2020)
• 57 community education sessions – 983 attendees (2020)
• 106 oil tank and oil burner permits issued (2020)
• Calls received – HEAT hotline for all municipalities 147 (2020)
• 44 hoarding calls distributed to other jurisdictions (2020)
• 24 hoarding calls for City of Victoria (2020)
• 10 hoarding responses in the City of Victoria (2020)
• 103 hours dedicated to response (2020)
• 10 people assisted in the City of Victoria (2020)

Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Oil Burner Permits	10,500	10,300	8,000	8,000	0.00%
Fire Safety Plan Review	20,700	15,450	7,000	7,000	0.00%
Re-Inspection Fees	4,100	2,910	0	0	0.00%
Records Fee	6,398	5,408	3,500	3,500	0.00%
Miscellaneous Fees	43,700	32,300	12,000	12,000	0.00%
Protective Fire Fighting	408	3,558	0	0	0.00%
Total Revenues/Funding Sources	**85,806**	**69,926**	**30,500**	**30,500**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,060,897	1,018,560	1,079,999	1,134,510	5.05%
Mileage/Parking	572	113	500	500	0.00%
Conferences/Travel	1,287	0	4,000	4,000	0.00%
Membership Fees	2,321	2,476	2,000	2,000	0.00%
General Supplies	12,001	2,790	3,750	3,750	0.00%
Books/Publications	2,259	0	1,000	1,000	0.00%
Protective Clothing/Uniforms	4,048	2,832	3,968	4,030	1.56%
Telecommunications	4,578	4,622	5,200	5,200	0.00%
Equipment	3,913	455	2,000	2,000	0.00%
Credit Card Discount Fees	1,149	965	1,800	1,800	0.00%
Recovery	(34,476)	(1,053)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,058,549**	**1,031,760**	**1,104,217**	**1,158,790**	
Net Total	**(972,744)**	**(961,833)**	**(1,073,717)**	**(1,128,290)**	

Business Unit Summary with Service Areas

Business Unit: 2820 - Fire Prevention

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Oil Burner Permits	8,000	8,000	8,000	8,000	8,000
Fire Safety Plan Review	7,000	4,500	4,500	4,500	4,500
Records Fee	3,500	3,500	3,500	3,500	3,500
Miscellaneous Fees	12,000	12,000	12,000	12,000	12,000
Total Rev/Funding Sources	30,500	28,000	28,000	28,000	28,000
% Increase		(8.20%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,134,510	1,134,510	1,134,510	1,134,510	1,134,510
Mileage/Parking	500	510	520	530	540
Conferences/Travel	4,000	4,080	4,160	4,240	4,320
Membership Fees	2,000	2,040	2,080	2,120	2,160
General Supplies	3,750	3,830	3,910	3,990	4,070
Books/Publications	1,000	1,000	3,000	1,000	1,000
Protective Clothing/Uniforms	4,030	4,110	4,190	4,270	4,360
Telecommunications	5,200	5,300	5,410	5,520	5,630
Equipment	2,000	2,040	2,080	2,120	2,160
Credit Card Discount Fees	1,800	1,840	1,880	1,920	1,960
Total Exp/Transfers to Reserve	1,158,790	1,159,260	1,161,740	1,160,220	1,160,710
% Increase		0.04%	0.21%	(0.13%)	0.04%
Net Total	**(1,128,290)**	**(1,131,260)**	**(1,133,740)**	**(1,132,220)**	**(1,132,710)**

Business Unit Summary with Service Areas

Business Unit: 2830 - Operations

Department: Fire **Budget Year:** 2021

Overview:

The Operations Division delivers fire and emergency services to the City of Victoria, responding to approximately 7,000 requests for service each year.

This includes rescue, marine operations, auto extrication, hazmat response, confined space, high angle, commercial inspections, pre-incident and building emergency response planning, first responder, community education and administers an in-house self-contained breathing apparatus (SCBA) repair and maintenance program.

Deliverables:

- Approximately 6,300 requests for service resulting in approximately 5,600 responses (2020)
- 80 structure fires (2020)
- 70 fires contained to the room of origin – reducing further damage to structure and reducing the duration of the displacement of residents (2020)

Business Unit Summary with Service Areas

Business Unit: 2830 - Operations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Protective Fire Fighting	4,623	9,355	0	0	0.00%
Total Revenues/Funding Sources	**4,623**	**9,355**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	13,401,000	13,839,766	13,354,466	14,236,460	6.60%
Laundry	6,635	12,993	8,000	8,000	0.00%
General Supplies	10,936	8,260	11,500	11,500	0.00%
Protective Clothing/Uniforms	80,666	62,537	99,466	101,060	1.60%
Telecommunications	3,588	4,467	6,000	6,000	0.00%
Equipment	5,913	8,104	15,000	15,000	0.00%
Miscellaneous	1,669	1,217	2,000	2,000	0.00%
Repairs and Maintenance	0	482	0	0	0.00%
Recovery	(11,639)	(7,456)	0	0	0.00%
SCBA	7,553	19,448	16,250	16,250	0.00%
Total Expenditures/Transfers to Reserve	**13,506,319**	**13,949,817**	**13,512,682**	**14,396,270**	
Net Total	**(13,501,696)**	**(13,940,463)**	**(13,512,682)**	**(14,396,270)**	

Business Unit: 2830 - Operations

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	14,236,460	14,236,460	14,236,460	14,236,460	14,236,460
Laundry	8,000	8,160	8,320	8,480	8,650
General Supplies	11,500	11,730	11,960	12,200	12,440
Protective Clothing/Uniforms	101,060	103,080	105,140	107,240	109,380
Telecommunications	6,000	6,120	6,240	6,360	6,490
Equipment	15,000	15,300	15,610	15,920	16,240
Miscellaneous	2,000	2,040	2,080	2,120	2,160
SCBA	16,250	16,580	16,910	17,250	17,600
Total Exp/Transfers to Reserve	14,396,270	14,399,470	14,402,720	14,406,030	14,409,420
% Increase		0.02%	0.02%	0.02%	0.02%
Net Total	**(14,396,270)**	**(14,399,470)**	**(14,402,720)**	**(14,406,030)**	**(14,409,420)**

Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Department: Fire **Budget Year:** 2021

Overview:

The Fire Fleet Division section provides mechanical maintenance and servicing of fire apparatus and equipment to the Victoria Fire Department (VFD) and Regional Fire Department customers on a “fee for service” basis.

Regular maintenance of department power tools and equipment is provided. Included is the oversight of fuel and lubricant use on all equipment and apparatus, as well as the maintenance to the fire boats required to support marine responses.

Deliverables:

- Provincial Commercial Vehicle Inspection Facility
- Specialized repair and maintenance to emergency apparatus, fire boats and equipment
- Onsite maintenance and repair in addition to mobile maintenance requests
- VFD fleet of 46 apparatus and two fire boats
- External Regional Fleet Service with a customer fleet of approximately 14 pieces of apparatus (ongoing maintenance through agreements on an annual basis)
- Design and specification for specialized fire apparatus and marine vessels, including custom fabrication
- Responsible for education on the operation of specialized apparatus and equipment
- Installation of Emergency Management Radios systems into Parks and Public Works fleet and equipment

Business Unit Summary with Service Areas

Business Unit: 2840 - Fire - Fleet

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Mechanic Recovery	7,053	8,949	15,000	10,000	(33.33%)
Total Revenues/Funding Sources	**7,053**	**8,949**	**15,000**	**10,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	250,738	260,155	258,556	268,270	3.76%
WO Contracted Services	0	256	0	0	0.00%
Fuel	67,680	51,136	78,500	78,500	0.00%
General Supplies	13,654	15,372	13,000	13,000	0.00%
Protective Clothing/Uniforms	1,210	854	1,069	1,090	1.96%
Telecommunications	811	687	1,600	1,600	0.00%
WO Outside Purchases	68,500	85,256	57,500	57,500	0.00%
Equipment	2,969	4,402	3,000	3,000	0.00%
Insurance	47,680	60,788	50,400	52,300	3.77%
Total Expenditures/Transfers to Reserve	**453,241**	**478,906**	**463,625**	**475,260**	
Net Total	**(446,188)**	**(469,958)**	**(448,625)**	**(465,260)**	

Business Unit: 2840 - Fire - Fleet

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Mechanic Recovery	10,000	10,000	10,000	10,000	10,000
Total Rev/Funding Sources	10,000	10,000	10,000	10,000	10,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	268,270	270,440	272,660	274,920	277,220
Fuel	78,500	80,070	81,670	83,300	84,970
General Supplies	13,000	13,260	13,530	13,800	14,080
Protective Clothing/Uniforms	1,090	1,110	1,130	1,150	1,170
Telecommunications	1,600	1,630	1,660	1,690	1,720
WO Outside Purchases	57,500	58,650	59,820	61,020	62,240
Equipment	3,000	3,060	3,120	3,180	3,240
Insurance	52,300	53,350	54,420	55,510	56,620
Total Exp/Transfers to Reserve	475,260	481,570	488,010	494,570	501,260
% Increase		1.33%	1.34%	1.34%	1.35%
Net Total	**(465,260)**	**(471,570)**	**(478,010)**	**(484,570)**	**(491,260)**

Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Department: Fire **Budget Year:** 2021

Overview:

The City is required to ensure that Fire Department personnel are trained to industry standards and competent in the provision of their services to meet industry, WorkSafeBC and National Fire Protection Association training standards.

Deliverables:

- Approximately 11,600 aggregate training hours (2020)
- Facilitated 661 specialized drill sessions including high rise operations, high angle, and confined space rescue, hazardous materials, first responder medical and training specific to opioid responses, auto extrication, fire officer development and leadership training, mental health and resilience training

Business Unit Summary with Service Areas

Business Unit: 2850 - Fire - Staff Development

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Fire Extinguishing Train	0	420	2,000	0	(100.00%)
Hazmat Training	12,142	3,488	0	0	0.00%
Confined Space Rescue	8,500	8,500	8,500	8,500	0.00%
Total Revenues/Funding Sources	**20,642**	**12,408**	**10,500**	**8,500**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	119,264	172,709	177,526	186,510	5.06%
Membership Fees	0	150	370	370	0.00%
Training and Development	100,093	89,978	140,000	140,000	0.00%
Professional	0	1,250	0	0	0.00%
General Supplies	477	763	2,000	2,000	0.00%
Books/Publications	1,372	432	1,000	1,000	0.00%
Protective Clothing/Uniforms	57	797	496	500	0.81%
Telecommunications	590	655	670	670	0.00%
Equipment	0	115	1,500	1,500	0.00%
Miscellaneous	44	392	275	280	1.82%
Total Expenditures/Transfers to Reserve	**221,895**	**267,241**	**323,837**	**332,830**	
Net Total	**(201,253)**	**(254,832)**	**(313,337)**	**(324,330)**	

Business Unit: 2850 - Fire - Staff Development

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Confined Space Rescue	8,500	8,500	8,500	8,500	8,500
Total Rev/Funding Sources	8,500	8,500	8,500	8,500	8,500
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	186,510	186,510	186,510	186,510	186,510
Membership Fees	370	380	390	400	410
Training and Development	140,000	142,800	145,660	148,570	151,540
General Supplies	2,000	2,040	2,080	2,120	2,160
Books/Publications	1,000	1,020	1,040	1,060	1,080
Protective Clothing/Uniforms	500	510	520	530	540
Telecommunications	670	680	690	700	710
Equipment	1,500	1,530	1,560	1,590	1,620
Miscellaneous	280	290	300	310	320
Total Exp/Transfers to Reserve	332,830	335,760	338,750	341,790	344,890
% Increase		0.88%	0.89%	0.90%	0.91%
Net Total	**(324,330)**	**(327,260)**	**(330,250)**	**(333,290)**	**(336,390)**

Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations

Department: Fire **Budget Year:** 2021

Overview:

Maintenance and general supplies to support 24/7 operations of three fire stations located in the City of Victoria. Costs include cleaning supplies, routine building maintenance and decontamination of fire equipment.

The City's three fire stations are:

- Fire Hall #1 (Yates)
- Fire Hall #2 (Michigan)
- Fire Hall #3 (Bay)

Deliverables:

- Maintenance of Fire Stations
- Acquisition of equipment to provide cost effective "in house" cleaning and decontamination for firefighter protective gear
- Immediate response to contaminations due to nature of potential risk; blood borne pathogens, carbon particles, etc.

Business Unit Summary with Service Areas

Business Unit: 2860 - Fire Stations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	711	4,572	0	0	0.00%
WO Contracted Services	275	0	0	0	0.00%
General Supplies	10,381	10,513	11,500	11,500	0.00%
WO Outside Purchases	348	1,514	0	0	0.00%
Equipment	91	1,395	750	750	0.00%
WO Inside Equipment	42	535	0	0	0.00%
Repairs and Maintenance	0	84	3,000	3,000	0.00%
Total Expenditures/Transfers to Reserve	**11,848**	**18,613**	**15,250**	**15,250**	
Net Total	**(11,848)**	**(18,613)**	**(15,250)**	**(15,250)**	

Business Unit: 2860 - Fire Stations

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
General Supplies	11,500	11,730	11,960	12,200	12,440
Equipment	750	770	790	810	830
Repairs and Maintenance	3,000	3,060	3,120	3,180	3,240
Total Exp/Transfers to Reserve	15,250	15,560	15,870	16,190	16,510
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(15,250)**	**(15,560)**	**(15,870)**	**(16,190)**	**(16,510)**

Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program

Department: Fire **Budget Year:** 2021

Overview:

The Victoria Fire Department provides first responder services to provide immediate emergency response in homes and on scene at accidents or incidents. This includes introduction of Naloxone (Narcan) administration by Fire Department first responders and increased requests for medical response as a result of the opioid crisis.

Costs associated with newly implemented licensing requirements, delivery of first responder program and provision of pre-hospital care.

Deliverables:

• Approximately 3,060 first responder requests for service (2020)
• 921 Overdose related calls (2020)

Business Unit Summary with Service Areas

Business Unit: 2870 - Fire - First Responder Program

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
WO Grants	0	2,249	0	0	0.00%
Total Revenues/Funding Sources	**0**	**2,249**	**0**	**0**	
Expenditures/Transfers to Reserve					
Contracted Services	0	0	3,750	3,750	0.00%
General Supplies	17,447	16,208	15,000	15,000	0.00%
WO Inventory Purchases	0	2,554	0	0	0.00%
WO Outside Purchases	0	17,822	0	0	0.00%
Total Expenditures/Transfers to Reserve	**17,447**	**36,583**	**18,750**	**18,750**	
Net Total	**(17,447)**	**(34,334)**	**(18,750)**	**(18,750)**	

Business Unit: 2870 - Fire - First Responder Program

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Contracted Services	3,750	3,830	3,910	3,990	4,070
General Supplies	15,000	15,300	15,610	15,920	16,240
Total Exp/Transfers to Reserve	18,750	19,130	19,520	19,910	20,310
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(18,750)**	**(19,130)**	**(19,520)**	**(19,910)**	**(20,310)**

Business Unit Summary with Service Areas

Business Unit: 2875 - Fire - Critical Incident Stress Management

Department: Fire **Budget Year:** 2021

Overview:

Research demonstrates that peer counselling immediately following a traumatic event will reduce the effects to attending personnel. Effective and immediate support has the potential to reduce absences due to stress and the impacts of high stress events.

Provide Critical Incident Stress Management, a peer-based intervention and stress management program for fire department members and City staff. It is provided through peer support and training.

Deliverables:

• Reduce critical incident stress for personnel attending traumatic events
• Prevent long term impacts of post-traumatic stress disorder

Business Unit Summary with Service Areas

Business Unit: 2875 - Fire - Critical Incident Stress Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Training and Development	4,858	712	6,000	6,000	0.00%
Total Expenditures/Transfers to Reserve	**4,858**	**712**	**6,000**	**6,000**	
Net Total	**(4,858)**	**(712)**	**(6,000)**	**(6,000)**	

Business Unit: 2875 - Fire - Critical Incident Stress Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Training and Development	6,000	6,120	6,240	6,360	6,490
Total Exp/Transfers to Reserve	6,000	6,120	6,240	6,360	6,490
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(6,000)**	**(6,120)**	**(6,240)**	**(6,360)**	**(6,490)**

Business Unit Summary with Service Areas

Business Unit: 2880 - Fire - Steamer

Department: Fire **Budget Year:** 2021

Overview:

Maintenance and repair of the Victoria Fire Department's "Steamer", the 1898 Charles E. Redfern (Historic Steam Engine).

Included are costs for attendance at parades, community events and various functions. These events assist in demonstrating the Fire Department’s long history in Victoria, assists retired members in maintaining contact with the department through the restoration of historical equipment and apparatus.

Preserves an irreplaceable historical asset.

Deliverables:

- Stewardship, education, and awareness of Victoria Fire Department’s history
- Continued attendance at community events such as the Victoria Day Parade, Christmas parade and other venues of community interest

Business Unit Summary with Service Areas

Business Unit: 2880 - Fire - Steamer

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Miscellaneous	8,513	5,968	8,600	8,600	0.00%
Total Expenditures/Transfers to Reserve	**8,513**	**5,968**	**8,600**	**8,600**	
Net Total	**(8,513)**	**(5,968)**	**(8,600)**	**(8,600)**	

Business Unit: 2880 - Fire - Steamer

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Miscellaneous	8,600	8,770	8,950	9,130	9,310
Total Exp/Transfers to Reserve	8,600	8,770	8,950	9,130	9,310
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(8,600)**	**(8,770)**	**(8,950)**	**(9,130)**	**(9,310)**

Business Unit Summary with Service Areas

Business Unit: 2885 - Fire - Technical High Angle Rope Rescue Program

Department:	Fire	**Budget Year:**	2021

Overview:

The Technical High Angle Rope Rescue Program provides support for emergency response in a variety of challenging environments including building exterior, interior, shafts, construction sites, tower cranes, bridges, slopes, and ravines.

The Victoria Fire Department (VFD) provides regional tower crane rescue response to major development sites in Victoria. Tower Crane and high angle work is required through legislation to provide a rescue plan prior to work beginning.

VFD programs provide efficiency to contractors to assist in meeting WorkSafeBC legislated requirements. The program is facilitated through the Construction Safety Association of BC.

Deliverables:

• Deliver 24/7 rapid response Tower Crane and Technical High Angle Rope rescue service
• 4 Tower Crane inspections and 4 Working at Heights preplans (2020)

Business Unit Summary with Service Areas

Business Unit: 2885 - Fire - Technical High Angle Rope Rescue Program

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	25,150	59,045	25,000	25,000	0.00%
Total Revenues/Funding Sources	**25,150**	**59,045**	**25,000**	**25,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	24,965	37,901	25,000	25,000	0.00%
Equipment	185	190	0	0	0.00%
Specialty Equipment	0	20,955	0	0	0.00%
Total Expenditures/Transfers to Reserve	**25,150**	**59,045**	**25,000**	**25,000**	
Net Total	**0**	**0**	**0**	**0**	

Business Unit: 2885 - Fire - Technical High Angle Rope Rescue Program

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Cost-sharing	25,000	25,000	25,000	25,000	25,000
Total Rev/Funding Sources	25,000	25,000	25,000	25,000	25,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	25,000	25,000	25,000	25,000	25,000
Total Exp/Transfers to Reserve	25,000	25,000	25,000	25,000	25,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2890 - TeleStaff Scheduling Management

Department: Fire **Budget Year:** 2021

Overview:

The Victoria Fire Department oversees a records management system to record attendance at emergency incidents, inspections, and investigations. Requests for information are routinely made by insurance companies, Office of the Fire Commissioner, and other external agencies.

A systematic records management approach is in place to respond to records requests and to ensure data accuracy in the event of post-event review.

Information technology equipment and services provide consistent records management of all incidents involving the Fire Department, TeleStaff scheduling software and Fire Department Manager (FDM) software.

Deliverables:

- Records management of over 6,300 incidents per year
- Master records manager of properties within the City of Victoria
- Records management of workplace analytics, scheduling, attendance management issues, shift strength, and reporting of data
- Efficient information transfer during the dispatch process
- Efficient information transfer to fire ground operations
- Efficient and reliable tracking of training and qualifications of Fire Department personnel
- Efficient in scheduling of 24/7/365 hours of operations

Business Unit Summary with Service Areas

Business Unit: 2890 - TeleStaff Scheduling Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Conferences/Travel	565	339	4,400	4,400	0.00%
Contracted Services	0	3,780	4,000	4,000	0.00%
General Supplies	0	0	1,000	1,000	0.00%
Telecommunications	1,369	1,386	3,850	3,850	0.00%
Equipment	0	0	3,000	3,000	0.00%
Total Expenditures/Transfers to Reserve	**1,933**	**5,505**	**16,250**	**16,250**	
Net Total	**(1,933)**	**(5,505)**	**(16,250)**	**(16,250)**	

Business Unit: 2890 - TeleStaff Scheduling Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Conferences/Travel	4,400	4,490	4,580	4,670	4,760
Contracted Services	4,000	4,080	4,160	4,240	4,320
General Supplies	1,000	1,020	1,040	1,060	1,080
Telecommunications	3,850	3,930	4,010	4,090	4,170
Equipment	3,000	3,060	3,120	3,180	3,240
Total Exp/Transfers to Reserve	16,250	16,580	16,910	17,240	17,570
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(16,250)**	**(16,580)**	**(16,910)**	**(17,240)**	**(17,570)**

Business Unit Summary with Service Areas

Business Unit: 2895 - Fire - Marine Operations

Department: Fire **Budget Year:** 2021

Overview:

Fire Marine Operations provides services to the working harbour and waterfront locations and includes the operation of Fire Boat #1 “Protector" and Fire Boat #2 "Quicksilver". Fire boats provide fire protection to float homes, aerodromes, commercial and industrial properties, City of Victoria waterfront, and transportation for the Victoria Police and City Bylaw Officers.

Marine response is often needed to ensure protection to areas not easily accessed by apparatus or fire suppression personnel.

Deliverables:

• Approximately 7 calls per year for marine firefighting response

Business Unit Summary with Service Areas

Business Unit: 2895 - Fire - Marine Operations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Contracted Services	0	0	1,000	1,000	0.00%
Fuel	8,893	2,169	6,600	6,600	0.00%
General Supplies	0	762	2,500	2,500	0.00%
WO Outside Purchases	10,663	13,111	0	0	0.00%
Equipment	232	0	2,000	2,000	0.00%
Insurance	8,907	9,641	9,503	11,000	15.75%
Repairs and Maintenance	0	0	8,000	8,000	0.00%
Total Expenditures/Transfers to Reserve	**28,696**	**25,683**	**29,603**	**31,100**	
Net Total	**(28,696)**	**(25,683)**	**(29,603)**	**(31,100)**	

Business Unit: 2895 - Fire - Marine Operations

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Contracted Services	1,000	1,020	1,040	1,060	1,080
Fuel	6,600	6,730	6,860	7,000	7,140
General Supplies	2,500	2,550	2,600	2,650	2,700
Equipment	2,000	2,040	2,080	2,120	2,160
Insurance	11,000	11,220	11,440	11,670	11,900
Repairs and Maintenance	8,000	8,160	8,320	8,490	8,660
Total Exp/Transfers to Reserve	31,100	31,720	32,340	32,990	33,640
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(31,100)**	**(31,720)**	**(32,340)**	**(32,990)**	**(33,640)**

Business Unit Summary with Service Areas

Business Unit: 2898 - Remotely Piloted Aerial Systems (RPAS)

Department: Fire **Budget Year:** 2021

Overview:

Remotely Piloted Aircraft Systems (RPAS) have become a valuable resource in emergency situations. They are cost effective, safer to use than deploying emergency responders to gather information and quick to deploy and obtain comprehensive information. The RPAS may be deployed for obtaining situational awareness, damage assessments, locating lost or trapped individuals, identifying hot spots, delivering emergency supplies, searching for individuals that may harm themselves or others, and obtaining 3D images. It is a valuable tool on a corporate level to assist City departments during City of Victoria Events, City projects and planning, and to assist VicPD exercise and operations.

Potential Uses Include:

- Earthquake
- Structure Collapse without a fire (size up and triage)
- High-rise Fire
- Wildland-Urban Interface Fire
- Single Family Dwelling Structure Fire
- Local Flooding
- Bomb Threat
- Tsunami
- Industrial explosion
- Terrorism
- Landslide
- Shoreline Search and Rescue
- Riot and Social Disturbance
- Rope Rescue
- Motor Vehicle Accident
- Assisting other City departments during City of Victoria Events
- Assisting other Agencies such as mutual Aid partners (District of Saanich, Township of Esquimalt, Canadian Coast Guard, RCMSAR, VicPD, etc.)

Deliverables:

Deployment to support Fire, Rescue, Emergency Management, City of Victoria, VicPD, and GVERT operations

Business Unit Summary with Service Areas

Business Unit: 2898 - Remotely Piloted Aerial Systems (RPAS)

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Training and Development	796	0	7,500	7,500	0.00%
Insurance	1,276	1,285	1,285	1,500	16.73%
Total Expenditures/Transfers to Reserve	**2,072**	**1,285**	**8,785**	**9,000**	
Net Total	**(2,072)**	**(1,285)**	**(8,785)**	**(9,000)**	

Business Unit: 2898 - Remotely Piloted Aerial Systems (RPAS)

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Training and Development	7,500	7,650	7,800	7,960	8,120
Insurance	1,500	1,530	1,560	1,590	1,620
Total Exp/Transfers to Reserve	9,000	9,180	9,360	9,550	9,740
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(9,000)**	**(9,180)**	**(9,360)**	**(9,550)**	**(9,740)**

Business Unit Summary with Service Areas

Business Unit: 2900 - Emergency Management Pilot Programs

Department: Fire **Budget Year:** 2021

Overview:

Refreshment of the Emergency Management Program through the following projects which will be assessed for efficiencies at completion of the 3-year term or as efficiencies or technologies are identified.

Deliverables:

3-year pilots of the following programs:
• Public notification system
• Emergency Operations Centre (EOC) Staff Training and Exercises
• Connect and Prepare Pilot
• Emergency Social Services (ESS) Agreement with the Canadian Red Cross

Business Unit Summary with Service Areas

Business Unit: 2900 - Emergency Management Pilot Programs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	135,562	58,000	(57.22%)
Total Revenues/Funding Sources	**0**	**0**	**135,562**	**58,000**	
Expenditures/Transfers to Reserve					
Training and Development	0	0	70,000	0	(100.00%)
Contracted Services	53,739	63,394	55,000	55,000	0.00%
General Supplies	1,438	1,297	10,562	3,000	(71.60%)
Total Expenditures/Transfers to Reserve	**55,177**	**64,691**	**135,562**	**58,000**	
Net Total	**(55,177)**	**(64,691)**	**0**	**0**	

Business Unit: 2900 - Emergency Management Pilot Programs

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	58,000	0	0	0	0
Total Rev/Funding Sources	58,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Contracted Services	55,000	0	0	0	0
General Supplies	3,000	0	0	0	0
Total Exp/Transfers to Reserve	58,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Service Area: Emergency Management

Department: Fire **Budget Year:** 2021

Overview:

The Emergency Management Division is a resource for ensuring the City of Victoria is resilient to the hazards we may face, such as major fires, power outages, windstorms, seismic events, etc. The mission of the City's Emergency Management Division is to reduce the loss of life and property and protect our City from all hazards by leading the City in a comprehensive, risk-based emergency management program of mitigation, preparedness, response, and recovery.

Preparedness includes educating and empowering Victoria citizens on how to be "emergency prepared." This is accomplished through emergency preparedness training events, exercises, and public outreach and education.

The Emergency Management division is responsible for emergency planning, coordinating emergency training and exercises for department staff, in addition to volunteer recruitment, training and deployment. Emergency Management staff lead and participate in regional planning committees such as the Local Government Emergency Planning Advisory Commission (LGEPAC), Regional Emergency Management Partnership (REMP), and liaise with external agencies and stakeholders to ensure coordination and collaboration during planning, response, and recovery.

Deliverables:

Lead emergency preparedness, mitigation, response, and recovery for City of Victoria staff and citizens.

- Community education through emergency preparedness workshops and in school education program
- Create, review, test, and update the City of Victoria Emergency Plan and annexes, Emergency Program Bylaw, Hazard Risk Vulnerability Analysis (HRVA), and support City departments with the development, review, and testing of their departmental Business Continuity Plans
- Develop and lead the City's Remotely Piloted Aircraft System (RPAS) program
- Manage the City of Victoria's public notification system, "Vic-Alert", to ensure the public receives accurate and timely notification of emergency information when required
- Emergency Support Services, auxiliary communications including Emergency Management Radio System
- Neighbourhood "Connect and Prepare" Program
- Staff readiness across the organization through planning, training, and exercises
- Management, recruitment and training of volunteer teams liaising with the Canadian Red Cross and overseeing the agreement for the provision of emergency support services
- Manage Emergency Operations Centre, exercises and training ensuring it is in a constant state of readiness
- Maintain emergency contact lists and resources
- Regional partnerships with the Capital Regional District, local governments, EMBC, and First Nations

Business Unit Summary with Service Areas

Service Area: Emergency Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Administration	0	2,063	0	0	0.00%
Miscellaneous Fees	1,893	0	0	0	0.00%
Cost-sharing	0	60,000	0	0	0.00%
Grants	24,450	44,137	50,000	2,120	(95.76%)
WO Grants	0	59,734	0	0	0.00%
Total Revenues/Funding Sources	**26,343**	**165,934**	**50,000**	**2,120**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	328,858	353,978	357,060	364,200	2.00%
Mileage/Parking	30	13	330	330	0.00%
Conferences/Travel	3,381	364	7,000	7,000	0.00%
Membership Fees	1,472	1,046	1,200	1,200	0.00%
Training and Development	25,093	12,681	40,500	40,500	0.00%
Advertising	2,530	1,625	1,000	1,000	0.00%
Contracted Services	86,522	83,069	58,500	8,500	(85.47%)
Courier Service	18	0	100	100	0.00%
Security	0	322	0	0	0.00%
Photocopy	395	530	0	0	0.00%
Printing	6,163	8,467	9,000	9,000	0.00%
Food and Beverage	3,560	1,439	5,000	5,000	0.00%
General Supplies	7,347	16,397	12,700	12,700	0.00%
Telecommunications	7,021	6,696	7,200	7,200	0.00%
WO Outside Purchases	1,272	59,734	0	0	0.00%
Equipment	2,496	7,433	21,200	23,320	10.00%
Facility Rental	1,120	0	1,000	1,000	0.00%
Miscellaneous	2,971	20	7,000	7,000	0.00%
Repairs and Maintenance	1,747	1,260	9,000	9,000	0.00%
Recovery	(700)	(13,206)	0	0	0.00%
Recognition	5,407	4,250	6,000	6,000	0.00%
Licence Fees	1,653	2,035	2,700	2,700	0.00%
Total Expenditures/Transfers to Reserve	**488,356**	**548,151**	**546,490**	**505,750**	
Net Total	**(462,012)**	**(382,217)**	**(496,490)**	**(503,630)**	

Business Unit Summary with Service Areas

Service Area: Emergency Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Grants	2,120	0	0	0	0
Total Rev/Funding Sources	2,120	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	364,200	371,500	378,910	386,490	394,230
Mileage/Parking	330	340	350	360	370
Conferences/Travel	7,000	7,140	7,280	7,430	7,580
Membership Fees	1,200	1,220	1,240	1,260	1,290
Training and Development	40,500	41,310	42,140	42,980	43,840
Advertising	1,000	1,020	1,040	1,060	1,080
Contracted Services	8,500	8,670	8,840	9,020	9,200
Courier Service	100	100	100	100	100
Printing	9,000	9,180	9,360	9,550	9,740
Food and Beverage	5,000	5,100	5,200	5,300	5,410
General Supplies	12,700	12,950	13,210	13,470	13,740
Telecommunications	7,200	7,340	7,490	7,640	7,790
Equipment	23,320	21,620	22,050	22,490	22,940
Facility Rental	1,000	1,020	1,040	1,060	1,080
Miscellaneous	7,000	7,040	7,080	7,120	7,160
Repairs and Maintenance	9,000	9,180	9,360	9,550	9,740
Recognition	6,000	6,120	6,240	6,360	6,490
Licence Fees	2,700	2,750	2,810	2,870	2,930
Total Exp/Transfers to Reserve	505,750	513,600	523,740	534,110	544,710
% Increase		1.55%	2.00%	2.00%	2.00%
Net Total	**(503,630)**	**(513,600)**	**(523,740)**	**(534,110)**	**(544,710)**

Corporate

The business units within the Corporate department track costs and revenues that are not specific to an individual department including:

- Grants
- Taxation
- Insurance
- Debt
- Reserves

Corporate Revenues and Expenditures

- **Payments of Lieu of Taxes and Special Assessments:** Federal and Provincial properties are exempt from paying property taxes but must in some circumstances pay a grant in lieu of taxes.
- **Fees and Interest:** The City earns interest on invested funds, levies interest and penalties on outstanding property taxes, and levies penalties on outstanding business licences.
- **Overhead Recoveries:** The City allocates overhead costs, such as building maintenance, payroll services and accounting to the VicPD and underground utilities.
- **Miscellaneous:** The Miscellaneous category includes a number of revenues such as fees charged for tax certificates, bus shelter advertising, traffic fine and gas tax grants, and expenditures including external audit fees and insurance.
- **Prior Year's Surplus:** The City is required to have a balanced budget. A surplus is generated when expenditures are under budget and/or revenues are over budget. Each year, Council makes decisions for the use of the surplus in the following year.
- **Contingencies:** This budget includes a base contingency amount for unforeseen or emergency expenditures such as snow clearing or wind storms. Council authorizes any spending from this budget. This budget also includes an estimated allocation for any pending collective agreement increases.
- **Transfer to Reserve:** Each year, the City transfers a portion of property tax revenue into reserves for future capital expenditures. Council makes annual decisions on the use of surplus; a portion of surplus is typically transferred to reserves. The City also allocates interest earned on funding held in reserves.
- **Transfer to Capital Budget:** Each year, the City transfers a portion of property tax revenue to the capital budget to fund annual capital investment into infrastructure projects.

Budget Summary

2021 Base Expenditures	43,110,560
2021 One Time Expenditures	(1,172,800)
2021 Proposed Expenditures	41,937,760
2020 Base Expenditures	44,089,626
2020 One Time Expenditures	3,254,684
2020 Approved Expenditures	47,344,310
Base Budget Change	(979,066)
Change by %	-2.22%
2021 Base Revenues	24,440,610
2021 One Time Revenues	6,898,150
2021 Proposed Revenues	31,338,760
2020 Base Revenues	24,972,266
2020 One Time Revenues	4,211,279
2020 Approved Revenues	29,183,545
Base Budget Change	(531,656)
Change by %	-2.13%

Corporate

	2020 Budget	2021 Budget	Change	% Change
Revenues/Funding Sources				
Payment in Lieu of Taxes/Special Assessments	7,639,500	7,884,100	244,600	3.20%
Fiscal	3,990,000	3,290,000	(700,000)	(17.54%)
Grants	36,390	36,390	-	0.00%
Business and Other Licenses	1,504,000	1,167,000	(337,000)	(22.41%)
Traffic Fine Revenue	1,855,000	1,855,000	-	0.00%
Gas Tax	3,666,000	3,832,000	166,000	4.53%
Fortis Franchise Fees	450,000	500,000	50,000	11.11%
Overhead Recoveries	3,887,876	3,906,620	18,744	0.48%
Miscellaneous	1,943,500	1,969,500	26,000	1.34%
Base Budget	**24,972,266**	**24,440,610**	**(531,656)**	**(2.13%)**
Surplus	3,329,825	-	(3,329,825)	-
Total One Time	881,454	6,898,150	6,016,696	682.59%
Total	**29,183,545**	**31,338,760**	**2,155,215**	**7.39%**
Expenditures/Transfers to Reserve				
Insurance	649,251	729,190	79,939	12.31%
Fiscal	220,000	220,000	-	0.00%
Debt Principal, Interest and Reserve Transfer	8,167,942	8,167,950	8	0.00%
Contingencies	2,351,160	918,850	(1,432,310)	(60.92%)
Youth Bus Program	700,000	700,000	-	0.00%
Witness Reconciliation Program	-	30,000	30,000	100.00%
Transfer to Capital	11,640,000	11,640,000	-	0.00%
Transfer to Stormwater Utility	1,326,510	1,326,510	-	0.00%
Transfer to Reserves	14,527,487	14,561,740	34,253	0.24%
Vehicles Depreciation Recovery	(1,350,688)	(1,350,690)	(2)	0.00%
Miscellaneous	1,909,000	1,909,000	-	0.00%
Grants	3,948,964	4,258,010	309,046	7.83%
Base Budget	**44,089,626**	**43,110,560**	**(979,066)**	**(2.22%)**
Total One Time	3,254,684	(1,172,800)	(4,427,484)	(136.03%)
Total	**47,344,310**	**41,937,760**	**(5,406,550)**	**(11.42%)**
Net Base Budget Change	**(19,117,360)**	**(18,669,950)**	**(447,410)**	**(2.34%)**

Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes

Department: Corporate **Budget Year:** 2021

Overview:

Federal and Provincial governments, associated agencies and Crown corporations are exempt from paying local property taxes under the Constitution Act. These properties can place a heavy demand on municipal services, therefore payments and grants in lieu of property taxes are made to municipalities to share in the costs of local governments where the property is located. A payment or grant in lieu of taxes is similar to the City's annual property taxes. The amount of the grant-in-lieu of taxes is determined under the Municipal Aid Act for the B.C. government and the Payment in Lieu of Taxes Act for the federal government.

Business Unit Summary with Service Areas

Business Unit: 1450 - Payment in Lieu of Taxes

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Federal Payments-in-lieu	1,406,302	1,441,715	1,391,000	1,442,000	3.67%
Pacific Pilotage	5,810	7,085	5,500	7,100	29.09%
Province of BC	4,263,908	4,172,835	3,910,000	4,000,000	2.30%
BC Housing	298,569	332,182	276,000	276,000	0.00%
BC Hydro	578,217	619,662	500,000	620,000	24.00%
ICBC	119,057	116,611	111,000	117,000	5.41%
CRD	10,756	10,440	12,000	12,000	0.00%
Total Revenues/Funding Sources	**6,682,618**	**6,700,530**	**6,205,500**	**6,474,100**	
Net Total	**6,682,618**	**6,700,530**	**6,205,500**	**6,474,100**	

Business Unit: 1450 - Payment in Lieu of Taxes

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Federal Payments-in-lieu	1,442,000	1,442,000	1,442,000	1,442,000	1,442,000
Pacific Pilotage	7,100	7,100	7,100	7,100	7,100
Province of BC	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
BC Housing	276,000	276,000	276,000	276,000	276,000
BC Hydro	620,000	620,000	620,000	620,000	620,000
ICBC	117,000	117,000	117,000	117,000	117,000
CRD	12,000	12,000	12,000	12,000	12,000
Total Rev/Funding Sources	6,474,100	6,474,100	6,474,100	6,474,100	6,474,100
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**6,474,100**	**6,474,100**	**6,474,100**	**6,474,100**	**6,474,100**

Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

Department: Corporate **Budget Year:** 2021

Overview:

Legislation (Local Government Act [RSBC 1996] Chapter 323, Part 10 – Municipal Taxation: Special Cases, Section 353) requires utility companies to pay the City 1% of their previous year's revenues. As well, legislation also allows an extra levy to be charged for "specified area improvements" to recover costs for those improvements. These levies are charged on properties that are part of that improvement area.

Business Unit Summary with Service Areas

Business Unit: 1500 - Special Assessments

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Specified Area Improvement	80,912	80,913	81,000	81,000	0.00%
VCC Retail Stores-Tax Portion	64,177	61,952	0	0	0.00%
BC Hydro	868,993	885,527	870,000	885,000	1.72%
Cablevision	128,128	123,234	128,000	123,000	(3.91%)
FortisBC	191,268	153,005	190,000	160,000	(15.79%)
Telephone	166,169	161,815	165,000	161,000	(2.42%)
Total Revenues/Funding Sources	**1,499,648**	**1,466,446**	**1,434,000**	**1,410,000**	
Net Total	**1,499,648**	**1,466,446**	**1,434,000**	**1,410,000**	

Business Unit: 1500 - Special Assessments

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Specified Area Improvement	81,000	81,000	71,000	71,000	71,000
BC Hydro	885,000	885,000	885,000	885,000	885,000
Cablevision	123,000	123,000	123,000	123,000	123,000
FortisBC	160,000	160,000	160,000	160,000	160,000
Telephone	161,000	161,000	161,000	161,000	161,000
Total Rev/Funding Sources	1,410,000	1,410,000	1,400,000	1,400,000	1,400,000
% Increase		0.00%	(0.71%)	0.00%	0.00%
Net Total	**1,410,000**	**1,410,000**	**1,400,000**	**1,400,000**	**1,400,000**

Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance

Department: Corporate **Budget Year:** 2021

Overview:

Insurance is in place to ensure adequate liability and property insurance coverage for the City. Costs of insurance premiums and payments for claims against the City are recorded here.

Business Unit Summary with Service Areas

Business Unit: 2210 - Insurance

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	19,305	0	0	0	0.00%
Total Revenues/Funding Sources	**19,305**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Contracted Services	0	4,500	0	0	0.00%
Insurance	870,849	1,098,224	1,061,498	1,342,000	26.43%
Claims	(124,421)	1,266	250,000	250,000	0.00%
Recovery	(606,812)	(733,989)	(662,247)	(862,810)	30.29%
Total Expenditures/Transfers to Reserve	**139,616**	**370,001**	**649,251**	**729,190**	
Net Total	**(120,311)**	**(370,001)**	**(649,251)**	**(729,190)**	

Business Unit: 2210 - Insurance

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Contracted Services	0	0	21,220	0	0
Insurance	1,342,000	1,368,840	1,396,210	1,424,130	1,469,620
Claims	250,000	255,000	260,100	265,300	270,610
Recovery	(862,810)	(880,060)	(897,660)	(915,620)	(933,930)
Total Exp/Transfers to Reserve	729,190	743,780	779,870	773,810	806,300
% Increase		2.00%	4.85%	(0.78%)	4.20%
Net Total	**(729,190)**	**(743,780)**	**(779,870)**	**(773,810)**	**(806,300)**

Business Unit Summary with Service Areas

Department: Corporate **Budget Year:** 2021

Overview:

Revenues for investment interest, property tax interest and penalties, business licence penalties and expenses such as credit card discount fees and debt principal and interest payments are tracked here.

The City invests operating funds as well as funds from reserves to generate investment income. The City is bound by strict legislation and can only invest in secure investments such as government bonds and the Municipal Finance Authority's pooled investment funds. The interest earned on investments using reserve funding is allocated to the reserve funds.

Penalties are levied if taxes and business licences are not paid on time. Investment income earned on operational funding and revenue from penalties are used to lower the amount of taxes levied.

Additional costs include premiums paid to credit card companies for accepting credit cards as a method of payment. In addition, debt principal and interest payments for capital project debt are recorded here.

Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
5% Tax Sale Costs	2,164	0	0	0	0.00%
A/R Interest Charges	11,415	2,461	0	0	0.00%
Discounts Available	20,081	24,154	30,000	30,000	0.00%
Long Term Investment Interest	0	594,995	0	0	0.00%
Investment Interest	7,453,389	4,604,572	3,500,000	2,800,000	(20.00%)
Property Tax Interest	106,097	119,157	100,000	100,000	0.00%
Property Tax Penalty	572,605	425,218	325,000	325,000	0.00%
Business Licence Penalty	26,500	19,769	30,000	30,000	0.00%
Service Charge - NSF Cheques	3,147	1,200	5,000	5,000	0.00%
Debt Sinking Fund Surplus	29,592	26,752	0	0	0.00%
Total Revenues/Funding Sources	**8,224,990**	**5,818,278**	**3,990,000**	**3,290,000**	
Expenditures/Transfers to Reserve					
Brokerage and Exchange	23,721	24,097	30,000	30,000	0.00%
Credit Card Discount Fees	174,188	191,765	160,000	160,000	0.00%
Gains/losses on Foreign Exchange	(15,443)	6	0	0	0.00%
Interest - Short-term	2,458	19,355	10,000	10,000	0.00%
Interest - Debenture	2,386,137	2,308,421	2,360,835	2,342,550	(0.77%)
Interest - Prepaid Taxes	73,916	76,114	20,000	20,000	0.00%
Debt repayments	2,642,134	2,659,739	2,659,739	2,678,030	0.69%
Transfer To Reserve	7,300,747	4,999,731	2,700,000	2,300,000	(14.81%)
Total Expenditures/Transfers to Reserve	**12,587,859**	**10,279,229**	**7,940,574**	**7,540,580**	
Net Total	**(4,362,869)**	**(4,460,951)**	**(3,950,574)**	**(4,250,580)**	

Business Unit Summary with Service Areas

Business Unit: 2470 - Fiscal

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Discounts Available	30,000	30,000	30,000	30,000	30,000
Investment Interest	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
Property Tax Interest	100,000	100,000	100,000	100,000	100,000
Property Tax Penalty	325,000	325,000	325,000	325,000	325,000
Business Licence Penalty	30,000	30,000	30,000	30,000	30,000
Service Charge - NSF Cheques	5,000	5,000	5,000	5,000	5,000
Total Rev/Funding Sources	3,290,000	3,290,000	3,290,000	3,290,000	3,290,000
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Brokerage and Exchange	30,000	30,000	30,000	30,000	30,000
Credit Card Discount Fees	160,000	163,200	166,460	169,790	173,190
Interest - Short-term	10,000	10,000	10,000	10,000	10,000
Interest - Debenture	2,342,550	2,323,550	2,202,350	2,143,150	2,083,140
Interest - Prepaid Taxes	20,000	20,400	20,810	21,230	21,650
Debt repayments	2,678,030	2,697,030	2,491,590	2,512,090	2,361,600
Transfer To Reserve	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Total Exp/Transfers to Reserve	7,540,580	7,544,180	7,221,210	7,186,260	6,979,580
% Increase		0.05%	(4.28%)	(0.48%)	(2.88%)
Net Total	**(4,250,580)**	**(4,254,180)**	**(3,931,210)**	**(3,896,260)**	**(3,689,580)**

Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies

Department: Corporate **Budget Year:** 2021

Overview:

This budget includes a base contingency amount for unforeseen or emergency expenditures such as snow clearing or wind storms. Council authorizes, through Council motion, any spending from this budget.

This budget also includes estimates for pending salary and benefit increases; funding is allocated to the appropriate departmental business units upon collective agreement settlement.

Business Unit Summary with Service Areas

Business Unit: 2475 - Contingencies

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Contingencies	0	0	2,272,855	1,168,390	(48.59%)
Total Expenditures/Transfers to Reserve	**0**	**0**	**2,272,855**	**1,168,390**	
Net Total	**0**	**0**	**(2,272,855)**	**(1,168,390)**	

Business Unit: 2475 - Contingencies

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Contingencies	1,168,390	1,770,200	2,110,190	2,464,060	2,832,230
Total Exp/Transfers to Reserve	1,168,390	1,770,200	2,110,190	2,464,060	2,832,230
% Increase		51.51%	19.21%	16.77%	14.94%
Net Total	**(1,168,390)**	**(1,770,200)**	**(2,110,190)**	**(2,464,060)**	**(2,832,230)**

Business Unit Summary with Service Areas

Department: Corporate **Budget Year:** 2021

Overview:

The City budgets every year to transfer funding into reserve funds for future spending on capital infrastructure and equipment upgrades.

The City also transfers a portion of property tax funding to the capital budget for the current year's capital spending.

Business Unit Summary with Service Areas

Business Unit: 2480 - Transfers to Own Funds

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	33,620	34,427	36,390	36,390	0.00%
Surplus	4,544,049	3,329,825	3,329,825	0	(100.00%)
Total Revenues/Funding Sources	**4,577,669**	**3,364,252**	**3,366,215**	**36,390**	
Expenditures/Transfers to Reserve					
Miscellaneous	151,519	0	0	0	0.00%
Recoveries and Services	(1,123,105)	(1,165,768)	(1,350,688)	(1,350,690)	0.00%
Recovery	(6,478)	(3,732)	0	0	0.00%
Transfer to Capital	11,140,000	9,576,997	11,640,000	11,290,000	(3.01%)
Transfer to Carry Forward	200,049	0	0	0	0.00%
Off-street Parking Reserve	0	50,000	0	0	0.00%
Buildings and Infrastructure Reserve	8,725,484	5,091,808	4,996,808	5,038,970	0.84%
SOFMC Reserve	145,382	406,930	142,000	142,000	0.00%
Transfer to Climate Action Reserve	277,624	155,861	90,000	140,000	55.56%
Tax Sale Lands	50,000	50,000	50,000	50,000	0.00%
Transfer to Debt Reduction Reserve	3,139,670	3,199,782	3,147,368	3,147,370	0.00%
Affordable Housing	2,000,000	1,170,000	900,000	660,000	(26.67%)
HR & Fringe Ben Stabilization	100,000	100,000	100,000	100,000	0.00%
Gas Tax Reserve	7,257,119	3,667,997	3,666,000	3,832,000	4.53%
City Archives	1,135	400	0	0	0.00%
Transfer to Stormwater Utility	1,300,500	1,326,510	1,326,510	1,326,510	0.00%
Public Art Reserve Fund	150,000	150,000	150,000	150,000	0.00%
Transfer to Tree Conservation	84,453	121,330	0	0	0.00%
Local (Communities) Amenities	0	136,563	0	0	0.00%
Parks and Greenways Acquisition	77,200	280,950	0	0	0.00%
Vehicle & Heavy Equipment	1,890,743	1,601,494	1,357,277	1,191,190	(12.24%)
Specialty Equipment	1,602,500	1,023,177	957,577	957,580	0.00%
Transfer to Province Restart Grant	0	6,522,000	0	0	0.00%
Transfer to Financial Stability Reserve	0	219,775	0	0	0.00%
Total Expenditures/Transfers to Reserve	**37,163,794**	**33,682,074**	**27,172,852**	**26,674,930**	
Net Total	**(32,586,125)**	**(30,317,822)**	**(23,806,637)**	**(26,638,540)**	

Business Unit Summary with Service Areas

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Cost-sharing	36,390	37,120	37,860	38,620	39,390
Total Rev/Funding Sources	36,390	37,120	37,860	38,620	39,390
% Increase		2.01%	1.99%	2.01%	1.99%
Expenditures/Transfers to Reserve					
Recoveries and Services	(1,350,690)	(1,350,690)	(1,350,690)	(1,350,690)	(1,350,690)
Transfer to Capital	11,290,000	12,140,000	12,640,000	13,140,000	13,640,000
Buildings and Infrastructure Reserve	5,038,970	5,510,490	6,011,970	6,513,480	7,015,020
SOFMC Reserve	142,000	144,840	147,740	150,690	153,700
Transfer to Climate Action Reserve	140,000	140,000	140,000	140,000	140,000
Tax Sale Lands	50,000	50,000	50,000	50,000	50,000
Transfer to Debt Reduction Reserve	3,147,370	3,147,370	3,474,010	3,512,710	3,723,210
Affordable Housing	660,000	660,000	660,000	660,000	660,000
HR & Fringe Ben Stabilization	100,000	100,000	100,000	100,000	100,000
Gas Tax Reserve	3,832,000	3,832,000	3,997,000	3,997,000	3,997,000
Transfer to Stormwater Utility	1,326,510	1,353,040	1,380,100	1,407,700	1,435,850
Public Art Reserve Fund	150,000	150,000	150,000	150,000	150,000
Vehicle & Heavy Equipment	1,191,190	1,191,190	1,191,190	1,191,190	1,191,190
Specialty Equipment	957,580	957,580	957,580	957,580	957,580
Total Exp/Transfers to Reserve	26,674,930	28,025,820	29,548,900	30,619,660	31,862,860
% Increase		5.06%	5.43%	3.62%	4.06%
Net Total	**(26,638,540)**	**(27,988,700)**	**(29,511,040)**	**(30,581,040)**	**(31,823,470)**

Business Unit Summary with Service Areas

Service Area: Miscellaneous

Department: Corporate **Budget Year:** 2021

Overview:

Revenues and expenditures that are not department-specific are tracked here.

Revenues:
Business licences, commercial vehicle licences, tax certificates, gas tax, arena operating agreement funding, overhead recoveries for utilities and police, bus shelter advertising, City's share of Capital Region Emergency Service Telecommunications (CREST) revenues.

Expenditures:
Consulting, external audit fees, tax appeals, City's share of Capital Region Emergency Service Telecommunications (CREST) expenditures.

Business Unit Summary with Service Areas

Service Area: Miscellaneous

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Business Licences	1,387,684	1,415,531	1,455,000	1,155,000	(20.62%)
Commercial Vehicle Licences	37,287	0	37,000	0	(100.00%)
Miscellaneous Licences	8,281	3,066	11,000	11,000	0.00%
Portable Signs	570	535	1,000	1,000	0.00%
Cannabis Licence Application	13,187	3,944	0	0	0.00%
Liquor Licence Application	11,085	5,060	15,000	15,000	0.00%
Fees	1,135	400	3,000	3,000	0.00%
Administration	750	150	0	0	0.00%
Miscellaneous Fees	509,869	976,601	300,000	300,000	0.00%
Bus Shelter Advertising	153,936	154,786	150,000	150,000	0.00%
Tax Certificate	129,738	132,540	125,000	125,000	0.00%
Banners	9,000	2,786	5,000	5,000	0.00%
Bonus Density	1,000,000	288,563	0	0	0.00%
Arena Funding	513,634	411,044	634,000	520,000	(17.98%)
Commission	1,963	990	0	0	0.00%
Crest Levy	325,539	301,162	400,000	400,000	0.00%
Inventory and Equipment	59,384	165,547	65,000	65,000	0.00%
Print Sales	2,358	1,381	6,000	6,000	0.00%
Over/Under	(15)	(237)	0	0	0.00%
Administration Fees	40,677	40,374	40,000	40,000	0.00%
Printing	0	0	500	500	0.00%
Capital Assets-Gain on Sale	106,015	82,503	0	0	0.00%
Work Order Revenue	1,825	967	0	0	0.00%
Canada Day	209,251	75,076	200,000	200,000	0.00%
Parkland Provision	77,200	280,950	0	0	0.00%
Unconditional Grants	0	6,522,000	0	0	0.00%
Traffic Fine Revenue Share	1,883,160	2,197,363	1,855,000	1,855,000	0.00%
Cost-sharing	0	65,600	0	0	0.00%
Gas Tax	7,257,119	3,667,997	3,666,000	3,832,000	4.53%
Fortis	459,016	497,801	450,000	500,000	11.11%
CARIP	142,479	141,941	0	140,000	100.00%
Water/Sewer Utility Recovery	2,498,659	2,544,756	2,544,755	2,544,750	0.00%
Police Corp Overhead Recovery	836,400	872,233	872,233	890,980	2.15%
Stormwater Utility Corporate Overhead	461,655	470,880	470,888	470,890	0.00%
Miscellaneous Transfer from Reserve	46,540	0	0	0	0.00%
Carry Forward	0	0	4,852	0	(100.00%)
Transfer from Provincial Restart Grant	0	86,520	0	6,435,480	100.00%
Total Rev/Funding Sources	**18,185,383**	**21,410,811**	**13,311,228**	**19,665,600**	

Business Unit Summary with Service Areas

Service Area: Miscellaneous

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	48,609	93,858	0	0	0.00%
Armoured Car Service	3,900	3,900	4,000	4,000	0.00%
Consulting	63,189	168,220	350,000	350,000	0.00%
Professional	75,323	52,670	68,000	68,000	0.00%
Security	4,839	1,074	0	0	0.00%
WO Contracted Services	1,729	967	0	0	0.00%
WO Consulting Services	23,181	0	0	0	0.00%
General Supplies	4,331	5,382	5,000	5,000	0.00%
WO Outside Purchases	62,262	3,601	4,852	0	(100.00%)
WO Inside Equipment	32	0	0	0	0.00%
Miscellaneous	180,896	27,932	305,000	300,000	(1.64%)
Canada Day	209,251	75,076	200,000	200,000	0.00%
Inventory Adjustments	(8,428)	0	0	0	0.00%
Recovery	(871)	(358)	0	0	0.00%
Uncollectable A/R	90,350	136,467	32,000	32,000	0.00%
Tax Appeals	2,758,282	(274,396)	550,000	550,000	0.00%
Rounding Errors	8	0	0	0	0.00%
CREST Levy	325,539	301,162	400,000	400,000	0.00%
Transfer to Carry Forward	4,852	0	0	0	0.00%
Total Exp/Transfers to Reserve	**3,847,271**	**595,555**	**1,918,852**	**1,909,000**	
Net Total	**14,338,112**	**20,815,256**	**11,392,376**	**17,756,600**	

Business Unit Summary with Service Areas

Service Area: Miscellaneous

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Business Licences	1,155,000	1,155,000	1,155,000	1,155,000	1,155,000
Miscellaneous Licences	11,000	11,000	11,000	11,000	11,000
Portable Signs	1,000	1,000	1,000	1,000	1,000
Liquor Licence Application	15,000	15,000	15,000	15,000	15,000
Fees	3,000	3,000	3,000	3,000	3,000
Miscellaneous Fees	300,000	300,000	300,000	300,000	300,000
Bus Shelter Advertising	150,000	150,000	150,000	150,000	150,000
Tax Certificate	125,000	125,000	125,000	125,000	125,000
Banners	5,000	5,000	5,000	5,000	5,000
Arena Funding	520,000	520,000	520,000	520,000	520,000
Crest Levy	400,000	400,000	400,000	400,000	400,000
Inventory and Equipment	65,000	65,000	65,000	65,000	65,000
Print Sales	6,000	6,000	6,000	6,000	6,000
Administration Fees	40,000	40,000	40,000	40,000	40,000
Printing	500	500	500	500	500
Canada Day	200,000	200,000	200,000	200,000	200,000
Traffic Fine Revenue Share	1,855,000	1,855,000	1,855,000	1,855,000	1,855,000
Gas Tax	3,832,000	3,832,000	3,997,000	3,997,000	3,997,000
Fortis	500,000	500,000	500,000	500,000	500,000
CARIP	140,000	140,000	140,000	140,000	140,000
Water/Sewer Utility Recovery	2,544,750	2,591,770	2,639,720	2,688,650	2,738,550
Police Corp Overhead Recovery	890,980	908,800	926,980	945,520	964,430
Stormwater Utility Recovery	470,890	480,310	489,920	499,720	509,710
Transfer from Province Restart Grant	6,435,480	0	0	0	0
Total Rev/Funding Sources	19,665,600	13,304,380	13,545,120	13,622,390	13,701,190
% Increase		(32.35%)	1.81%	0.57%	0.58%
Expenditures/Transfers to Reserve					
Armoured Car Service	4,000	4,000	4,000	4,000	4,000
Consulting	350,000	350,000	350,000	350,000	350,000
Professional	68,000	69,360	70,750	72,160	73,610
General Supplies	5,000	5,000	5,000	5,000	5,000
Miscellaneous	300,000	300,000	300,000	300,000	300,000
Canada Day	200,000	200,000	200,000	200,000	200,000
Uncollectable A/R	32,000	32,000	32,000	32,000	32,000
Tax Appeals	550,000	561,000	572,220	583,660	595,330
CREST Levy	400,000	400,000	400,000	400,000	400,000
Total Exp/Transfers to Reserve	1,909,000	1,921,360	1,933,970	1,946,820	1,959,940
% Increase		0.65%	0.66%	0.66%	0.67%
Net Total	**17,756,600**	**11,383,020**	**11,611,150**	**11,675,570**	**11,741,250**

Business Unit Summary with Service Areas

Business Unit: 2444 - COVID - 19

Department: Corporate **Budget Year:** 2021

Overview:

City Council is continuously exploring ways to support the community during the pandemic and has approved a number of financial responses to the pandemic, including establishment of contingency response funds. Budgets in this business unit will therefore be fluid.

Business Unit Summary with Service Areas

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
WO Grants	0	19,850	0	0	0.00%
Total Revenues/Funding Sources	**0**	**19,850**	**0**	**0**	
Expenditures/Transfers to Reserve					
WO Regular Time	0	26	0	0	0.00%
Special Duty Police	0	54,457	52,500	0	(100.00%)
WO Contracted Services	0	250,000	250,000	0	(100.00%)
WO Inside Equipment	0	5	0	0	0.00%
Miscellaneous Grants	0	50,000	50,000	0	(100.00%)
Total Expenditures/Transfers to Reserve	**0**	**354,489**	**352,500**	**0**	
Net Total	**0**	**(334,639)**	**(352,500)**	**0**	

Business Unit Summary with Service Areas

Business Unit: 2457 - Citizens' Assembly

Department: Corporate **Budget Year:** 2021

Overview:

Work with Saanich Council to develop and implement Citizens Assembly process as support by residents through the 2018 General Municipal Election referendum question.

Deliverables:

The City of Victoria and the District of Saanich will jointly establish a Citizens' Assembly and select community members to serve on the Citizens' Assembly. An independent consultant will be retained to manage the interface between the Citizens' Assembly and the City of Victoria for the purpose of obtaining the relevant information for the Citizens' Assembly necessary to assess the implications of possible amalgamation.

Business Unit Summary with Service Areas

Business Unit: 2457 - Citizens' Assembly

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	250,000	250,000	0.00%
Total Revenues/Funding Sources	**0**	**0**	**250,000**	**250,000**	
Expenditures/Transfers to Reserve					
WO Outside Purchases	0	0	250,000	250,000	0.00%
Transfer to Carry Forward	250,000	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**250,000**	**0**	**250,000**	**250,000**	
Net Total	**(250,000)**	**0**	**0**	**0**	

Business Unit: 2457 - Citizens' Assembly

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	250,000	0	0	0	0
Total Rev/Funding Sources	250,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
WO Outside Purchases	250,000	0	0	0	0
Total Exp/Transfers to Reserve	250,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2459 - Social Procurement Initiative

Department: Corporate **Budget Year:** 2021

Overview:

Social procurement is a growing practice that seeks to better leverage tax dollars to achieve positive social outcomes aligned with community values and strategic objectives. Social procurement has been adopted around the world and is demonstrating positive results for taxpayers and the wider community.

The Coastal Communities Social Procurement Initiative is led by a steering committee made up of representatives from local governments on Vancouver Island and the Sunshine Coast. The aim is to develop a cohesive approach to social procurement across the region while enabling individual communities to create their own strategic focus regarding community benefits. This cohesion is important from the point of view of industry. It is also important from the point of view of measuring outcomes.

Deliverables:

To support all local governments involved in this project in implementing social procurement.

Business Unit Summary with Service Areas

Business Unit: 2459 - Social Procurement Initiative

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	51,557	23,074	44,249	21,170	(52.16%)
Total Revenues/Funding Sources	**51,557**	**23,074**	**44,249**	**21,170**	
Expenditures/Transfers to Reserve					
Contracted Services	117,644	104,866	44,249	125,750	184.19%
Recovery	(66,087)	(81,792)	0	(104,580)	100.00%
Total Expenditures/Transfers to Reserve	**51,557**	**23,074**	**44,249**	**21,170**	
Net Total	**0**	**0**	**0**	**0**	

Business Unit: 2459 - Social Procurement Initiative

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	21,170	0	0	0	0
Total Rev/Funding Sources	21,170	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Contracted Services	125,750	0	0	0	0
Recovery	(104,580)	0	0	0	0
Total Exp/Transfers to Reserve	21,170	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2464 - Overnight Sheltering

Department:	Corporate	**Budget Year:**	2021

Overview:

The Overnight Sheltering Program responds to demands associated with outdoor sheltering in parks.

Deliverables:

• Extended hours of washrooms at select parks
• Security patrols
• Cleaning support in parks, adjacent bus shelters and streets

Business Unit Summary with Service Areas

Business Unit: 2464 - Overnight Sheltering

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
WO Grants	0	191,958	0	0	0.00%
Carry Forward	0	0	57,354	0	(100.00%)
Transfer from Financial Stability Reserve	0	85,875	94,530	75,960	(19.64%)
Total Revenues/Funding Sources	**0**	**277,833**	**151,884**	**75,960**	
Expenditures/Transfers to Reserve					
WO Regular Time	214,538	164,828	419,354	1,740,000	314.92%
WO Overtime	14,692	38,227	0	0	0.00%
Special Duty Police	0	85,875	94,530	100,960	6.80%
WO Contracted Services	68,583	336,841	0	0	0.00%
WO Inventory Purchases	0	14,233	0	0	0.00%
WO Outside Purchases	6,833	129,273	0	0	0.00%
WO Inside Equipment	0	2,714	0	0	0.00%
WO Outside Equipment	0	1,873	0	0	0.00%
Transfer to Carry Forward	57,354	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**362,000**	**773,863**	**513,884**	**1,840,960**	
Net Total	**(362,000)**	**(496,031)**	**(362,000)**	**(1,765,000)**	

Business Unit: 2464 - Overnight Sheltering

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Transfer from Financial Stability Reserve	75,960	0	0	0	0
Total Rev/Funding Sources	75,960	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
WO Regular Time	1,740,000	0	0	0	0
Special Duty Police	100,960	0	0	0	0
Total Exp/Transfers to Reserve	1,840,960	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**(1,765,000)**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2476 - Witness Reconciliation Program

Department:	Corporate	**Budget Year:**	2021

Overview:

Together, the City and the Esquimalt and Songhees Nations have created a program reflecting Indigenous family witness ceremonies. The City's Witness Reconciliation Program brings together Indigenous Witnesses from both the Songhees and Esquimalt Nations' Councils and a City Family. The Program is meant to be a fluid process -- one that is flexible, adaptable and evolves to foster a long-term relationship between the City and its Indigenous partners.

Deliverables:

• Focus on building and nurturing the relationships needed to facilitate trust and demonstrate the City's ongoing commitment to doing the work for as long as it needs to be done

Business Unit Summary with Service Areas

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	3,333	6,667	6,667	0	(100.00%)
Carry Forward	45,139	0	14,861	56,850	282.54%
Total Revenues/Funding Sources	**48,472**	**6,667**	**21,528**	**56,850**	
Expenditures/Transfers to Reserve					
Auxiliaries/RPT/Seasonal	323	268	0	0	0.00%
WO Contracted Services	1,196	6,600	0	0	0.00%
WO Consulting Services	19,500	12,600	0	0	0.00%
WO Outside Purchases	53,545	52,488	59,266	126,850	114.04%
Miscellaneous	0	1,702	6,667	0	(100.00%)
Recovery	(323)	0	0	0	0.00%
Transfer to Carry Forward	66,850	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**141,090**	**73,658**	**65,933**	**126,850**	
Net Total	**(92,618)**	**(66,991)**	**(44,405)**	**(70,000)**	

Business Unit: 2476 - Witness Reconciliation Program

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	56,850	0	0	0	0
Total Rev/Funding Sources	56,850	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
WO Outside Purchases	126,850	30,600	31,210	31,830	32,470
Total Exp/Transfers to Reserve	126,850	30,600	31,210	31,830	32,470
% Increase		(75.88%)	1.99%	1.99%	2.01%
Net Total	**(70,000)**	**(30,600)**	**(31,210)**	**(31,830)**	**(32,470)**

Business Unit Summary with Service Areas

Business Unit: 2478 - Community Wellness Peer-Informed Task Force

Department: Corporate **Budget Year:** 2021

Overview:

The Task Force is comprised of members with lived experience and will focus on issues of mental health, problematic substance use, and homelessness to help develop recommendations for the City of Victoria's Community Wellness Strategy.

Deliverables:

• Task Force members will participate in a series of engagement sessions with Council liaisons to identify and inform what actions need to be taken to deliver an effective, responsible, and community-building response at the municipal level. Areas of focus will include: education, integration of services, and advocacy.

• Prepared with staff support, the Council liaisons will present the Draft Community Wellness Strategy to City Council for consideration.

• Once the Community Wellness Strategy has been adopted by Council, the work of the Task Force will be complete.

Business Unit Summary with Service Areas

Business Unit: 2478 - Community Wellness Peer-Informed Task Force

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	0	25	0	0	0.00%
Carry Forward	0	11,299	30,592	19,290	(36.94%)
Total Revenues/Funding Sources	**0**	**11,324**	**30,592**	**19,290**	
Expenditures/Transfers to Reserve					
Contracted Services	0	5,930	25,000	19,290	(22.84%)
Miscellaneous	1,908	5,394	5,592	0	(100.00%)
Transfer to Carry Forward	30,592	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**32,500**	**11,324**	**30,592**	**19,290**	
Net Total	**(32,500)**	**0**	**0**	**0**	

Business Unit: 2478 - Community Wellness Peer-Informed Task Force

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	19,290	0	0	0	0
Total Rev/Funding Sources	19,290	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Contracted Services	19,290	0	0	0	0
Total Exp/Transfers to Reserve	19,290	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2479 - Youth Bus Pass Program

Department: Corporate **Budget Year:** 2021

Overview:

Victoria has an efficient public transportation system with local bus service around the region provided by BC Transit. The frequent transit network includes connections to neighbouring municipalities and between downtown and key destinations including universities, colleges and the Royal Jubilee Hospital.

Deliverables:

Youth aged 18 and younger residing in the municipality of Victoria can receive a free transit pass from the City of Victoria.

Business Unit Summary with Service Areas

Business Unit: 2479 - Youth Bus Pass Program

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	171,914	282,849	0	(100.00%)
Total Revenues/Funding Sources	**0**	**171,914**	**282,849**	**0**	
Expenditures/Transfers to Reserve					
Salaries - Inside	0	112,798	0	0	0.00%
Auxiliaries/RPT/Seasonal	0	1,609	0	0	0.00%
Contracted Services	97,236	745,745	982,849	700,000	(28.78%)
Printing	0	11,761	0	0	0.00%
General Supplies	7,164	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**104,400**	**871,914**	**982,849**	**700,000**	
Net Total	**(104,400)**	**(700,000)**	**(700,000)**	**(700,000)**	

Business Unit: 2479 - Youth Bus Pass Program

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Contracted Services	700,000	700,000	700,000	700,000	700,000
Total Exp/Transfers to Reserve	700,000	700,000	700,000	700,000	700,000
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**(700,000)**	**(700,000)**	**(700,000)**	**(700,000)**	**(700,000)**

Grants

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
One Time	158,405	5,630	(152,775)	(96.45%)
Total	**158,405**	**5,630**	**(152,775)**	**(96.45%)**
Expenditures/Transfers to Reserve				
Direct Award Grants	2,689,771	2,705,350	15,579	0.58%
Strategic Plan Grants	497,125	502,100	4,975	1.00%
Grants	185,120	342,620	157,500	85.08%
Festival Investment Grants	283,749	311,840	28,091	9.90%
Community Garden Volunteer Grants	162,000	163,600	1,600	1.00%
Great Neighbourhoods	131,200	232,500	101,300	77.21%
Base Budget	**3,948,964**	**4,258,010**	**309,046**	**7.83%**
One Time	1,065,455	259,530	(805,925)	(75.64%)
Total	**5,014,419**	**4,517,540**	**(496,879)**	**(9.91%)**
Net Base Budget Change	**(3,948,964)**	**(4,258,010)**	**309,046**	**7.83%**

Business Unit Summary with Service Areas

Service Area: Direct Award Grants

Department: Grants **Budget Year:** 2021

Overview:

The City provides support to a number of non-profit organizations in the form of cash grants. Direct-Award grants paid to organizations that deliver a service on behalf of the City on an ongoing basis, including organizations that operate a City-owned facility, are awarded annually by Council without a competitive process and annual reporting back to the City is required.

Direct-award grants include:
• Community and senior centre operating grants
• Neighbourhood base grants and insurance
• Heritage grants
• Recreation Integration Victoria
• Volunteer coordinators for each neighbourhood with a community garden
• Youth Council
• Seniors Outreach
• Victoria Community Association Network

Deliverables:

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City
- Complement or extend the reach of City service
- Provide a service the City would otherwise deliver given adequate resources
- Meet evolving strategic and community priorities

Business Unit Summary with Service Areas

Service Area: Direct Award Grants

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Building Incentive	420,000	920,000	920,000	920,000	0.00%
Per Capita Base	64,342	80,009	80,009	80,810	1.00%
Operating	1,216,996	1,224,458	1,225,220	1,239,230	1.14%
Youth Programming	60,613	62,125	62,128	62,720	0.95%
Youth Outreach	25,000	25,000	25,000	25,000	0.00%
Miscellaneous Grants	122,389	122,389	122,389	122,390	0.00%
Lease Grants	20,916	22,447	44,064	44,060	(0.01%)
Repairs and Maintenance	184,233	194,808	210,961	211,140	0.08%
Total Expenditures/Transfers to Reserve	**2,114,490**	**2,651,236**	**2,689,771**	**2,705,350**	
Net Total	**(2,114,490)**	**(2,651,236)**	**(2,689,771)**	**(2,705,350)**	

Service Area: Direct Award Grants

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Building Incentive	920,000	920,000	920,000	920,000	920,000
Per Capita Base	80,810	82,430	84,070	85,760	87,470
Operating	1,239,230	1,255,970	1,273,030	1,290,420	1,308,140
Youth Programming	62,720	63,980	65,250	66,570	67,900
Youth Outreach	25,000	25,000	25,000	25,000	25,000
Miscellaneous Grants	122,390	122,390	122,390	122,390	122,390
Lease Grants	44,060	44,060	44,060	44,060	44,060
Repairs and Maintenance	211,140	215,360	219,660	224,060	228,540
Total Exp/Transfers to Reserve	2,705,350	2,729,190	2,753,460	2,778,260	2,803,500
% Increase		0.88%	0.89%	0.90%	0.91%
Net Total	**(2,705,350)**	**(2,729,190)**	**(2,753,460)**	**(2,778,260)**	**(2,803,500)**

Business Unit Summary with Service Areas

Service Area: Strategic Plan Grants

Department: Grants **Budget Year:** 2021

Overview:

Strategic Plan Grants are awarded by Council through a competitive process and are for eligible organizations working on a project or program that supports the actions and outcomes of the City of Victoria's Strategic Plan Objectives.

Micro Grants are awarded to commons and community gardens and falls under the same policy as Strategic Plan Grants. These grants are awarded on a competitive basis annually and are intended to cover supplies needed for food production to a maximum award of $500.

Deliverables:

- Enhance the quality of life for residents, businesses, and visitors
- Deliver services on behalf of the City
- Complement or extend the reach of City services
- Meet evolving strategic and community priorities

Business Unit Summary with Service Areas

Service Area: Strategic Plan Grants

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Strategic Plan Grants	493,265	859,675	859,175	477,100	(44.47%)
Total Expenditures/Transfers to Reserve	**493,265**	**859,675**	**859,175**	**477,100**	
Net Total	**(493,265)**	**(859,675)**	**(859,175)**	**(477,100)**	

Service Area: Strategic Plan Grants

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Strategic Plan Grants	477,100	512,140	522,380	532,830	543,490
Total Exp/Transfers to Reserve	477,100	512,140	522,380	532,830	543,490
% Increase		7.34%	2.00%	2.00%	2.00%
Net Total	**(477,100)**	**(512,140)**	**(522,380)**	**(532,830)**	**(543,490)**

Business Unit Summary with Service Areas

Service Area: Other Grants

Department: Grants **Budget Year:** 2021

Overview:

One time Council directive/initiatives, approved supplementary requests and grants from the Victoria Housing Reserve.

Deliverables:

• Support not-for-profit organizations serving the City of Victoria
• Enhance the quality of life for residents, businesses, and visitors
• Deliver services on behalf of the City

Business Unit Summary with Service Areas

Service Area: Other Grants

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
City Housing Reserve	30,000	362,500	0	0	0.00%
Carry Forward	0	0	80,000	0	(100.00%)
Local Amenities Reserve	0	18,563	0	0	0.00%
Transfer from Fin Stab Reserve	0	55,303	67,650	5,630	(91.68%)
Transfer from DwntwnHtgeSeismic Upgrade	0	154,728	0	0	0.00%
Total Revenues/Funding Sources	**30,000**	**591,094**	**147,650**	**5,630**	
Expenditures/Transfers to Reserve					
Miscellaneous Grants	266,989	1,085,044	544,990	399,530	(26.69%)
Coalition To End Homeless	100,000	125,000	140,160	100,000	(28.65%)
Urban Food Table	6,000	6,000	6,000	6,000	0.00%
Bike Victoria	0	7,500	7,500	7,500	0.00%
Restorative Justice	34,120	34,120	34,120	34,120	0.00%
IDPAD	0	0	0	25,000	100.00%
Victoria Film Commission	45,000	45,000	45,000	45,000	0.00%
Pro Art Alliance	0	0	0	10,000	100.00%
Transfer to Carry Forward	80,000	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**532,109**	**1,302,664**	**777,770**	**627,150**	
Net Total	**(502,109)**	**(711,570)**	**(630,120)**	**(621,520)**	

Service Area: Other Grants

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Trf from Fin Stab Reserve	5,630	0	0	0	0
Total Rev/Funding Sources	5,630	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Miscellaneous Grants	399,530	20,000	20,000	20,000	20,000
Coalition To End Homeless	100,000	100,000	100,000	100,000	100,000
Urban Food Table	6,000	6,000	6,000	6,000	6,000
Bike Victoria	7,500	7,500	7,500	7,500	7,500
Restorative Justice	34,120	34,120	34,120	34,120	34,120
IDPAD	25,000	0	0	0	0
Victoria Film Commission	45,000	45,000	45,000	45,000	45,000
Pro Art Alliance	10,000	10,000	10,000	10,000	10,000
Total Exp/Transfers to Reserve	627,150	222,620	222,620	222,620	222,620
% Increase		(64.50%)	0.00%	0.00%	0.00%
Net Total	**(621,520)**	**(222,620)**	**(222,620)**	**(222,620)**	**(222,620)**

Business Unit Summary with Service Areas

Service Area: Festival Investment Grants

Department: Grants **Budget Year:** 2021

Overview:

The purpose of the grant program is to provide cash and city services support for the specific costs associated with the presentation of festivals and celebrations in the City of Victoria.

The City of Victoria recognizes that local, regional, national, and international events of all types have an important role to play in contributing to improved quality of life of Victoria residents. Community-based festivals and celebration reflect the vibrant, distinct, and diverse character of Victoria and its residents. Events offer opportunities to create economic, social, health and community benefits.

The Festival Investment Grant program is designed to provide support to organizations producing festivals and celebrations that will deliver significant economic impact, vitality, and vibrancy within the City of Victoria, particularly the downtown core.

Deliverables:

• Community Celebration Grants
Assist community celebrations with the production of one-day celebratory events within the City of Victoria. These events are often run and organized by volunteer non-profit boards and involve a broad base of support from the local community.

• New Festival Grants
Provide support to new events in their first year and stability through the developmental years 2 – 5. The applications for this grant program are required to provide evidence of sponsors, audience identification, a marketing plan, and a detailed budget. Applicants are required to identify the target market for the new festival, articulate the expected positive impacts and describe how it fits with the objectives for funding under the program.

• Established Festival Grants
Provide financial assistance to established festivals to produce a multi-day event in the City of Victoria. Applicants must have a demonstrated consistent track record of achievement for a successive five-year period. Managing organizations must have a solid organizational structure, long-term financial stability, and an artistically produced program.

• Signature Festival Grants
Showcase the City as a great place to live, work, play, and do business. The term “signature event” is used to describe an organized note-worthy event designed for a definite purpose or occasion that is free and open to the general public, and which generates 15,000 + visitors each day. Festivals and events that create jobs, attract tourists, stimulate local economies, and provide entertaining activities for citizens across the Capital region would be suitable applicants in this funding stream.

Business Unit Summary with Service Areas

Service Area: Festival Investment Grants

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Festival Investment	274,568	283,749	283,749	311,840	9.90%
Total Expenditures/Transfers to Reserve	**274,568**	**283,749**	**283,749**	**311,840**	
Net Total	**(274,568)**	**(283,749)**	**(283,749)**	**(311,840)**	

Service Area: Festival Investment Grants

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Festival Investment	311,840	318,080	324,450	330,940	337,560
Total Exp/Transfers to Reserve	311,840	318,080	324,450	330,940	337,560
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(311,840)**	**(318,080)**	**(324,450)**	**(330,940)**	**(337,560)**

Business Unit Summary with Service Areas

Service Area: Community Garden Volunteer Coordinator Grants

Department: Grants **Budget Year:** 2021

Overview:

The purpose of this grant program is providing Volunteer Coordinator Grants and Start-Up Grants to eligible community gardens and growing projects. The funding available is for neighbourhoods that manage and maintain community gardens as defined in the City of Victoria's Community Garden Policy. This includes new and existing community gardens. Eligibility also extends to registered non-profits operating community growing projects made accessible by the City of Victoria such as the Urban Food Tree Stewardship Program and community boulevard gardening.

Volunteer Coordinator Grants - The purpose of this grant is to hire a programmer that will be responsible for coordinating volunteer activities in community gardens and eligible community growing projects.

Start-Up Grants - This is a new grant stream introduced in 2020 to support the start-up of new community gardens by community organizations and support the convening, planning, design, and capital requests associated with building a new community garden.

Deliverables:

- To provide a valuable community recreation activity that contributes to health and well-being, positive social interaction, neighbourhood building, food production, environmental education, habitat development, and connection to nature.

- To provide community outreach and volunteer coordination for the purposes of promoting educational growing opportunities for the community.

- To encourage and support gardening activities, such as:
  - Growing annual and perennial food plants, medicinal plants, and flowers
  - Growing Indigenous, cultural, and native plants
  - Pollinator gardens and hobby beekeeping
  - Permaculture projects
  - Fruit and nut trees
  - Demonstration farming
  - Edible landscaping

Business Unit Summary with Service Areas

Service Area: Community Garden Volunteer Coordinator Grants

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Community Garden Grants	80,000	143,152	162,000	163,600	0.99%
Total Expenditures/Transfers to Reserve	**80,000**	**143,152**	**162,000**	**163,600**	
Net Total	**(80,000)**	**(143,152)**	**(162,000)**	**(163,600)**	

Service Area: Community Garden Volunteer Coordinator Grants

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Community Garden Grants	163,600	166,870	170,210	173,610	177,090
Total Exp/Transfers to Reserve	163,600	166,870	170,210	173,610	177,090
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(163,600)**	**(166,870)**	**(170,210)**	**(173,610)**	**(177,090)**

Business Unit Summary with Service Areas

Service Area: Great Neighbourhoods

Department: Grants **Budget Year:** 2021

Overview:

Victoria has a population of just over 92,000 residents who reside in 13 neighbourhoods, all with their own distinct identity and features. In 2015, City Council directed staff within the strategic plan to “Create a ‘great neighbourhoods initiative’ based on Edmonton’s model; amended to fit our local circumstances.” This proposed approach provides opportunity to take a more holistic approach to supporting neighbourhoods and for improving internal coordination within the City’s operations, better communication across City departments and externally, and providing overall better service to citizens.

Projects in public space and placemaking grants for small-scale community projects.

This budget is intended to capitalize on opportunities to shift from project and problem-based neighbourhood engagement to focusing on place-based opportunities at a neighbourhood level and placemaking and animation of public spaces.

Deliverables:

• My Great Neighbourhood Grant Program
• Placemaking opportunities

Business Unit Summary with Service Areas

Service Area: Great Neighbourhoods

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	10,755	0	(100.00%)
Total Revenues/Funding Sources	**0**	**0**	**10,755**	**0**	
Expenditures/Transfers to Reserve					
Miscellaneous Grants	110,245	180,867	236,955	227,500	(3.99%)
Miscellaneous	533	3,454	5,000	5,000	0.00%
Transfer to Carry Forward	17,222	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**128,000**	**184,321**	**241,955**	**232,500**	
Net Total	**(128,000)**	**(184,321)**	**(231,200)**	**(232,500)**	

Service Area: Great Neighbourhoods

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Miscellaneous Grants	227,500	230,050	232,650	235,300	238,010
Miscellaneous	5,000	5,130	5,260	5,390	5,520
Total Exp/Transfers to Reserve	232,500	235,180	237,910	240,690	243,530
% Increase		1.15%	1.16%	1.17%	1.18%
Net Total	**(232,500)**	**(235,180)**	**(237,910)**	**(240,690)**	**(243,530)**

Greater Victoria Public Library

The City of Victoria is one of ten member municipalities in the Greater Victoria Public Library system. Each member municipality pays a share of the library's operating costs using a formula that is based on each municipality's converted assessed property values and population.

The City pays the majority of the facility costs of the downtown library facility as this is the main branch for the City. The City pays for the lease and operating costs for the new library branch in James Bay. All other municipalities pay facility costs associated with any branch within their municipalities.

The two branches located in the City of Victoria are the Central branch located at 753 Broughton Street and the new library branch in James Bay located in the Capital Park development at the corner of Superior and Menzies Streets.

Budget Summary

2021 Base Expenditures	5,566,000
2021 One Time Expenditures	–
2021 Proposed Expenditures	5,566,000
2020 Base Expenditures	5,542,404
2020 One Time Expenditures	–
2020 Approved Expenditures	5,542,404
Base Budget Change	23,596
Change by %	0.43%

Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library

Department:	Greater Victoria Public Library	**Budget Year:**	2021

Overview:

The City of Victoria is one of ten member municipalities in the Greater Victoria Public Library system. Each member municipality pays a share of the library's operating costs using a formula that is based on each municipality's converted assessed property values and population.

The City pays the majority of the facility costs of the Central Branch, which is the downtown library facility, as this is the main branch for the City. The City pays for the lease and operating costs for sxʷeŋxʷəŋ təŋəxʷ James Bay Branch. All other municipalities pay facility costs associated with any branch within their municipalities.

The two branches located in the City of Victoria are the Central Branch located at 753 Broughton Street and the sxʷeŋxʷəŋ təŋəxʷ James Bay Branch located in the Capital Park development at the corner of Superior and Menzies Streets.

Deliverables:

- Build community and support literacy and lifelong learning by providing free access to information, space, tools and expertise

Business Unit Summary with Service Areas

Business Unit: 5800 - Greater Vic. Public Library

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Greater Victoria Public Library	4,978,244	5,307,758	5,317,504	5,338,000	0.39%
Lease/Rental	210,246	220,175	224,900	228,000	1.38%
Transfer to Carry Forward	263,410	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**5,451,900**	**5,527,933**	**5,542,404**	**5,566,000**	
Net Total	**(5,451,900)**	**(5,527,933)**	**(5,542,404)**	**(5,566,000)**	

Business Unit: 5800 - Greater Vic. Public Library

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Greater Victoria Public Library	5,338,000	5,444,760	5,553,650	5,664,730	5,778,020
Lease/Rental	228,000	232,560	237,210	241,950	246,790
Total Exp/Transfers to Reserve	5,566,000	5,677,320	5,790,860	5,906,680	6,024,810
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(5,566,000)**	**(5,677,320)**	**(5,790,860)**	**(5,906,680)**	**(6,024,810)**

Victoria Police Department

The Victoria Police Department is the oldest police department west of the Great Lakes, with 249 sworn members and over 100 civilian staff and volunteers proudly serving the City of Victoria and the Township of Esquimalt.

The City of Victoria's downtown is a vibrant, world-class destination and the centre of business, commerce and entertainment for the entire South Island. In policing the downtown, VicPD is a regional and provincial leader regarding social issues, drug addition, homelessness and mental illness, and have formed innovative partnerships with other stakeholders who seek creative solutions to these issues.

Our Strategic Plan Goals

- Support Community Safety
  - Fight crime
  - Prevent crime
  - Contribute to community vibrancy
- Enhance Public Trust
  - Engage the public
  - Collaborate with our diverse communities
  - Maximize transparency
- Achieve Organizational Excellence
  - Support our people
  - Maximize efficiency and effectiveness
  - Use technology to support our work

Core Service Areas

- **Patrol Division:** responds to all calls for service from the public in the City of Victoria and the Township of Esquimalt.
- **Community Services Division:** provides proactive community-based policing services to all citizens as it relates to traffic safety and education, street disorder, social issues, homelessness, mental illness and substance use.
- **Information Management Division:** manages switchboard operations, non-emergency call-taking, exhibit control, PRIME training police dispatch services and day-to-day support in the Records Section.
- **Community Engagement Division:** engages our citizens through social media, media relations and direct engagement.
- **Esquimalt Division:** responsible for overseeing special events and duties, the K9 unit, school resource officers and the administration of the Esquimalt Division
- **Human Resources Division:** responsible for the ongoing development, welfare, benefits management, training and performance management of employees.
- **Executive Services Division:** responsible for investigating complaints against officers, policy, audit, and Freedom of Information requests.
- **Financial Services Division:** responsible for overall financial management, management of the scheduling system, processing timesheets, accounts payable, procurement of materials and services, **fleet and facilities operations and capital planning.**

Budget Summary

2021 Base Expenditures	60,576,130
2021 One Time Expenditures	315,000
2021 Proposed Expenditures	60,891,130
2020 Base Expenditures	59,695,810
2020 One Time Expenditures	100,000
2020 Approved Expenditures	59,795,810
Base Budget Change	880,320
Change by %	1.47%
2021 Base Revenues	9,853,310
2021 One Time Revenues	223,300
2021 Proposed Revenues	10,076,610
2020 Base Revenues	10,016,159
2020 One Time Revenues	100,000
2020 Approved Revenues	10,116,159
Base Budget Change	(162,849)
Change by %	-1.63%
2021 FTE	329.00
2020 FTE	329.00
Change	0.00
Change by %	0.00%

*The Victoria and Esquimalt Police Board is an independent governance and oversight body that is directly accountable to the citizens of Victoria and Esquimalt and, as such, does not report directly to municipal council.

Victoria Police Department

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Patrol Division	50,300	50,000	(300)	(0.60%)
Financial Services Division	8,561,440	8,394,060	(167,380)	(1.96%)
Esquimalt Division	723,640	723,640	0	0.00%
Integrated Units	510,779	522,010	11,231	2.20%
Information Management Division	170,000	163,600	(6,400)	(3.76%)
Investigative Services Division	0	0	0	0.00%
Base Budget	**10,016,159**	**9,853,310**	**(162,849)**	**(1.63%)**
One Time	100,000	223,300	123,300	123.30%
Total	**10,116,159**	**10,076,610**	**(39,549)**	**(0.39%)**
Expenditures/Transfers to Reserve				
Police Board	114,200	109,700	(4,500)	(3.94%)
Office of the Chief Constable	1,019,740	1,030,440	10,700	1.05%
Community Engagement Division	2,064,865	2,256,920	192,055	9.30%
Patrol Division	19,564,266	20,372,650	808,384	4.13%
Financial Services Division	8,418,352	8,396,360	(21,992)	(0.26%)
Esquimalt Division	2,872,719	2,749,330	(123,389)	(4.30%)
Integrated Units	2,545,407	2,474,550	(70,857)	(2.78%)
Human Resources Division	2,693,114	2,309,590	(383,524)	(14.24%)
Community Services Division	4,905,306	4,793,600	(111,706)	(2.28%)
Executive Services Division	1,961,764	1,999,290	37,526	1.91%
Information Management Division	5,408,623	5,453,240	44,617	0.82%
Investigative Services Division	8,127,453	8,630,460	503,007	6.19%
Base Budget	**59,695,810**	**60,576,130**	**880,320**	**1.47%**
One Time	100,000	315,000	215,000	215.00%
Total	**59,795,810**	**60,891,130**	**1,095,320**	**1.83%**
Net Base Budget Change	**(49,679,651)**	**(50,722,820)**	**1,043,169**	**2.10%**

Victoria Police Department

Division: Police Board

Department: Police **Budget Year:** 2021

Overview:

The Victoria and Esquimalt Police Board is established under the authority of the Police Act. The Police Board employs the Chief Constable and all sworn and civilian staff of the Police Department. The main roles of the Police Board are to provide oversight and governance of the Department as well as preparing and submitting the budget to councils. The structure of the Police Board and its interrelation with local government ensures appropriate police independence while ensuring the interests of municipalities are represented.

Police Board

	2020 Budget	2021 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Police Board	114,200	109,700	(4,500)	(3.94%)
Base Budget	**114,200**	**109,700**	**(4,500)**	**(3.94%)**
One Time	0	0	0	0.00%
Total	**114,200**	**109,700**	**(4,500)**	**(3.94%)**
Net Base Budget Change	**(114,200)**	**(109,700)**	**(4,500)**	**(3.94%)**

Business Unit Summary with Service Areas

Business Unit: 2521 - Police Board

Department: Police **Budget Year:** 2021

Overview:

The Victoria and Esquimalt Police Board is established under the authority of the Police Act. The Police Board employs the Chief Constable and all sworn and civilian staff of the Police Department. The main roles of the Police Board are to provide oversight and governance of the Department as well as preparing and submitting the budget to councils. The structure of the Police Board and its interrelation with local government ensures appropriate police independence while ensuring the interests of municipalities are represented.

Deliverables:

• Efficient and effective policing for the community

Business Unit Summary with Service Areas

Business Unit: 2521 - Police Board

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,683	1,803	0	0	0.00%
Mileage/Parking	864	53	0	0	0.00%
Conferences/Travel	13,026	3,085	25,000	20,000	(20.00%)
Membership Fees	2,236	2,718	2,200	2,200	0.00%
Non-Sworn Training	2,663	0	3,000	3,000	0.00%
Professional	9,436	44,310	22,000	22,000	0.00%
Food and Beverage	5,240	1,120	3,000	6,000	100.00%
Office Supplies	95	0	500	0	(100.00%)
Telecommunications	489	448	500	500	0.00%
Equipment	0	0	2,000	0	(100.00%)
Miscellaneous	44,729	57,810	56,000	56,000	0.00%
Total Expenditures/Transfers to Reserve	**81,462**	**111,347**	**114,200**	**109,700**	
Net Total	**(81,462)**	**(111,347)**	**(114,200)**	**(109,700)**	

Business Unit: 2521 - Police Board

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Conferences/Travel	20,000	20,400	20,810	21,230	21,650
Membership Fees	2,200	2,240	2,280	2,330	2,380
Non-Sworn Training	3,000	3,060	3,120	3,180	3,240
Professional	22,000	22,440	22,890	23,350	23,820
Food and Beverage	6,000	6,120	6,240	6,360	6,490
Telecommunications	500	510	520	530	540
Miscellaneous	56,000	57,120	58,260	59,430	60,620
Total Exp/Transfers to Reserve	109,700	111,890	114,120	116,410	118,740
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(109,700)**	**(111,890)**	**(114,120)**	**(116,410)**	**(118,740)**

Victoria Police Department

Division: Office of the Chief Constable

Department: Police **Budget Year:** 2021

Overview:

The Chief Constable implements programs and strategies to achieve the priorities, goals and objectives of the Police Board.

Office of the Chief Constable

	2020 Budget	2021 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Office of the Chief Constable	1,019,740	1,030,440	10,700	1.05%
Base Budget	**1,019,740**	**1,030,440**	**10,700**	**1.05%**
One Time	0	0	0	0.00%
Total	**1,019,740**	**1,030,440**	**10,700**	**1.05%**
Net Base Budget Change	**(1,019,740)**	**(1,030,440)**	**10,700**	**1.05%**

Business Unit Summary with Service Areas

Business Unit: 2528 - Office of the Chief Constable

Department: Police **Budget Year:** 2021

Overview:

The Chief Constable implements programs and strategies to achieve the priorities, goals, and objectives of the Police Board.

Deliverables:

• Efficient and effective implementation of the priorities, goals and objectives of the Police Board

Business Unit Summary with Service Areas

Business Unit: 2528 - Office of the Chief Constable

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	940,619	997,399	973,530	997,220	2.43%
Mileage/Parking	2,696	1,808	1,010	2,020	100.00%
Conferences/Travel	39,258	7,308	31,200	31,200	0.00%
Professional	100	0	14,000	0	(100.00%)
Miscellaneous	108	324	0	0	0.00%
Total Expenditures/Transfers to Reserve	**982,781**	**1,006,839**	**1,019,740**	**1,030,440**	
Net Total	**(982,781)**	**(1,006,839)**	**(1,019,740)**	**(1,030,440)**	

Business Unit: 2528 - Office of the Chief Constable

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	997,220	1,035,950	1,060,690	1,086,030	1,111,980
Mileage/Parking	2,020	2,060	2,100	2,140	2,180
Conferences/Travel	31,200	31,820	32,460	33,110	33,770
Total Exp/Transfers to Reserve	1,030,440	1,069,830	1,095,250	1,121,280	1,147,930
% Increase		3.82%	2.38%	2.38%	2.38%
Net Total	**(1,030,440)**	**(1,069,830)**	**(1,095,250)**	**(1,121,280)**	**(1,147,930)**

Victoria Police Department

Division: Community Engagement

Department: Police **Budget Year:** 2021

Overview:

The Community Engagement Division fosters community engagement initiatives with our citizens through the following functions:

- Community Programs
- Information Systems
- Public Affairs
- Volunteers

Community Engagement

	2020 Budget	2021 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Public Affairs	594,702	694,160	99,458	16.72%
Volunteers Program	152,505	132,660	(19,845)	(13.01%)
Community Programs	111,242	105,090	(6,152)	(5.53%)
Information Systems	1,206,415	1,325,010	118,595	9.83%
Base Budget	**2,064,865**	**2,256,920**	**192,055**	**9.30%**
One Time	0	0	0	0.00%
Total	**2,064,865**	**2,256,920**	**192,055**	**9.30%**
Net Base Budget Change	**(2,064,865)**	**(2,256,920)**	**192,055**	**9.30%**

Business Unit Summary with Service Areas

Business Unit: 2524 - Public Affairs

Department: Police **Budget Year:** 2021

Overview:

Public Affairs fosters new, bold and innovative ways to connect with the citizens of Victoria and Esquimalt, and builds enduring partnerships with media agencies by offering sustained and transparent access to VicPD people and stories. Public Affairs work with all VicPD divisions to identify, plan and facility community engagement activities and employs leading-edge social media practices to enhance public safety and our connection with the community.

Business Unit Summary with Service Areas

Business Unit: 2524 - Public Affairs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	532,181	618,375	552,622	649,080	17.45%
Mileage/Parking	1,126	906	1,010	1,010	0.00%
Clothing/Boot/Cleaning Al	0	0	1,070	1,070	0.00%
Conferences/Travel	10,314	0	8,000	10,000	25.00%
Professional	560	0	0	500	100.00%
General Supplies	30	4,466	0	0	0.00%
Books/Publications	11,151	25,281	30,000	30,000	0.00%
Equipment	0	127	500	2,000	300.00%
Recognition	277	0	1,500	500	(66.67%)
Total Expenditures/Transfers to Reserve	**555,639**	**649,155**	**594,702**	**694,160**	
Net Total	**(555,639)**	**(649,155)**	**(594,702)**	**(694,160)**	

Business Unit: 2524 - Public Affairs

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	649,080	662,700	676,600	690,810	705,320
Mileage/Parking	1,010	1,030	1,050	1,070	1,090
Clothing/Boot/Cleaning Al	1,070	1,090	1,110	1,130	1,150
Conferences/Travel	10,000	10,200	10,400	10,610	10,820
Professional	500	510	520	530	540
Books/Publications	30,000	30,600	31,210	31,830	32,470
Equipment	2,000	2,040	2,080	2,120	2,160
Recognition	500	510	520	530	540
Total Exp/Transfers to Reserve	694,160	708,680	723,490	738,630	754,090
% Increase		2.09%	2.09%	2.09%	2.09%
Net Total	**(694,160)**	**(708,680)**	**(723,490)**	**(738,630)**	**(754,090)**

Business Unit Summary with Service Areas

Business Unit: 2546 - Volunteers Program

Department: Police **Budget Year:** 2021

Overview:

The overall goals of the VicPD Community Engagement Volunteer Program are to support the Victoria Police Department's crime prevention objectives, and to be a part of building strong community connections. By fostering a positive relationship between the community members and the Victoria Police Department (VicPD), our volunteers help to keep our communities safe. Our diverse Community Engagement Volunteer Team includes individuals of various ages and backgrounds.

Business Unit Summary with Service Areas

Business Unit: 2546 - Volunteers Program

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	93,210	97,435	113,705	93,860	(17.45%)
Mileage/Parking	170	0	300	300	0.00%
Conferences/Travel	0	151	2,300	2,300	0.00%
Food and Beverage	16,964	7,259	24,700	24,700	0.00%
Books/Publications	0	0	400	400	0.00%
Office Supplies	462	292	800	800	0.00%
Protective Clothing/Uniforms	7,742	5,466	6,000	6,000	0.00%
Equipment	217	97	1,500	1,500	0.00%
Miscellaneous	239	830	800	800	0.00%
Repairs and Maintenance	1,038	0	2,000	2,000	0.00%
Total Expenditures/Transfers to Reserve	**120,042**	**111,529**	**152,505**	**132,660**	
Net Total	**(120,042)**	**(111,529)**	**(152,505)**	**(132,660)**	

Business Unit: 2546 - Volunteers Program

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	93,860	114,740	117,030	119,370	121,760
Mileage/Parking	300	310	320	330	340
Conferences/Travel	2,300	2,350	2,400	2,450	2,500
Food and Beverage	24,700	25,190	25,690	26,200	26,720
Books/Publications	400	410	420	430	440
Office Supplies	800	820	840	860	880
Protective Clothing/Uniforms	6,000	6,120	6,240	6,360	6,490
Equipment	1,500	1,530	1,560	1,590	1,620
Miscellaneous	800	820	840	860	880
Repairs and Maintenance	2,000	2,040	2,080	2,120	2,160
Total Exp/Transfers to Reserve	132,660	154,330	157,420	160,570	163,790
% Increase		16.33%	2.00%	2.00%	2.00%
Net Total	**(132,660)**	**(154,330)**	**(157,420)**	**(160,570)**	**(163,790)**

Business Unit Summary with Service Areas

Business Unit: 2547 - Community Programs

Department: Police **Budget Year:** 2021

Overview:

Our community programs involve local citizens in partnership with the police to create crime prevention programs and community engagement initiatives to address local crime and safety concerns in their own neighbourhoods.

Business Unit Summary with Service Areas

Business Unit: 2547 - Community Programs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	84,564	84,396	86,242	86,590	0.40%
Conferences/Travel	665	0	1,000	1,200	20.00%
Advertising	10,010	8,250	15,500	10,000	(35.48%)
Professional	0	0	0	100	100.00%
Food and Beverage	2,664	306	5,000	5,000	0.00%
General Supplies	0	0	0	500	100.00%
Books/Publications	502	307	0	1,200	100.00%
Office Supplies	142	0	0	0	0.00%
Equipment	5,727	0	3,000	0	(100.00%)
Miscellaneous	3,013	75	500	500	0.00%
Total Expenditures/Transfers to Reserve	**107,286**	**93,334**	**111,242**	**105,090**	
Net Total	**(107,286)**	**(93,334)**	**(111,242)**	**(105,090)**	

Business Unit: 2547 - Community Programs

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	86,590	88,330	90,100	91,900	93,740
Conferences/Travel	1,200	1,220	1,240	1,260	1,290
Advertising	10,000	10,200	10,400	10,610	10,820
Professional	100	100	100	100	100
Food and Beverage	5,000	5,100	5,200	5,300	5,410
General Supplies	500	510	520	530	540
Books/Publications	1,200	1,220	1,240	1,260	1,290
Miscellaneous	500	510	520	530	540
Total Exp/Transfers to Reserve	105,090	107,190	109,320	111,490	113,730
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(105,090)**	**(107,190)**	**(109,320)**	**(111,490)**	**(113,730)**

Business Unit Summary with Service Areas

Business Unit: 2550 - Information Systems

Department: Police **Budget Year:** 2021

Overview:

Information Systems provides operational support for our technical infrastructure to ensure both security and accessibility to our information. This section also provides business solutions internally to ensure our employees have the best technological tools and information to meet their needs.

Business Unit Summary with Service Areas

Business Unit: 2550 - Information Systems

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	725,226	727,199	724,415	726,810	0.33%
Mileage/Parking	1,292	895	0	1,000	100.00%
Conferences/Travel	368	384	0	2,000	100.00%
Non-Sworn Training	6,212	13,946	17,000	15,000	(11.76%)
Professional	0	11,200	10,000	10,000	0.00%
General Supplies	7,611	18,539	10,000	10,000	0.00%
Books/Publications	1,312	64	0	200	100.00%
Repairs and Maintenance	471,535	563,471	445,000	560,000	25.84%
Total Expenditures/Transfers to Reserve	**1,213,556**	**1,335,698**	**1,206,415**	**1,325,010**	
Net Total	**(1,213,556)**	**(1,335,698)**	**(1,206,415)**	**(1,325,010)**	

Business Unit: 2550 - Information Systems

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	726,810	741,350	756,160	771,290	786,710
Mileage/Parking	1,000	1,020	1,040	1,060	1,080
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
Non-Sworn Training	15,000	15,300	15,610	15,920	16,240
Professional	10,000	10,200	10,400	10,610	10,820
General Supplies	10,000	10,200	10,400	10,610	10,820
Books/Publications	200	200	200	200	200
Repairs and Maintenance	560,000	588,000	617,400	648,270	680,680
Total Exp/Transfers to Reserve	1,325,010	1,368,310	1,413,290	1,460,080	1,508,710
% Increase		3.27%	3.29%	3.31%	3.33%
Net Total	**(1,325,010)**	**(1,368,310)**	**(1,413,290)**	**(1,460,080)**	**(1,508,710)**

Victoria Police Department

Division: Patrol

Department: Police **Budget Year:** 2021

Overview:

The Patrol Division provides 24/7 frontline response to policing calls for service and responsibility over the operation of jail facilities in the City of Victoria and Township of Esquimalt. When not managing calls for service, Patrol is engaged in Operations Council priorities, community interaction and general Patrol duties. This Division plans, resources and responds to the many events that take place in the community every year through the following functions:

- Jail
- Patrol
- Reserves Program

Patrol

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Reserves Program	21,500	21,500	0	0.00%
Jail	28,800	28,500	(300)	(1.04%)
Base Budget	**50,300**	**50,000**	**(300)**	**(0.60%)**
One Time	0	0	0	0.00%
Total	**50,300**	**50,000**	**(300)**	**(0.60%)**
Expenditures/Transfers to Reserve				
Reserves Program	172,240	172,740	500	0.29%
Patrol	18,411,730	19,215,470	803,740	4.37%
Jail	980,296	984,440	4,144	0.42%
Base Budget	**19,564,266**	**20,372,650**	**808,384**	**4.13%**
One Time	0	0	0	0.00%
Total	**19,564,266**	**20,372,650**	**808,384**	**4.13%**
Net Base Budget Change	**(19,513,966)**	**(20,322,650)**	**808,684**	**4.14%**

Business Unit Summary with Service Areas

Business Unit: 2545 - Reserves Program

Department: Police **Budget Year:** 2021

Overview:

The Reserves support the Department through community engagement activities with our citizens and ride-a-longs with Patrol officers. They also deliver community-based programs on crime prevention and public safety, as well as provide support to police officers for community events.

Business Unit Summary with Service Areas

Business Unit: 2545 - Reserves Program

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	0	150	0	0	0.00%
Grants	17,000	22,250	21,500	21,500	0.00%
Total Revenues/Funding Sources	**17,000**	**22,400**	**21,500**	**21,500**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	9,754	34,100	134,240	134,740	0.37%
Training and Development	800	789	4,000	4,000	0.00%
Laundry	1,654	800	1,500	1,500	0.00%
WO Contracted Services	0	375	0	0	0.00%
Fuel	539	1,663	1,500	1,500	0.00%
General Supplies	3,045	1,515	4,000	4,000	0.00%
Protective Clothing/Uniforms	28,513	29,425	24,500	24,500	0.00%
Telecommunications	2,028	1,484	2,500	2,500	0.00%
Insurance	584	0	0	0	0.00%
Recovery	(1,000)	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**45,917**	**70,151**	**172,240**	**172,740**	
Net Total	**(28,917)**	**(47,751)**	**(150,740)**	**(151,240)**	

Business Unit: 2545 - Reserves Program

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Grants	21,500	21,500	21,500	21,500	21,500
Total Rev/Funding Sources	21,500	21,500	21,500	21,500	21,500
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	134,740	138,100	141,410	144,800	148,280
Training and Development	4,000	4,080	4,160	4,240	4,320
Laundry	1,500	1,530	1,560	1,590	1,620
Fuel	1,500	1,530	1,560	1,590	1,620
General Supplies	4,000	4,080	4,160	4,240	4,320
Protective Clothing/Uniforms	24,500	24,990	25,490	26,000	26,520
Telecommunications	2,500	2,550	2,600	2,650	2,700
Total Exp/Transfers to Reserve	172,740	176,860	180,940	185,110	189,380
% Increase		2.39%	2.31%	2.30%	2.31%
Net Total	**(151,240)**	**(155,360)**	**(159,440)**	**(163,610)**	**(167,880)**

Business Unit Summary with Service Areas

Business Unit: 2560 - Patrol

Department: Police **Budget Year:** 2021

Overview:

Patrol responds to a variety of calls for assistance from the public to keep the peace, enforce the law and arrest those responsible for crime. The Patrol section also conducts proactive patrols and provides security at community events.

Business Unit Summary with Service Areas

Business Unit: 2560 - Patrol

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	18,586,190	20,420,405	18,311,680	19,169,770	4.69%
Mileage/Parking	505	190	0	0	0.00%
Clothing/Boot/Cleaning Allowance	256	3,431	500	0	(100.00%)
Conferences/Travel	8,221	1,286	2,000	2,000	0.00%
Professional	6,456	5,529	22,000	15,000	(31.82%)
Food and Beverage	454	278	2,000	2,000	0.00%
General Supplies	5,690	7,515	4,000	6,000	50.00%
Protective Clothing/Uniforms	38,445	0	4,200	0	(100.00%)
Equipment	144,394	126,664	61,350	20,700	(66.26%)
Miscellaneous	3,052	(8,624)	4,000	0	(100.00%)
Recovery	(261,314)	(256,499)	0	0	0.00%
Recognition	0	1,070	0	0	0.00%
Total Expenditures/Transfers to Reserve	**18,532,348**	**20,301,245**	**18,411,730**	**19,215,470**	
Net Total	**(18,532,348)**	**(20,301,245)**	**(18,411,730)**	**(19,215,470)**	

Business Unit: 2560 - Patrol

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	19,169,770	19,648,220	20,138,610	20,641,240	21,156,430
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
Professional	15,000	15,300	15,610	15,920	16,240
Food and Beverage	2,000	2,040	2,080	2,120	2,160
General Supplies	6,000	6,120	6,240	6,360	6,490
Equipment	20,700	21,110	21,530	21,960	22,400
Total Exp/Transfers to Reserve	19,215,470	19,694,830	20,186,150	20,689,720	21,205,880
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	**(19,215,470)**	**(19,694,830)**	**(20,186,150)**	**(20,689,720)**	**(21,205,880)**

Business Unit Summary with Service Areas

Business Unit: 2680 - Jail

Department: Police **Budget Year:** 2021

Overview:

The Jail is responsible for providing a safe and secure environment for the temporary housing of persons in lawful custody.

Business Unit Summary with Service Areas

Business Unit: 2680 - Jail

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Immigration Prisoner Cos	1,503	247	1,800	1,500	(16.67%)
Provincial Government Prisoner Costs	27,791	42,233	27,000	27,000	0.00%
Total Revenues/Funding Sources	**29,294**	**42,481**	**28,800**	**28,500**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	907,191	944,249	922,296	924,440	0.23%
Catering	24,903	18,043	29,000	30,000	3.45%
Laundry	13,814	9,028	19,000	20,000	5.26%
General Supplies	5,368	7,738	5,000	5,000	0.00%
Protective Clothing/Uniforms	4,465	1,800	5,000	5,000	0.00%
Total Expenditures/Transfers to Reserve	**955,740**	**980,858**	**980,296**	**984,440**	
Net Total	**(926,446)**	**(938,378)**	**(951,496)**	**(955,940)**	

Business Unit: 2680 - Jail

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Immigration Prisoner Cos	1,500	1,500	1,500	1,500	1,500
Provincial Government Prisoner Costs	27,000	27,000	27,000	27,000	27,000
Total Rev/Funding Sources	28,500	28,500	28,500	28,500	28,500
% Increase		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	924,440	947,540	971,220	995,500	1,020,390
Catering	30,000	30,600	31,210	31,830	32,470
Laundry	20,000	20,400	20,810	21,230	21,650
General Supplies	5,000	5,100	5,200	5,300	5,410
Protective Clothing/Uniforms	5,000	5,100	5,200	5,300	5,410
Total Exp/Transfers to Reserve	984,440	1,008,740	1,033,640	1,059,160	1,085,330
% Increase		2.47%	2.47%	2.47%	2.47%
Net Total	**(955,940)**	**(980,240)**	**(1,005,140)**	**(1,030,660)**	**(1,056,830)**

Victoria Police Department

Division: Financial Services

Department: Police **Budget Year:** 2021

Overview:

The Financial Services Division is responsible for overall financial management, processing of payroll, accounts payable and the procurement of materials and services. The Division is also responsible for the day to day operations of the fleet and facilities, as well as long term capital planning for the Department.
Sections within this Division consist of:

- Finance, Purchasing and Supplies
- Centralized Corporate Costs
- Fleet Management

Financial Services

	2020 Budget	2021 Budget	Change	% Change
Revenues/Funding Sources				
Centralized Corporate Costs	8,561,440	8,394,060	(167,380)	(1.96%)
Base Budget	**8,561,440**	**8,394,060**	**(167,380)**	**(1.96%)**
One Time	0	123,300	123,300	100.00%
Total	**8,561,440**	**8,517,360**	**(44,080)**	**(0.51%)**
Expenditures/Transfers to Reserve				
Finance, Purchasing and Supplies	4,253,256	4,829,180	575,924	13.54%
Centralized Corporate Costs	3,295,096	2,693,020	(602,076)	(18.27%)
Fleet Management	870,000	874,160	4,160	0.48%
Base Budget	**8,418,352**	**8,396,360**	**(21,992)**	**(0.26%)**
One Time	0	0	0	0.00%
Total	**8,418,352**	**8,396,360**	**(21,992)**	**(0.26%)**
Net Base Budget Change	**143,088**	**(2,300)**	**145,388**	**101.61%**

Business Unit Summary with Service Areas

Business Unit: 2500 - Finance, Purchasing and Supplies

Department: Police **Budget Year:** 2021

Overview:

This section is responsible for the overall financial management of the department as well as, in conjunction with the City, processing of payroll, accounts payable and the procurement of materials and services. This unit is also responsible for the daily operations and capital planning for the fleet and facilities, as well as supply management.

Business Unit Summary with Service Areas

Business Unit: 2500 - Finance, Purchasing and Supplies

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	292	326	0	0	0.00%
Cost-sharing	0	11,810	0	0	0.00%
Grants	15,048	0	0	0	0.00%
Total Revenues/Funding Sources	**15,340**	**12,136**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	709,385	591,419	576,789	572,810	(0.69%)
Conferences/Travel	338	20	1,000	1,500	50.00%
Training and Development	218	83	0	0	0.00%
Non-Sworn Training	2,906	5,420	8,000	7,500	(6.25%)
Professional	127,500	130,760	130,680	134,600	3.00%
Software Licencing/Maintenance/Support	0	0	0	7,680	100.00%
General Supplies	133,559	164,399	155,000	150,000	(3.23%)
Office Supplies	55,451	45,367	72,500	67,500	(6.90%)
Postage	19,434	25,883	29,500	25,500	(13.56%)
Protective Clothing/Uniforms	176,617	173,240	183,800	185,000	0.65%
Telecommunications	884,715	881,363	1,043,000	1,073,200	2.90%
WO Outside Purchases	1,624	25,629	0	0	0.00%
Equipment	593	4,214	5,000	5,000	0.00%
Contingencies	0	0	1,733,987	2,211,390	27.53%
Miscellaneous	10,475	3,597	1,000	10,000	900.00%
Lease/Rental	318,783	289,064	335,500	400,000	19.23%
Repairs and Maintenance	0	5,409	0	0	0.00%
Recovery	(137,916)	(140,102)	(23,000)	(23,000)	0.00%
Recognition	0	358	500	500	0.00%
Total Expenditures/Transfers to Reserve	**2,303,683**	**2,206,124**	**4,253,256**	**4,829,180**	
Net Total	**(2,288,343)**	**(2,193,987)**	**(4,253,256)**	**(4,829,180)**	

Business Unit Summary with Service Areas

Business Unit: 2500 - Finance, Purchasing and Supplies

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	572,810	584,280	596,020	607,990	620,210
Conferences/Travel	1,500	1,530	1,560	1,590	1,620
Non-Sworn Training	7,500	7,650	7,800	7,960	8,120
Professional	134,600	137,290	140,040	142,840	145,700
Software Licencing/Mtce/Support	7,680	7,830	7,990	8,150	8,310
General Supplies	150,000	153,000	156,060	159,180	162,360
Office Supplies	67,500	68,850	70,230	71,630	73,060
Postage	25,500	26,010	26,530	27,060	27,600
Protective Clothing/Uniforms	185,000	188,700	192,470	196,320	200,250
Telecommunications	1,073,200	1,100,030	1,122,030	1,144,470	1,167,360
Equipment	5,000	5,100	5,200	5,300	5,410
Contingencies	2,211,390	2,266,670	2,323,340	2,381,420	2,440,960
Miscellaneous	10,000	10,200	10,400	10,610	10,820
Lease/Rental	400,000	408,000	416,160	424,480	432,970
Recovery	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Recognition	500	510	520	530	540
Total Exp/Transfers to Reserve	4,829,180	4,942,650	5,053,350	5,166,530	5,282,290
% Increase		2.35%	2.24%	2.24%	2.24%
Net Total	**(4,829,180)**	**(4,942,650)**	**(5,053,350)**	**(5,166,530)**	**(5,282,290)**

Business Unit Summary with Service Areas

Business Unit: 2520 - Centralized Corporate Costs

Department: Police **Budget Year:** 2021

Overview:

This business unit captures shared costs within the organization, such as building, janitorial, DNA analysis, Telebail and bail hearing process costs, the Employee Family Assistance program, departmental retirement costs, laundry and some of the smaller integrated unit expenditures.

Business Unit Summary with Service Areas

Business Unit: 2520 - Centralized Corporate Costs

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	950	0	0	0	0.00%
Special Duty Police	540	0	0	0	0.00%
Esquimalt (Recovery)	8,198,390	8,561,440	8,561,440	8,409,860	(1.77%)
Cost-sharing	54,747	0	0	0	0.00%
Grants	0	200	0	0	0.00%
WO Grants	0	89,766	0	0	0.00%
Transfer from VicPD Financial Stability Reserve	0	0	0	107,500	100.00%
Total Revenues/Funding Sources	**8,254,627**	**8,651,406**	**8,561,440**	**8,517,360**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,537,716	1,708,611	617,000	147,000	(76.18%)
Mileage/Parking	96,453	96,645	98,000	100,000	2.04%
Conferences/Travel	4,088	804	12,000	10,000	(16.67%)
Membership Fees	475	0	1,700	1,000	(41.18%)
Non-Sworn Training	2,930	0	0	0	0.00%
GVLRA	55,976	68,856	57,700	0	(100.00%)
Laundry	118,479	98,700	106,600	110,000	3.19%
Professional	392,115	338,456	368,431	366,390	(0.55%)
WO Contracted Services	116	0	0	0	0.00%
Photocopy	52,429	51,144	61,500	60,000	(2.44%)
Food and Beverage	20,673	7,137	6,250	15,000	140.00%
Books/Publications	6,578	2,500	0	0	0.00%
Postage	3,469	2,933	0	0	0.00%
WO Inventory Purchases	2,170	3,502	0	0	0.00%
WO Outside Purchases	3,743	48,024	0	0	0.00%
WO Inside Equipment	2,359	3,273	0	0	0.00%
Credit Card Discount Fees	1,339	885	1,800	1,600	(11.11%)
Insurance	73,739	93,252	75,000	105,410	40.55%
Corporate Overhead	797,339	798,339	800,115	820,120	2.50%
Miscellaneous	31,329	181,645	4,000	6,000	50.00%
Lease/Rental	25,430	20,055	20,000	20,500	2.50%
Recovery - WCB	(733,302)	(998,973)	(110,000)	(150,000)	36.36%
Repairs and Maintenance	49,238	0	55,000	60,000	9.09%
Recovery	(246,307)	(170,420)	0	0	0.00%
Uncollectable A/R	(15,565)	246	0	0	0.00%
Employee Retirement Benefit	472,184	75,172	0	0	0.00%
Transfer to Carry Forward	4,518	0	0	0	0.00%
Vehicle & Heavy Equipment	845,200	1,120,000	1,120,000	1,020,000	(8.93%)
Transfer to VicPD Financial Stability Reserve	0	66,261	0	0	0.00%
Total Expenditures/Transfers to Reserve	**3,604,911**	**3,617,046**	**3,295,096**	**2,693,020**	
Net Total	**4,649,717**	**5,034,359**	**5,266,344**	**5,824,340**	

Business Unit Summary with Service Areas

Business Unit: 2520 - Centralized Corporate Costs

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Esquimalt (Recovery)	8,409,860	8,546,790	8,758,030	8,975,490	9,198,680
Transfer from VicPD Financial Stability Reserve	107,500	0	0	0	0
Total Rev/Funding Sources	8,517,360	8,546,790	8,758,030	8,975,490	9,198,680
% Increase		0.35%	2.47%	2.48%	2.49%
Expenditures/Transfers to Reserve					
Salaries and Benefits	147,000	150,680	154,450	158,310	162,270
Mileage/Parking	100,000	102,000	104,040	106,120	108,240
Conferences/Travel	10,000	10,200	10,400	10,610	10,820
Membership Fees	1,000	1,020	1,040	1,060	1,080
Laundry	110,000	112,200	114,440	116,730	119,060
Professional	366,390	373,720	381,190	388,810	396,590
Photocopy	60,000	61,200	62,420	63,670	64,940
Food and Beverage	15,000	15,300	15,610	15,920	16,240
Credit Card Discount Fees	1,600	1,630	1,660	1,690	1,720
Insurance	105,410	107,520	109,670	111,860	114,100
Corporate Overhead	820,120	836,520	853,250	870,320	887,720
Miscellaneous	6,000	6,120	6,240	6,360	6,490
Lease/Rental	20,500	20,910	21,330	21,760	22,200
Recovery - WCB	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Repairs and Maintenance	60,000	61,200	62,420	63,670	64,940
Employee Retirement Benefit	0	800,000	800,000	800,000	800,000
Vehicle & Heavy Equipment	1,020,000	1,071,000	1,124,550	1,180,780	1,239,820
Total Exp/Transfers to Reserve	2,693,020	3,581,220	3,672,710	3,767,670	3,866,230
% Increase		32.98%	2.55%	2.59%	2.62%
Net Total	**5,824,340**	**4,965,570**	**5,085,320**	**5,207,820**	**5,332,450**

Business Unit Summary with Service Areas

Business Unit: 2640 - Fleet Management

Department:	Police	**Budget Year:**	2021

Overview:

This business unit is where the operating costs of maintaining the fleet are captured, including fuel, repairs, licensing and insurance.

Business Unit Summary with Service Areas

Business Unit: 2640 - Fleet Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Work Order Revenue	0	7,410	0	0	0.00%
Total Revenues/Funding Sources	**0**	**7,410**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	95,977	120,729	0	0	0.00%
Car Rental	56,775	52,077	58,000	58,000	0.00%
WO Contracted Services	35,878	42,998	0	0	0.00%
Fuel	37,412	18,535	320,000	320,000	0.00%
General Supplies	10,971	17,549	2,000	2,000	0.00%
WO Inventory Purchases	8,699	12,121	0	0	0.00%
WO Outside Purchases	73,543	96,623	0	0	0.00%
WO Gas	245,218	231,922	0	0	0.00%
WO Bio Diesel	112	0	0	0	0.00%
WO Motor Oil	1,772	1,316	0	0	0.00%
WO Inside Equipment	145	573	0	0	0.00%
WO Outside Equipment	0	2,728	0	0	0.00%
Insurance	119,437	151,672	125,000	129,160	3.33%
Repairs and Maintenance	144,301	132,216	365,000	365,000	0.00%
Recovery	0	(750)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**830,240**	**880,309**	**870,000**	**874,160**	
Net Total	**(830,240)**	**(872,899)**	**(870,000)**	**(874,160)**	

Business Unit: 2640 - Fleet Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Car Rental	58,000	59,160	60,340	61,550	62,780
Fuel	320,000	326,400	332,930	339,590	346,380
General Supplies	2,000	2,040	2,080	2,120	2,160
Insurance	129,160	131,740	134,370	137,060	139,800
Repairs and Maintenance	365,000	372,300	379,750	387,350	395,100
Total Exp/Transfers to Reserve	874,160	891,640	909,470	927,670	946,220
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(874,160)**	**(891,640)**	**(909,470)**	**(927,670)**	**(946,220)**

Victoria Police Department

Division: Esquimalt

Department: Police **Budget Year:** 2021

Overview:

The Esquimalt Division provides a customer focused experience to the residents of Esquimalt through an effective and efficient administrative support for Esquimalt Divisional operations, including the dedicated community patrol.

The Esquimalt Division is responsible for the following functions:

- Esquimalt Administration
- K9
- Operational Planning
- School Resource Officers
- Special Events

Esquimalt

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Special Events	723,640	723,640	0	0.00%
Base Budget	**723,640**	**723,640**	**0**	**0.00%**
One Time	0	0	0	0.00%
Total	**723,640**	**723,640**	**0**	**0.00%**
Expenditures/Transfers to Reserve				
Special Events	758,440	758,440	0	0.00%
K9	898,359	767,360	(130,999)	(14.58%)
Esquimalt Administration	572,359	571,160	(1,199)	(0.21%)
School Resource Officers	383,220	384,730	1,510	0.39%
Operational Planning	260,341	267,640	7,299	2.80%
Base Budget	**2,872,719**	**2,749,330**	**(123,389)**	**(4.30%)**
One Time	0	0	0	0.00%
Total	**2,872,719**	**2,749,330**	**(123,389)**	**(4.30%)**
Net Base Budget Change	**(2,149,079)**	**(2,025,690)**	**(123,389)**	**(5.74%)**

Business Unit Summary with Service Areas

Business Unit: 2526 - Special Events

Department: Police **Budget Year:** 2021

Overview:

This business unit captures the expenditures and cost recoveries for special events held within our jurisdiction and permitted by the municipalities. Planning and resources for these events are managed and administered by the Operational Planning Section.

Business Unit Summary with Service Areas

Business Unit: 2526 - Special Events

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Special Duty Police	736,426	73,057	723,640	723,640	0.00%
Total Revenues/Funding Sources	**736,426**	**73,057**	**723,640**	**723,640**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,182,688	376,345	758,440	758,440	0.00%
General Supplies	648	86	0	0	0.00%
Miscellaneous	5,285	423	0	0	0.00%
Recovery	(347,205)	(102,442)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**841,416**	**274,411**	**758,440**	**758,440**	
Net Total	**(104,989)**	**(201,355)**	**(34,800)**	**(34,800)**	

Business Unit: 2526 - Special Events

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Special Duty Police	723,640	741,730	760,270	779,280	798,760
Total Rev/Funding Sources	723,640	741,730	760,270	779,280	798,760
% Increase		2.50%	2.50%	2.50%	2.50%
Expenditures/Transfers to Reserve					
Salaries and Benefits	758,440	777,330	796,700	816,550	836,900
Total Exp/Transfers to Reserve	758,440	777,330	796,700	816,550	836,900
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	**(34,800)**	**(35,600)**	**(36,430)**	**(37,270)**	**(38,140)**

Business Unit Summary with Service Areas

Business Unit: 2565 - K9

Department: Police **Budget Year:** 2021

Overview:

The K9 unit provides assistance to the Department in the apprehension of criminals, location of evidence, explosive detection and deterrence.

Business Unit Summary with Service Areas

Business Unit: 2565 - K9

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	875,717	691,662	837,779	706,860	(15.63%)
Clothing/Boot/Cleaning AI	5,005	7,492	500	500	0.00%
Conferences/Travel	2,111	4,073	4,000	4,000	0.00%
Training and Development	1,076	2,078	13,500	13,500	0.00%
Professional	16,100	0	0	0	0.00%
General Supplies	35,920	34,116	32,580	32,500	(0.25%)
Protective Clothing/Uniforms	0	8,425	0	0	0.00%
Equipment	9,717	6,772	10,000	10,000	0.00%
Miscellaneous	53	1,600	0	0	0.00%
Recovery	(16,973)	(8,750)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**928,726**	**747,467**	**898,359**	**767,360**	
Net Total	**(928,726)**	**(747,467)**	**(898,359)**	**(767,360)**	

Business Unit: 2565 - K9

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	706,860	724,530	742,660	761,230	780,260
Clothing/Boot/Cleaning AI	500	510	520	530	540
Conferences/Travel	4,000	4,080	4,160	4,240	4,320
Training and Development	13,500	13,770	14,050	14,330	14,620
General Supplies	32,500	33,150	33,810	34,490	35,180
Equipment	10,000	10,200	10,400	10,610	10,820
Total Exp/Transfers to Reserve	767,360	786,240	805,600	825,430	845,740
% Increase		2.46%	2.46%	2.46%	2.46%
Net Total	**(767,360)**	**(786,240)**	**(805,600)**	**(825,430)**	**(845,740)**

Business Unit Summary with Service Areas

Business Unit: 2570 - Esquimalt Administration

Department: Police **Budget Year:** 2021

Overview:

Esquimalt Administration provides a customer focused experience to the residents of Esquimalt, as well as an effective and efficient administrative support for Esquimalt Divisional operations, including the dedicated community patrol.

Business Unit Summary with Service Areas

Business Unit: 2570 - Esquimalt Administration

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	637,084	626,890	556,859	558,910	0.37%
Conferences/Travel	1,098	508	2,500	2,500	0.00%
General Supplies	999	111	3,000	2,500	(16.67%)
Protective Clothing/Uniforms	193	2,522	2,000	1,000	(50.00%)
Equipment	3,977	814	8,000	6,000	(25.00%)
Miscellaneous	949	1,899	0	0	0.00%
Recognition	116	0	0	250	100.00%
Total Expenditures/Transfers to Reserve	**644,416**	**632,744**	**572,359**	**571,160**	
Net Total	**(644,416)**	**(632,744)**	**(572,359)**	**(571,160)**	

Business Unit: 2570 - Esquimalt Administration

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	558,910	572,020	585,450	599,180	613,240
Conferences/Travel	2,500	2,550	2,600	2,650	2,700
General Supplies	2,500	2,550	2,600	2,650	2,700
Protective Clothing/Uniforms	1,000	1,020	1,040	1,060	1,080
Equipment	6,000	6,120	6,240	6,360	6,490
Recognition	250	260	270	280	290
Total Exp/Transfers to Reserve	571,160	584,520	598,200	612,180	626,500
% Increase		2.34%	2.34%	2.34%	2.34%
Net Total	**(571,160)**	**(584,520)**	**(598,200)**	**(612,180)**	**(626,500)**

Business Unit Summary with Service Areas

Business Unit: 2571 - School Resource Officers

Department: Police **Budget Year:** 2021

Overview:

The school resource officers build relationships with students, provide a resource for teachers and parents and act as a role model, educator and legal presence to all students. This unit investigates school incidences that are criminal in nature and both implement and educate on safety plans.

Business Unit Summary with Service Areas

Business Unit: 2571 - School Resource Officers

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	0	381,720	383,230	0.40%
General Supplies	0	0	1,500	1,500	0.00%
Total Expenditures/Transfers to Reserve	**0**	**0**	**383,220**	**384,730**	
Net Total	**0**	**0**	**(383,220)**	**(384,730)**	

Business Unit: 2571 - School Resource Officers

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	383,230	392,810	402,630	412,690	423,010
General Supplies	1,500	1,530	1,560	1,590	1,620
Total Exp/Transfers to Reserve	384,730	394,340	404,190	414,280	424,630
% Increase		2.50%	2.50%	2.50%	2.50%
Net Total	**(384,730)**	**(394,340)**	**(404,190)**	**(414,280)**	**(424,630)**

Business Unit Summary with Service Areas

Business Unit: 2572 - Operational Planning

Department: Police **Budget Year:** 2021

Overview:

This section plans and resources police services for special duty events, task forces and protests. Services include authorizing special occasion licences and working with the City of Victoria and Township of Esquimalt regarding the approval of special events, including events have adequate support. The unit works also works closely with both municipalities on emergency planning.

Business Unit Summary with Service Areas

Business Unit: 2572 - Operational Planning

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	234,478	248,123	240,341	247,640	3.04%
Professional	9,500	11,236	20,000	20,000	0.00%
Transfer to Carry Forward	10,500	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**254,478**	**259,359**	**260,341**	**267,640**	
Net Total	**(254,478)**	**(259,359)**	**(260,341)**	**(267,640)**	

Business Unit: 2572 - Operational Planning

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	247,640	253,410	259,320	265,350	271,530
Professional	20,000	20,400	20,810	21,230	21,650
Total Exp/Transfers to Reserve	267,640	273,810	280,130	286,580	293,180
% Increase		2.31%	2.31%	2.30%	2.30%
Net Total	**(267,640)**	**(273,810)**	**(280,130)**	**(286,580)**	**(293,180)**

Victoria Police Department

Division: Integrated Units

Department: Police **Budget Year:** 2021

Overview:

Integrated policing units, comprising officers from more than one police agency, provide services to more than one jurisdiction. The costs of providing these services are shared amongst participating agencies based on a funding formula.

The Victoria Police Department participates in the following integrated units:

Municipal and RCMP

- Vancouver Island Integrated Major Crime Unit
- Integrated Mobile Crisis Response Team
- Greater Victoria Police Diversity Committee
- Greater Victoria Regional Domestic Violence
- Mobile Youth Services Team
- Greater Victoria Crime Stoppers

Municipal Only

- Greater Victoria Crowd Management Unit
- Greater Victoria Emergency Response Team
- Greater Victoria Explosive Disposal Unit
- Greater Victoria Crisis Negotiator Team

Integrated Units

	2020 Budget	2021 Budget	Change	% Change
Revenues/FundingSources				
Greater Victoria Emergency Response Team	461,249	472,350	11,101	2.41%
Greater Victoria Negotiator Team	49,530	49,660	130	0.26%
Base Budget	**510,779**	**522,010**	**11,231**	**2.20%**
One Time	0	0	0	0.00%
Total	**510,779**	**522,010**	**11,231**	**2.20%**
Expenditures/Transfers to Reserve				
Greater Victoria Crime Stoppers	60,630	62,150	1,520	2.51%
Greater Victoria Crowd Management Unit	39,478	39,900	422	1.07%
Greater Victoria Emergency Response Team	909,224	927,360	18,136	1.99%
Greater Victoria Explosive Disposal Unit	15,963	16,090	127	0.80%
Greater Victoria Negotiator Team	66,555	66,810	255	0.38%
Greater Victoria Police Diversity Committee	2,646	2,710	64	2.42%
Greater Victoria Regional Domestic Violence	189,006	193,380	4,374	2.31%
Integrated Mobile Crisis Response Team	133,273	136,610	3,337	2.50%
Mobile Youth Service Team	62,383	63,940	1,557	2.50%
Vancouver Island Integrated Major Crime Unit	1,066,249	965,600	(100,649)	(9.44%)
Base Budget	**2,545,407**	**2,474,550**	**(70,857)**	**(2.78%)**
One Time	0	0	0	0.00%
Total	**2,545,407**	**2,474,550**	**(70,857)**	**(2.78%)**
Net Base Budget Change	**(2,034,628)**	**(1,952,540)**	**(82,088)**	**(4.03%)**

Business Unit Summary with Service Areas

Business Unit: 2523 - Integrated Mobile Crisis Response Team

Department: Police **Budget Year:** 2021

Overview:

A collaboration between Child, Youth and Family Health Services, Adult Mental Health and Addiction Services and police, this team works alongside adult mental health clinicians, social workers, nurses and plain-clothes police officers to provide a rapid, mobile, community-based response to children, youth and families in crisis. Services provided include crisis assessment, intervention and stabilization.

Business Unit Summary with Service Areas

Business Unit: 2523 - Integrated Mobile Crisis Response Team

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	229,650	234,418	0	0	0.00%
Total Revenues/Funding Sources	**229,650**	**234,418**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	153,098	161,271	342,190	350,750	2.50%
Conferences/Travel	234	203	0	0	0.00%
Training and Development	2,449	0	6,000	6,000	0.00%
Fuel	2,015	0	6,000	6,000	0.00%
General Supplies	0	0	1,000	1,000	0.00%
Telecommunications	2,000	0	2,000	2,000	0.00%
Equipment	66	0	4,500	4,500	0.00%
Miscellaneous	152,679	166,647	1,000	1,000	0.00%
Recovery	0	0	(234,417)	(239,640)	2.23%
Vehicle & Heavy Equipment	0	0	5,000	5,000	0.00%
Transfer to Police ERT Reserve	47,673	39,571	0	0	0.00%
Total Expenditures/Transfers to Reserve	**360,213**	**367,691**	**133,273**	**136,610**	
Net Total	**(130,563)**	**(133,273)**	**(133,273)**	**(136,610)**	

Business Unit: 2523 - Integrated Mobile Crisis Response Team

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	350,750	359,510	368,510	377,710	387,150
Training and Development	6,000	6,120	6,240	6,360	6,490
Fuel	6,000	6,120	6,240	6,360	6,490
General Supplies	1,000	1,020	1,040	1,060	1,080
Telecommunications	2,000	2,040	2,080	2,120	2,160
Equipment	4,500	4,590	4,680	4,770	4,870
Miscellaneous	1,000	1,000	1,000	1,000	1,000
Recovery	(239,640)	(245,630)	(251,770)	(258,060)	(264,510)
Vehicle & Heavy Equipment	5,000	5,000	5,000	5,000	5,000
Total Exp/Transfers to Reserve	136,610	139,770	143,020	146,320	149,730
% Increase		2.31%	2.33%	2.31%	2.33%
Net Total	**(136,610)**	**(139,770)**	**(143,020)**	**(146,320)**	**(149,730)**

Business Unit Summary with Service Areas

Business Unit: 2548 - Greater Victoria Police Diversity Committee

Department: Police **Budget Year:** 2021

Overview:

The committee is comprised of community representatives along with police officers from the four municipal police agencies, two RCMP detachments and the Military Police with the following mandate:

- To act as a consultative and advisory body to police agencies in the Greater Victoria area
- To help police officers better understand the diverse cultures, value systems, unique perspectives and conditions of the diverse communities they serve
- To bring together members of the diverse communities and police agencies in Greater Victoria with the aim of building and maintaining positive relationships

Business Unit Summary with Service Areas

Business Unit: 2548 - Greater Victoria Police Diversity Committee

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Professional	2,918	0	2,646	2,710	2.42%
Total Expenditures/Transfers to Reserve	**2,918**	**0**	**2,646**	**2,710**	
Net Total	**(2,918)**	**0**	**(2,646)**	**(2,710)**	

Business Unit: 2548 - Greater Victoria Police Diversity Committee

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Professional	2,710	2,760	2,820	2,880	2,940
Total Exp/Transfers to Reserve	2,710	2,760	2,820	2,880	2,940
% Increase		1.85%	2.17%	2.13%	2.08%
Net Total	**(2,710)**	**(2,760)**	**(2,820)**	**(2,880)**	**(2,940)**

Business Unit Summary with Service Areas

Business Unit: 2601 - Vancouver Island Integrated Major Crime Unit

Department:	Police	**Budget Year:**	2021

Overview:

This unit investigates homicides, missing persons where foul-play is suspected, police-related shootings causing bodily harm and/or death, police-in custody deaths and unsolved homicides. An effective major crime case management system with a regional approach enhances communication and cooperation between the agencies and optimizes success in major crime investigations.

Business Unit Summary with Service Areas

Business Unit: 2601 - Vancouver Island Integrated Major Crime Unit

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	30,838	40,098	0	0	0.00%
Total Revenues/Funding Sources	**30,838**	**40,098**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,071,206	928,762	1,064,449	946,600	(11.07%)
Clothing/Boot/Cleaning Allowance	130	49	300	0	(100.00%)
Conferences/Travel	8,500	8,553	15,000	15,000	0.00%
Training and Development	371	0	2,500	15,000	500.00%
Fuel	474	586	1,000	1,000	0.00%
General Supplies	0	1,016	0	1,000	100.00%
Office Supplies	0	435	0	0	0.00%
Telecommunications	0	0	0	1,000	100.00%
Equipment	0	141	0	3,000	100.00%
Miscellaneous	329	31	5,000	5,000	0.00%
Repairs and Maintenance	97	0	0	0	0.00%
Recovery	(47,106)	(10,653)	(22,000)	(22,000)	0.00%
Total Expenditures/Transfers to Reserve	**1,034,000**	**928,919**	**1,066,249**	**965,600**	
Net Total	**(1,003,162)**	**(888,821)**	**(1,066,249)**	**(965,600)**	

Business Unit: 2601 - Vancouver Island Integrated Major Crime Unit

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	946,600	970,120	993,970	1,018,380	1,043,410
Conferences/Travel	15,000	15,300	15,610	15,920	16,240
Training and Development	15,000	15,300	15,610	15,920	16,240
Fuel	1,000	1,020	1,040	1,060	1,080
General Supplies	1,000	1,020	1,040	1,060	1,080
Telecommunications	1,000	1,020	1,040	1,060	1,080
Equipment	3,000	3,060	3,120	3,180	3,240
Miscellaneous	5,000	5,100	5,200	5,300	5,410
Recovery	(22,000)	(22,550)	(23,110)	(23,690)	(24,280)
Total Exp/Transfers to Reserve	965,600	989,390	1,013,520	1,038,190	1,063,500
% Increase		2.46%	2.44%	2.43%	2.44%
Net Total	**(965,600)**	**(989,390)**	**(1,013,520)**	**(1,038,190)**	**(1,063,500)**

Business Unit Summary with Service Areas

Business Unit: 2603 - Mobile Youth Service Team

Department: Police **Budget Year:** 2021

Overview:

This plain clothes team addresses the issue of Sexually Exploited Youth in the region, specifically working with high-risk youth from ages 13 to 18. Services provided include providing education, gathering criminal intelligence, enforcement, and support for youth at risk and their families and assisting at risk youth through the court process. The team works closely with the Youth Empowerment Society, Youth Probation, street level outreach workers, school counselors, the Boys and Girls Club and many other youth organizations in the community.

Business Unit Summary with Service Areas

Business Unit: 2603 - Mobile Youth Service Team

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	(141)	0	0	0.00%
Professional	0	62,383	62,383	63,940	2.50%
Total Expenditures/Transfers to Reserve	**0**	**62,242**	**62,383**	**63,940**	
Net Total	**0**	**(62,242)**	**(62,383)**	**(63,940)**	

Business Unit: 2603 - Mobile Youth Service Team

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Professional	63,940	65,540	67,180	68,860	70,580
Total Exp/Transfers to Reserve	63,940	65,540	67,180	68,860	70,580
% Increase		2.50%	2.50%	2.50%	2.50%
Net Total	**(63,940)**	**(65,540)**	**(67,180)**	**(68,860)**	**(70,580)**

Business Unit Summary with Service Areas

Business Unit: 2607 - Greater Victoria Regional Domestic Violence

Department: Police **Budget Year:** 2021

Overview:

The purpose of this unit is to increase victim safety and offender responsibility by providing a cross jurisdictional response to domestic violence, delivered through a co-located team that includes police, community-based victim services and the Ministry of Children and Family development. Services provided include follow-up investigation, risk assessment, offender management, and safety planning for victims and children, and intensive victim-specific support.

Business Unit Summary with Service Areas

Business Unit: 2607 - Greater Victoria Regional Domestic Violence

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	164,352	164,620	0	0	0.00%
Total Revenues/Funding Sources	**164,352**	**164,620**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	173,096	171,067	494,250	506,320	2.44%
Conferences/Travel	128	0	2,000	2,000	0.00%
Training and Development	0	665	8,000	8,000	0.00%
Professional	0	0	3,400	3,400	0.00%
Fuel	0	0	7,500	7,500	0.00%
General Supplies	0	0	2,200	2,200	0.00%
Insurance	0	0	3,600	3,600	0.00%
Miscellaneous	184,734	189,005	500	500	0.00%
Recovery	(4,726)	(7,492)	(332,444)	(340,140)	2.31%
Total Expenditures/Transfers to Reserve	**353,232**	**353,245**	**189,006**	**193,380**	
Net Total	**(188,880)**	**(188,625)**	**(189,006)**	**(193,380)**	

Business Unit: 2607 - Greater Victoria Regional Domestic Violence

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	506,320	518,690	531,360	544,340	557,640
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
Training and Development	8,000	8,160	8,320	8,490	8,660
Professional	3,400	3,470	3,540	3,610	3,680
Fuel	7,500	7,650	7,800	7,960	8,120
General Supplies	2,200	2,240	2,280	2,330	2,380
Insurance	3,600	3,670	3,740	3,810	3,890
Miscellaneous	500	510	520	530	540
Recovery	(340,140)	(348,640)	(357,360)	(366,290)	(375,450)
Total Exp/Transfers to Reserve	193,380	197,790	202,280	206,900	211,620
% Increase		2.28%	2.27%	2.28%	2.28%
Net Total	**(193,380)**	**(197,790)**	**(202,280)**	**(206,900)**	**(211,620)**

Business Unit Summary with Service Areas

Business Unit: 2614 - Greater Victoria Crime Stoppers

Department: Police **Budget Year:** 2021

Overview:

Crime Stoppers is a community, media, and police cooperative program designed to involve the public in the fight against crime. Greater Victoria Crime Stoppers encourages members of the community to assist local law enforcement agencies in the fight against crime by overcoming the three key elements faced by law enforcement in generating information that inhibit community involvement: fear of reprisal, apathy and reluctance to get involved.

Business Unit Summary with Service Areas

Business Unit: 2614 - Greater Victoria Crime Stoppers

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Professional	0	60,630	60,630	62,150	2.51%
Total Expenditures/Transfers to Reserve	**0**	**60,630**	**60,630**	**62,150**	
Net Total	**0**	**(60,630)**	**(60,630)**	**(62,150)**	

Business Unit: 2614 - Greater Victoria Crime Stoppers

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Professional	62,150	63,700	65,290	66,920	68,590
Total Exp/Transfers to Reserve	62,150	63,700	65,290	66,920	68,590
% Increase		2.49%	2.50%	2.50%	2.50%
Net Total	**(62,150)**	**(63,700)**	**(65,290)**	**(66,920)**	**(68,590)**

Business Unit Summary with Service Areas

Business Unit: 2620 - Greater Victoria Crowd Management Unit

Department: Police **Budget Year:** 2021

Overview:

This unit provides specialized services and equipment to assist in the management of potentially violent demonstrations or events involving large numbers of people. The Crowd Management Unit provides the resources, where practicable, to resolve issues where there exists the potential for injury to police members or the public, and other resources are not considered sufficient to cause a safe resolution.

Business Unit Summary with Service Areas

Business Unit: 2620 - Greater Victoria Crowd Management Unit

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	34,886	40,648	0	0	0.00%
Grants	9,264	0	0	0	0.00%
Total Revenues/Funding Sources	**44,150**	**40,648**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	21,677	26,897	55,726	57,120	2.50%
Mileage/Parking	226	0	0	0	0.00%
Training and Development	4,135	4,000	9,900	9,900	0.00%
Professional	30,398	1,958	20,000	20,000	0.00%
General Supplies	19,381	19,586	21,000	21,000	0.00%
Protective Clothing/Uniforms	999	2,212	0	0	0.00%
Telecommunications	0	611	0	0	0.00%
WO Inventory Purchases	0	108	0	0	0.00%
WO Outside Purchases	0	1,070	0	0	0.00%
WO Gas	0	157	0	0	0.00%
Equipment - City Fleet	149	1,530	6,400	6,400	0.00%
Equipment	1,184	0	0	0	0.00%
Miscellaneous	5,890	36,293	2,400	2,400	0.00%
Repairs and Maintenance	1,624	0	4,700	4,700	0.00%
Recovery	(55,479)	(52,406)	(90,648)	(91,620)	1.07%
Tfr to Police ERT Reserve	47,848	38,108	10,000	10,000	0.00%
Total Expenditures/Transfers to Reserve	**78,031**	**80,126**	**39,478**	**39,900**	
Net Total	**(33,881)**	**(39,478)**	**(39,478)**	**(39,900)**	

Business Unit: 2620 - Greater Victoria Crowd Management Unit

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	57,120	58,550	60,010	61,510	63,050
Training and Development	9,900	10,100	10,300	10,510	10,720
Professional	20,000	20,400	20,810	21,230	21,650
General Supplies	21,000	21,420	21,850	22,290	22,740
Equipment - City Fleet	6,400	6,530	6,660	6,790	6,930
Miscellaneous	2,400	2,450	2,500	2,550	2,600
Repairs and Maintenance	4,700	4,790	4,890	4,990	5,090
Recovery	(91,620)	(93,450)	(95,320)	(97,230)	(99,170)
Tfr to Police ERT Reserve	10,000	10,200	10,400	10,610	10,820
Total Exp/Transfers to Reserve	39,900	40,990	42,100	43,250	44,430
% Increase		2.73%	2.71%	2.73%	2.73%
Net Total	**(39,900)**	**(40,990)**	**(42,100)**	**(43,250)**	**(44,430)**

Business Unit Summary with Service Areas

Business Unit: 2690 - Greater Victoria Emergency Response Team

Department: Police **Budget Year:** 2021

Overview:

This team, consisting of specially trained officers are called in to deal with high-risk incidents involving high risk arrest and violent barricaded persons. Membership in this team requires extensive training to ensure the safe resolution of high-risk incidents.

Business Unit Summary with Service Areas

Business Unit: 2690 - Greater Victoria Emergency Response Team

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	456,874	492,479	461,249	472,350	2.41%
Grants	14,000	10,578	0	0	0.00%
Total Revenues/Funding Sources	**470,874**	**503,057**	**461,249**	**472,350**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,893	82,648	705,124	722,750	2.50%
Training and Development	36,150	8,563	40,000	40,000	0.00%
Fuel	3,807	2,463	6,000	6,000	0.00%
General Supplies	53,876	69,921	54,000	54,000	0.00%
Protective Clothing/Uniforms	7,150	6,513	6,000	6,000	0.00%
Telecommunications	18,046	7,827	45,000	45,000	0.00%
WO Inventory Purchases	49	97	0	0	0.00%
WO Outside Purchases	1,612	519	0	0	0.00%
WO Motor Oil	0	64	0	0	0.00%
Equipment	57,720	71,912	10,000	10,000	0.00%
WO Inside Equipment	0	34	0	0	0.00%
Insurance	3,400	0	3,400	3,910	15.00%
Miscellaneous	639,776	655,787	1,000	1,000	0.00%
Lease/Rental	11,050	12,703	12,700	12,700	0.00%
Repairs and Maintenance	1,340	0	1,000	1,000	0.00%
Recovery	(5,600)	0	0	0	0.00%
Vehicle & Heavy Equipment	25,753	25,753	0	0	0.00%
Tfr to Police ERT Reserve	84,310	6,229	25,000	25,000	0.00%
Total Expenditures/Transfers to Reserve	**941,331**	**951,032**	**909,224**	**927,360**	
Net Total	**(470,457)**	**(447,975)**	**(447,975)**	**(455,010)**	

Business Unit Summary with Service Areas

Business Unit: 2690 - Greater Victoria Emergency Response Team

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Cost-sharing	472,350	481,800	491,440	501,270	511,300
Total Rev/Funding Sources	472,350	481,800	491,440	501,270	511,300
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	722,750	740,820	759,340	778,330	797,780
Training and Development	40,000	40,800	41,620	42,450	43,300
Fuel	6,000	6,120	6,240	6,360	6,490
General Supplies	54,000	55,080	56,180	57,300	58,450
Protective Clothing/Uniforms	6,000	6,120	6,240	6,360	6,490
Telecommunications	45,000	45,900	46,820	47,760	48,720
Equipment	10,000	10,200	10,400	10,610	10,820
Insurance	3,910	3,990	4,070	4,150	4,230
Miscellaneous	1,000	1,020	1,040	1,060	1,080
Lease/Rental	12,700	12,950	13,210	13,470	13,740
Repairs and Maintenance	1,000	1,020	1,040	1,060	1,080
Tfr to Police ERT Reserve	25,000	25,500	26,010	26,530	27,060
Total Exp/Transfers to Reserve	927,360	949,520	972,210	995,440	1,019,240
% Increase		2.39%	2.39%	2.39%	2.39%
Net Total	**(455,010)**	**(467,720)**	**(480,770)**	**(494,170)**	**(507,940)**

Business Unit Summary with Service Areas

Business Unit: 2691 - Greater Victoria Explosive Disposal Unit

Department: Police **Budget Year:** 2021

Overview:

Part of the Greater Victoria Emergency Response Team, this unit provides specialized services and equipment to assist in the response to bomb threats, suspicious objects and incidents involving commercial and military explosives.

Business Unit Summary with Service Areas

Business Unit: 2691 - Greater Victoria Explosive Disposal Unit

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	12,693	14,537	0	0	0.00%
Total Revenues/Funding Sources	**12,693**	**14,537**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	0	10,400	10,660	2.50%
Mileage/Parking	0	85	0	0	0.00%
Training and Development	7,282	3,473	10,000	10,000	0.00%
Equipment	3,936	3,091	7,000	7,000	0.00%
Miscellaneous	9,595	3,005	0	0	0.00%
Recovery	0	0	(16,437)	(16,570)	0.81%
Vehicle & Heavy Equipment	0	0	5,000	5,000	0.00%
Tfr to Police ERT Reserve	4,207	20,846	0	0	0.00%
Total Expenditures/Transfers to Reserve	**25,020**	**30,500**	**15,963**	**16,090**	
Net Total	**(12,327)**	**(15,963)**	**(15,963)**	**(16,090)**	

Business Unit: 2691 - Greater Victoria Explosive Disposal Unit

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	10,660	10,930	11,200	11,480	11,770
Training and Development	10,000	10,200	10,400	10,610	10,820
Equipment	7,000	7,140	7,280	7,430	7,580
Recovery	(16,570)	(16,900)	(17,240)	(17,580)	(17,930)
Vehicle & Heavy Equipment	5,000	5,100	5,200	5,300	5,410
Total Exp/Transfers to Reserve	16,090	16,470	16,840	17,240	17,650
% Increase		2.36%	2.25%	2.38%	2.38%
Net Total	**(16,090)**	**(16,470)**	**(16,840)**	**(17,240)**	**(17,650)**

Business Unit Summary with Service Areas

Business Unit: 2695 - Greater Victoria Negotiator Team

Department: Police **Budget Year:** 2021

Overview:

Part of the Greater Victoria Emergency Response Team, this team is used on scene to communicate with people who are threatening violence in a number of situations such as barricaded subjects and hostage takers. Negotiators play an essential part in managing high risk situations and reducing the risk to members of the public, victims, and police officers.

Business Unit Summary with Service Areas

Business Unit: 2695 - Greater Victoria Negotiator Team

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Police Emergency Response Reserve	0	2,291	32,000	32,000	0.00%
Cost-sharing	17,404	4,706	17,530	17,660	0.74%
Total Revenues/Funding Sources	**17,404**	**6,997**	**49,530**	**49,660**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	0	10,130	10,380	2.47%
Mileage/Parking	0	135	0	0	0.00%
Training and Development	13,520	3,896	44,000	44,000	0.00%
General Supplies	0	363	2,250	2,250	0.00%
Telecommunications	3,945	3,622	5,900	5,900	0.00%
Equipment	0	2,936	3,375	3,380	0.15%
Miscellaneous	5,885	13,071	900	900	0.00%
Transfer to Police ERT Reserve	10,958	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**34,308**	**24,022**	**66,555**	**66,810**	
Net Total	**(16,904)**	**(17,025)**	**(17,025)**	**(17,150)**	

Business Unit: 2695 - Greater Victoria Negotiator Team

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Police Emergency Response Reserve	32,000	32,640	33,290	33,960	34,640
Cost-sharing	17,660	18,010	18,370	18,740	19,110
Total Rev/Funding Sources	49,660	50,650	51,660	52,700	53,750
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	10,380	10,640	10,910	11,180	11,460
Training and Development	44,000	44,880	45,780	46,700	47,630
General Supplies	2,250	2,300	2,350	2,400	2,450
Telecommunications	5,900	6,020	6,140	6,260	6,390
Equipment	3,380	3,450	3,520	3,590	3,660
Miscellaneous	900	920	940	960	980
Total Exp/Transfers to Reserve	66,810	68,210	69,640	71,090	72,570
% Increase		2.10%	2.10%	2.08%	2.08%
Net Total	**(17,150)**	**(17,560)**	**(17,980)**	**(18,390)**	**(18,820)**

Victoria Police Department

Division: Human Resources

Department: Police **Budget Year:** 2021

Overview:

The Human Resources Division is responsible for the following:

- Recruiting, training management, planning and delivery for sworn and civilian employees
- Management and oversight of labour process and performance management
- Employee safety, welfare, disability and health management
- Management of promotional and succession planning
- Community diversity relations

The following sections fall within the Human Resources Division:

- Human Resources
- Critical Incident Stress Management Team
- Secondments

Human Resources

	2020 Budget	2021 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Human Resources	2,677,114	2,293,590	(383,524)	(14.33%)
Critical Incident Stress Management Team	16,000	16,000	0	0.00%
Base Budget	**2,693,114**	**2,309,590**	**(383,524)**	**(14.24%)**
One Time	0	0	0	0.00%
Total	**2,693,114**	**2,309,590**	**(383,524)**	**(14.24%)**
Net Base Budget Change	**(2,693,114)**	**(2,309,590)**	**(383,524)**	**(14.24%)**

Business Unit Summary with Service Areas

Business Unit: 2510 - Human Resources

Department: Police **Budget Year:** 2021

Overview:

This section is responsible for recruiting and training management, both planning and delivery, for sworn and civilian employees. It is also responsible for the management and oversight of labour processes and performance management, employee safety, welfare, disability, and health management. Human Resources also manages promotional and succession planning within the organization and plays a role in establishing and maintaining community diversity relations through the Greater Victoria Police Diversity Advisory Committee.

Business Unit Summary with Service Areas

Business Unit: 2510 - Human Resources

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Cost-sharing	20,770	10,875	0	0	0.00%
Total Revenues/Funding Sources	**20,770**	**10,875**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,280,490	1,499,824	1,804,004	1,315,590	(27.07%)
Mileage/Parking	1,771	980	1,010	1,000	(0.99%)
Clothing/Boot/Cleaning Allowance	7	3	100	0	(100.00%)
Conferences/Travel	183,139	204,625	160,000	160,000	0.00%
Membership Fees	15,815	15,823	15,000	15,000	0.00%
Training and Development	350,794	174,799	359,500	359,500	0.00%
Non-Sworn Training	7,900	3,926	15,000	15,000	0.00%
Advertising	0	0	15,000	15,000	0.00%
Professional	195,340	153,463	185,000	290,000	56.76%
General Supplies	119,068	121,752	95,000	95,000	0.00%
Equipment	1,127	0	0	0	0.00%
Miscellaneous	30,716	36,994	27,000	27,000	0.00%
Recovery	(7,438)	(24,885)	0	0	0.00%
Recognition	1,022	0	500	500	0.00%
Total Expenditures/Transfers to Reserve	**2,179,752**	**2,187,304**	**2,677,114**	**2,293,590**	
Net Total	**(2,158,982)**	**(2,176,429)**	**(2,677,114)**	**(2,293,590)**	

Business Unit: 2510 - Human Resources

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,315,590	1,346,950	1,379,070	1,411,960	1,445,660
Mileage/Parking	1,000	1,020	1,040	1,060	1,080
Conferences/Travel	160,000	163,200	166,460	169,790	173,190
Membership Fees	15,000	15,300	15,610	15,920	16,240
Training and Development	359,500	366,690	374,020	381,500	389,130
Non-Sworn Training	15,000	15,300	15,610	15,920	16,240
Advertising	15,000	15,300	15,610	15,920	16,240
Professional	290,000	295,800	301,720	307,750	313,910
General Supplies	95,000	96,900	98,840	100,820	102,840
Miscellaneous	27,000	27,540	28,090	28,650	29,220
Recognition	500	510	520	530	540
Total Exp/Transfers to Reserve	2,293,590	2,344,510	2,396,590	2,449,820	2,504,290
% Increase		2.22%	2.22%	2.22%	2.22%
Net Total	**(2,293,590)**	**(2,344,510)**	**(2,396,590)**	**(2,449,820)**	**(2,504,290)**

Business Unit Summary with Service Areas

Business Unit: 2527 - Critical Incident Stress Management Team

Department: Police **Budget Year:** 2021

Overview:

The team provides training to sworn employees and, in response to work related trauma, applies critical incident stress management processes to enable employee to return to their daily routine more quickly and with less likelihood of experiencing post-traumatic stress disorder.

Business Unit Summary with Service Areas

Business Unit: 2527 - Critical Incident Stress Management Team

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,200	9,980	7,000	7,000	0.00%
Mileage/Parking	52	0	0	0	0.00%
Training and Development	8,165	0	7,000	7,000	0.00%
Non-Sworn Training	0	0	1,000	1,000	0.00%
General Supplies	1,033	4,159	1,000	1,000	0.00%
Total Expenditures/Transfers to Reserve	**11,450**	**14,139**	**16,000**	**16,000**	
Net Total	**(11,450)**	**(14,139)**	**(16,000)**	**(16,000)**	

Business Unit: 2527 - Critical Incident Stress Management Team

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	7,000	7,170	7,350	7,530	7,720
Training and Development	7,000	7,140	7,280	7,430	7,580
Non-Sworn Training	1,000	1,020	1,040	1,060	1,080
General Supplies	1,000	1,020	1,040	1,060	1,080
Total Exp/Transfers to Reserve	16,000	16,350	16,710	17,080	17,460
% Increase		2.19%	2.20%	2.21%	2.22%
Net Total	**(16,000)**	**(16,350)**	**(16,710)**	**(17,080)**	**(17,460)**

Business Unit Summary with Service Areas

Business Unit: 2670 - Secondments

Department: Police **Budget Year:** 2021

Overview:

Police Officers may apply for secondment opportunities within integrated units providing services to the region. The costs for these members during the term of their secondment are reimbursed by the police agency where the Integrated Unit is housed. This includes Integrated Units such as the Greater Vancouver Island Integrated Road Safety Unit, the Integrated National Security Enforcement Team and the Combined Forces Special Enforcement Unit of BC.

Business Unit Summary with Service Areas

Business Unit: 2670 - Secondments

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,405,793	1,304,756	1,304,355	1,149,820	(11.85%)
Clothing/Boot/Cleaning Al	144	66	0	0	0.00%
Miscellaneous	0	6,844	0	0	0.00%
Recovery	(1,359,144)	(1,294,106)	(1,304,355)	(1,149,820)	(11.85%)
Total Expenditures/Transfers to Reserve	**46,792**	**17,560**	**0**	**0**	
Net Total	**(46,792)**	**(17,560)**	**0**	**0**	

Business Unit: 2670 - Secondments

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,149,820	1,178,570	1,208,040	1,238,240	1,269,190
Recovery	(1,149,820)	(1,178,570)	(1,208,040)	(1,238,240)	(1,269,190)
Total Exp/Transfers to Reserve	0	0	0	0	0
% Increase		0.00%	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Victoria Police Department

Division: Community Services

Department: Police **Budget Year:** 2021

Overview:

The Community Services Division is a pro-active, community based unit, responsible for providing the following police services within the community:

- Assertive Community Treatment Teams (ACT)
- Beat & Bike Squad
- Community Resource Officers
- Motorcycle Escort Team
- Traffic Enforcement and Crash Investigation

Community Services

	2020 Budget	2021 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Beat & Bike	2,350,376	2,355,990	5,614	0.24%
Assertive Community Treatment Team	422,929	430,990	8,061	1.91%
Community Resource Officers	686,221	686,980	759	0.11%
Traffic Enforcement & Crash Investigation	1,435,780	1,309,640	(126,140)	(8.79%)
Motorcycle Escort Team	10,000	10,000	0	0.00%
Base Budget	**4,905,306**	**4,793,600**	**(111,706)**	**(2.28%)**
One Time	0	0	0	0.00%
Total	**4,905,306**	**4,793,600**	**(111,706)**	**(2.28%)**
Net Base Budget Change	**(4,905,306)**	**(4,793,600)**	**(111,706)**	**(2.28%)**

Business Unit Summary with Service Areas

Business Unit: 2580 - Beat & Bike

Department: Police **Budget Year:** 2021

Overview:

Provides an agile, tailored, and rapid response to a variety of issues, including a kinetic response to on-going challenges such as street disorder and criminal activity, and to spontaneous issues that may arise such as public demonstrations and protests.

Business Unit Summary with Service Areas

Business Unit: 2580 - Beat & Bike

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,484,245	2,526,244	2,309,076	2,316,190	0.31%
Clothing/Boot/Cleaning Al	969	962	1,000	0	(100.00%)
Training and Development	1,940	0	10,000	10,000	0.00%
General Supplies	10,552	4,183	4,000	4,000	0.00%
Protective Clothing/Uniforms	15,895	6,480	14,000	14,000	0.00%
Telecommunications	0	491	0	0	0.00%
Equipment	5,251	0	4,300	4,300	0.00%
Miscellaneous	1,040	1,245	4,000	4,000	0.00%
Repairs and Maintenance	3,364	2,273	4,000	3,500	(12.50%)
Recovery	0	(10,660)	0	0	0.00%
Recognition	0	835	0	0	0.00%
Total Expenditures/Transfers to Reserve	**2,523,258**	**2,532,052**	**2,350,376**	**2,355,990**	
Net Total	**(2,523,258)**	**(2,532,052)**	**(2,350,376)**	**(2,355,990)**	

Business Unit: 2580 - Beat & Bike

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,316,190	2,374,080	2,433,440	2,494,260	2,556,620
Training and Development	10,000	10,200	10,400	10,610	10,820
General Supplies	4,000	4,080	4,160	4,240	4,320
Protective Clothing/Uniforms	14,000	14,280	14,570	14,860	15,160
Equipment	4,300	4,390	4,480	4,570	4,660
Miscellaneous	4,000	4,080	4,160	4,240	4,320
Repairs and Maintenance	3,500	3,570	3,640	3,710	3,780
Total Exp/Transfers to Reserve	2,355,990	2,414,680	2,474,850	2,536,490	2,599,680
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	**(2,355,990)**	**(2,414,680)**	**(2,474,850)**	**(2,536,490)**	**(2,599,680)**

Business Unit Summary with Service Areas

Business Unit: 2581 - Assertive Community Treatment Team

Department: Police **Budget Year:** 2021

Overview:

The Assertive Community Treatment Team (ACT) provides intensive case management for individuals with a history of mental health and/or addiction difficulties and chronic homelessness. We are fully integrated with team members from Island Health, the Ministry of Housing and Social Development, and Community Corrections to provide support for other outreach teams such as the Support for Addictions through Management of Independence (SAMI Team) and 713 Outreach Addition. We function as the law enforcement specialists within these multi-disciplinary teams.

Business Unit Summary with Service Areas

Business Unit: 2581 - Assertive Community Treatment Team

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	434,131	431,217	420,929	430,490	2.27%
Clothing/Boot/Cleaning Allowance	2,385	895	2,000	0	(100.00%)
Conferences/Travel	0	0	0	500	100.00%
Total Expenditures/Transfers to Reserve	**436,516**	**432,112**	**422,929**	**430,990**	
Net Total	**(436,516)**	**(432,112)**	**(422,929)**	**(430,990)**	

Business Unit: 2581 - Assertive Community Treatment Team

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	430,490	441,250	452,280	463,590	475,190
Conferences/Travel	500	510	520	530	540
Total Exp/Transfers to Reserve	430,990	441,760	452,800	464,120	475,730
% Increase		2.50%	2.50%	2.50%	2.50%
Net Total	**(430,990)**	**(441,760)**	**(452,800)**	**(464,120)**	**(475,730)**

Business Unit Summary with Service Areas

Business Unit: 2582 - Community Resource Officers

Department: Police **Budget Year:** 2021

Overview:

Community Resource Officers (CROs) act as front-line ambassadors, responsible for prioritizing and analyzing concerns identified by police and community members. They examine underlying conditions that have led to community problems and proactively seek new and alternative responses. CROs develop preventative actions and engage with a range of public agencies, community organizations and the public sector.

Business Unit Summary with Service Areas

Business Unit: 2582 - Community Resource Officers

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	698,195	732,984	685,321	686,480	0.17%
Clothing/Boot/Cleaning Allowance	52	516	400	0	(100.00%)
Conferences/Travel	0	0	500	500	0.00%
Total Expenditures/Transfers to Reserve	**698,247**	**733,500**	**686,221**	**686,980**	
Net Total	**(698,247)**	**(733,500)**	**(686,221)**	**(686,980)**	

Business Unit: 2582 - Community Resource Officers

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	686,480	703,640	721,240	739,270	757,750
Conferences/Travel	500	510	520	530	540
Total Exp/Transfers to Reserve	686,980	704,150	721,760	739,800	758,290
% Increase		2.50%	2.50%	2.50%	2.50%
Net Total	**(686,980)**	**(704,150)**	**(721,760)**	**(739,800)**	**(758,290)**

Business Unit Summary with Service Areas

Business Unit: 2610 - Traffic Enforcement & Crash Investigation

Department: Police **Budget Year:** 2021

Overview:

This unit deploys in a manner consistent with the Province's goal of Vision Zero, utilizing enforcement, education and engineering strategies and focusing on the most dangerous driving behaviours and the most prolific offenders. We educate the public in impaired driving, bus lane awareness and distracted driving, as well as conduct targeted enforcement in areas of the community at increased risk of collision.

Business Unit Summary with Service Areas

Business Unit: 2610 - Traffic Enforcement & Crash Investigation

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	81,909	133,200	0	0	0.00%
Total Revenues/Funding Sources	**81,909**	**133,200**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,352,732	1,226,258	1,357,380	1,231,240	(9.29%)
Clothing/Boot/Cleaning Al	18	8	0	0	0.00%
Conferences/Travel	0	0	2,000	2,000	0.00%
Training and Development	200	1,540	1,500	1,500	0.00%
Towing	9,577	13,251	15,000	15,000	0.00%
General Supplies	4,396	60,572	5,000	5,000	0.00%
Protective Clothing/Uniforms	29,488	14,190	18,900	18,900	0.00%
Equipment	124,455	48,583	20,000	20,000	0.00%
Miscellaneous	399	8,750	10,000	10,000	0.00%
Repairs and Maintenance	1,997	3,757	6,000	6,000	0.00%
Total Expenditures/Transfers to Reserve	**1,523,263**	**1,376,908**	**1,435,780**	**1,309,640**	
Net Total	**(1,441,355)**	**(1,243,708)**	**(1,435,780)**	**(1,309,640)**	

Business Unit: 2610 - Traffic Enforcement & Crash Investigation

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,231,240	1,261,630	1,292,780	1,324,690	1,357,380
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
Training and Development	1,500	1,530	1,560	1,590	1,620
Towing	15,000	15,300	15,610	15,920	16,240
General Supplies	5,000	5,100	5,200	5,300	5,410
Protective Clothing/Uniforms	18,900	19,280	19,670	20,060	20,460
Equipment	20,000	20,400	20,810	21,230	21,650
Miscellaneous	10,000	10,200	10,400	10,610	10,820
Repairs and Maintenance	6,000	6,120	6,240	6,360	6,490
Total Exp/Transfers to Reserve	1,309,640	1,341,600	1,374,350	1,407,880	1,442,230
% Increase		2.44%	2.44%	2.44%	2.44%
Net Total	**(1,309,640)**	**(1,341,600)**	**(1,374,350)**	**(1,407,880)**	**(1,442,230)**

Business Unit Summary with Service Areas

Business Unit: 2611 - Motorcycle Escort Team

Department: Police **Budget Year:** 2021

Overview:

Provides underway traffic control and protection for special events, parades, dignitaries, and Heads of State.

Business Unit Summary with Service Areas

Business Unit: 2611 - Motorcycle Escort Team

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Training and Development	0	0	3,000	3,000	0.00%
Protective Clothing/Uniforms	0	0	3,000	3,000	0.00%
Equipment	0	0	4,000	4,000	0.00%
Total Expenditures/Transfers to Reserve	**0**	**0**	**10,000**	**10,000**	
Net Total	**0**	**0**	**(10,000)**	**(10,000)**	

Business Unit: 2611 - Motorcycle Escort Team

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Training and Development	3,000	3,060	3,120	3,180	3,240
Protective Clothing/Uniforms	3,000	3,060	3,120	3,180	3,240
Equipment	4,000	4,080	4,160	4,240	4,320
Total Exp/Transfers to Reserve	10,000	10,200	10,400	10,600	10,800
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(10,000)**	**(10,200)**	**(10,400)**	**(10,600)**	**(10,800)**

Victoria Police Department

Division: Executive Services

Department: Police **Budget Year:** 2021

Overview:

The Executive Services Division ensures compliance with the BC Freedom of Information and Protection of Privacy Act. The Division also provides management and administration of civilian litigations and Human Rights complaints involving the department and its members, the investigation of complaints, management and administration of professional standards. The Division also provides support and advice to the Police Board with regards to policy. These services are performed through the following functions:

- Executive Services, Policy & Professional Standards
- Legal Services & Freedom of Information

Executive Services

	2020 Budget	2021 Budget	Change	% Change
Expenditures/Transfers to Reserve				
Executive Services, Policy & Professional Standards	1,578,775	1,613,290	34,515	2.19%
Legal Services & Freedom of Information	382,989	386,000	3,011	0.79%
Base Budget	**1,961,764**	**1,999,290**	**37,526**	**1.91%**
One Time	0	0	0	0.00%
Total	**1,961,764**	**1,999,290**	**37,526**	**1.91%**
Net Base Budget Change	**(1,961,764)**	**(1,999,290)**	**37,526**	**1.91%**

Business Unit Summary with Service Areas

Business Unit: 2529 - Executive Services, Policy & Professional Standards

Department: Police **Budget Year:** 2021

Overview:

This section includes the management and administration of Professional Standards, including the investigation of complaints from the public or ordered investigations pursuant to the Police Act. Additionally, this section provides police and audit services to the Department. This includes developing and maintaining policies to guide members in providing professional service to the community, ensuring sections within the Department are operating as efficiently and effectively as possible and providing research support for ongoing projects.

Business Unit Summary with Service Areas

Business Unit: 2529 - Executive Services, Policy & Professional Standards

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,056,054	1,156,556	1,132,275	1,152,090	1.75%
Conferences/Travel	1,355	1,334	6,000	5,000	(16.67%)
Professional	28,056	35,263	15,000	30,000	100.00%
Arbitration/Litigation	216,312	522,981	300,000	300,000	0.00%
Food and Beverage	701	0	0	0	0.00%
Claims	18,208	0	125,000	125,000	0.00%
Miscellaneous	5	13,977	0	500	100.00%
Recovery	(404)	(21,328)	0	0	0.00%
Recognition	0	500	500	700	40.00%
Total Expenditures/Transfers to Reserve	**1,320,287**	**1,709,282**	**1,578,775**	**1,613,290**	
Net Total	**(1,320,287)**	**(1,709,282)**	**(1,578,775)**	**(1,613,290)**	

Business Unit: 2529 - Executive Services, Policy & Professional Standards

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,152,090	1,180,350	1,209,300	1,238,970	1,269,360
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Professional	30,000	30,600	31,210	31,830	32,470
Arbitration/Litigation	300,000	306,000	312,120	318,360	324,730
Claims	125,000	125,000	125,000	125,000	125,000
Miscellaneous	500	510	520	530	540
Recognition	700	710	720	730	740
Total Exp/Transfers to Reserve	1,613,290	1,648,270	1,684,070	1,720,720	1,758,250
% Increase		2.17%	2.17%	2.18%	2.18%
Net Total	**(1,613,290)**	**(1,648,270)**	**(1,684,070)**	**(1,720,720)**	**(1,758,250)**

Business Unit Summary with Service Areas

Business Unit: 2530 - Legal Services & Freedom of Information

Department: Police **Budget Year:** 2021

Overview:

This section is responsible for processing Freedom of Information requests made to both the Department, and periodically made to the City of Victoria, Township of Esquimalt, or the Police Board. Legal Services also processes, manages and resolves civil suits and Human Rights complaints made against the Department.

Business Unit Summary with Service Areas

Business Unit: 2530 - Legal Services & Freedom of Information

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	374,624	387,796	381,489	384,500	0.79%
Mileage/Parking	1,008	895	0	0	0.00%
General Supplies	461	0	1,500	1,500	0.00%
Recovery	(14,743)	(10,022)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**361,350**	**378,669**	**382,989**	**386,000**	
Net Total	**(361,350)**	**(378,669)**	**(382,989)**	**(386,000)**	

Business Unit: 2530 - Legal Services & Freedom of Information

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	384,500	392,190	400,040	408,040	416,190
General Supplies	1,500	1,530	1,560	1,590	1,620
Total Exp/Transfers to Reserve	386,000	393,720	401,600	409,630	417,810
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(386,000)**	**(393,720)**	**(401,600)**	**(409,630)**	**(417,810)**

Victoria Police Department

Division: Information Management

Department: Police **Budget Year:** 2021

Overview:

The Information Management Division oversees the processing, maintenance and retention of police reports, documents and exhibits, which assist in overall policing objectives and fulfill our mandatory record keeping requirements. The Division also coordinates on an operational level with South Island Police Dispatch Centre, and provides switchboard operations at the detachments.

The following sections fall within the Information Management Division:

- Records Management
- South Island Police Dispatch Centre

Information Management

	2020 Budget	2021 Budget	Change	% Change
Revenues/Funding Sources				
Records Management	170,000	163,600	(6,400)	(3.76%)
Base Budget	**170,000**	**163,600**	**(6,400)**	**(3.76%)**
One Time	0	0	0	0.00%
Total	**170,000**	**163,600**	**(6,400)**	**(3.76%)**
Expenditures/Transfers to Reserve				
Records Management	2,278,622	2,280,330	1,708	0.07%
South Island Police Dispatch Centre	3,130,000	3,172,910	42,910	1.37%
Base Budget	**5,408,623**	**5,453,240**	**44,617**	**0.82%**
One Time	0	215,000	215,000	100.00%
Total	**5,408,623**	**5,668,240**	**259,617**	**4.80%**
Net Base Budget Change	**(5,238,623)**	**(5,289,640)**	**51,017**	**0.97%**

Business Unit Summary with Service Areas

Business Unit: 2630 - Records Management

Department: Police **Budget Year:** 2021

Overview:

The Records Management section provides services to the public through the processing, maintenance and retention of police reports, exhibits and documentation which assist in law enforcement.

Business Unit Summary with Service Areas

Business Unit: 2630 - Records Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Taxi Permits	15,150	13,900	15,000	13,600	(9.33%)
Records Fee	120,125	61,536	130,000	130,000	0.00%
Police Reports	6,767	7,249	25,000	20,000	(20.00%)
Total Revenues/Funding Sources	**142,042**	**82,685**	**170,000**	**163,600**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,848,500	2,228,663	2,186,222	2,227,620	1.89%
Mileage/Parking	168	0	0	1,010	100.00%
Conferences/Travel	1,225	67	400	400	0.00%
Non-Sworn Training	6,121	3,072	10,000	11,000	10.00%
Professional	91,200	7,199	50,000	12,400	(75.20%)
General Supplies	3,878	2,589	4,500	4,500	0.00%
Equipment	11,267	13,712	8,500	3,500	(58.82%)
Miscellaneous	10,182	4,292	18,000	18,000	0.00%
Repairs and Maintenance	0	0	1,000	500	(50.00%)
Recognition	0	0	0	1,400	100.00%
Total Expenditures/Transfers to Reserve	**1,972,540**	**2,259,594**	**2,278,622**	**2,280,330**	
Net Total	**(1,830,498)**	**(2,176,909)**	**(2,108,622)**	**(2,116,730)**	

Business Unit: 2630 - Records Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Taxi Permits	13,600	13,870	14,150	14,430	14,720
Records Fee	130,000	132,600	135,250	137,960	140,720
Police Reports	20,000	20,400	20,810	21,230	21,650
Total Rev/Funding Sources	163,600	166,870	170,210	173,620	177,090
% Increase		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Salaries and Benefits	2,227,620	2,272,170	2,317,620	2,363,970	2,411,250
Mileage/Parking	1,010	1,030	1,050	1,070	1,090
Conferences/Travel	400	410	420	430	440
Non-Sworn Training	11,000	11,220	11,440	11,670	11,900
Professional	12,400	12,650	12,900	13,160	13,420
General Supplies	4,500	4,590	4,680	4,770	4,870
Equipment	3,500	3,570	3,640	3,710	3,780
Miscellaneous	18,000	18,360	18,730	19,100	19,480
Repairs and Maintenance	500	510	520	530	540
Recognition	1,400	1,430	1,460	1,490	1,520
Total Exp/Transfers to Reserve	2,280,330	2,325,940	2,372,460	2,419,900	2,468,290
% Increase		2.00%	2.00%	2.00%	2.00%
Net Total	**(2,116,730)**	**(2,159,070)**	**(2,202,250)**	**(2,246,280)**	**(2,291,200)**

Business Unit Summary with Service Areas

Business Unit: 2660 - South Island Police Dispatch Centre

Department: Police **Budget Year:** 2021

Overview:

The Communications Centre, the primary answer service that receives 911 and non-emergency calls, transitioned to the South Island Police Dispatch Centre in 2019. The Information Management Division works closely with E-Comm to ensure a high level of service is provided to the public and the Police Department.

Business Unit Summary with Service Areas

Business Unit: 2660 - South Island Police Dispatch Centre

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	190,917	288	(1)	0	(100.00%)
Professional	3,003,770	3,299,380	3,075,001	3,377,910	9.85%
General Supplies	7,813	0	0	0	0.00%
Telecommunications	1,195	0	0	0	0.00%
Miscellaneous	0	37,006	55,000	10,000	(81.82%)
Total Expenditures/Transfers to Reserve	**3,203,695**	**3,336,674**	**3,130,000**	**3,387,910**	
Net Total	**(3,203,695)**	**(3,336,674)**	**(3,130,000)**	**(3,387,910)**	

Business Unit: 2660 - South Island Police Dispatch Centre

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	0	0	0	0
Professional	3,377,910	3,273,610	3,388,190	3,506,780	3,629,520
Miscellaneous	10,000	5,000	0	0	0
Total Exp/Transfers to Reserve	3,387,910	3,278,610	3,388,190	3,506,780	3,629,520
% Increase		(3.23%)	3.34%	3.50%	3.50%
Net Total	**(3,387,910)**	**(3,278,610)**	**(3,388,190)**	**(3,506,780)**	**(3,629,520)**

Victoria Police Department

Division: Investigative Services

Department: Police **Budget Year:** 2021

Overview:

The Investigative Services Division provides the role of solving and reducing crime through the following operational functions:

- Crime Reduction Unit
- Analysis & Intelligence
- Strike Force
- Special Operations
- Detectives Division – Support
- Financial Crimes
- Computer Forensics
- Special Victims
- Major Crimes
- Historical Case Review
- Behavioral Assessment & Management
- Forensic Identification

Investigative Services

	2020 Budget	2021 Budget	Change	% Change
Revenues/Funding Sources				
Special Operations	0	0	0	0.00%
One Time	100,000	100,000	0	0.00%
Total	**100,000**	**100,000**	**0**	**0.00%**
Expenditures/Transfers to Reserve				
Crime Reduction Unit	0	0	0	0.00%
Analysis & Intelligence	690,976	681,540	(9,436)	(1.37%)
Strike Force	1,511,542	1,512,730	1,188	0.08%
Detectives Division - Support	1,171,073	1,114,060	(57,013)	(4.87%)
Financial Crimes	307,329	459,380	152,051	49.47%
Integrated Tech Crime Unit	381,689	545,390	163,701	42.89%
Special Victims	1,058,533	1,059,900	1,367	0.13%
Major Crimes	1,255,600	1,278,610	23,010	1.83%
Historical Case Review	172,564	253,590	81,026	46.95%
Behavioural Assessment & Management	582,299	712,300	130,001	22.33%
Forensic Identification	995,849	1,012,960	17,111	1.72%
Base Budget	**8,127,453**	**8,630,460**	**503,007**	**6.19%**
One Time	100,000	100,000	0	0.00%
Total	**8,227,453**	**8,730,460**	**503,007**	**6.11%**
Net Base Budget Change	**(8,127,453)**	**(8,630,460)**	**503,007**	**6.19%**

Business Unit Summary with Service Areas

Business Unit: 2541 - Crime Reduction Unit

Department:	Police	**Budget Year:**	2021

Overview:

A plain clothes unit with surveillance and investigative capacity, the unit had a mandate to reduce crime by targeting prolific offenders, identified by the Strategic Operations Council. This unit has been temporarily suspended to relocate resources based on operational requirements.

Business Unit Summary with Service Areas

Business Unit: 2541 - Crime Reduction Unit

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	497,817	0	0	0	(100.00%)
Clothing/Boot/Cleaning Al	61	0	0	0	0.00%
General Supplies	251	0	0	0	0.00%
Telecommunications	1,368	0	0	0	0.00%
Equipment	1,015	0	0	0	0.00%
Miscellaneous	1,924	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**502,436**	**0**	**0**	**0**	
Net Total	**(502,436)**	**0**	**0**	**0**	

Business Unit: 2541 - Crime Reduction Unit

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	0	1,064,490	1,091,100	1,118,380	1,146,340
Clothing/Boot/Cleaning Al	0	1,680	1,710	1,740	1,770
Equipment	0	10,400	10,610	10,820	11,040
Miscellaneous	0	10,500	10,710	10,920	11,140
Total Exp/Transfers to Reserve	0	1,087,070	1,114,130	1,141,860	1,170,290
% Increase		100.00%	2.49%	2.49%	2.49%
Net Total	**0**	**(1,087,070)**	**(1,114,130)**	**(1,141,860)**	**(1,170,290)**

Business Unit Summary with Service Areas

Business Unit: 2549 - Analysis & Intelligence

Department: Police **Budget Year:** 2021

Overview:

This unit provides strategic and operational analysis to front line investigators and the Operational Council. Responsibilities include quality control for the recruitment and handling of confidential information, training of handlers and oversight of information action/disclosure.

Business Unit Summary with Service Areas

Business Unit: 2549 - Analysis & Intelligence

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	516,639	674,055	637,476	633,540	(0.62%)
Conferences/Travel	2,211	147	1,000	5,000	400.00%
Non-Sworn Training	9,244	2,561	9,000	0	(100.00%)
General Supplies	48	0	500	0	(100.00%)
Equipment	845	1,868	10,000	10,000	0.00%
Miscellaneous	25,975	31,964	33,000	33,000	0.00%
Recovery	0	(500)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**554,963**	**710,095**	**690,976**	**681,540**	
Net Total	**(554,963)**	**(710,095)**	**(690,976)**	**(681,540)**	

Business Unit: 2549 - Analysis & Intelligence

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	633,540	647,770	662,350	677,230	692,470
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Equipment	10,000	10,200	10,400	10,610	10,820
Miscellaneous	33,000	33,660	34,330	35,020	35,720
Total Exp/Transfers to Reserve	681,540	696,730	712,280	728,160	744,420
% Increase		2.23%	2.23%	2.23%	2.23%
Net Total	**(681,540)**	**(696,730)**	**(712,280)**	**(728,160)**	**(744,420)**

Business Unit Summary with Service Areas

Business Unit: 2590 - Strike Force

Department: Police **Budget Year:** 2021

Overview:

This project team is capable of performing covert surveillance based on experience and availability, also assisting other local partner agencies whilst conducting significant investigations in a major case management project format.

Business Unit Summary with Service Areas

Business Unit: 2590 - Strike Force

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	6,200	10,879	0	0	0.00%
Total Revenues/Funding Sources	**6,200**	**10,879**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,307,987	1,606,046	1,484,142	1,476,730	(0.50%)
Clothing/Boot/Cleaning Al	246	214	400	0	(100.00%)
Conferences/Travel	1,268	5,370	2,000	2,000	0.00%
Training and Development	94	0	0	0	0.00%
General Supplies	536	16,201	4,000	8,000	100.00%
Telecommunications	4,436	24,507	2,000	4,000	100.00%
Equipment	7,505	32,101	7,000	10,000	42.86%
Miscellaneous	13,124	56,124	10,000	10,000	0.00%
Recovery	(12,897)	(265,114)	0	0	0.00%
Recognition	0	0	2,000	2,000	0.00%
Total Expenditures/Transfers to Reserve	**1,322,299**	**1,475,451**	**1,511,542**	**1,512,730**	
Net Total	**(1,316,099)**	**(1,464,572)**	**(1,511,542)**	**(1,512,730)**	

Business Unit: 2590 - Strike Force

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,476,730	1,513,640	1,551,480	1,590,270	1,630,030
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
General Supplies	8,000	8,160	8,320	8,490	8,660
Telecommunications	4,000	4,080	4,160	4,240	4,320
Equipment	10,000	10,200	10,400	10,610	10,820
Miscellaneous	10,000	10,200	10,400	10,610	10,820
Recognition	2,000	2,040	2,080	2,120	2,160
Total Exp/Transfers to Reserve	1,512,730	1,550,360	1,588,920	1,628,460	1,668,970
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	**(1,512,730)**	**(1,550,360)**	**(1,588,920)**	**(1,628,460)**	**(1,668,970)**

Business Unit Summary with Service Areas

Business Unit: 2599 - Special Operations

Department: Police **Budget Year:** 2021

Overview:

The expenditures for specific, unusual or unexpected operations outside of the ordinary scope of operations are captured under this Business Unit. Where the operational budget is insufficient to cover such expenditures, the Financial Stability Reserve may be accessed, within the terms of the Framework Agreement, to limit the impact on operations.

Business Unit Summary with Service Areas

Business Unit: 2599 - Special Operations

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Carry Forward	0	0	100,000	100,000	0.00%
Total Revenues/Funding Sources	**0**	**0**	**100,000**	**100,000**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	49,051	(12,267)	0	0	0.00%
General Supplies	374	0	0	0	0.00%
Equipment	1,855	0	0	0	0.00%
Miscellaneous	0	24,464	100,000	100,000	0.00%
Total Expenditures/Transfers to Reserve	**51,280**	**12,197**	**100,000**	**100,000**	
Net Total	**(51,280)**	**(12,197)**	**0**	**0**	

Business Unit: 2599 - Special Operations

5 Year Forecast:

	2021	2022	2023	2024	2025
Revenues/Funding Sources					
Carry Forward	100,000	0	0	0	0
Total Rev/Funding Sources	100,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Miscellaneous	100,000	0	0	0	0
Total Exp/Transfers to Reserve	100,000	0	0	0	0
% Increase		(100.00%)	0.00%	0.00%	0.00%
Net Total	**0**	**0**	**0**	**0**	**0**

Business Unit Summary with Service Areas

Business Unit: 2600 - Detectives Division - Support

Department: Police **Budget Year:** 2021

Overview:

This consists of the senior officers and support staff for the Division, providing management and administration services to each of the units within the Investigative Services Division.

Business Unit Summary with Service Areas

Business Unit: 2600 - Detectives Division - Support

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,035,145	1,179,634	1,092,573	1,035,560	(5.22%)
Mileage/Parking	405	110	0	0	0.00%
Conferences/Travel	12,067	5,817	5,000	5,000	0.00%
Training and Development	94	689	0	0	0.00%
Non-Sworn Training	89	277	0	0	0.00%
Professional	8,159	6,572	25,000	25,000	0.00%
General Supplies	994	1,790	2,500	2,500	0.00%
Telecommunications	54	6,133	0	0	0.00%
Equipment	64,696	20	300	300	0.00%
Miscellaneous	3,240	27,497	45,700	45,700	0.00%
Recovery	0	(67,800)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,124,943**	**1,160,739**	**1,171,073**	**1,114,060**	
Net Total	**(1,124,943)**	**(1,160,739)**	**(1,171,073)**	**(1,114,060)**	

Business Unit: 2600 - Detectives Division - Support

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,035,560	1,059,150	1,083,290	1,108,020	1,133,290
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Professional	25,000	25,500	26,010	26,530	27,060
General Supplies	2,500	2,550	2,600	2,650	2,700
Equipment	300	310	320	330	340
Miscellaneous	45,700	46,610	47,540	48,490	49,460
Total Exp/Transfers to Reserve	1,114,060	1,139,220	1,164,960	1,191,320	1,218,260
% Increase		2.26%	2.26%	2.26%	2.26%
Net Total	**(1,114,060)**	**(1,139,220)**	**(1,164,960)**	**(1,191,320)**	**(1,218,260)**

Business Unit Summary with Service Areas

Business Unit: 2604 - Financial Crimes

Department: Police **Budget Year:** 2021

Overview:

This unit specializes in the investigation of complex and in-depth fraud, credit card, false pretence, counterfeit, money scam, and other financial related crimes. Its members also provide investigative support for crimes that would normally fall to the Major Crime Unit and Special Victims Unit having regard to risk and priority.

Business Unit Summary with Service Areas

Business Unit: 2604 - Financial Crimes

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	464,629	493,674	306,329	454,380	48.33%
Conferences/Travel	1,896	0	1,000	5,000	400.00%
Miscellaneous	2	95	0	0	0.00%
Recovery	(317)	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**466,209**	**493,769**	**307,329**	**459,380**	
Net Total	**(466,209)**	**(493,769)**	**(307,329)**	**(459,380)**	

Business Unit: 2604 - Financial Crimes

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	454,380	465,740	477,380	489,320	501,550
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Total Exp/Transfers to Reserve	459,380	470,840	482,580	494,620	506,960
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	**(459,380)**	**(470,840)**	**(482,580)**	**(494,620)**	**(506,960)**

Business Unit Summary with Service Areas

Business Unit: 2605 - Integrated Tech Crime Unit

Department: Police **Budget Year:** 2021

Overview:

This unit conducts follow-up investigative support regarding forensic examination of computers, cell phones and other devices that store digital data and evidence documentation, collection and preservation.

Business Unit Summary with Service Areas

Business Unit: 2605 - Integrated Tech Crime Unit

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	304,418	368,850	290,329	419,200	44.39%
Conferences/Travel	6,781	186	17,500	17,500	0.00%
Training and Development	15,328	2,319	30,000	30,000	0.00%
Arbitration/Litigation	32	0	5,000	5,000	0.00%
General Supplies	16,373	20,100	0	0	0.00%
Equipment	26,374	22,184	38,860	73,690	89.63%
Miscellaneous	333	5	0	0	0.00%
Recovery	1,029	(6,994)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**370,667**	**406,650**	**381,689**	**545,390**	
Net Total	**(370,667)**	**(406,650)**	**(381,689)**	**(545,390)**	

Business Unit: 2605 - Integrated Tech Crime Unit

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	419,200	429,680	440,410	451,420	462,710
Conferences/Travel	17,500	17,850	18,210	18,570	18,940
Training and Development	30,000	30,600	31,210	31,830	32,470
Arbitration/Litigation	5,000	5,100	5,200	5,300	5,410
Equipment	73,690	75,160	76,660	78,190	79,750
Total Exp/Transfers to Reserve	545,390	558,390	571,690	585,310	599,280
% Increase		2.38%	2.38%	2.38%	2.39%
Net Total	**(545,390)**	**(558,390)**	**(571,690)**	**(585,310)**	**(599,280)**

Business Unit Summary with Service Areas

Business Unit: 2606 - Special Victims

Department: Police **Budget Year:** 2021

Overview:

This unit focuses on sexual assaults, specializing in child sexual and physical abuse and internet child exploitation investigations, working closely with community partners and other police agencies to investigate and prevent incidents of sexualized violence and sexual/physical abuse while ensuring victims are supported throughout the process.

Business Unit Summary with Service Areas

Business Unit: 2606 - Special Victims

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Grants	5,536	0	0	0	0.00%
Total Revenues/Funding Sources	**5,536**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,083,359	1,083,527	1,042,333	1,039,900	(0.23%)
Clothing/Boot/Cleaning Allowance	28	84	200	0	(100.00%)
Conferences/Travel	7,724	236	1,000	5,000	400.00%
Professional	18,530	0	15,000	15,000	0.00%
Equipment	662	0	0	0	0.00%
Miscellaneous	0	9,976	0	0	0.00%
Recovery	0	221	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,110,303**	**1,094,044**	**1,058,533**	**1,059,900**	
Net Total	**(1,104,766)**	**(1,094,044)**	**(1,058,533)**	**(1,059,900)**	

Business Unit: 2606 - Special Victims

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,039,900	1,065,900	1,092,550	1,119,860	1,147,860
Conferences/Travel	5,000	5,100	5,200	5,300	5,410
Professional	15,000	15,300	15,610	15,920	16,240
Total Exp/Transfers to Reserve	1,059,900	1,086,300	1,113,360	1,141,080	1,169,510
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	**(1,059,900)**	**(1,086,300)**	**(1,113,360)**	**(1,141,080)**	**(1,169,510)**

Business Unit Summary with Service Areas

Business Unit: 2608 - Major Crimes

Department: Police **Budget Year:** 2021

Overview:

Major Crimes specializes in the investigation of complex and in-depth criminal investigations, and those that may be of a political or sensitive nature.

Business Unit Summary with Service Areas

Business Unit: 2608 - Major Crimes

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,461,454	1,418,971	1,252,600	1,276,210	1.88%
Conferences/Travel	11,793	339	1,000	2,000	100.00%
Professional	1,003	193	0	0	0.00%
General Supplies	0	0	1,000	200	(80.00%)
Equipment	0	0	1,000	200	(80.00%)
Miscellaneous	2,196	336	0	0	0.00%
Recovery	0	(1,228)	0	0	0.00%
Total Expenditures/Transfers to Reserve	**1,476,446**	**1,418,611**	**1,255,600**	**1,278,610**	
Net Total	**(1,476,446)**	**(1,418,611)**	**(1,255,600)**	**(1,278,610)**	

Business Unit: 2608 - Major Crimes

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	1,276,210	1,308,110	1,340,810	1,374,330	1,408,680
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
General Supplies	200	200	200	200	200
Equipment	200	200	200	200	200
Total Exp/Transfers to Reserve	1,278,610	1,310,550	1,343,290	1,376,850	1,411,240
% Increase		2.50%	2.50%	2.50%	2.50%
Net Total	**(1,278,610)**	**(1,310,550)**	**(1,343,290)**	**(1,376,850)**	**(1,411,240)**

Business Unit Summary with Service Areas

Business Unit: 2609 - Historical Case Review

Department: Police **Budget Year:** 2021

Overview:

This unit is responsible for on-going review and follow-up investigation of all unsolved historical homicides and missing persons where foul-play is suspected that occurred prior to the establishment of the Vancouver Island Integrated Major Crime Unit in 2007.

Business Unit Summary with Service Areas

Business Unit: 2609 - Historical Case Review

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Revenues/Funding Sources					
Miscellaneous Fees	15,295	0	0	0	0.00%
Total Revenues/Funding Sources	**15,295**	**0**	**0**	**0**	
Expenditures/Transfers to Reserve					
Salaries and Benefits	160,402	167,277	159,064	240,090	50.94%
Conferences/Travel	255	0	3,500	3,500	0.00%
General Supplies	572	0	0	0	0.00%
Equipment	0	0	5,000	5,000	0.00%
Miscellaneous	19,468	5,614	5,000	5,000	0.00%
Total Expenditures/Transfers to Reserve	**180,697**	**172,891**	**172,564**	**253,590**	
Net Total	**(165,402)**	**(172,891)**	**(172,564)**	**(253,590)**	

Business Unit: 2609 - Historical Case Review

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	240,090	245,690	251,420	257,290	263,290
Conferences/Travel	3,500	3,570	3,640	3,710	3,780
Equipment	5,000	5,100	5,200	5,300	5,410
Miscellaneous	5,000	5,100	5,200	5,300	5,410
Total Exp/Transfers to Reserve	253,590	259,460	265,460	271,600	277,890
% Increase		2.31%	2.31%	2.31%	2.32%
Net Total	**(253,590)**	**(259,460)**	**(265,460)**	**(271,600)**	**(277,890)**

Business Unit Summary with Service Areas

Business Unit: 2613 - Behavioural Assessment & Management

Department: Police **Budget Year:** 2021

Overview:

Provides a collaborative and consistent approach to risk management and assessment of those within our jurisdiction deemed highest risk to offend and/or most vulnerable to be victimized. This section works as a team alongside other police agencies, federal, provincial and municipal partners, sharing vital information to assist with planning, crime prevention and threat assessments.

Business Unit Summary with Service Areas

Business Unit: 2613 - Behavioural Assessment & Management

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	577,312	614,389	571,299	701,300	22.76%
Clothing/Boot/Cleaning Allowance	0	21	0	0	0.00%
Conferences/Travel	0	0	1,000	1,000	0.00%
Training and Development	0	0	10,000	10,000	0.00%
Recovery	(1,781)	0	0	0	0.00%
Total Expenditures/Transfers to Reserve	**575,531**	**614,410**	**582,299**	**712,300**	
Net Total	**(575,531)**	**(614,410)**	**(582,299)**	**(712,300)**	

Business Unit: 2613 - Behavioural Assessment & Management

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	701,300	718,830	736,800	755,210	774,080
Conferences/Travel	1,000	1,020	1,040	1,060	1,080
Training and Development	10,000	10,200	10,400	10,610	10,820
Total Exp/Transfers to Reserve	712,300	730,050	748,240	766,880	785,980
% Increase		2.49%	2.49%	2.49%	2.49%
Net Total	**(712,300)**	**(730,050)**	**(748,240)**	**(766,880)**	**(785,980)**

Business Unit Summary with Service Areas

Business Unit: 2650 - Forensic Identification

Department: Police **Budget Year:** 2021

Overview:

Forensic Identification services conducts follow-up investigative support regarding scene examination and documentation, evidence documentation, collection and preservation, investigative support including provision of video evidence support and facilitation of laboratory specialized examinations.

Business Unit Summary with Service Areas

Business Unit: 2650 - Forensic Identification

Changes to Service Area:

Account Description	December 31, 2019 Actual	December 31, 2020 Actual	2020 Budget	2021 Budget	Percent Change
Expenditures/Transfers to Reserve					
Salaries and Benefits	974,998	996,307	925,349	941,530	1.75%
Mileage/Parking	0	263	0	0	0.00%
Conferences/Travel	720	269	2,000	2,000	0.00%
General Supplies	11,266	13,677	13,000	13,000	0.00%
Equipment	16,732	16,321	18,500	18,500	0.00%
Recovery	(605)	0	0	0	0.00%
System Access	33,025	30,775	37,000	37,930	2.51%
Total Expenditures/Transfers to Reserve	**1,036,137**	**1,057,613**	**995,849**	**1,012,960**	
Net Total	**(1,036,137)**	**(1,057,613)**	**(995,849)**	**(1,012,960)**	

Business Unit: 2650 - Forensic Identification

5 Year Forecast:

	2021	2022	2023	2024	2025
Expenditures/Transfers to Reserve					
Salaries and Benefits	941,530	965,060	989,200	1,013,930	1,039,280
Conferences/Travel	2,000	2,040	2,080	2,120	2,160
General Supplies	13,000	13,260	13,530	13,800	14,080
Equipment	18,500	18,870	19,250	19,640	20,030
System Access	37,930	38,690	39,460	40,250	41,060
Total Exp/Transfers to Reserve	1,012,960	1,037,920	1,063,520	1,089,740	1,116,610
% Increase		2.46%	2.47%	2.47%	2.47%
Net Total	**(1,012,960)**	**(1,037,920)**	**(1,063,520)**	**(1,089,740)**	**(1,116,610)**

Capital Summary

Project Name	2021	2022	2023	2024	2025	2026 – 2040	Total
Active Transportation							
Bicycle Master Plan Implementation	10,887,000	350,000	0	0	0	0	11,237,000
Bus Shelter Installation	63,000	33,000	34,000	35,000	36,000	660,000	861,000
David Foster Harbour Pathway	1,474,000	0	0	0	0	0	1,474,000
Pathway Upgrades	899,000	303,000	309,000	315,000	321,000	5,668,000	7,815,000
Pedestrian Master Plan Implementation	610,000	520,000	531,000	542,000	553,000	9,760,000	12,516,000
Public Secure Bike Parking	500,000	0	0	0	0	0	500,000
Waddington Alley Sidewalk	10,000	0	0	0	0	0	10,000
Ship Point Master Plan Implementation	220,000	0	0	0	0	0	220,000
Active Transportation Total	**14,663,000**	**1,206,000**	**874,000**	**892,000**	**910,000**	**16,088,000**	**34,633,000**
Complete Streets							
Major Street Rehabilitation	6,007,000	4,000,000	5,300,000	5,100,000	5,202,000	92,656,000	118,265,000
Local Street Rehabilitation	2,570,000	2,300,000	2,600,000	2,652,000	2,705,000	47,708,000	60,535,000
Sidewalk Rehabilitation Program	397,000	303,000	309,000	315,000	321,000	5,668,000	7,313,000
Accessible Parking Stalls	350,000	0	0	0	0	0	350,000
Complete Streets Total	**9,324,000**	**6,603,000**	**8,209,000**	**8,067,000**	**8,228,000**	**146,032,000**	**186,463,000**
Street Infrastructure							
Seasonal Animation	29,000	30,000	31,000	32,000	33,000	615,000	770,000
Electrical Kiosk Replacement & Service Panel	59,000	44,000	45,000	46,000	47,000	825,000	1,066,000
Electrical Pole and Arms	551,000	632,000	434,000	442,000	463,000	8,034,000	10,556,000
Gate of Harmonious Interest Chinatown – Remediation	1,508,000	0	0	0	0	0	1,508,000
Surface Infrastructure Program	404,000	310,000	316,000	322,000	328,000	5,799,000	7,479,000
Fire Pre-Emption Equipment	54,000	0	0	0	0	0	54,000
Pagoda Fixtures – Electrical Upgrades	35,000	0	0	0	0	0	35,000
Street Light Fixture Replacement	0	0	0	0	0	4,515,000	4,515,000
Traffic Signal Modernization and Resiliency	966,000	370,000	377,000	385,000	393,000	7,012,000	9,503,000
Street Infrastructure Total	**3,606,000**	**1,386,000**	**1,203,000**	**1,227,000**	**1,264,000**	**26,800,000**	**35,486,000**
Structures							
Point Ellice Bridge Rehabilitation/Painting	195,000	0	0	0	0	0	195,000
Point Ellice Bridge – Access Safety Improvements	150,000	0	0	0	0	0	150,000
Dallas Road Seawall Balustrade	100,000	0	0	0	0	0	100,000
Wharf Street 1112 Retaining Wall	350,000	0	0	0	0	0	350,000
Retaining Wall Condition Assessment	54,000	TBD	TBD	0	0	0	54,000
Ross Bay Seawall Replacement	150,000	TBD	TBD	0	0	0	150,000
Dallas Road Bluff Study	100,000	0	0	0	0	0	100,000
Clover Point Shoreline Remediation	65,000	0	0	0	0	0	65,000
Under Sidewalk Basement Remediation	250,000	255,000	260,000	265,000	270,000	4,770,000	6,070,000
Structures Total	**1,414,000**	**255,000**	**260,000**	**265,000**	**270,000**	**4,770,000**	**7,234,000**

Project Name	2021	2022	2023	2024	2025	2026 – 2040	Total
Traffic Safety							
Crosswalk Installations/Upgrades	651,000	520,000	530,000	541,000	552,000	9,725,000	12,519,000
New Traffic Signal Safety Upgrades and Installations	858,000	442,000	451,000	461,000	470,000	8,283,000	10,965,000
Traffic Calming Initiatives	250,000	255,000	260,000	265,000	270,000	4,770,000	6,070,000
Traffic Safety Total	**1,759,000**	**1,217,000**	**1,241,000**	**1,267,000**	**1,292,000**	**22,778,000**	**29,554,000**
Parks							
Park Furnishing Dedication Program	32,000	32,000	32,000	32,000	32,000	480,000	640,000
Peter Pollen Waterfront Park (sc̓əmaθən)	59,000	600,000	0	0	0	0	659,000
Parks Sport Infrastructure Improvement Program	147,000	0	0	0	0	0	147,000
Parks – Condition Assessment	12,000	0	0	0	0	0	12,000
Parks Infrastructure Improvement Program	1,021,000	592,000	604,000	616,000	628,000	11,085,000	14,546,000
Urban Tree Hardscape Support Program	40,000	20,000	20,000	20,000	22,000	383,000	505,000
Topaz Park – Artificial Turf Field Replacement	4,518,000	0	0	0	0	0	4,518,000
Topaz Park – Skate and Bike Parks	3,781,000	0	0	0	0	0	3,781,000
Songhees Park Expansion	2,807,000	0	0	0	0	0	2,807,000
Playground Improvement Program	600,000	600,000	0	0	0	0	1,200,000
Amenities to Support Dogs in Parks	15,000	70,000	0	0	0	0	85,000
Connect Mile Zero to Beacon Hill Park (miqən)	0	270,000	0	0	0	0	270,000
Agamemnon and Eleni Kasapi Park	104,000	0	0	0	0	0	104,000
Clover Point Park	225,000	0	0	0	0	0	225,000
Parks Total	**13,361,000**	**2,184,000**	**656,000**	**668,000**	**682,000**	**11,948,000**	**29,499,000**
Facilities							
Crystal Pool and Fitness Centre – Lifecycle Renewal and Repairs	621,000	0	0	0	0	0	621,000
Facilities Infrastructure Improvement Program	250,000	905,000	0	0	0	0	1,155,000
City Hall Lifecycle Replacements	1,297,000	0	0	0	0	0	1,297,000
VCC – Life Cycle Renewal and Repairs	885,000	546,000	917,000	633,000	345,000	0	3,326,000
Public Works Yard	18,000	0	0	0	0	0	18,000
Royal Athletic Park Rehabilitation & Repairs	33,000	0	0	0	0	0	33,000
SOFMC (Arena) – Life Cycle Renewal and Repairs	275,000	0	0	0	0	0	275,000
Fire Station #3 – New Mechanic Building, Emergency Access and Drafting Pit	0	TBD	0	0	0	0	TBD
Fire Hall #1 Replacement	2,058,000	33,727,000	0	0	0	0	35,785,000
City Hall Interior Improvements	45,000	0	0	0	0	0	45,000
Parkade Improvements	433,000	0	0	0	0	0	433,000
Electric Vehicle Charging Stations Program	14,000	0	0	0	0	0	14,000
Corporate Office Renovations	225,000	0	0	0	0	0	225,000
Facilities – Technical Studies	262,000	250,000	0	0	0	0	512,000
Public Washroom Improvements	563,000	400,000	408,000	416,000	424,000	0	2,211,000
Community Centres – Life Cycle Renewal and Repairs	37,000	445,000	57,000	0	0	0	539,000
Property Management Program	569,000	0	0	0	0	0	569,000
Facilities Master Plan	112,000	0	0	0	0	0	112,000
926–930 Pandora Ave	2,432,000	0	0	0	0	0	2,432,000
Facilities Total	**10,129,000**	**36,273,000**	**1,382,000**	**1,049,000**	**769,000**	**0**	**49,602,000**

Project Name	2021	2022	2023	2024	2025	2026 – 2040	Total
Neighbourhoods							
Wayfinding	45,000	0	0	0	0	0	45,000
Neighbourhoods Total	**45,000**	**0**	**0**	**0**	**0**	**0**	**45,000**
Equipment – Arts, Culture and Events							
Festival Equipment Asset Replacement	27,000	28,000	29,000	30,000	31,000	585,000	730,000
Equipment – Arts, Culture and Events Total	**27,000**	**28,000**	**29,000**	**30,000**	**31,000**	**585,000**	**730,000**
Equipment – Corporate							
Corporate Equipment Replacement	275,000	218,000	223,000	227,000	232,000	4,084,000	5,259,000
Asset Mgmt/GIS System Development	249,000	50,000	25,000	0	0	0	324,000
Corporate IT Infrastructure	1,144,000	728,000	624,000	653,000	695,000	11,025,000	14,869,000
Corporate Application Support	986,000	0	0	0	0	0	986,000
Equipment – Corporate Total	**2,654,000**	**996,000**	**872,000**	**880,000**	**927,000**	**15,109,000**	**21,438,000**
Equipment – Fire							
Fire Boat	0	0	0	0	0	2,000,000	2,000,000
Fire Equipment	236,000	198,000	202,000	206,000	210,000	3,666,000	4,718,000
Furniture/Fixtures	8,000	10,000	11,000	11,000	11,000	165,000	216,000
Protective Fire Clothing	84,000	86,000	88,000	90,000	92,000	1,626,000	2,066,000
Equipment – Fire Total	**328,000**	**294,000**	**301,000**	**307,000**	**313,000**	**7,457,000**	**9,000,000**
Equipment – Parking Services							
Parking Equipment/Technology Upgrade	602,000	270,000	275,000	281,000	287,000	5,062,000	6,777,000
Parkade Revenue Control System	0	0	0	0	800,000	0	800,000
Electric Vehicle Infrastructure	175,000	102,000	104,000	106,000	108,000	1,881,000	2,476,000
Equipment – Parking Services Total	**777,000**	**372,000**	**379,000**	**387,000**	**1,195,000**	**6,943,000**	**10,053,000**
Equipment – Public Works							
Vehicle & Heavy Equipment Replacement	7,513,000	832,000	832,000	832,000	638,000	37,000	10,684,000
Small Equipment and Tools	392,000	255,000	260,000	265,000	270,000	4,770,000	6,212,000
Decommission Fuel Storage Tank	550,000	0	0	0	0	0	550,000
Cigarette Butt Collection Program	40,000	0	0	0	0	0	40,000
Public Space Recycling	95,000	0	0	0	0	0	95,000
Public Space Waste Receptacles	20,000	0	0	0	0	0	20,000
Public Works Equipment	110,000	0	0	0	0	0	110,000
Equipment – Public Works Total	**8,720,000**	**1,087,000**	**1,092,000**	**1,097,000**	**908,000**	**4,807,000**	**17,711,000**
Equipment – Recreation							
CP/Arena/Recreation Equipment	80,000	0	0	0	0	0	80,000
Equipment – Recreation Total	**80,000**	**0**	**0**	**0**	**0**	**0**	**80,000**
Total Equipment Categories	**12,586,000**	**2,777,000**	**2,673,000**	**2,701,000**	**3,374,000**	**34,901,000**	**59,012,000**
Waterworks							
New Services	550,000	550,000	550,000	550,000	550,000	8,250,000	11,000,000
System Planning & Assessment	0	0	0	250,000	0	1,050,000	1,300,000
Mains Replacement	8,701,000	5,187,000	5,446,000	5,718,000	6,004,000	118,899,000	149,955,000
Capital Equipment	43,000	44,000	45,000	46,000	47,000	825,000	1,050,000
Waterworks Total	**9,294,000**	**5,781,000**	**6,041,000**	**6,564,000**	**6,601,000**	**129,024,000**	**163,305,000**

Project Name	2021	2022	2023	2024	2025	2026 – 2040	Total
Sanitary Sewers							
Inflow & Infiltration	2,053,000	1,314,000	1,380,000	1,449,000	1,521,000	34,459,000	42,176,000
Mains Replacement	3,412,000	2,313,000	2,429,000	2,550,000	2,678,000	60,707,000	74,089,000
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000	6,000,000
System Planning	5,000	0	250,000	0	0	1,050,000	1,305,000
System Assessment	302,000	271,000	276,000	282,000	288,000	5,077,000	6,496,000
System Upgrades	5,126,000	2,570,000	2,622,000	2,674,000	2,727,000	33,519,000	49,238,000
Capital Equipment	15,000	16,000	17,000	18,000	19,000	405,000	490,000
Sanitary Sewers Total	**11,213,000**	**6,784,000**	**7,274,000**	**7,273,000**	**7,533,000**	**139,717,000**	**179,794,000**
Stormwater							
Stormwater Quality	459,000	317,000	323,000	329,000	336,000	5,931,000	7,695,000
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000	6,000,000
Mains Replacement	5,216,000	3,234,000	3,396,000	3,566,000	3,744,000	79,731,000	98,887,000
Brick Main Rehabilitation	6,690,000	2,190,000	2,234,000	2,279,000	2,325,000	40,991,000	56,709,000
System Planning & Assessment	533,000	250,000	250,000	250,000	250,000	4,440,000	5,973,000
Capital Equipment	11,000	12,000	13,000	14,000	15,000	345,000	410,000
Stormwater Total	**13,209,000**	**6,303,000**	**6,516,000**	**6,738,000**	**6,970,000**	**135,938,000**	**175,674,000**
Environmental Remediation							
Remediation/Capital Work-City Owned Properties	1,895,000	0	0	0	0	0	1,895,000
Environmental Remediation Total	**1,895,000**	**0**	**0**	**0**	**0**	**0**	**1,895,000**
Contingency							
Contingency Fund	200,000	357,000	364,000	371,000	378,000	6,681,000	8,351,000
Contingency Total	**200,000**	**357,000**	**364,000**	**371,000**	**378,000**	**6,681,000**	**8,351,000**
Victoria Police							
Computer Equipment	900,000	800,000	700,000	714,000	728,000	12,840,000	16,682,000
Furniture & Fixtures	65,000	51,000	52,000	53,000	54,000	930,000	1,205,000
Vehicles	531,000	542,000	553,000	564,000	575,000	10,147,000	12,912,000
Department Upgrades	50,000	51,000	52,000	53,000	54,000	930,000	1,190,000
K9 Unit	15,000	0	0	16,000	0	95,000	126,000
Victoria Police Total	**1,561,000**	**1,444,000**	**1,357,000**	**1,400,000**	**1,411,000**	**24,942,000**	**32,115,000**
Total	**104,259,000**	**72,570,000**	**38,050,000**	**38,482,000**	**39,682,000**	**699,619,000**	**992,662,000**

Capital Projects

Active Transportation

Guiding Principles

- Provide a connected, safe, comfortable, and active transportation network for people walking, riding bikes, using mobility devices or other non-motorized forms of transportation
- Encourage low-carbon and human-powered modes of transportation

Guiding Plans

- Go Victoria
- Official Community Plan
- City of Victoria Strategic Plan
- Pedestrian Master Plan
- Bicycle Master Plan
- Greenways Plan
- Harbour Pathway Plan

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016–2020	What We Added 2016–2020
Walking (pathways, malls, squares and greenways)	• Songhees Pathway • David Foster Harbour Pathway • Numerous park pathways and multi-use trails • Designated greenways	• TBD	• Ross Bay Cemetery pathway upgrades • Summit Park pathways • Banfield Park pathway improvements • Quadra Heights pathway • Beacon Hill Multi-Use Pathway • Paint and signage improvements on Songhees Pathway • Paint improvements on the Galloping Goose Trail (Harbour to Selkirk Trestle)	• Hereward Park greenway • Cecelia Park Multi-Use pathway • Janion Plaza • Johnson Street Bridge Underpass • Reeson Park Pathway • Gower Park Pathway • Dallas Road Multi-Use Pathway (Clover to Ogden)
Cycling Infrastructure	• 98.4 lane km of cycling infrastructure	• N/A	• Douglas Street Bus/Bike Lanes • Fort (Oak Bay to Fern) • Finlayson (Quadra to Rutledge) • Gorge (Washington to Balfour)	• Pandora (Wharf to Cook) • Fort (Wharf to Cook) • Wharf Street (Pandora to Government) • Belleville (Oswego to Menzies) • Humboldt Street (Government to Vancouver) • Johnson Street Bridge Multi-Use Deck • Superior Street (mid-block crossing to Menzies) • Dallas Road Multi-Use Pathway (Clover to Ogden) • Harbour Road (JSB to Galloping Goose Trail)

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016–2020	What We Added 2016–2020
Sidewalks	• 467km	• 0.5%	• Grant (Fernwood to Stanley) • Douglas (Finlayson to Hillside) • Fort (Oak Bay to Belcher) • Maud Street (St. Charles to Belmont) • Dallas Road (St. Lawrence to Dock) • Fernwood (Pandora to Balmoral) • Cook (at Basil) • Fairfield (Memorial to Stannard) • Dallas (Montreal to San Jose) • Humboldt (Blanshard to St. Anns driveway) • Blanshard (Broughton to Burdett)	• Niagara (Montreal to St. Lawrence) • Pembroke (Forbes to Belmont) • Pleasant (John to Hillside) • Higgins Street (Hillside to Cook) • Gonzales (Richmond to Richardson) • Summit (Jackson to Blackwood) • May Street (Joseph to Memorial) • Memorial (Fairfield to Dallas) • Gosworth (Oaklands to Westall)
Bus Shelters			• Upgrades, refurbishing and replacements in several sites	• Upgrades, refurbishing and replacements in several sites

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $3.312m	Tomorrow's City (New): $13.431m
Walking (pathways, malls, squares and greenways)	• Pathway Upgrades: $899k in 2021, $303k in 2022, and $309k in 2023 • 2021 Projects: - Yacht Pond at Holland Point - Harbour Pathways (multiple) - Beach Access Stairs - Walkway Garbally to Selkirk - E&N/Kimta Road	• David Foster Harbour Pathway: $1.474m in 2021
Cycling Infrastructure	• N/A	• Bicycle Master Plan $10.887m in 2021: - Government Street North - Kings/Haultain Corridor - Richardson Street - Kimta Road/E&N Connector • Bicycle Master Plan $350k in 2022: - Fernwood Connector - Fort Central - Pandora East - Jubilee Connection - Oaklands Connector • Secure Public Bicycle Parking $500k in 2021

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $3.312m	Tomorrow's City (New): $13.431m
Sidewalks	• Upgrade sidewalks: $610k in 2021, $520k in 2022, and $531k in 2023 • 2021 Candidate Projects: - Discovery Street (Government Street to Store Street) - Simcoe Street (Croft Street to Oswego Street) - Pearl Street (Shakespeare Street to Scott Street) • Waddington Alley Sidewalk: $10k in 2021	• N/A
Bus Shelters	• Upgrades at various locations: $63k in 2021, and $33k in 2022, and $34k in 2023	• N/A
Ship Point Master Plan Implementation	• N/A	• Development of the Ship Point Master Plan: $220k in 2021

Project Summary

Project Number:	ENG-058	**Budget Year:**	2021
Project Title:	Bicycle Master Plan Implementation	**Business Unit:**	50071

Overview:

The City of Victoria has set ambitious mode share targets to reduce greenhouse gas emissions and manage population growth. Active and multi-modal transportation policies are identified within the Official Community Plan, GO Victoria, Council's Strategic Plan, the Climate Leadership Plan and the CRD Pedestrian and Cycling Master Plan. Currently 11% of Victorians commute to work by bicycle (2016 National Household Survey data) and the number of bicycle trips to, from and within the municipality continues to increase.

In May 2016 City Council approved a priority All Ages and Abilities (AAA) cycling network designed to improve safety and encourage residents, commuters and visitors to ride bikes more often. Investments started in the downtown core where there was the highest safety concerns and fastest growing population. The 30+km network being implemented is linking the downtown core with every neighbourhood, connecting schools, employment centres, shops, services and parks as well as beyond with neighbouring municipalities and the regional cycling networks.

Funding for the network is derived from a combination of municipal Gas Tax allocations, Development Cost Charges and grants. Council has directed staff to complete the priority network by the end of 2022 with the following projects already open:

- Pandora Avenue
- Fort Street
- Beacon Hill Park Connector
- Johnson Street Bridge Multi-Use Deck
- Wharf Street
- Humboldt Street

And the following routes under construction:

- Dallas Road between Ogden Point and Clover Point
- Vancouver Street
- Graham Street
- Jackson Street
- Harbour Road

Deliverables:

2021 Projects to be constructed:
- Government Street North
- Kings/Haultain Corridor (including AAA connection to Vancouver Street)
- Richardson Street
- Kimta Road/E&N Connector
- Oaklands Connector
- Fernwood Connector
- Standard bike rack installations (various locations across municipality)

2021 Projects to be designed:
- Fort Central
- Pandora East
- Jubilee Connection

Project Forecast

Year	Total Expense
2021	10,887,000
2022	350,000
	11,237,000

Project Summary

All Ages and Abilities Cycling Network

Project Summary

Project Number:	ENG-059	**Budget Year:**	2021
Project Title:	Bus Shelter Installation	**Business Unit:**	50076

Overview:

This program funds the installation of bus shelters, either as stand-alone projects, or through cost-sharing partnerships with BC Transit. This program enables the City to install shelters at locations not covered in the City's current agreement with Pattison Outdoor Advertising. By improving the level of amenities at bus stops, the City promotes greater use of transit, reducing single occupancy vehicle trips in the City.

BC transit has identified the busiest bus stops in the City. Approximately 85% of transit activity (passenger boarding and alighting) occur at 25% of transit stops. This budget focuses resources on improving stops with the highest use. General Public requests, development projects, and Engineering capital projects also trigger transit stop improvements.

Deliverables:

2021 Projects:
• New transit shelters and benches and accessibility improvements
• Upgrades at various locations

Project Forecast

Year	Total Expense
2021	63,000
2022	33,000
2023	34,000
2024	35,000
2025	36,000
2026	37,000
2027	38,000
2028	39,000
2029	40,000
2030	41,000
2031	42,000
2032	43,000
2033	44,000
2034	45,000
2035	46,000
2036	47,000
2037	48,000
2038	49,000
2039	50,000
2040	51,000
	861,000

Project Summary

Project Number:	PRC-085	**Budget Year:**	2021
Project Title:	David Foster Harbour Pathway	**Business Unit:**	50454

Overview:

The David Foster Harbour Pathway is a pedestrian-only waterfront pathway connecting Ogden Point to downtown Victoria. It is a part of the Trans Canada Trail (also known as the Great Trail) which extends from Clover Point to Harbour Road and then continues on the Galloping Goose Regional Trail.

The David Foster Harbour pathway is envisioned to extend north from the Johnson Street Bridge to Rock Bay as re-development and waterfront land use changes take place. The Harbour Pathway supports the vision, principles and goals identified in Go Victoria, the City's sustainable mobility strategy and contributes to recreation, economic development and tourism objectives. The City has contributions for this program from the Federal Gas Tax Program, the David Foster Foundation, VanCity and the Trans Canada Trail Foundation. Activities over the past three years include:

- Ship point pathway asphalt re-paving and paint project
- The Johnson Street Bridge Underpass
- Electrical upgrades between the Janion Building and Canoe Club
- Completion of a pathway accessibility assessment in partnership with Rick Hansen Foundation
- Pathway Wayfinding signs

Like all infrastructure investments, the City must consider potential changes to operating costs as new infrastructure is installed on the Harbour Pathway. Partnerships with private land owners and agency partners are also key to ensuring the long term success of this amenity.

Deliverables:

2021 Projects:
- Pathway upgrade design for extension – Swift to Herald

Project Forecast

Year	Total Expense
2021	1,474,000
	1,474,000

Project Summary

Project Number:	ENG-050	**Budget Year:**	2021
Project Title:	Pathway Upgrades	**Business Unit:**	50484

Overview:

This program allows staff within Engineering and Public Works and Parks Recreation and Facilities to undertake miscellaneous pathway improvements to provide the community with safe and more accessible walkways and minimize trip and fall hazards. Projects are prioritized based on safety, coordination with other City capital projects, new development and public requests.

Deliverables:

2021 Projects:
- Yacht Pond at Holland Point
- Beach Access Stair Repairs
- E&N/Kimta Road pathway upgrades (completed with Bicycle Master Plan project)
- Ross Bay Cemetery Pathway
- Accessible Beach Ramp
- Dallas Road Pathway Enhancements
- Multiple Harbour Pathway Assessments and Repairs

Project Forecast

Year	Total Expense
2021	899,000
2022	303,000
2023	309,000
2024	315,000
2025	321,000
2026	327,000
2027	334,000
2028	341,000
2029	348,000
2030	355,000
2031	362,000
2032	369,000
2033	376,000
2034	384,000
2035	392,000
2036	400,000
2037	408,000
2038	416,000
2039	424,000
2040	432,000
	7,815,000

Project Summary

Project Number:	ENG-022	**Budget Year:**	2021
Project Title:	Pedestrian Master Plan Implementation	**Business Unit:**	50195

Overview:

Originally introduced in 2008, the Pedestrian Master Plan guides construction of new pedestrian infrastructure and reconstruction of existing. By continuing to improve active transportation options and pedestrian connections, more walking is encouraged. The development of the Sustainable Mobility Strategy will help support the next generation of planning, development, and investment in pedestrian focused infrastructure upgrades and amenities.

The City is working towards providing accessible sidewalks on both sides of all streets to provide a consistent, accessible and standardized walking experience supported by safe and accessible crossings. Projects for new sidewalks are prioritized using the recommendations of the Pedestrian Master Plan, coordination with other City capital projects, new development and public requests. New and upgraded sidewalks are also implemented as part of other city capital projects.

Deliverables:

Install new or upgrade +/-500 m sidewalk and pedestrian amenities annually. Staff work to coordinate sidewalk installation projects with other capital programs to maximize project funding. This means that sidewalk projects sometimes adjust year to year as other program priorities change.

2021 Projects:
• Discovery Street (Government Street to Store Street)
• Simcoe Street (Croft Street to Oswego Street)
• Pearl Street (Shakespeare Street to Scott Street)

Project Forecast

Year	Total Expense
2021	610,000
2022	520,000
2023	531,000
2024	542,000
2025	553,000
2026	564,000
2027	576,000
2028	588,000
2029	600,000
2030	612,000
2031	624,000
2032	636,000
2033	649,000
2034	662,000
2035	675,000
2036	688,000
2037	701,000
2038	714,000
2039	728,000
2040	743,000
	12,516,000

Project Summary

Project Number:	ENG-277	**Budget Year:**	2021
Project Title:	Public Secure Bike Parking	**Business Unit:**	50712

Overview:

Increased ridership across the municipality has resulted in increased demand for secure, high quality bicycle parking in destinations like the downtown core and village centres. While new private development projects incorporate both short term and long term bicycle parking through the zoning bylaw, there are several areas where riders rely on public bicycle parking. Data from Victoria Police confirms that there have been over 700 bicycles reported stolen in Victoria & Esquimalt, each year for the past six consecutive years.

This funding is intended to support solutions to increase secure public bicycle parking. Solutions may include:

Upgraded standard bicycle parking in City parkades:
Involving the re-location of existing bicycle parking and/or installing additional public racks, improving lighting, signage and paint markings, and potentially adding security cameras. Parking would remain free for users and available on a first come first serve basis.

Constructing restricted-access bicycle parking facilities:
This would involve constructing bicycle parking facilities in either City parkades or on the public Right of Way. Facilities would have restricted key / swipe card access that could be managed by a third-party organization or the City. These types of facilities could also include clothing lockers and/or a self-serve bicycle repair station. Under this scenario, users would be charged a fee for access / use to align with parking and service-provision principles.

Creative use of vacant storefronts:
Some cities provide opportunities to private building owners to offer public bicycle valet or secure lock-up services within vacant storefronts. This type of partnership could support the City's participation in the Coastal Communities Social Procurement Initiative.

Bicycle lockers:
This would involve procuring individual bicycle lockers that would be placed on the public right of way. The service could be facilitated through the City or a third party. Careful design attention would be required to ensure that lockers do not pose barriers for people with disabilities or present significant operating costs to address issues such as graffiti or vandalism. Under this scenario, locker users would be charged a one-time or monthly fee to align with parking and service-provision principles.

This project is led by the Transportation Division with support from Parking services, Legal, Procurement, Parks / Recreation & Facilities and/or Public Works. Implementation can be initiated in 2021 with continued delivery in 2022. On-going maintenance costs for expanded secure bicycle parking solutions would be added to future operating budgets.

Deliverables:

2021 Projects:
• Increase secure public bicycle parking in downtown core and village centres

Project Forecast

Year	Total Expense
2021	500,000
	500,000

Project Summary

Project Number:	ENG-278	**Budget Year:**	2021
Project Title:	Waddington Alley Sidewalk	**Business Unit:**	50732

Overview:

Waddington Alley: install a new sidewalk between existing sidewalks on the East side of the Waddington Alley and add two additional sections for crossing the alley to provide a pathway off the wood blocks that can become very slippery.

Deliverables:

2021 Projects:
• To provide a walkway that will allow pedestrians a surface other than the wood blocks to walk on; there is a heritage component to the design of the new sidewalk and median sections that will be followed

Project Forecast

Year	Total Expense
2021	10,000
	10,000

Project Summary

Project Number:	ENG-269	**Budget Year:**	2021
Project Title:	Ship Point Master Plan Implementation	**Business Unit:**	50694

Overview:

Development of the Ship Point Master Plan is underway and will be used to the guide the redevelopment of Ship Point as a high quality waterfront space, signature events and festival site and an important component of the working harbour.

This funding will advance schematic design of Phase 1 to detailed design drawings including refined capital cost estimates. Use of this funding will be contingent on approval of the Ship Point Master Plan.

Deliverables:

2021 Projects:
• Engineering design drawings and cost estimates for Phase 1 of the Ship Point Master Plan Implementation

Project Forecast

Year	Total Expense
2021	220,000
	220,000

Complete Streets

Guiding Principles

- Manage the condition of roads and sidewalks

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan
- Pavement Asset Management Program
- Sidewalk Condition Assessment

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016–2020	What We Added 2016–2020
Major Roads	• 106km, including 4 Road Bridges	• 27% fair/poor	Approximately 7.5km of streets rehabilitated, including: • Dallas Road – St. Lawrence to Douglas Street • Blanshard Street – Humboldt to Broughton Street • Fairfield Road – Memorial Crescent to Stannard Avenue • Fort Street - Oak Bay to Belcher	• 0km
Local Roads	• 173km	• 34% fair/poor	Approximately 5.9km of streets rehabilitated, including: • Beacon Street and surrounding laneways • Blackwood Street • Graham Street • Brighton Avenue between Davie and Richmond	• 0km

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $24.136m	Tomorrow's City (New):
Major Roads	• Complete Streets rehabilitation of arterial road: $6.007m in 2021, $4.0m in 2022, and $5.3m in 2023	• Note 1
Local Roads	• Local Street rehabilitation: $2.57m in 2021, $2.3m in 2022, and $2.6m in 2022	• Note 1
Sidewalk Rehabilitation	• Sidewalk Rehabilitation Program: $397k in 2021, $303k in 2022, and $309k in 2023	• Note 1
Accessible Parking	• Accessible Parking Stalls: $350k in 2021	• Note 1

Note 1: The City of Victoria's road network is completely built out. New road investment is not part of the Capital budget.

Project Summary

Project Number:	ENG-018	**Budget Year:**	2021
Project Title:	Major Street Rehabilitation	**Business Unit:**	50511

Overview:

The City of Victoria is responsible for the repair and replacement of approximately 100 km of major streets. This capital program funds the rehabilitation of arterial and collector streets including road resurfacing. Arterial and collector streets are maintained to keep them in a condition where they are safe and comfortable to use and to avoid deterioration to a point where they can no longer be cost effectively maintained. Regular resurfacing of arterial and collector roads improves the overall network condition and extends the life cycle of the roadway. The major road network plays a vital role to move people, services and goods, serving local residents, the business sector, the tourism industry, and regional transit providers. Pavement asset management is a strategic approach for the management, operation, preservation and enhancement of the asset to meet the needs of current and future customers.

Using a proactive pavement asset management strategy and city-wide pavement condition survey, arterial streets are rebuilt or repaved with the objective of maintaining the current pavement network condition and to meet the needs of current and future road users. Each road rehabilitation project is reviewed using a complete streets lens to consider benefits for pedestrians, cyclists, transit users and the mobility impaired. Construction is coordinated with other programs such as underground utilities, bicycle/pedestrian master plan implementation, crosswalks and traffic signal upgrades to minimize public disruption due to construction and reduce overall costs to the City.

Deliverables:

An annual program of roadway restoration to maintain the approximately 100 km of existing arterial, collector and downtown roadways. Ongoing large patch repairs to extend life of roadways until larger restoration can be undertaken. Typically, a larger restoration is delayed until the project can be coordinated with necessary underground utility upgrades, nearby development or transportation initiative can be completed. Actual projects change throughout the year as opportunities are taken to advance or delay projects to ensure coordination with other programs and to address emerging priorities.

2021 Projects:
• Caledonia Avenue – Quadra Street to Cook Street (coordinated with Bicycle Master Plan improvements at Vancouver Street)
• Caledonia Avenue – Douglas Street to Blanshard Street (coordinated with Storm Sewer Replacement)
• Bay Street – Blanshard Street to Quadra Street
• Fairfield Road – Douglas Street to Quadra Street
• Blanshard Street – Hillside Avenue to Bay Street (coordinated with new traffic signal at Blanshard Street and Kings Road)
• Moss Street – Fairfield Avenue to May Street
• Richardson Street – Linden Avenue to Carnsew Street (coordinated with Bicycle Master Plan and Pedestrian Master Plan)
• Esquimalt Road – Sitkum Road to Harbour Road (coordinated with Watermain Improvements)
• Government Street – Bay Street to Herald Street (coordinated with Bicycle Master Plan)
• Yates Street – Cook Street to Douglas Street (coordinated with Watermain Improvements)
• Superior Street – Menzies Street to Oswego Street (coordinated with Storm Sewer Replacement)
• Herald Street – Blanshard Street to Douglas Street (coordinated with Storm Sewer Replacement)
• Shelbourne Street - Coronation Street
• Vancouver Street – various sections

Project Summary

Project Forecast

Year	Total Expense
2021	6,007,000
2022	4,000,000
2023	5,300,000
2024	5,100,000
2025	5,202,000
2026	5,306,000
2027	5,412,000
2028	5,820,000
2029	5,630,000
2030	5,743,000
2031	5,858,000
2032	5,975,000
2033	6,395,000
2034	6,217,000
2035	6,341,000
2036	6,468,000
2037	6,597,000
2038	7,029,000
2039	6,864,000
2040	7,001,000
	118,265,000

Project Summary

Project Number:	ENG-044	**Budget Year:**	2021
Project Title:	Local Street Rehabilitation	**Business Unit:**	50198

Overview:

The City is responsible for the maintenance and rehabilitation of approximately 160 km of local streets. This capital program funds the rehabilitation of residential streets where road conditions have deteriorated to a point where they no longer can be maintained cost effectively. The urban street system plays a vital role serving local residents as well as an economic role supporting the business sector and tourism industry. The City has made a significant investment in building its street network and it now represents a substantial portion of the city's total asset base. Pavement asset management is a strategic approach for the management, operation, preservation and enhancement of the asset to meet the needs of current and future customers.

Using a proactive pavement asset management strategy, local streets are rebuilt or repaved with the objective of maintaining the current pavement network level of service. Each project is reviewed using a complete streets lens to consider benefits for pedestrians, cyclists, and the mobility impaired. Construction is coordinated with other programs such as underground utilities, bicycle/pedestrian master plan implementation, crosswalks and traffic signal upgrades to minimize public disruption due to construction and reduce overall costs to the City.

Deliverables:

2021 Projects:
• Approximately 2 kms of street reconstruction and repaving
• Spot concrete repairs along capital projects (curb ramps, sidewalk repair, curb replacement. driveway replacement)

Project Forecast

Year	Total Expense
2021	2,570,000
2022	2,300,000
2023	2,600,000
2024	2,652,000
2025	2,705,000
2026	2,759,000
2027	2,814,000
2028	2,870,000
2029	2,927,000
2030	2,986,000
2031	3,046,000
2032	3,107,000
2033	3,169,000
2034	3,232,000
2035	3,297,000
2036	3,363,000
2037	3,430,000
2038	3,499,000
2039	3,569,000
2040	3,640,000
	60,535,000

Project Summary

Project Number:	ENG-262	**Budget Year:**	2021
Project Title:	Sidewalk Rehabilitation Program	**Business Unit:**	50685

Overview:

The City of Victoria has both an aging population and a significant annual tourism surge each year. The City's sidewalk inventory is also aging and each year, over 600 calls for service regarding damaged sidewalks are received along with hundreds of additional sidewalk deficiencies identified through City inspections.

A sidewalk condition assessment completed in 2020 has highlighted a number of sidewalks around the City which would benefit from full replacement, compared to smaller repairs typically delivered through annual maintenance programs. These replacement projects are prioritized based on adjacent land use, history of reports of trip and falls and coordination with other capital programs.

Deliverables:

This program supports other maintenance programs by replacing larger stretches of failed sidewalk. The Sidewalk Rehabilitation Program will replace approximately 4 blocks of existing sidewalk. When replacing a sidewalk, widening and other pedestrian improvements are assessed to provide improved walking conditions

Project Forecast

Year	Total Expense
2021	397,000
2022	303,000
2023	309,000
2024	315,000
2025	321,000
2026	327,000
2027	334,000
2028	341,000
2029	348,000
2030	355,000
2031	362,000
2032	369,000
2033	376,000
2034	384,000
2035	392,000
2036	400,000
2037	408,000
2038	416,000
2039	424,000
2040	432,000
	7,313,000

Project Summary

Project Number:	ENG-295	**Budget Year:**	2021
Project Title:	Accessible Parking Stalls	**Business Unit:**	50750

Overview:

The City of Victoria is taking steps to improve the accessible parking experience in Victoria. Amendments to the Zoning Bylaw, the Subdivision and Development Services Bylaw, and the Streets and Traffic Bylaw in 2021 will establish new supply rates and specifications for off-street accessible parking. New design criteria will also inform the design and expansion of public accessible parking stalls on our streets, surface lots and in parkades. This fund is dedicated to improving the quality and increasing the supply of public accessible parking stalls.

Deliverables:

2021 Projects:
- Bylaw Amendments and design criteria
- Retrofit Projects (upgrading existing public accessible parking stalls)
- Expansion Projects (more accessible parking stalls)
- User Education and Enforcement Campaigns

Project Forecast

Year	Total Expense
2021	350,000
	350,000

Street Infrastructure

Guiding Principles

- Maintain, renew and enhance surface infrastructure to meet the needs of the public
- Meet or exceed applicable safety and industry standards, for maintenance and replacement of each type of infrastructure
- Ensure that the useful life of the infrastructure is maximized before it must be replaced

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Traffic Signal Modernization and Resiliency	Traffic signals devices • 176 Traffic Signal Intersections	• 20%	• 8 traffic signal re-builds (poles and wire replaced)	9 Traffic signals: • Blanshard & Kings • Gorge & Rock Bay • Yates at Wharf • Douglas at Speed • Finlayson at Nanaimo • Cook at Kiwanis • Esquimalt at Roberts • Hillside at Graham • Cook at Haultain
	136 traffic controller cabinet assemblies • 136 traffic controller cabinets • 136 traffic controllers and conflict monitors	• 15% • 5%	• 53 traffic controller cabinets • 53 traffic controllers and conflict monitors	• 11 traffic controller cabinets • 11 traffic controllers and conflict monitors

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Traffic Signal Modernization and Resiliency cont.	• 12 flashing red beacons	• 20%	• 2 flashing red beacons	• N/A
	• 28 crosswalks with flashing yellow beacons	• 15%	• 3 crosswalks with flashing yellow beacons	• 7 crosswalks with flashing yellow beacons
	Underground Infrastructure (Traffic Signals and Electrical)			
	• fibre (traffic signals)	• 0%	over 4.2 km	1.2km added for downtown core
	• underground conduit	• TBD	• over 7,655 m (renewed and added)	• N/A
	• underground wiring	• TBD	• over 121,600 m (renewed and added)	• N/A
	• ~ 5000 junction boxes	• 30%	• 403 (renewed and added)	• N/A
Electrical	Lighting (Street Lighting and Pathways)			
	• ~ 7,000 LED street lights	• 5%	• 94% converted to LED	• over 30 new luminaires in residential neighborhoods
	• ~ 4,600 metal arm street lights on wood poles	• 8%	• 494 metal arms	• over 45 metal arms
	• ~600 decorative lights (~ 30 different styles)	• 35%	• N/A	• 10 poles
	• ~ 3,900 metal poles (signal and street lights)	• 40%	• 302 (renewed and added)	• N/A
	• 903 cluster poles (over 4,300 lamps)	• 40%	• 11 poles and 2,600 lamps	• 8 poles (24 lamps)
	• ~ 50 combo power panels	• 0%	• 21 combo power panels	• 11 combo power panels
	• 50 above ground power kiosk	• 0%	• 3 above ground power kiosk	• 4 above ground power kiosk
Street Furniture	• 461 benches	• 20%	• 58 benches replaced (modernized)	• 80 benches
	• 106 bus shelters	• 8%	• 31 bus shelters	• 2 bus shelters
	• 350 bollards	• 10%	• TBD	• TBD
	• 1.68km of chains for bollards	• 5%	• TBD	• TBD
	• 18km railings	• 25%	• TBD	• TBD
	• 3.20km protective fencing	• 10%	• TBD	• TBD

INVESTING IN
our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $6.141m	Tomorrow's City (New): $54k
Traffic Signal Modernization and Resiliency	• Projects related to Traffic Signal Modernization and Resiliency: $966k in 2021, $370k in 2022, and $377k in 2023	• Fire Pre-Emption Equipment: $54k in 2021
Street Lighting	• Street Light Pole and Arms Replacements: $551k in 2021, $632k in 2022, and $434k in 2023 • Electrical Kiosk Replacement & Service Panel: $59k in 2021, $44k in 2022, and $45k in 2023 • Pagoda Fixtures: $35k in 2021	• N/A
Seasonal Animation	• Projects related to downtown seasonal decorations and animations: $29k in 2021, $30k in 2022, $31k in 2023	• N/A
Street Furniture	• Gate of Harmonious Interest Chinatown: $1.508m in 2021 • Surface Infrastructure Program: $404k in 2021, $310k in 2022, and $316k in 2023	• N/A

Project Summary

Project Number:	ACE-106	**Budget Year:**	2021
Project Title:	Seasonal Animation	**Business Unit:**	50113

Overview:

Projects related to downtown seasonal decorations and animation including Chinatown lighting and seasonal ornamentation, Summer Banner design, competition and purchase, Christmas decorations and lighting and other capital projects that provide seasonal animation and colour to the downtown core.

Deliverables:

Improved seasonal lighting infrastructure and equipment including addition of projections to animate key downtown locations during the holiday seasons and marketing initiatives aligned with DVBA and Tourism initiatives to animate and illuminate the downtown core.

Project Forecast

Year	Total Expense
2021	29,000
2022	30,000
2023	31,000
2024	32,000
2025	33,000
2026	34,000
2027	35,000
2028	36,000
2029	37,000
2030	38,000
2031	39,000
2032	40,000
2033	41,000
2034	42,000
2035	43,000
2036	44,000
2037	45,000
2038	46,000
2039	47,000
2040	48,000
	770,000

Project Summary

Project Number:	ENG-046	**Budget Year:**	2021
Project Title:	Electrical Kiosk Replacement & Service Panel	**Business Unit:**	50064

Overview:

This annual program replaces end of life electrical service equipment (50 power kiosks, 470 switches and 112 service panels). This new equipment provides improved street lighting testing, trouble shooting and improved electrical safety as well as ensuring alignment with Canadian Electrical Code standards.

Deliverables:

2021 Projects:
- Replace one power kiosks
- Replace ten disconnect/switches
- Replace five service/combination panels

Project Forecast

Year	Total Expense
2021	59,000
2022	44,000
2023	45,000
2024	46,000
2025	47,000
2026	48,000
2027	49,000
2028	50,000
2029	51,000
2030	52,000
2031	53,000
2032	54,000
2033	55,000
2034	56,000
2035	57,000
2036	58,000
2037	59,000
2038	60,000
2039	61,000
2040	62,000
	1,066,000

Project Summary

Project Number:	ENG-226	**Budget Year:**	2021
Project Title:	Electrical Pole and Arms	**Business Unit:**	50464

Overview:

This program funds the replacement of aging, damaged, rusted or fatigued street light and traffic signal poles including BC Hydro pole, streetlight arms, new pole and light installations, adding or installing new davits and lights on existing utility poles, new crosswalk downlighting and regular assessments for damage and structural integrity.

The main purpose of lighting roadways and other transportation-related facilities is safety. A well-lit public right-of-way reduces motor vehicle collisions and provides a safe, comfortable environment for pedestrians, cyclists and drivers.

The City has 3,000 metal streetlight and traffic signal poles and 4,600 Hydro pole streetlight arms. The majority of the current streetlight system are metal poles with a life of 20 years. The City is installing new galvanized poles, with a life of 30-50 years. Many poles, especially traffic signal poles in the downtown have reached their end of life and need replacement. Given the broader condition of this aging infrastructure, staff plan to undertake a city-wide condition assessment and asset management/replacement plan in 2022 to determine an optimum replacement and modernization strategy and associated annual funding requirements.

Deliverables:

2021 Projects:
- Annual replacement of 20+ metal poles
- Annual replacement of 75+ hydro pole streetlight arms (BC Hydro routine wood pole replacement schedule)
- New installation of 8 street lights
- Renewal of end of life traffic signal equipment

2022 Projects:
In 2022, staff will be seeking an additional $150,000 to complete a condition assessment and electrical asset management plan study to determine priority areas for investment in the refurbishment of our electrical system and to come up with a strategic plan to maximize investment in replacement and take advantage of new smart city technologies.

Project Forecast

Year	Total Expense
2021	551,000
2022	632,000
2023	434,000
2024	442,000
2025	463,000
2026	460,000
2027	469,000
2028	543,000
2029	487,000
2030	496,000
2031	505,000
2032	514,000
2033	523,000
2034	606,000
2035	542,000
2036	553,000
2037	578,000
2038	575,000
2039	586,000
2040	597,000
	10,556,000

Project Summary

Project Number:	ENG-176	**Budget Year:**	2021
Project Title:	Gate of Harmonious Interest Chinatown - Remediation	**Business Unit:**	50579

Overview:

Remediate the Gate of Harmonious Interest to maintain safe condition.

The gate was erected in 1981 in honour and recognition of the Chinese heritage in Victoria. This project was a joint project between the City and the Chinese community to preserve and revitalize the historic Chinatown. The roof is constructed of ceramic tiles, which have been replaced once already in the early 90's. The remainder of the structure is steel with painted wooden motifs adorning the structure.

Over the past few years the deterioration of the roof tiles has accelerated. Loose pieces of the roof are routinely removed during maintenance and at times pieces of the roof tiles fall to the road and sidewalk below. Physical inspections have determined that the deterioration has reached a point where major significant remediation is required to maintain this structure. In 2021, the roof tiles will be replaced with replacement materials that will provide a similar overall appearance but will be more resilient over time.

Deliverables:

To construct a new, more resilient roof system and replace or refurbish the surrounding wood panels including the detailed painting work

Project Forecast

Year	Total Expense
2021	1,508,000
	1,508,000

Project Summary

Project Number:	ENG-216	**Budget Year:**	2021
Project Title:	Surface Infrastructure Program	**Business Unit:**	50631

Overview:

Public Works is responsible for maintaining most of the surface infrastructure in the City. These include: Fire Hydrants, Cluster Lamps, Signal and Streetlight Poles, Bollards, Benches, railings, and other miscellaneous items that adorn our sidewalks, squares, boulevards, walkways and civic spaces.

This program establishes a maintenance cycle for refinishing and minor repairs to surface infrastructure and furnishings while keeping the City well maintained for both citizens and tourists.

Deliverables:

Annual prep-prime-paint all surface infrastructure and furnishings

Project Forecast

Year	Total Expense
2021	404,000
2022	310,000
2023	316,000
2024	322,000
2025	328,000
2026	335,000
2027	342,000
2028	349,000
2029	356,000
2030	363,000
2031	370,000
2032	377,000
2033	385,000
2034	393,000
2035	401,000
2036	409,000
2037	417,000
2038	425,000
2039	434,000
2040	443,000
	7,479,000

Project Summary

Project Number:	ENG-268	**Budget Year:**	2021
Project Title:	Fire Pre-Emption Equipment	**Business Unit:**	50704

Overview:

Upgraded GPS (Global Positioning System) based pre-emption equipment on emergency response vehicles and at signalized intersections along emergency response routes.

Deliverables:

Total system installation that includes GPS equipment and software/licensing installed at 48 priority intersections and in Fire Department vehicles as required

Project Forecast

Year	Total Expense
2021	54,000
	54,000

Project Summary

Project Number:	ENG-279	**Budget Year:**	2021
Project Title:	Pagoda Fixtures - Electrical Upgrades	**Business Unit:**	50733

Overview:

There are 77 Pagodas lights installed throughout China Town during two different projects. Both projects used fixtures that are a High Pressure Sodium (HPS) light sources, steel fixtures and poles along with fiberglass decorative skirts. We are now installing Light Emitting Diode (LED) light sources, aluminum fixtures and poles along with aluminum decorative skirts. The first project installed 52 fixtures over 40 years ago that have passed their useful life. These fixtures are now rusting and parts are falling off them, most will need to be removed over the next year due to safety concerns. The second project added an additional 25 fixtures about 10 years ago, they still have useful life. In 2018 we replaced 20 Pagodas that were from the first project.

Deliverables:

To complete the installation of 27 new Pagoda fixtures

Project Forecast

Year	Total Expense
2021	35,000
	35,000

Project Summary

Project Number:	ENG-286	**Budget Year:**	2021
Project Title:	Street Light Fixture Replacement	**Business Unit:**	50737

Overview:

The City's inventory of 7,300 streetlights were replaced with LED fixtures between 2016 to 2018. The LED streetlights have a 10 year warranty and approximately 15 year life. Staff anticipate starting replacement of the LED lights in 2028 when they are nearing end of life, light output has reduced and maintenance costs have started increasing.

Deliverables:

Replace LED streetlights starting in 2028

Project Forecast

Year	Total Expense
2028	1,043,000
2029	1,064,000
2030	1,085,000
2040	1,323,000
	4,515,000

Project Summary

Project Number:	ENG-292	**Budget Year:**	2021
Project Title:	Traffic Signal Modernization and Resiliency	**Business Unit:**	50744

Overview:

This program brings together a number of existing individual programs associated with the traffic signal system under one area to allow a more strategic assessment and prioritization of investments to improve and upgrade this vital element of the City's mobility system.

The City has some 150 traffic signals of varying age and condition with a total replacement value of approximately $30M. The system requires ongoing replacement, repairs and upgrading to ensure continued safe and efficient operation. In addition to ensuring that the traffic signal system is operational 365 days a year, staff are identifying opportunities to integrate Smart City technologies to make travel within the City safer and more efficient. Modernization of the system also allows enhanced data collection for future mobility planning and starts to build a system that is "shelf ready" to leverage and support emerging mobility technologies and vehicle to infrastructure communications.

Communications
The City has a growing fibre optic communications network which currently links strategic traffic signals between each other and to the traffic operation centre allowing reliable traffic signal co-ordination, remote monitoring of traffic signals and traffic flows and in the future the ability to undertake "on the fly" traffic signal timing interventions in response to changing traffic conditions or incidents. The fibre optic "backbone" on Douglas Street and Yates Street is being supplemented by radios to link adjacent intersections which need to be closely coordinated. Over the next 3-4 years it is planned to have 75% of our traffic signals within the connected system allowing a greatly enhanced ability to monitor traffic flow, modify operations and improve conditions and safety for all modes of travel.

System Resiliency
The installation of Un-Interruptible Power Systems (UPS) allows traffic signals to stay operational during power outages and during routine BC Hydro maintenance. With global warming increasing the frequency and intensity of weather events, continued expansion of the UPS "safety net" is important. Staff prioritize the installation of UPS units on designated emergency response routes and on main corridors with Saanich and the Ministry of Transportation and in future years will expand UPS to busy signalized intersections.

System Modernization
Many traffic signals have end of life traffic signal controllers in need of replacement. As well as the increased risk of full failure, these older traffic signal controllers represent a barrier to the adoption of new signal communications systems and are increasingly unable to adapt to updated technologies such as vehicle, cyclist and pedestrian detection, UPS, fire pre-emption as well as being more challenging and time consuming for staff to maintain and operate.

Deliverables:

2021 Projects:
- Replacement of prioritized end of life Traffic Control Cabinets and Controllers
- Installation of prioritized Un-Interruptible Power Program Signal units
- Expansion of the connected traffic signal network through Fibre Optic and radio installation

Project Summary

Project Forecast

Year	Total Expense
2021	966,000
2022	370,000
2023	377,000
2024	385,000
2025	393,000
2026	402,000
2027	411,000
2028	420,000
2029	429,000
2030	438,000
2031	447,000
2032	456,000
2033	466,000
2034	476,000
2035	486,000
2036	496,000
2037	506,000
2038	516,000
2039	526,000
2040	537,000
	9,503,000

Structures

Guiding Principles

- Maintain, renew and enhance retaining walls and railings in acceptable condition
- Ensure bridges are well operated, maintained and managed through their life cycle
- The highest safety, function/quality, sustainability and bridge performance
- Ensure that the useful life of the infrastructure is maximized before it must be replaced

Guiding Plans

- Inventory and Condition Assessment Reports
- Official Community Plan
- City of Victoria Strategic Plan

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Railings	• Dallas Road Seawall Balustrade	• 0%	• Concrete balustrade replaced with aluminum railing	• New sidewalk, crosswalks, bike path, seating, bike racks and landscaping
Major Retaining Walls	• Douglas Street Retaining Wall	• 0%	• Douglas Street Retaining Wall renewed in 2016	• N/A
	• Wharf Street Retaining Wall	• TBD	• N/A	• N/A
Seawalls	• Dallas Road Seawall	• 0%	• Dallas Road Seawall renewed in 2018	• N/A
	• Ross Bay Seawall	• 80%	• N/A	• N/A
	• Ship Point Retaining Wall	• 80%	• A 20m section of wall was replaced in 2016	• N/A
Piers	• Ship Point Pier	• 60%	• Critical repairs completed in 2019	• N/A
Johnson Street Bridge	• Lifting, bascule bridge, three lane roadway with marked bike lanes, separated pedestrian pathway, separated multi-use pathway	• 0%	• N/A	• Replacement of Johnson Street Bridge

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Point Ellice Bridge	• 183 m fixed bridge structure constructed in 1956–57 on foundations and abutments of pre-existing bridge, one travel lane in either direction, sidewalk on south site	• 5%	• Replace the main expansion joints • Rehabilitate concrete • Add anodes to the bridge structure to reduce future steel corrosion • Remove the asphalt deck to add a waterproof membrane • Resurface the bridge deck (asphalt) • Replace pedestrian handrail posts and handrail • Rehabilitate and paint existing steel structure • Replace electric light poles, conduit and wire	• N/A
Gorge Road/Galloping Goose Trail	• Barrel structure supporting Gorge Road over Galloping Goose Trail, four-lane road with bike lanes and sidewalks	• TBD	• N/A	• N/A
Burnside Road/ Galloping Goose Trail	• Barrel structure supporting Burnside Road over Galloping Goose Trail, 2 lane road with parking, sidewalks on both sides	• TBD	• N/A	• N/A
Hereward Road Rail Bridge (E&N Path Bridge only)	• E&N rail trail over Hereward Road	• TBD	• N/A	• N/A
0.2 Mile Bridge (E&N Path Bridge only)	• E&N rail trail over Harbour Road	• 5%	• TBD	• N/A

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $1.929m	Tomorrow's City (New): TBD
Major Retaining Walls	• 1112 Wharf Street: $350k in 2021 • Retaining Wall Condition Assessment: $54k in 2021	• N/A
Seawalls	• Ross Bay Seawall Replacement: $150k in 2021, TBD in 2022, and TBD in 2023 - 2021 Project Planning and Construction Concept estimates - 2022 Detailed Design - 2023 Construction • Dallas Road Seawall Balustrade: $100k in 2021 • Clover Point Shoreline Remediation: $65k in 2021 • Dallas Road Bluff Study: $100k in 2021	• N/A
Under Sidewalk Basement Remediation	• Design and remediation of under sidewalk basement $250k in 2021, $255k in 2022, and $260k in 2023	• N/A
Point Ellice Bridge	• Access Safety Improvements: $150k in 2021 • Rehabilitation/Painting: $195k in 2021	• N/A

Project Summary

Project Number:	ENG-081	**Budget Year:**	2021
Project Title:	Point Ellice Bridge Rehabilitation/Painting	**Business Unit:**	50550

Overview:

The existing Point Ellice Bridge structure is in need of substantial rehabilitation work. The issues of leaking deck joints causing rusting to the top flanges and ends of the steel members and cracking/spalling in the area of the abutments and approach spans are most likely associated with settlement. The project involves carrying out larger-scale rehabilitation work on the Point Ellice Bridge, identified through previous condition assessment reports.

The City received a BC Small Communities Grant for the rehabilitation of the Point Ellice (Bay Street) Bridge. The work started in 2019, and has carried into 2021, to maintain the bridge's structural components, and renew its deck surface, paint, lighting and handrails.

Deliverables:

2021 Projects:

- Completion of Project Rehabilitation, including
  - Replace the main expansion joints
  - Rehabilitate concrete at the abutments
  - Add anodes to the bridge structure to reduce future steel corrosion
  - Remove the asphalt deck to add a waterproof membrane
  - Resurface the bridge deck (asphalt)
  - Rehabilitate pedestrian handrails and light standards
  - Rehabilitate the existing steel structure

Project Forecast

Year	Total Expense
2021	195,000
	195,000

Project Summary

Project Number:	ENG-290	**Budget Year:**	2021
Project Title:	Point Ellice Bridge - Access Safety Improvements	**Business Unit:**	50742

Overview:

As part of the Point Ellice Bridge restoration in 2019/2020, it was identified that the access to the underside of the bridge for inspections and maintenance requires “confined space entry” under Workers Compensation Board (WCB) regulations. Requiring confined space entry increases the cost and complexity of ongoing maintenance of the bridge. In addition, the current access places workers directly adjacent to high voltage electrical wires and any workplace accident would be very challenging to respond too.

Part of the contingency of the 2019 bridge project was used to design modifications to the east bridge abutment to remove the need for confined space entry and will improve the safety of workers accessing the underside of the bridge. This will include the construction of a new stairway, so the entrance is WCB compliant and the construction of a new doorway into the bridge abutment to remove the confined space entry designation. Modifications are also planned for the under-bridge catwalk to reduce fall arrest requirements.

Deliverables:

2021 Projects:
• Modification to the east bridge abutment to improve worker safety
• Remove barriers to accessing the underside of the bridge for regular inspection and maintenance

Project Forecast

Year	Total Expense
2021	150,000
	150,000

Project Summary

Project Number:	ENG-186	**Budget Year:**	2021
Project Title:	Dallas Road Seawall Balustrade	**Business Unit:**	50633

Overview:

To replace the balustrade (railing) once the seawall rehabilitation project has been completed. The existing balustrade is failing, and has been bolted to hold portions together, and is painted every two years to minimize the rust stains. It is constructed from reinforced concrete. A replacement balustrade must be designed and approved, and a cost estimate provided.

A public consultation process will be necessary as design options are developed, and Council approval will be required prior to proceeding with final design. Construction of a new railing will be coordinated with planned CRD work on Dallas Road for Sewage Treatment conveyance piping.

Deliverables:

2021 Project:
• Complete construction - aligned with planned CRD pipe work

Project Forecast

Year	Total Expense
2021	100,000
	100,000

Project Summary

Project Number:	ENG-225	**Budget Year:**	2021
Project Title:	Wharf Street 1112 Retaining Wall	**Business Unit:**	50634

Overview:

This retaining wall that supports Wharf Street from Bastion Square to Fort Street is showing signs of deterioration. A condition assessment of the Wharf Street 1112 Retaining Wall was completed in the Spring of 2019. The structural review identified a number of deficiencies that should be addressed through special restoration techniques for a heritage wall.

As part of the restoration, a consultant will be hired to further analyze the design of the wall and determine the risks and design considerations for seismically upgrading the wall in the future. This project was delayed from 2020.

Deliverables:

2021 Projects:
- Wall Restoration
- Repointing of the wall
- Replacing bricks which have fallen out of the wall

Project Forecast

Year	Total Expense
2021	350,000
	350,000

Project Summary

Project Number:	ENG-296	**Budget Year:**	2021
Project Title:	Retaining Wall Condition Assessment	**Business Unit:**	50751

Overview:

Develop an inventory of retaining walls and related structural assets and conduct condition assessments to identify deficiencies and to prioritize maintenance, repairs, rehabilitation, or replacement.

Deliverables:

2021 Projects:
- Complete retaining wall condition assessments of prioritized areas based on available funding
- Develop retaining wall inventory framework
- Develop funding requirements for multi-year retaining wall condition assessment

2022-2023 Projects:
- City wide retaining wall inventory and condition assessment
- Develop retaining wall asset management plan and master planning

Project Forecast

Year	Total Expense
2021	54,000
2022	TBD
2023	TBD
	54,000

Project Summary

Project Number:	ENG-239	**Budget Year:**	2021
Project Title:	Ross Bay Seawall Replacement	**Business Unit:**	50686

Overview:

At an age of over 100 years old, the seawall is showing significant signs of deterioration and damage due to corrosion of the rebar from the salt water and rain, spalling of concrete, and storm damage. Staff annually replace portions of the wall to maintain it in a safe condition as pieces of concrete break off and rebar is exposed. Sea water inundation of Dallas Road occurs seasonally.

In addition to the need to replace the seawall, there are a number of other City assets that require remediation in the direct vicinity. This includes storm sewer outfall upgrades, road and sidewalk replacement and consideration of extending the AAA cycling corridor east of Clover Point. As part of this asset renewal, staff would review sea level rise projections to determine the required elevations for a replacement seawall and road to ensure that they can last another 100 years.

It is recommended to do the planning work now within the context of recently updated CRD sea level rise modelling results and to coordinate with federal funding agreements related to the storm sewer outfall work, currently scheduled for 2022-2023.

Deliverables:

The multi million-dollar replacement of the existing seawall with a new structure that would be more resilient to storms, coordinated with road repaving (and possible raised elevation), new sidewalk and possible extension of a AAA cycling facility. Improved beach and cemetery access would be assessed as part of the project. Undertaking the planning work in 2021 will ensure that the full project scope can be identified for future budget years.

2021 Projects:
- Project Planning
- Construction Concept Estimate

2022 Project:
- Detailed Design

2023 Project:
- Construction

Project Forecast

Year	Total Expense
2021	150,000
2022	TBD
2023	TBD
	150,000

Project Summary

Project Number:	ENG-247	**Budget Year:**	2021
Project Title:	Dallas Road Bluff Study	**Business Unit:**	50673

Overview:

This study is for Coastal Geoscience and Engineering services to review previous erosion control and erosion protection studies. This study includes analyses of the current condition of the shoreline, estimate rates of erosion and assess the ongoing suitability of existing shoreline protection measures. Also included is an impact analysis of climate change, including sea level rise. The scope of work will include the shoreline from Ross Bay to Holland Point.

Deliverables:

2021 Project:
• Report with recommended options

Project Forecast

Year	Total Expense
2021	100,000
	100,000

Project Summary

Project Number:	ENG-248	**Budget Year:**	2021
Project Title:	Clover Point Shoreline Remediation	**Business Unit:**	50667

Overview:

Shoreline erosion has damaged the rock boulder revetment structure along the beach on the west side of Clover Point. A shoreline geotechnical assessment has identified potential hazards that require short term action. Erosion of the revetment structure has left large voids.

Deliverables:

2021 Projects:
• Repair and reconstruction of the rock boulder revetment

Project Forecast

Year	Total Expense
2021	65,000
	65,000

Project Summary

Project Number:	ENG-291	**Budget Year:**	2021
Project Title:	Under Sidewalk Basement Remediation	**Business Unit:**	50743

Overview:

Under sidewalk basements, also known as areaways, are an extension of the basement of buildings which extend beneath the City sidewalk. These basements are most often found in old town and Chinatown and were often included as part of the original construction of buildings at the turn of the century to provide additional space for the building and to allow for site servicing. Many buildings could load coal, oil and merchandise directly from the street and into the basement of the building. Most people are only aware of the presence of the basements due to the purple glass prisms in the sidewalk which provided light into the basement below.

Over the past 100 years, many basements have experienced significant corrosion of the steel support structures holding up the sidewalk above, and a coordinated, annual program of remediation is now required to maintain public safety. Temporary support systems are built in some basements to support the sidewalk above, however, these require ongoing maintenance and due to water ingress and future deterioration, should only be considered as temporary. Removal of these basements by constructing a new retaining wall along the side of the building below grade and filling the void beneath the sidewalk is required.

A number of basements have been removed as part of building redevelopments and major renovations. However, the costs of the removal and replacement of the sidewalk can be prohibitively high for building owners, especially those maintaining heritage structures. This program would provide funding to allow for the design and remediation of under sidewalk basements throughout the City. Projects would be selected based on coordination opportunities with other capital programs, partnership funding with building owners and to respond to emerging safety concerns.

Deliverables:

2021 Projects:
• Detailed design and construction to start the infill of the basement of the Yarrow Building, located on Broad Street between Fort and Broughton Streets. This is a high priority as the City installed temporary wooden scaffolding over a decade ago, which is now in need of upgrading to ensure public safety on the sidewalk above.

Project Forecast

Year	Total Expense
2021	250,000
2022	255,000
2023	260,000
2024	265,000
2025	270,000
2026	275,000
2027	281,000
2028	287,000
2029	293,000
2030	299,000
2031	305,000
2032	311,000
2033	317,000
2034	323,000
2035	329,000
2036	336,000
2037	343,000
2038	350,000
2039	357,000
2040	364,000
	6,070,000

Traffic Safety

Guiding Principles

- Provide a safe mobility network for all road users

Guiding Plans

- Go Victoria
- Official Community Plan
- City of Victoria Strategic Plan
- Pedestrian Master Plan

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Crosswalks	• 244 marked crosswalks at un-signalized intersections	• N/A	• Douglas/Avalon • Finlayson/Blackwood • Burnside/Washington • Hillside/Higgins • Finlayson/Yew • Fairfield/Linden • Richmond/Leighton • Bastion Square on Wharf • Fernwood at Denman • 500, 600 and 700 blocks of Fort • Bay/Chambers • Craigflower/Coventry • Craigflower/Raynor • Douglas/Beacon • Fairfield/Foul Bay • Shelbourne/Pembroke	• Erie/Dallas • Bridge/Hillside • Douglas/Michigan • 500, 800 and 900 blocks of Pandora • Caledonia 700 block • Bouchier 1,900 block • Belleville 400 block • Wilson and Hereward • Dallas/Boyd • Dallas/Government • Dallas/Linden • Dallas/Camas Circle • Harbour (mid-block) • Humboldt (mid-block) • Menzies/Quebec • Niagra/Oswego • Shelbourne/Denman • St.Charles/Chandler

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $4.217m	Tomorrow's City (New): N/A
Crosswalks	• Upgrade 5 crosswalks and 10 Rectangular Rapid Flashing Beacon (RRFB), half signal retrofits: $651k in 2021, $520k in 2022, and $530k in 2023	• N/A
New Traffic Signal Safety Upgrades	• Traffic Signal Safety Upgrades and Installations: $858k in 2021, $442k in 2022, and $451k in 2023 • Government Street North – Johnson Street to Chatham Street • Quadra Street/Bay Street and Blanshard Street • Various locations	• N/A
Traffic Calming Initiatives	• Traffic calming interventions: $250k in 2021, $255k in 2022 and $260k in 2023 • Approximately 15 blocks of speed humps • Curb extensions and medians on Moss Street, Catherine Street, Oswego Street, Fernwood Road, Bay Street and Ryan Street	• N/A

Project Summary

Project Number:	ENG-060	**Budget Year:**	2021
Project Title:	Crosswalk Installations/Upgrades	**Business Unit:**	50072

Overview:

Staff consider many factors when completing crosswalk assessments, including public requests, collision history and adjacent land use. The TAC (Transportation Association of Canada). Pedestrian Crossing Control Guide (2018) is the primary technical safety reference used for crosswalk planning, assessment and design. The TAC Guide provides a framework for transportation planners to assess suitability for crosswalk installation and recommends different levels of intervention and treatment. As with other types of traffic control, a consistent approach to evaluating and installing marked crosswalks is fundamental as it helps ensure consistent and predictable expectations and user behaviour by both pedestrians and drivers – a cornerstone of road safety engineering.

To help ensure crosswalks are introduced or upgraded where they are most needed, staff use a prioritization tool to support crosswalk selection and ranking. This tool builds on TAC guidance and ranks the crosswalk installations and upgrades in the City year-over-year. The prioritization tool utilizes factors including pedestrian and vehicle volumes, number of travel lanes and road width, collision history, coordination with other projects, proximity to other crossings, as well as land use, and pedestrian connectivity criteria.

Other new and upgraded crosswalks are also delivered through other capital projects including the Bicycle Master Plan and Pedestrian Master Plan programs.

With the release of the new TAC guide, changes were made to how the treatment at pedestrian crossings is warranted. This means that many existing painted crosswalks require upgrading to bring them up to the current guidelines. The new guide specifically introduces the Rectangular Rapid Flashing Beacon (RRFB), which is a high-intensity pedestrian-activated flashing light installation currently found at approximately 10 locations around the City. Staff are currently investigating new technologies and products which will allow RRFB upgrades to be implemented more quickly and affordably.

As well as installing and upgrading signed and marked crosswalks, as part of the annual crosswalk program, staff will also be upgrading at least one pedestrian activated “half” traffic signal per year by adding a second marked crosswalk (half signals were constructed with only one marked crosswalk).

The 2021 crosswalk program will address:
• High ranking crosswalk upgrades, as per the crosswalk prioritization tool
• Crosswalks adjacent or on route to schools, parks, and community centres
• Gaps within the crosswalk network

Deliverables:

2021 Projects:
<u>Half signals retrofits</u>
• Douglas Street at Pembroke Avenue pedestrian activated traffic signal upgrade (add second marked crosswalk on south leg)

<u>Existing crosswalk upgrades</u>
• 10 RRFB upgrades

<u>New crosswalks</u>
• 5 new signed and marked crosswalks

Project Summary

Project Forecast

Year	Total Expense
2021	651,000
2022	520,000
2023	530,000
2024	541,000
2025	552,000
2026	563,000
2027	574,000
2028	585,000
2029	597,000
2030	609,000
2031	621,000
2032	633,000
2033	646,000
2034	659,000
2035	672,000
2036	685,000
2037	699,000
2038	713,000
2039	727,000
2040	742,000
	12,519,000

Project Summary

Project Number:	ENG-070	**Budget Year:**	2021
Project Title:	New Traffic Signal Safety Upgrades and Installations	**Business Unit:**	50073

Overview:

All new traffic signal work is funded within this program. This includes new traffic signal installations, the addition of new traffic signal heads required for new traffic phases, improved vehicle and cyclist detection and overall network enhancements such as transit-priority hardware. Improvements to our traffic signal system allow for changes which increase safety and minimize delay for all road users.

Improvements are identified through collision data analysis to address trends or patterns. Locations are also selected based on consultation with BC Transit to find opportunities to improve transit operation.

Deliverables:

2021 Projects:
- Government Street North - Johnson Street to Pembroke Street – Several traffic signals will be upgraded in coordination with the Bicycle Master Plan
- Quadra Street/Bay Street and Blanshard Street/Bay Street Safety and Accessibility improvements – Coordinated with major roads repaving/rehabilitation
- Other locations to be determined based on emerging priorities and coordination opportunities

Project Forecast

Year	Total Expense
2021	858,000
2022	442,000
2023	451,000
2024	461,000
2025	470,000
2026	479,000
2027	489,000
2028	498,000
2029	508,000
2030	518,000
2031	529,000
2032	539,000
2033	550,000
2034	561,000
2035	572,000
2036	584,000
2037	596,000
2038	608,000
2039	620,000
2040	632,000
	10,965,000

Project Summary

Project Number:	ENG-284	**Budget Year:**	2021
Project Title:	Traffic Calming Initiatives	**Business Unit:**	50734

Overview:

Since the fall of 2019, staff have developed a traffic calming registry that prioritizes public concerns based on adjacent land use, such as schools and parks and measured traffic speeds and volumes. This registry includes both recent and historic traffic calming requests and staff are looking to implement traffic calming measures citywide to respond to the most immediate need.

The focus of the initial year of the traffic calming program (2020) was on streets adjacent to schools/parks and this will be continued into 2021. The program will be expanded to address local street traffic calming issues that rank high within the registry. This will include the construction of speed humps on approximately 15 blocks and will also include measures using temporary devices (i.e. traffic diverters, curb extensions, and intersection channelization). Through the COVID-19 response program, staff have gained new skills and experience in alternative ways to implement roadway changes within shorter timelines. This strategy of using temporary materials is anticipated to become an important part of the traffic calming toolbox with more permanent fixtures being constructed as part of future road rehabilitation and capital projects.

Deliverables:

2021 Projects:
Local streets
•Approximately 15 blocks of speed humps on streets adjacent to schools, parks, and other streets with higher speeds and volumes
•Addressing long-standing traffic calming community concerns that rank high within the Traffic Calming registry, through a series of intervention either along a corridor or at specific intersections, including Chambers Street, Amphion Street and Montreal Street
•Temporary curb extensions to reduce speeds and improve pedestrian crossings and provide opportunities for public space improvements

Collector Streets
•Interventions that narrow the road (i.e. curb extensions, medians) while enhancing pedestrian movements on collector neighbourhood thoroughfares. The focus will be at intersections to improve visibility of pedestrians and make crossings more comfortable
•Projects to include interventions on Moss Street and Catherine Street (coordinated with road re-paving) and Oswego Street (adjacent to school and community center) and Fernwood Road, between Bay Street and Ryan Street (coordinated with the Haultain-Kings BMP project)

Project Forecast

Year	Total Expense
2021	250,000
2022	255,000
2023	260,000
2024	265,000
2025	270,000
2026	275,000
2027	281,000
2028	287,000
2029	293,000
2030	299,000
2031	305,000
2032	311,000
2033	317,000
2034	323,000
2035	329,000
2036	336,000
2037	343,000
2038	350,000
2039	357,000
2040	364,000
	6,070,000

Parks

Guiding Principles

- Maintain and renew existing parks and recreation infrastructure to meet today's needs
- Greenspace, parks and food systems that are enhanced, well-maintained and fully utilized

Guiding Plans

- Official Community Plan
- Parks and Open Space Master Plan
- City of Victoria Strategic Plan
- Beacon Hill Park Management Plan
- Beacon Hill Park Heritage Landscape Plan
- Various Park Management Plans
- Urban Forest Master Plan
- Parks Condition Assessment

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Parks	• 254 hectares of parkland • 138 parks • 15 dog leash-optional areas • 1 skate park • 1 bike park • 5 outdoor fitness installations • 2 spray parks	• TBD	• Summit Park pathway improvements • Vic West Park – Skate park – Dog off-leash area • BHP Pathway Lighting • Hollywood Park improvements • Raynor Park renewed • Gower Park pathway improvements	• Reeson Park Pathway • Quadra Park • 2 Allotment Gardens: – Garden of All Sort – Yates St Garden • 2 Common Gardens: – Pollinator Garden in Irving Park – Franklin Green (North Park) • Begbie Green • Cecelia Ravine Park Expansion • Songhees Park Expansion • Agamemnon and Eleni Kasapi Park • Triangle Green
Sport Fields	• 45 ball diamonds and soccer fields	• TBD	• Hillside Park drainage • MacDonald Park (field renovation, backstops and posts) • Topaz Park field renovation • Hollywood Park • Replaced 10 sets of portable soccer goals • Pemberton Park dugout improvements	• N/A

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Sport Courts	• 34 sport courts	• 18%	• Barnard and BHP court upgrades • Vic West Basketball Court resurfaced • Banfield, Todd, Stadacona, Hollywood, Beacon Hill & Oaklands tennis courts resurfaced	• N/A
Playgrounds and Outdoor Fitness Equipment	• 40 playgrounds • 5 outdoor fitness equipment locations	• 30%	• Vic West Park • Stevenson & Fisherman's Wharf Park surface renewal • Raynor Park • Cecelia Ravine Park • Summit	• New outdoor fitness installations at Cecelia Ravine Park
Crystal Pool and Fitness Centre	• 50m Pool • Fitness centre	• 65%	• Mechanical Pool Systems • Replacement of Fitness Equipment • HVAC system renewal	• Universal Change Room • On-Line Registration Service
Royal Athletic Park	• Elite outdoor stadium	• TBD	• Grandstand Seating • Rock Wall Repairs • Overhead door replacement • Irrigation improvements	• Field Protection Surfacing • Portable Outfield Baseball Fence • Water Bottle Fill Stations
Save On Foods Memorial Centre	• 7,000 seat arena facility	• TBD	• New Arena Deck Ice Cover • Exterior Paint • Roofing Repairs • Dehumidifier Repairs	• Accessibility Improvements • Scoreboard Video Screens • Safety hand rails
Furnishings	• 38 drinking fountains • Over 700 park benches (330 memorial) • 120 picnic tables • 77 bleachers • 58 in-ground garbage cans • 320 above ground garbage cans	• TBD	• Picnic table and bench refurbishment • BHP lighting upgrades • BHP picnic area tables and fountain • Water filling stations (4) • Park fence repairs and replacements • 49 new dedicated benches	• Water filling stations (4) • Picnic tables and benches (25) • Cecelia pathway lighting • Park fences (1,700 m) • In-ground garbage installations (30) • Install covered bike shelters (2), bike loops (12) and bike racks (6)
Cemetery	• Ross Bay Cemetery	• TBD	• War Grave Headstone refurbishment • Roadway improvement	• N/A

INVESTING

In Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $4.821m	Tomorrow's City (New): $11.380m
Parks	• Park Furnishing Dedication Program: $32k in 2021, $32k 2022, and $32k in 2023 • Urban Tree Hardscape Support Program: $40k in 2021, $20k in 2022, and $20k in 2023 • Parks Infrastructure Improvement Program: $936k in 2021, $592k in 2022, and $604k in 2023 • Peter Pollen Waterfront Park (sčəmaʔən): $59k in 2021, and $600k in 2022 • Connect Mile Zero to Beacon Hill Park (miqən): $270k in 2022 • Parks Condition Assessment: $12k in 2021 • Clover Point Park: $225k in 2021	• Topaz Park - Artificial Turf Field: $4.518m in 2021 • Topaz Park – Skate and Bike Parks: $3.781m in 2021 • Songhees Park Expansion: $2.807m in 2021 • Dogs in Parks: $15k in 2021, and $70k in 2022 • Agamemnon and Eleni Kasapi Park: $104k in 2021 • Parks Infrastructure Improvement Program: Vic West Park Skate Park Lighting Design, $85k in 2021
Sport Courts	• Parks Sport Infrastructure Improvement Program: Pemberton Park Sport Field Improvements, $147k in 2021	
Playground & Outdoor Fitness Equipment	• Playground Improvement Program, Stadacona Park $600k in 2021, Pemberton Park and Bushby Park $600k in 2022	

Project Summary

Project Number:	PRC-099	**Budget Year:**	2021
Project Title:	Park Furnishing Dedication Program	**Business Unit:**	50607

Overview:

The City has partnered with the Parks and Recreation Foundation of Victoria to provide residents with the opportunity to celebrate a special event or honour someone by donating to the Park Furnishing Dedication Program.

The Parks and Recreation Foundation of Victoria is a not-for-profit organization that helps administer the program which results in new park benches with a personalized dedication plaque, for a period of 10 years within a City park.

The revenues generated through donations offset the annual expenses associate with operating this program.

Deliverables:

Installation of 10 dedication benches

Project Forecast

Year	Total Expense
2021	32,000
2022	32,000
2023	32,000
2024	32,000
2025	32,000
2026	32,000
2027	32,000
2028	32,000
2029	32,000
2030	32,000
2031	32,000
2032	32,000
2033	32,000
2034	32,000
2035	32,000
2036	32,000
2037	32,000
2038	32,000
2039	32,000
2040	32,000
	640,000

Project Summary

Project Number:	PRF-239	**Budget Year:**	2021
Project Title:	Peter Pollen Waterfront Park (sc̓əmaθən)	**Business Unit:**	50644

Overview:

Following the land remediation project completed in 2019, Transport Canada and the City agreed to transfer the portion of the waterfront property owned by the federal government to the City. The ownership transfer is expected to be finalized in 2021 once a follow-up environmental assessment is completed.

In 2019/2020, staff engaged the Songhees and Esquimalt Nations, local community stakeholders, and the public to inform a concept design for sc̓əmaθən - Peter Pollen Waterfront Park.

As the City awaits the completion of the assessment work by Transport Canada, the City will collaborate with the Songhees and Esquimalt Nations on the development of cultural and educational elements that will be integrated into the park design.

Deliverables:

2021 Project:
• Cultural and educational design

2022-23 Projects:
• Detailed design (2022)
• Construction (2023)

Project Forecast

Year	Total Expense
2021	59,000
2022	600,000
	659,000

Project Summary

Project Number:	PRF-237	**Budget Year:**	2021
Project Title:	Parks Sport Infrastructure Improvement Program	**Business Unit:**	50647

Overview:

This program funds the renewal of aging sport infrastructure in parks, including sport courts, bike/skate parks, exercise equipment, goal posts, backstops, and dugouts.

In 2020, Council directed staff to include budget to renovate the playing field in Pemberton Park, based on a proposal from Beacon Hill Little League, in the 2021 Financial Plan.

Deliverables:

2021 Project:
• Pemberton Park sport field improvements

Project Forecast

Year	Total Expense
2021	147,000
	147,000

Project Summary

Project Number:	PRF-279	**Budget Year:**	2021
Project Title:	Parks - Condition Assessment	**Business Unit:**	50705

Overview:

The Sport Field Condition Assessment includes an inventory of all sport field infrastructure contained in City-owned parks and their condition. This assessment will be used to guide future capital investment, prioritization, and a long-term plan.

Deliverables:

2021 Project:
• Sport Field Condition Assessment

Project Forecast

Year	Total Expense
2021	12,000
	12,000

Project Summary

Project Number:	PRF-326	**Budget Year:**	2021
Project Title:	Park Infrastructure Improvement Program	**Business Unit:**	50724

Overview:

This program funds the renewal of aging infrastructure throughout parks, which includes fencing, irrigation, furniture, signage, pathways, stairs, lighting, drinking fountains, and other structures.

Deliverables:

The annual program addresses the replacement of approximately 400 square meters of asphalt pathways annually, replacement of fencing, refurbishment of bleachers and benches, repair or replacement of pathway lighting, as well as repair or replacement of guardrails and bollards.

2021 Projects:
• Banfield Park Swimming Dock Expansion
• Vic West Skate Park Lighting
• Install four new drinking fountains

Project Forecast

Year	Total Expense
2021	1,021,000
2022	592,000
2023	604,000
2024	616,000
2025	628,000
2026	641,000
2027	654,000
2028	667,000
2029	680,000
2030	694,000
2031	708,000
2032	722,000
2033	736,000
2034	751,000
2035	766,000
2036	781,000
2037	797,000
2038	813,000
2039	829,000
2040	846,000
	14,546,000

Project Summary

Project Number:	PRF-327	**Budget Year:**	2021
Project Title:	Urban Tree Hardscape Support Program	**Business Unit:**	50725

Overview:

This program provides funding to renew/install tree wells and install tree guards in urban village locations and the downtown core. Tree well improvements are prioritized in locations where the trees have outgrown the tree well or roots have damaged the surrounding hardscape. Tree guards are installed around young trees to protect them from vandalism and damage. This work is prioritized to address concerns relating to pedestrian safety, tree health, and reduce maintenance.

This program will be planned and executed over a multi-year period.

Deliverables:

- Support tree health and protect young trees for long term viability
- High quality asset management

Project Forecast

Year	Total Expense
2021	40,000
2022	20,000
2023	20,000
2024	20,000
2025	22,000
2026	22,000
2027	23,000
2028	23,000
2029	24,000
2030	24,000
2031	24,000
2032	25,000
2033	25,000
2034	26,000
2035	26,000
2036	27,000
2037	27,000
2038	28,000
2039	29,000
2040	30,000
	505,000

Project Summary

Project Number:	PRF-329	**Budget Year:**	2021
Project Title:	Topaz Park - Artificial Turf Field Replacement	**Business Unit:**	50726

Overview:

In 2019, Council approved the replacement of the Artificial Turf Field at Topaz Park along with a second smaller artificial turf field, to expand the capacity for community use. This project is a priority action within the long-term renewal plan for Topaz Park. The improvements approved for Topaz Park will offer a wider range of activities and facilities and update the park to support broad community use. The plan will also deliver an enhanced visitor experience, improved accessibility and safety, and a more effective use of the park footprint.

In 2021, the project team will complete the detailed design work (currently underway) and initiate construction so the replacement fields will be available for use next year.

Deliverables:

2021 Projects:
• Initiate and complete construction

Project Forecast

Year	Total Expense
2021	4,518,000
	4,518,000

Project Summary

Project Number:	PRF-330	**Budget Year:**	2021
Project Title:	Topaz Park - Skate and Bike Parks	**Business Unit:**	50727

Overview:

This project is a priority action within the long-term renewal plan for Topaz Park, to develop a new skateboard/all-wheels park, and bike skills area, as well as associated pathways, planting, lighting and furnishings. The improvements will offer a wider range of activities and facilities and update the park to support broad community use. The plan will also deliver an enhanced visitor experience, improved accessibility and safety, and a more effective use of the park footprint.

This project will be planned and executed over a multi-year period.

Deliverables:

2021 Projects:
• Conceptual design (Complete)
• Detailed design
• Construction

Project Forecast

Year	Total Expense
2021	3,781,000
	3,781,000

Project Summary

Project Number:	PRF-331	**Budget Year:**	2021
Project Title:	Songhees Park Expansion	**Business Unit:**	50728

Overview:

A future waterfront park in Victoria West is planned at the western end of the Johnson Street Bridge. The design concept features connections to and from the West Song Walkway, E&N Trail and the new bridge in the form of both pedestrian and cycling connections. Design work is in progress and construction is anticipated to be complete in 2021.

Deliverables:

2021 Projects:
• Detailed design and construction

Project Forecast

Year	Total Expense
2021	2,807,000
	2,807,000

Project Summary

Project Number:	PRF-335	**Budget Year:**	2021
Project Title:	Playground Improvement Program	**Business Unit:**	50735

Overview:

The City maintains 40 playgrounds in parks throughout the municipality. Playgrounds typically have a lifespan of 15-20 years, after which they require replacement. Recent playground replacement projects have included Summit Park (Hillside-Quadra), Raynor Park (Vic West), Cecelia Ravine Park (Burnside-Gorge), Vic West Park (Vic West).

A condition assessment has been completed for all City playground and currently nine are rated in 'poor' to 'fair' condition as they are nearing end-of-life. This program is proposed to allow for annual playground improvements on an ongoing basis in order to maintain these valued community amenities at a high standard of care.

Deliverables:

2021 Project:
• Replacement of the playground in Stadacona Park (Fernwood)

2022 Projects:
• Replacement of the playground in Pemberton Park (Gonzales)
• Replacement of the playground in Bushby Park (Fairfield)

Project Forecast

Year	Total Expense
2021	600,000
2022	600,000
	1,200,000

Project Summary

Project Number:	PRF-336	**Budget Year:**	2021
Project Title:	Amenities to Support Dogs in Parks	**Business Unit:**	50738

Overview:

This funding program allows for investment in new or existing areas within parks for dogs and their owners.

Deliverables:

2021 Project:
• Completion of the Dallas Road split rails fencing

2022 Project:
• Upgraded Leash-Optional Area in Topaz Park - improvements to include a quality enclosed leash-optional area

Project Forecast

Year	Total Expense
2021	15,000
2022	70,000
	85,000

Project Summary

Project Number:	PRC-261	**Budget Year:**	2021
Project Title:	Connect Mile Zero to Beacon Hill Park (miqən)	**Business Unit:**	50746

Overview:

Council directed staff to report back as part of the 2021 Financial Plan with additional details on the resource requirements relating to connecting the triangle park space at Mile Zero, which is currently surrounded by roadway on all sides, with Beacon Hill Park. Council has approved this project for the Draft 2022 Financial Plan.

Staff have completed a preliminary design review for this project. The proposed scope of work consists of; removal of the section of road between Mile Zero and Beacon Hill Park; curb realignment; installation of irrigation, soil and landscaping; reconfiguration traffic and pedestrian infrastructure; and installation of park furnishings.

The James Bay Neighborhood Association, Friends of Beacon Hill Park, and neighboring residents would be informed as the project develops, however broader public consultation has not been accounted for in the plan

Deliverables:

2022 Project:
• Contiguous green space between Mile Zero to Beacon Hill Park

Project Forecast

Year	Total Expense
2022	270,000
	270,000

Project Summary

Project Number:	PRF-337	**Budget Year:**	2021
Project Title:	Agamemnon and Eleni Kasapi Park	**Business Unit:**	50747

Overview:

In early 2020, the City completed the purchase of a 12,700 square foot parcel of land in the South Jubilee neighborhood. The new park named Agamemnon and Eleni Kasapi Park has been largely preserved in a natural state. The City will improve the park space with a few enhancements, including seating, signage and pathways. The property has environmental significance as Garry oak ecosystems are endangered, with less than five per cent remaining in Canada.

Deliverables:

2021 Project:
• Park improvements include new signage, pathways, fencing, garbage receptacle and benches.

Project Forecast

Year	Total Expense
2021	104,000
	104,000

Project Summary

Project Number:	PRF-340	**Budget Year:**	2021
Project Title:	Clover Point Park	**Business Unit:**	50749

Overview:

In early 2021, Council approved a partial closure of the loop roadway at Clover Point Park and conversion of this space into a pedestrian priority area. This modification to the park will create 2,400 square meters of additional waterfront pedestrian space and expand the overall recreational value of the area. The new pedestrian area will include furnishings, such as picnic tables, benches and lounge chairs. The partial closure of the loop roadway will expand the inventory of accessible parking in the area. This project is an interim measure until a long-term plan for the park is developed through the standard park development process, to be undertaken in a future year.

Deliverables:

2021 Project:
• Park improvements include new parking, bollards, fencing, signage, benches, picnic tables and lounge chairs.

Project Forecast

Year	Total Expense
2021	225,000
	225,000

Facilities

Guiding Principles

- Maintain and renew civic facilities to meet today's needs
- Accommodate civic and community needs as Victoria grows
- Healthy Communities; Environmental Responsibility; and Economic Sustainability

Guiding Plans

- Official Community Plan
- Facilities Condition Assessment Report
- Facilities Preventative Maintenance Program
- Victoria City Hall Practical Conservation Plan
- Fire Station #1 Needs Analysis and Facility Assessment
- Crystal Pool Condition Assessment
- Elevator Assessment Report
- Parkade Condition Survey

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Public Safety Buildings	• 1 police building	• TBD	Police • Substructure repair • Water infiltration repair • Roof deck and ramp repairs • DDC component replacement • Parkade patio repairs • Crack injections, and HVAC upgrades • Cooling tower replacement • LED lighting replacement	• N/A
	• 3 fire stations		Fire • Access controls • Fire Hall #2 replaced generator replacement, and painted exterior • Fire Station #3 – replaced heating system	

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Community Centre Buildings	• Oaklands	• TBD	Oaklands Community Centre • N/A	• N/A
	• Vic West		Vic West Community Centre • Upgrade windows, exterior doors, and skylights • Roof repairs	
	• Quadra Village		Quadra Village Community Centre • HVAC replacement • Kitchen renovation • Laundry services	
	• James Bay New Horizon		James Bay New Horizon Community Centre • Roof repairs	
	• Cook St Village		Cook Street Village Activity Centre • Accessible entry door replacement • Accessible washroom door power operators	
	• Fairfield Gonzales		Fairfield Gonzales Community Centre • Flooring replacement • Parking lot improvements • Childcare room	
	• Fernwood			
	• Burnside Gorge Community Centre			
	• Cook Street Activity Centre			
Recreation Buildings	• Crystal Pool and Fitness Centre	• TBD	Crystal Pool and Fitness Centre • Pool basin painting and crack repair • Feasibility study • Universal washroom addition • Replaced HVAC system	• N/A
	• Royal Athletic Park (stadium)		Royal Athletic Park • Tile replacement • Painting and rock wall repair • Irrigation pressure booster • Overhead door replacement	
	• 1 activity building (BHP)		BHP Sports Hut • Full interior renovation	
	• 7 recreation clubs		Topaz Fieldhouse • Roof replacement	
	• 2 sports field change rooms			

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Entertainment and Exhibition Buildings	• Save-On-Foods Memorial Centre	• TBD	Save-On-Foods Memorial Centre • Glulam beam repairs • Water tank replacement • Roof repair • Interior finishes renewals • Replaced arena boards • Replaced Dessicant Wheels	• N/A
	• Visitor Centre		Visitor Centre • Plumbing fixture upgrades • Replaced accessible lift • Designed fire alarm replacement • Replaced washrooms stall partitions	
	• Greater Victoria Public Library (GVPL) – James Bay Branch			
	• Cameron Bandshell			
	• McPherson Theatre			
Parkades	• View Street	• TBD	View Street • Upgraded electrical service • Elevator renewal and cab improvements • Structural maintenance • Stair treads replacements • Added EV chargers	• N/A
	• Centennial Square		Centennial Square • Elevator modernization • Stair treads replacements • Upgraded electrical service • Added EV chargers	
	• Johnson Street		Johnson Street • Roof repair • Stair treads replacements • Tenant space HVAC improvement • Exterior improvements (commercial area)	
	• Broughton Street		Broughton Street • Foundation wall repairs • Stair treads replacements • Elevator modernization	
	• Bastion Square		Bastion Square • Stair treads replacements • Modernized elevator	

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Victoria Conference Centre	• Victoria Conference Centre main building	• TBD	Victoria Conference Centre • Modernized elevators • Building envelope upgrades • DDC upgrades • HVAC cooler loop replacements • Boiler replacement • Sanitary pump renewal • Carpet replacement • Roof flashing repair • Fountain refurbishment • Fire alarm system renewal • Interior improvements • Replaced cooling tower	• N/A
	• Crystal Gardens		Crystal Gardens • 703 Douglas St. windows repairs • 709/11 Douglas St. interior improvements • Modernized passenger elevator	
City Administration Buildings	• City Hall	• TBD	City Hall • 2nd and 3rd Floor window restoration • West atrium and entrance door roof repair • Centennial Square washroom renovation • HVAC upgrade phase 1	• N/A
	• Public Works		Public Works Yard • Access controls and security fencing • Window replacement • Administration area office renovation • Structural CMU brick repairs and painting • Roof repairs • Security cameras • HVAC upgrade	• Public Works storage facility (Island Saw building)
	• Parks Yard		Parks Yard • Access controls and security fencing • Radio antenna replacement • Window restoration and replacement • Remove old oil tank • Replaced fuel station • Greenhouse repairs • Interior office improvements • Washroom upgrade	Parks Yard • Emergency Management Container
	• Centennial Arcade		Centennial Arcade • Store 16 office renovation • Store 18 office renovation • Boiler system renewal	• N/A
	• Pandora administration building		Pandora Administration Building • 2nd Floor Office renovation (633 Pandora)	• N/A

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $8.196m	Tomorrow's City (New): $39.588m
Public Safety Buildings	• TBD	• Fire Hall #1 Replacement, $2.058M in 2021, and $33.727m in 2022 • Fire Station #3 – New Mechanic Building, Emergency Access and Drafting Pit, (TBD) in 2022
Community Centre Buildings	• Ongoing facility renewal, rehab and renovations: $37k in 2021, $445k in 2022, and $57k in 2023	• 930 Pandora Redevelopment, $2.432m in 2021
Recreation Buildings	• Ongoing facility maintenance and renovations: $621k in 2021	• TBD
Entertainment and Exhibition Buildings	• Capital asset replacement: $308 in 2021	• TBD
Victoria Conference Centre	• Ongoing facility renewal, rehab and renovations: $885k in 2021, $546k in 2022, and $917k in 2023	• TBD
City Administration Buildings	• Ongoing facility renewal, rehab and renovations: $3.207m in 2021, and $1.155m in 2022	• TBD
Parks and Public Works Buildings	• Ongoing facility renewal, rehab and renovations: $18k in 2021	• Public Washroom Improvements Program: $563k in 2021, $400k in 2022, and $408k in 2023

Project Summary

Project Number:	PRC-083	**Budget Year:**	2021
Project Title:	Crystal Pool and Fitness Centre - Lifecycle Renewal and Repairs	**Business Unit:**	50563

Overview:

Several life cycle renewal projects have been identified through multiple assessments, such as the Facilities Condition Assessment (2015), Detailed Energy Assessment (2014), Building Evaluation and internal risk assessments (2011). The assessments confirmed the 50-year-old facility requires major maintenance and system renewals to provide reliable service to its patrons and user groups.

In early 2020, while the facility was closed due to the pandemic, an assessment of the air handling system revealed significant deficiencies that led to a major repair to the ventilation equipment.

To mitigate the risk of further system failures and impacts to community services, two priority projects are recommended, relating to the plumbing and heating systems.

The boiler and electrical system upgrades will be a multi-year project, with phase 1 (2021) addressing the system design followed by construction in phase 2 (2022). The cost for construction will be determined as part of the detailed design process and included in the 2022 Financial Plan.

Deliverables:

2021 Projects:
• Crystal Pool facility blackwater piping replacement
• Crystal Pool facility boiler and electrical system options, analysis, and detailed design
• Crystal Pool HVAC replacement

Project Forecast

Year	Total Expense
2021	621,000
	621,000

Project Summary

Project Number:	PRF-135	**Budget Year:**	2021
Project Title:	Facilities Infrastructure Improvement Program	**Business Unit:**	50584

Overview:

The City owns and maintains over 100 buildings. This annual program addresses priority improvements to City facilities, including critical infrastructure repairs and building improvements to meet increasing service requirements, based largely on condition assessment reports.

In July 2018, Council approved the Climate Leadership Plan, and a goal for the City to be renewably powered by 2050. This means all energy used for buildings will come from non-fossil fuel sources. To accomplish the transition of facilities to renewable energy, energy system renewal projects will also be included in this program.

In 2021, staff propose three projects for funding under this program.

1) Repairs at Victoria Police Department
Refurbishment of staff areas, including replacement of tiles and grout in the change rooms.

2) Public Works Yard Critical Repairs
Repairs to various facility components, including overhead garage doors which are at end-of-life, to mitigate potential safety risks.

3) Departmental Emergency Management Communications System
The need to install a communications system into the Departmental Operations Center was identified in the City's emergency management business continuity plan. This will ensure the department can maintain communications in emergency events.

Deliverables:

2021 Projects:
• Water damage repairs at Victoria Police Department
• Public Works Yard critical repairs
• Departmental Emergency Management Communications System

2022 Projects:
• City Hall East HVAC Design
• Beacon Hill Park Electrical System Renewal

Project Forecast

Year	Total Expense
2021	250,000
2022	905,000
	1,155,000

Project Summary

Project Number:	ENG-170	**Budget Year:**	2021
Project Title:	City Hall Lifecycle Replacements	**Business Unit:**	50593

Overview:

City Hall improvements were identified in the 2015 Facilities Condition Assessment (FCA) and subsequent engineering studies. City Hall requires repairs, maintenance, and business improvements to maintain service levels and improve energy efficiency.

In July 2018, Victoria City Council approved a Climate Leadership Plan to commit the City to be renewably powered by 2050, meaning all energy used for buildings and transportation within the community is to be from non-fossil fuel sources. To show commitment and leadership, Council went further and set a target to make all City-owned and operated facilities to be renewably powered by 2040.
In 2019, a report was commissioned to further review replacement options for the HVAC system at City Hall. The report offers an assessment of the building's heating and ventilation systems and its major system components and provides options for renewal with more sustainable systems. This work aligns directly with our Climate Leadership Plan greenhouse gas emissions reductions.

This is a multi-phased design focused on:
• Improved energy performance
• Improved air quality
• Increased filtration
• Increased comfort for visitors
• Reduced operating costs
• GHG reductions

Once these upgrades are complete, we will reduce our annual GHG emissions by 140 tonnes of CO_2e, the equivalent of removing 31 cars off the road annually.

Deliverables:

2021 Project:
• Phase 1: City Hall West HVAC Energy Efficiency Improvements

2022 Project:
• Phase 2: City Hall East HVAC Design

Project Forecast

Year	Total Expense
2021	1,297,000
	1,297,000

Project Summary

Project Number:	PRC-243	**Budget Year:**	2021
Project Title:	VCC - Life Cycle Renewal and Repairs	**Business Unit:**	50645

Overview:

The Victoria Conference Centre (VCC) is one of the larger City complexes and requires continual investment in order to maintain its key role in the local meeting and tourism industry. The mandate of the VCC is to generate economic benefit to the City of Victoria focused on non-resident delegate days through city-wide and multiday conferences.

For the VCC to remain relevant in an increasingly competitive market, both interior improvements and life cycle renewal projects have been identified over the next five years.

Deliverables:

2021 Projects:
• Carson Hall upper wall fabric replacement
• Atrium/PF1 Painting
• Cooling Tower Replacement
• Modernize Existing Freight Elevator
• Fire Alarm System Replacement

2022 Projects:
• Atrium and Level 1 Pre-Function area lighting replacement
• Meeting room air wall renewal

2023 Projects:
• Elevator modernization
• Level 2 washroom refurbishment Phase 1
• Carson Hall air wall, lighting, wood wall improvements

2024 Projects:
• Atrium Level 2 planter removal and glass railing installation
• Level 2 washroom refurbishment Phase 2
• Level 1 washroom refurbishment
• Atrium tile replacement Phase 1

2025 Project:
• Atrium tile replacement Phase 2

Project Forecast

Year	Total Expense
2021	885,000
2022	546,000
2023	917,000
2024	633,000
2025	345,000
	3,326,000

Project Summary

Project Number:	PRC-254	**Budget Year:**	2021
Project Title:	Public Works Yard	**Business Unit:**	50657

Overview:

In October 2015, the Facility Condition Assessment was completed. The assessment looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Critical repairs to Trades Building Infrastructure

Project Forecast

Year	Total Expense
2021	18,000
	18,000

Project Summary

Project Number:	PRC-252	**Budget Year:**	2021
Project Title:	Royal Athletic Park Rehabilitation & Repairs	**Business Unit:**	50658

Overview:

Royal Athletic Park life cycle renewal projects are identified in the 2015 Facilities Condition Assessment (FCA) and operational requests. Royal Athletic Park requires repairs and maintenance, and business improvements to continue to provide reliable service to its patrons and user groups without interruptions.

The FCA looked at all City buildings and provided a recommended annual workplan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

2021 Projects:
• Replace roll-up concession gates
• Corporate Building Energy and Green House Gas (GHG) Savings

Project Forecast

Year	Total Expense
2021	33,000
	33,000

Project Summary

Project Number:	PRF-241	**Budget Year:**	2021
Project Title:	SOFMC (Arena) – Life Cycle Renewal and Repairs	**Business Unit:**	50660

Overview:

The Save-on-Foods Memorial Centre is a 7,000-seat sport and entertainment venue, home to the Victoria Royals hockey club, concerts, community recreation programs, and various other events. The facility is operated on behalf of the City by RG Properties through a long-term agreement.

In 2021, staff propose funding from the capital reserve to address necessary repairs to the electrical and low voltage wiring system.

Deliverables:

2021 Projects:
• Desiccant Wheels
• Handrails

Project Forecast

Year	Total Expense
2021	275,000
	275,000

Project Summary

Project Number:	PRF-300	**Budget Year:**	2021
Project Title:	Fire Station #3 - New Mechanic Building, Emergency Access and Drafting Pit	**Business Unit:**	50703

Overview:

To ensure that our fire safety service facilities stay current with equipment and operational requirements, detailed design and construction of these improvements is required.

This project will be planned and executed over a multi-year period.

Deliverables:

2022 Projects:
- Construction of a new 3-bay mechanics building that will facilitate maintenance and testing of VFD's apparatus fleet. The new building will be stand-alone and located in the north section of Fire Station 3's parking lot
- Construction of an in-ground drafting pit to test the fire engine pumps
- Modification to the existing Fire Station #3 vehicle travel path. Change response exiting from Bay Street to the less busy Westbourne Place

Project Forecast

Year	Total Expense
2022	TBD
	TBD

Project Summary

Project Number:	FIR-008	**Budget Year:**	2021
Project Title:	Fire Hall #1 Replacement	**Business Unit:**	50711

Overview:

Through an extensive process that began with a market sounding followed by a Request for Qualifications, the City has successfully negotiated a contract with Dalmatian Developments LP for the purchase and construction of a new post-seismic rated Fire Department Headquarters, co-located with a BC Emergency Health Services (BCEHS) facility for paramedics as part of an overall mixed use development at 1050 Yates Street.

The construction process cannot commence until after the land use process has concluded satisfactorily. It is anticipated that if the land use process results in appropriate zoning on the property, the construction of the new fire hall will take approximately 28 months after issuance of the necessary building permits.

This project will be planned and executed over a multi-year period.

Deliverables:

Replacement of Fire Hall #1:

The new building, to be built to meet the upcoming changes to the BC Building Code standards for buildings designed to remain operable post disaster, will be approximately 41,700 square feet, including the BCEHS space of approximately 3,200 square feet.

Project Forecast

Year	Total Expense
2021	2,058,000
2022	33,727,000
	35,785,000

Project Summary

Project Number:	PRF-310	**Budget Year:**	2021
Project Title:	City Hall Interior Improvements	**Business Unit:**	50714

Overview:

Designed by the architect John Teague, City Hall first opened in 1878, sixteen years after Victoria's incorporation. Teague won a design competition for the new building in 1875; however, his original design had to be scaled back due to cost concerns. The result was a more modest building that could be constructed in stages. The first of these was the south wing at the corner of Douglas and Pandora Streets. Further additions came in 1880 (fire hall) and 1888 (fire hall extension). In 1891, Teague's modified plan was fully realized with the completion of the final addition and clock tower.

As Victoria grew in the following decades, so did the need for expanded and updated municipal facilities. During the City's 1962 centennial celebrations, the Centennial Square project was unveiled, along with plans to renovate City Hall and design a new addition for the building. The newly renovated City Hall was opened on November 4, 1964.

The floor assembly near the permits desk is lifting and causing a tripping hazard for the public. A floor assembly refurbishment is planned to remediate this issue.

Deliverables:

2021 Project:
• Floor assembly refurbishment

Project Forecast

Year	Total Expense
2021	45,000
	45,000

Project Summary

Project Number:	PRF-317	**Budget Year:**	2021
Project Title:	Parkade Improvements	**Business Unit:**	50716

Overview:

This program covers repairs and maintenance, and business improvements to maintain reliable service to patrons without interruptions.

The FCA looked at all City buildings and provided a recommended annual work plan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

Deliverables:

Annual parkade repairs and improvements

Project Forecast

Year	Total Expense
2021	433,000
	433,000

Project Summary

Project Number:	PRF-318	**Budget Year:**	2021
Project Title:	Electric Vehicle Charging Stations Program	**Business Unit:**	50717

Overview:

The City is actively looking for opportunities to reduce greenhouse gas emissions as part of the City's Climate Action strategy. One strategy identified for reducing GHGs, is to install electric vehicle charging stations. This program aims to add multiple charging stations around the city to facilitate the City's growing fleet of electric vehicles.

Deliverables:

2021 Project:
• Install Electric Vehicle chargers

Project Forecast

Year	Total Expense
2021	14,000
	14,000

Project Summary

Project Number:	PRF-319	**Budget Year:**	2021
Project Title:	Corporate Office Renovations	**Business Unit:**	50718

Overview:

Corporate office renovation projects are planned to increase occupancy capacity, improve operational efficiency, and provide workstations for new staff.

This project will be planned and executed over a multi-year period.

Deliverables:

2021 Projects:
• Corporate office renovations
• Victoria Police Department office renovations
• Corporate Building Energy and Green House Gas (GHG) Savings

Project Forecast

Year	Total Expense
2021	225,000
	225,000

Project Summary

Project Number:	PRF-321	**Budget Year:**	2021
Project Title:	Facilities - Technical Studies	**Business Unit:**	50719

Overview:

The City regularly engages external professionals of various disciplines to conduct technical studies to inform the scope of projects required to meet asset management objectives or other strategic goals.

In 2021, staff propose to use these funds to undertake engineering studies relating to the facility performance targets outlined in the Climate Leadership Plan. This work will include energy studies that will assist the City to progress work on the corporate energy and Green House Gas (GHG) reduction programs.

Deliverables:

2021 Projects:
• Engineering Services
• Corporate Security Program

2022 Project:
• Public Works Facility Master Plan

Project Forecast

Year	Total Expense
2021	262,000
2022	250,000
	512,000

Project Summary

Project Number:	PRF-323	**Budget Year:**	2021
Project Title:	Public Washroom Improvements	**Business Unit:**	50720

Overview:

The FCA identified that multiple public washrooms are not accessible and require upgrades and renovations to remove barriers. This program aims to improve access for washroom patrons.

The Public Washroom Improvement Program aims to improve existing washrooms and build new washrooms to best serve public needs. New washroom locations will be determined by usage reports, community needs and detailed service gap mapping from the Facilities Master Plan.

In 2019 a public washroom location was identified in the 900 block of Douglas. This washroom will compliment existing washrooms in the downtown core by providing a safe, accessible, and durable 24-hour facility for public use.

Deliverables:

2021 Projects:
- New Public Washroom on the 900 block of Douglas Street
- Beacon Hill Park main washroom improvement

Project Forecast

Year	Total Expense
2021	563,000
2022	400,000
2023	408,000
2024	416,000
2025	424,000
	2,211,000

Operating Budget Impact

Budget Year	Exp (Rev)	FTE Impact
2022	20,000	0.0
2023	20,400	0.0
2024	20,800	0.0
2025	21,200	0.0
2026	21,600	0.0
2027	22,000	0.0
2028	22,400	0.0
2029	22,800	0.0
2030	23,300	0.0
2031	23,800	0.0
2032	24,300	0.0
2033	24,800	0.0
2034	25,300	0.0
2035	25,800	0.0
2036	26,300	0.0
2037	26,800	0.0
2038	27,300	0.0
2039	27,800	0.0
2040	28,400	0.0
2041	29,000	0.0

Project Summary

Project Number:	PRF-324	**Budget Year:**	2021
Project Title:	Community Centres - Life Cycle Renewal and Repairs	**Business Unit:**	50721

Overview:

The purpose of this program is to coordinate investments relating to life cycle maintenance and facility improvements that support community service objectives, as identified by the non-profit operators.

The following multi-year projects were developed through engagement with community centre operators and technical analysis on facility conditions.

Deliverables:

2021 Projects:
• Critical building energy system repairs for various community centres

2022-2023 Projects:
Fernwood Community Centre
• Install solar panels
• Remove unused fireplace and add storage
• Washroom refurbishment

Oaklands Community Centre
• Install patio shades
• HVAC system replacement

Quadra Village Community Centre
• Accordion wall replacement
• Exterior painting
• Office flooring replacement

Cook Street Village Activity Centre
• Accessibility upgrades to washrooms

James Bay New Horizons
• Fire alarm panel replacement

Project Forecast

Year	Total Expense
2021	37,000
2022	445,000
2023	57,000
	539,000

Project Summary

Project Number:	PRF-325	**Budget Year:**	2021
Project Title:	Property Management Program	**Business Unit:**	50722

Overview:

This program supports the maintenance and development of City's real estate holdings and properties for lease. The proposed investments include property improvements to meet contractual requirements and life cycle renewal.

In 2021, staff propose two specific projects for the facility at 812 Wharf Street.
1) An upgrade of the fire alarm system to meet safety requirements, based on the design developed in 2019.
2) An accessibility improvement, consisting of the installation of power operated doors for the Destination Greater Victoria Visitor Information Centre, for those with mobility challenges. The tenant has submitted a grant application for the Enabling Accessibility Fund (EAF), which provides funding for projects that make communities and workplaces more accessible. If successful, the cost to the City for this work would be reduced.

Deliverables:

2021 Projects:
• 812 Wharf Street Fire Alarm Upgrade
• 812 Wharf Street Accessibility Improvements

Project Forecast

Year	Total Expense
2021	569,000
	569,000

Project Summary

Project Number:	PRF-334	**Budget Year:**	2021
Project Title:	Facilities Master Plan	**Business Unit:**	50723

Overview:

Projects identified in the 2015 Facilities Condition Assessment (FCA). The FCA looked at all City buildings and provided a recommended annual work plan for building systems. The building systems were prioritized into 6 categories: 1 – Immediate, 2 – Restore Functionality, 2b – Exceeded Service Life, 3 – Future Renewal, 4a – Discretionary Upgrade, 4b – Discretionary Aesthetic. Priorities 1, 2, and 2b were recommended to be completed to ensure the building can operate to provide the service that the building is intended for.

The City of Victoria owns and operates numerous facilities that serve public and staff operations. These facilities contribute to an exceptional quality of life for residents and visitors of the City. City Staff have identified that the existing facilities require a Master Plan to ensure that maintenance and improvement projects are executed in an efficient and cohesive manner.

In 2015 the City conducted a condition assessment of its facilities. The assessment categorized potential risks and provided a 10-year work plan for capital and maintenance planning.

The proposed Master Plan will incorporate information from the condition assessment along with input from various stakeholders to draft a roadmap for managing Victoria's facilities. The Master Plan will allow the City to better maintain its assets and services that its citizens pay for and rely upon.

Deliverables:

2021 Project:
• Facilities Master Plan

Project Forecast

Year	Total Expense
2021	112,000
	112,000

Project Summary

Project Number:	PRF-339	**Budget Year:**	2021
Project Title:	926-930 Pandora Ave	**Business Unit:**	50748

Overview:

In 2020, the City purchased the property located at 926-930 Pandora Avenue. Redevelopment of the site is part of the city's plan to address affordable housing and provide more community services and programs in the downtown and North Park neighbourhoods.

Deliverables:

2021 Project:
• Design development

Project Forecast

Year	Total Expense
2021	2,432,000
	2,432,000

Project Summary

Project Number:	ENG-197	**Budget Year:**	2021
Project Title:	Wayfinding	**Business Unit:**	50573

Overview:

The City-wide Wayfinding strategy includes a set of guidelines, standards and an implementation framework to design, fabricate and install a series of signs and maps to help pedestrians navigate through the City of Victoria.

Deliverables:

The project will involve design, fabrication and installation of signs as indicated for year 2 by the strategy, and any required engagement and outreach with individual property owners and other stakeholders as necessary.

2021 Projects:
• Design, fabrication and installation of way finding signs in the following locations:
- James Bay
- Quadra Village
- Cook Street Village
- Fernwood Village
- North Park Village
- Victoria West

Project Forecast

Year	Total Expense
2021	45,000
	45,000

Equipment

Guiding Principles

- Maintain existing equipment in acceptable condition and to meet safety standards
- Upgrade or provide new equipment to meet future needs

Guiding Plans

- City of Victoria Strategic Plan
- Condition Assessment Reports
- City of Victoria Emergency Plan

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Arts, Culture & Events	• Performance and Festival Infrastructure – towable bleacher, tables, pop up tents, marquee tents, barricades delineators, chairs, cable and transition matting for accessibility, water filtration systems, portable and towable staging and storage and transport tools	• 30%	• Canopy skins, pop up tents, tables, chairs, portable staging deck replacements	• Wheelchair accessibility ramps and cables, marquee tents
Corporate	• Offices/workstations – 415 • Meeting space – 35	• All locations 30% near replacement	• 60 Workstation renewals or replacement (chairs, desks, cabinets, etc.)	• 40 new workstations annually (chairs, stand-up desks, cabinets, etc.)

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Fire	• 2 Fire Boats	• 20%	• Renewed Paint/ refit of Fire Boat Protector including hull repair and piping replacement	• Fireboat 2 Quicksilver and repowered outboard engines
	• Fire Equipment – Confined Space Rescue, Self -Contained Breathing Apparatus, Ladders, Auto Extrication Equipment, Marine Equipment, Rescue Response Equipment, Fire Hoses etc.	• 0%	• Self-contained breathing apparatus (SCBA) and cylinders, confined space equipment, fire hoses, and firefighting equipment, thermal imaging cameras, multi-gas detectors, auto extrication equipment, rescue mannequin	• Turnout gear extractor and gear dryer, wireless communication headsets for apparatus, ballistic vests and helmets, in water rescue equipment, decontamination shower
	• Furniture/Fixtures	• 30%	• Various Furniture/Fixtures to support 24/7 operations	• N/A
	• Protective Fire Clothing	• 0%	• Firefighting, turnout gear, balaclavas, helmets, boots, gloves, personal protective equipment, high visibility vests	• N/A
	• Emergency Management Equipment	• 10%	• Various Emergency Management Equipment and High Visibility Vests	• Remotely Piloted Aerial Systems (RPAS), Base Camp Connect Communication System, Expansion of Emergency Management Radio System, Water Storage Containers and Emergency Food Rations, Cyclist Response Team Equipment, EOC support equipment
Parking	• On Street Pay Stations	• 0%	• Upgraded credit card readers and modems	• On Street Pay Stations
	• Parkade Revenue Control System – gates, ticket spitters, card readers and fee computers	• 20%	• N/A	• New pay in lane and pay on foot machines, new fee computers, new gates
	• Security Cameras	• 80%	• N/A	• N/A
	• Space Counter Signs	• 0%	• N/A	• Space Counter Signs

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Public Works	• Vehicle and Heavy Equipment including pickups/chassis cabs, cars, sedans, vans, specialized operations vehicles, trailers, excavators, heavy duty equipment	• 15%	• Pickups/chassis cabs, aerial lift trucks, vans and cars, fire emergency vehicles	• Hybrid cars, street flusher, electrical bucket truck, excavator, electric elevated man lift, fire emergency vehicles
	• Small Equipment and Tools includes all restricted and non-plated mechanical equipment (ride along mowers, tractors) and tools	• 15%	• Tractors, lawnmowers and tools (saws, compressors, generators, pressure washers, hydraulic water pumps and hedge trimmers)	• Scooters, snow removal tools and equipment, digitized oil dispenser, remotely operated street stump grinder, tow behind compressor, resist-o-graph (tree health) monitor
	• Telematics – wireless transmission for vehicles	• 0%	• N/A	• Telematics
Recreation	• 5 Treadmills, 3 Elliptical Trainers	• 38%	• 3 new powered treadmills	• New Self-Powered Treadmill
	• 16 Exercise Bikes (upright, recumbent, spin)	• 100%	• All equipment	• 3 New spin bikes
	• 2 Steppers	• 50%	• 1 new stepper	• N/A
	• Strength Training Machines	• 0%	• All Strength equipment in FitPit Circuit Training area	• Smith machine, Lat-Pulldown, Calf Raise, Low Row, Leg press
VCC	• Chairs VCC (folding, boardroom, stools)	• 15%	• Risers, podiums, chairs, benches, couches, pavilion carpet, LCD screens	• Tables, stanchions, coffee tables, aluminum ramps
	• Chairs Crystal (folding, wicker)	• 65%		
	• Prefunction Furniture (couches, benches, coffee tables)	• 30%		
	• LCD Screens (8 x 80")	• 30%		
	• Podiums	• 30%		
	• Tables (rounds, mighty lites, granite, cocktail)	• 30%		
	• Kiosks (bars, registrations, signage)	• 85%		
	• Easels (wood and metal)	• 50%		
	• Crowd Control – stanchion – folding partitions	 • 40% • 85%		
	• Staging (Carpeted risers, wood deck, stairs, skirting, hand rails, chair rails, theatre catwalk, backdrops, dance floor)	• 40%		

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
VCC	• Tradeshow (pipe & pole, banjo drape, electrical, poster boards)	• 15%		
	• Shop Tools	• 15%		
	• Vehicle Ramp	• 0%		
	• Equipment Moving – Scissor lift VCC – Scissor lift CG – Walkie stacker – Tow motor – Pallet jacks	 • 85% • 20% • 70% • 60% • 25%		
	• Pavilions	• 25%		
	• Canopies	• 65%		

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): Renewal: $17.655m	Tomorrow's City (New): New Infrastructure: $381k
Arts, Culture & Events	• Replace/Rehab event equipment: $27k in 2021, $28k in 2022, and $29k in 2023	• N/A
Corporate	• Replace/Rehab office equipment, infrastructure and application support: $2.654m in 2021, $996k in 2022, and $872k in 2023	• N/A
Fire	• Replace/Rehab furniture, equipment and protective clothing: $328k in 2021, $294k in 2022, and $301k in 2023	• N/A
Parking	• Replace/Rehab equipment and technology upgrades: $602k in 2021, $270k in 2022, and $275k in 2023	• Electrical Vehicle infrastructure: $175k in 2021, $102k in 2022, and $104k in 2023
Public Works	• Replace/Rehab equipment: $8.72m in 2021, $1.087m in 2022, and $1.092m in 2023	• N/A
Recreation	• Replace/Rehab fitness equipment: $80k in 2021	• N/A

Project Summary

Project Number:	ACE-107	**Budget Year:**	2021
Project Title:	Festival Equipment Asset Replacement	**Business Unit:**	50125

Overview:

To replace and preserve the City's existing performance and festival infrastructure including festival equipment (bleachers, staging, tents, barriers, etc.).

Deliverables:

Pop-up tent frames and skins replaces, cable & transition matting for accessibility, marquis tent replacement and other minor equipment (storage and transport tools) required to deliver the program.

Project Forecast

Year	Total Expense
2021	27,000
2022	28,000
2023	29,000
2024	30,000
2025	31,000
2026	32,000
2027	33,000
2028	34,000
2029	35,000
2030	36,000
2031	37,000
2032	38,000
2033	39,000
2034	40,000
2035	41,000
2036	42,000
2037	43,000
2038	44,000
2039	45,000
2040	46,000
	730,000

Project Summary

Project Number:	COR-001	**Budget Year:**	2021
Project Title:	Corporate Equipment Replacement	**Business Unit:**	50061

Overview:

Replacement of office equipment and furniture to support City operations.

Deliverables:

Various office equipment and furniture needs throughout the organization

Project Forecast

Year	Total Expense
2021	275,000
2022	218,000
2023	223,000
2024	227,000
2025	232,000
2026	236,000
2027	241,000
2028	246,000
2029	251,000
2030	256,000
2031	261,000
2032	266,000
2033	271,000
2034	277,000
2035	282,000
2036	288,000
2037	294,000
2038	299,000
2039	305,000
2040	311,000
	5,259,000

Project Summary

Project Number:	ENG-006	**Budget Year:**	2021
Project Title:	Asset Mgmt/GIS System Development	**Business Unit:**	50486

Overview:

To develop a reliable inventory and Geographic Information System (GIS) to support an effective asset management and maintenance management system. The system will assist the City in sustainably planning infrastructure.

Deliverables:

2021 Projects:
• Asset survey equipment replacement/renewal
• Asset management digital equipment for public works crew
• Integration of business unit operations management processes into asset management system
• Software configuration and testing
• Work order management and time entry configuration
• Staff training
• Documentation

Project Forecast

Year	Total Expense
2021	249,000
2022	50,000
2023	25,000
	324,000

Project Summary

Project Number:	FIN-003	**Budget Year:**	2021
Project Title:	Corporate IT Infrastructure	**Business Unit:**	50025

Overview:

Annual replacement and maintenance of the City's IT hardware inventory according to the established hardware replacement policy.

To keep the City's IT infrastructure in alignment with industry best practice around lifecycle management a replacement schedule assists in maintaining a reliable and stable IT hardware in the most cost-effective way possible.

Managing computer devices on a schedule ensures that they remain serviceable with downtime due to technology issues minimized.

Deliverables:

Lifecycle Timeframes:

Device Type	Timeframe
Desktop PC's	4 year replacement
Laptops	4 year replacement
Monitors	7 year replacement
Servers	5 year replacement
Storage	6 year replacement
Network (Core)	5 year replacement
Network (Edge)	10 year replacement
Security Appliances	5 year replacement

Reason for Replacement: Maintenance and Warranty costs and age of equipment

Project Forecast

Year	Total Expense
2021	1,144,000
2022	728,000
2023	624,000
2024	653,000
2025	695,000
2026	726,000
2027	916,000
2028	664,000
2029	685,000
2030	780,000
2031	794,000
2032	804,000
2033	565,000
2034	609,000
2035	765,000
2036	846,000
2037	846,000
2038	627,000
2039	685,000
2040	713,000
	14,869,000

Project Summary

Project Number:	FIN-006	**Budget Year:**	2021
Project Title:	Corporate Application Support	**Business Unit:**	50010

Overview:

Information systems have an important role in the City's ability to deliver exceptional customer service and expedite processes. Enhanced communication, engagement and accountability are reliant on effective use of technology to engage with the citizens, business and community partners.

Continual enhancement of the City's software applications occur to improve customer service, information sharing and maximize resources in providing service to the community. This includes enhancements to existing functions and introducing new tools and programs that integrate with other corporate systems.

Deliverables:

2021 IT Projects focus on the following four program areas to deliver IT improvements across the organization:

- Automation
  - Improve staff efficiency by automating manual processes with effective technology solutions
- Insights
  - Provide the tools and technology for staff to make data driven decisions
- Resilience
  - Improve the city's technology system availability
- Transformation
  - Eliminate technical debt by replacing legacy tools and technology with modern and more cost effective systems

Project Forecast

Year	Total Expense
2021	986,000
	986,000

Project Summary

Project Number:	FIR-001	**Budget Year:**	2021
Project Title:	Fire Boat	**Business Unit:**	50453

Overview:

Victoria's Inner Harbour is a year-round tourism destination, water airport aerodrome, commercial base and home to many who live on the water or along the water's edge. Given its multi-use, providing fire protection and rescue services to the Inner Harbour and adjoining waterways is paramount to ensuring public safety and the protection of property and the marine environment.

To serve Victoria's citizens and visitors, the department has two multi purpose vessels ensuring an emergency protection presence within the City's harbour. Fire Boat 1 "Protector" serves primarily as a firefighting response vessel and can be used to assist with other emergency response requests. Fire Boat 2 "Quicksilver" is a multipurpose vessel that serves the City of Victoria in various capacities and can provide firefighting support when required or when servicing Fire Boat 1. Fire Boat 2 was acquired from VicPD and prior to replacement of the asset, it will require further review and determination of the requirements and specifications. As the Victoria Harbour is a working harbour with major economic viability it is inherent that an effective and efficient response to marine emergencies is maintained through the department.

Deliverables:

2028 Project:
• Replacement of Fire Boat 1, "Protector"

2035 Project:
• Replacement of Fire Boat 2, "Quicksilver"

Project Forecast

Year	Total Expense
2028	1,200,000
2035	800,000
	2,000,000

Project Summary

Project Number:	FIR-002	**Budget Year:**	2021
Project Title:	Fire Equipment	**Business Unit:**	50121

Overview:

To replace and update required fire and rescue equipment utilized in the delivery of service by the Victoria Fire Department. This ensures fire equipment meets industry standards.

Deliverables:

Requirement for efficient service delivery depending on quality of equipment available.
Rope Rescue - Confined Space Rescue:
• Ropes
• Harnesses
• Prussic
• Pulleys
• Carabiner
• Sked

Self-Contained Breathing Apparatus SCBA:
• Scott Air Pack Harness
• Scott Face Piece
• Scott Air Cylinder

General Equipment:
• Ladders
• Saws
• Tarps
• Fire Hoses
• Appliances
• Fireboat Equipment
• Auto Extrication Equipment
• Equipment to support the delivery of fire department programming

Emergency Management Equipment
• Corporate Emergency Management Radio System and satellite communications
• Emergency food rations, water supply and storage components
• Remote Piloted Aircraft Systems
• Cyclist response equipment
• Equipment to support emergency management operations

Project Summary

Project Forecast

Year	Total Expense
2021	236,000
2022	198,000
2023	202,000
2024	206,000
2025	210,000
2026	214,000
2027	218,000
2028	222,000
2029	226,000
2030	230,000
2031	234,000
2032	238,000
2033	243,000
2034	248,000
2035	253,000
2036	258,000
2037	263,000
2038	268,000
2039	273,000
2040	278,000
	4,718,000

Project Summary

Project Number:	FIR-003	**Budget Year:**	2021
Project Title:	Furniture/Fixtures	**Business Unit:**	50129

Overview:

Replacement of existing station furniture/fixtures located at the three 24/7 operating City of Victoria Fire Stations.

Deliverables:

To meet replacement schedule of existing furniture/fixtures

Project Forecast

Year	Total Expense
2021	8,000
2022	10,000
2023	11,000
2024	11,000
2025	11,000
2026	11,000
2027	11,000
2028	11,000
2029	11,000
2030	11,000
2031	11,000
2032	11,000
2033	11,000
2034	11,000
2035	11,000
2036	11,000
2037	11,000
2038	11,000
2039	11,000
2040	11,000
	216,000

Project Summary

Project Number:	FIR-005	**Budget Year:**	2021
Project Title:	Protective Fire Clothing	**Business Unit:**	50487

Overview:

Equipment costs, annual replacement of firefighting turnout gear, replacement of members firefighting flash hoods (balaclavas), enhanced protection against carcinogenic particulates, inspection and maintenance program for turnout gear to meet requirements of industry standards and fire fighter occupational health and safety.

Deliverables:

Assurance that members are equipped with proper personal protection for safe fire and rescue operations

Project Forecast

Year	Total Expense
2021	84,000
2022	86,000
2023	88,000
2024	90,000
2025	92,000
2026	94,000
2027	96,000
2028	98,000
2029	100,000
2030	102,000
2031	104,000
2032	106,000
2033	108,000
2034	110,000
2035	112,000
2036	114,000
2037	116,000
2038	120,000
2039	122,000
2040	124,000
	2,066,000

Project Summary

Project Number:	ENG-020	**Budget Year:**	2021
Project Title:	Parking Equipment/Technology Upgrade	**Business Unit:**	50060

Overview:

The Parking Technology Upgrade budget is utilized to improve customer service and overall operations of Parking Services. These improvements can be made to the parkades and on-street parking where the new technology will have a positive effect on business practices.

Deliverables:

- Various Parking Equipment and Technology Upgrades

Project Forecast

Year	Total Expense
2021	602,000
2022	270,000
2023	275,000
2024	281,000
2025	287,000
2026	293,000
2027	299,000
2028	305,000
2029	311,000
2030	317,000
2031	323,000
2032	329,000
2033	336,000
2034	343,000
2035	350,000
2036	357,000
2037	364,000
2038	371,000
2039	378,000
2040	386,000
	6,777,000

Project Summary

Project Number:	ENG-086	**Budget Year:**	2021
Project Title:	Parkade Revenue Control System	**Business Unit:**	50687

Overview:

For the upgrade and replacement of the Parkade revenue control system containing ticket spitters, card readers, gates and fee computers

Deliverables:

- Replacement of the Parkade revenue control system

Project Forecast

Year	Total Expense
2025	800,000
	800,000

Project Summary

Project Number:	ENG-294	**Budget Year:**	2021
Project Title:	Electric Vehicle Infrastructure	**Business Unit:**	50739

Overview:

Investment in public Electrical Vehicle (EV) infrastructure has been identified as a key strategy required to meet the Climate Leadership Plan target: “By 2030, renewable energy powers 30 percent of passenger vehicles registered in Victoria, and 100 percent of passenger vehicles are renewably powered by 2050”.

Electric vehicle ownership in Canada is increasing rapidly. Regionally, EV adoption rates are estimated to be experiencing growth in excess of 50% year on year, with total numbers now exceeding 2,000 vehicles. In providing an access to EV charging away from home, public EV infrastructure plays an essential role ensuring current and prospective EV drivers can be confident in charging their EV away from home.

While EV uptake grows at a rate consistent with meeting the CLP target, one of the greatest barrier to future growth is access to home charging. This is particularly true in the City of Victoria, where approximately 67% of the city’s 46,000 households, are in apartments or condominiums, with little or no access home charging. Investment in public EV charging infrastructure is one approach to addressing this need. Since 2013, the City has invested in EV charging infrastructure by installing publicly accessible charging stations. Public charging infrastructure can support EV purchases. It now operates 13 public Level 2 charging stations. The City’s charging stations have become increasingly popular, as evidenced by a doubling in use each year. While local business and institutions are investing in EV charging infrastructure, the near term rate of private sector investment is not expected to meet the level required to sustain future growth in EVs sufficient to align with Climate Leadership Plan GHG emission reduction target. The City of Victoria anticipates continued and expanded investment in public EV infrastructure over the next several years to support sustained rates of EV adoption in the community.

Deliverables:

2021 Project:
• EV Infrastructure Investment

Project Forecast

Year	Total Expense
2021	175,000
2022	102,000
2023	104,000
2024	106,000
2025	108,000
2026	110,000
2027	112,000
2028	114,000
2029	116,000
2030	118,000
2031	120,000
2032	122,000
2033	124,000
2034	126,000
2035	129,000
2036	132,000
2037	135,000
2038	138,000
2039	141,000
2040	144,000
	2,476,000

Project Summary

Project Number:	ENG-072	**Budget Year:**	2021
Project Title:	Vehicle & Heavy Equipment Replacement	**Business Unit:**	50028

Overview:

Annual Program to support the procurement and replacement of expired and new Service Vehicles and Heavy Equipment for City Operations. The Fleet section administers the replacement and purchasing of fleet assets based on specific guidelines and operational requirements.

Deliverables:

- Twenty-four service vehicles and pieces of equipment

Project Forecast

Year	Total Expense
2021	7,513,000
2022	832,000
2023	832,000
2024	832,000
2025	638,000
2026	37,000
	10,684,000

Project Summary

Project Number:	ENG-110	**Budget Year:**	2021
Project Title:	Small Equipment and Tools	**Business Unit:**	50029

Overview:

Annual program to support the procurement and sustainability of the restricted plate fleet (mowers, loaders, etcetera) and general small tools, generators and compressors required for City operations.

Deliverables:

- Nine pieces of equipment and several small hand tools

Project Forecast

Year	Total Expense
2021	392,000
2022	255,000
2023	260,000
2024	265,000
2025	270,000
2026	275,000
2027	281,000
2028	287,000
2029	293,000
2030	299,000
2031	305,000
2032	311,000
2033	317,000
2034	323,000
2035	329,000
2036	336,000
2037	343,000
2038	350,000
2039	357,000
2040	364,000
	6,212,000

Project Summary

Project Number:	ENG-220	**Budget Year:**	2021
Project Title:	Decommission Fuel Storage Tank	**Business Unit:**	50637

Overview:

To decommission the fuel island including the removal of the underground fuel storage tanks located at the Public Works Yard (417 Garbally Road). The work will involve a consultant to provide the project scope.

Deliverables:

2021 Projects:
- Feasibility study of the future supply demands of the City of Victoria fleet
- Decommissioning the fuel island including removal of the underground fuel storage tanks
- Remediation of the area

Project Forecast

Year	Total Expense
2021	550,000
	550,000

Project Summary

Project Number:	ENG-250	**Budget Year:**	2021
Project Title:	Cigarette Butt Collection Program	**Business Unit:**	50668

Overview:

Cigarette Butt Collection Program: funding for an expansion of the project which was launched in year 2017. The DVBA reports that cigarette butt litter has decreased dramatically where receptacles have been installed. They have received positive feedback from businesses and no complaints. Public Works, Parks and Facilities are supporting to expand the project with additional locations.

Public Spaces Waste Collection - funding to build 25 additional public waste receptacles. They will be installed in areas with increased usage in response to local population increases.

Deliverables:

2021 Projects:
• Manufacturing and installation of estimated 25 additional cigarette butt collection canisters
• Manufacturing and installation of estimated 25 more public waste collection receptacles

Project Forecast

Year	Total Expense
2021	40,000
	40,000

Project Summary

Project Number:	ENG-274	**Budget Year:**	2021
Project Title:	Public Space Recycling	**Business Unit:**	50730

Overview:

Expansion of public recycling stations to high activity parks and streets. Provide additional access to infrastructure to encourage waste diversion across downtown, urban villages and parks.

Deliverables:

- 20 new public recycling stations

Project Forecast

Year	Total Expense
2021	95,000
	95,000

Project Summary

Project Number:	ENG-276	**Budget Year:**	2021
Project Title:	Public Space Waste Receptacles	**Business Unit:**	50731

Overview:

As the city's population is growing, more Waste Receptacles are needed to be installed around the city.

Deliverables:

- Installation of 20 Waste Receptacles

Project Forecast

Year	Total Expense
2021	20,000
	20,000

Project Summary

Project Number:	ENG-289	**Budget Year:**	2021
Project Title:	Public Works Equipment	**Business Unit:**	50741

Overview:

Purchase of equipment and tools for Public Works.

Deliverables:

- Miscellaneous equipment and tools

Project Forecast

Year	Total Expense
2021	110,000
	110,000

Project Summary

Project Number:	PRF-006	**Budget Year:**	2021
Project Title:	CP/Arena/Recreation Equipment	**Business Unit:**	50103

Overview:

This is an ongoing asset investment program that ensures fitness and aquatic equipment lifecycle plans are maintained for City recreation facilities. The planned replacements provide a safe and quality service experience for patrons and minimizes service disruptions.

During the COVID-19 pandemic related facility closure, equipment degradation has accelerated due to inactivity and environmental exposure. To mitigate the risk of increased equipment failure and to maintain existing service levels, the following investment is recommended to keep the facility's equipment safe and operational.

Deliverables:

Cardio Equipment Replacement:
• 27 cardio machines

Project Forecast

Year	Total Expense
2021	80,000
	80,000

Utilities

Guiding Principles

- Maintain existing underground utility infrastructure in acceptable condition
- Upgrade or provide new underground utility infrastructure to meet future community needs

Guiding Plans

- Official Community Plan
- City of Victoria Strategic Plan
- Water System Master Plan
- Stormwater Master Plan
- Sanitary Sewer Master Plan
- Condition Assessment Reports

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Waterworks	• 349 km of water mains[1] • 1 pump station • 1,806 fire hydrants • 10 PRV stations	• 19%	• 10.7 km	• 3.0 km of water main
Sanitary Sewers	• 237 km of sanitary mains • 11 pump stations	• 10%	• 13.8 km	• 2.6 km of sanitary main
Stormwater	• 260 km of storm drain mains • 4 pump stations • 7,216 catch basins	• 10%	• 10.6 km	• 1.0 km of storm drain main • 316 catch basins
Water Connections	• 19,478[2]	• 19%	• 181	• 58 water services
Sewer Connections	• 13,747	• 10%	• 212	• 11 sanitary connections
Storm Connections	• 10,744	• 10%	• 175	• 80 storm connections

[1] Includes Esquimalt
[2] Includes Esquimalt. Based on water meter numbers.

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): Renewal: $72.415m	Tomorrow's City (New): TBD
Waterworks	• Replace/Rehab 4 to 5 km of water mains: $9.294m in 2021, $5.781m in 2022, $6.041m in 2023	• N/A
Sanitary Sewers	• Replace/Rehab 3 to 5 km of sanitary sewers: $11.213m in 2021, $6.784m in 2022, $7.274m in 2023	• N/A
Stormwater	• Replace/Rehab 3 to 4 km of storm drains: $13.209m in 2021, $6.303m in 2022, $6.516m in 2023	• N/A

Project Summary

Project Number:	ENG-076	**Budget Year:**	2021
Project Title:	New Services	**Business Unit:**	10010

Overview:

To install water service connections as requested by residents, businesses and commercial/institutional properties.

Deliverables:

Water service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2021	550,000
2022	550,000
2023	550,000
2024	550,000
2025	550,000
2026	550,000
2027	550,000
2028	550,000
2029	550,000
2030	550,000
2031	550,000
2032	550,000
2033	550,000
2034	550,000
2035	550,000
2036	550,000
2037	550,000
2038	550,000
2039	550,000
2040	550,000
	11,000,000

Project Summary

Project Number:	ENG-077	**Budget Year:**	2021
Project Title:	System Planning & Assessment	**Business Unit:**	10031

Overview:

Ongoing water distribution infrastructure planning work including periodic updates to the water system hydraulic model and master plan. Generally the master plan gets updated every five years.

Deliverables:

Water System Master Plan

Project Forecast

Year	Total Expense
2024	250,000
2029	300,000
2034	350,000
2039	400,000
	1,300,000

Project Summary

Project Number:	ENG-078	**Budget Year:**	2021
Project Title:	Mains Replacement	**Business Unit:**	10030

Overview:

To replace and upgrade water system infrastructure which has been identified as a system deficiency, having inadequate capacity, or has reached the end of its service life. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its service life, or is in need of repair.

Deliverables:

2021 Projects:
• Watermain upgrades and replacements
o Constance, Esquimalt to 640 Constance
o Jutland, Gorge to Burnside
o Haultain - Forbes to Belmont
o Highrock - Rockheights to Highrock Place
• Prior to Paving program:
• Watermain lining program
• System component funding
• Disaster Mitigation and Adaption Fund (DMAF) grant projects:
o Cook – Yates to Pandora Watermain
o Yates – Cook to Quadra Watermain
o Phase 4 of Downtown Area Fire Protection Improvements – Government Street, Johnson to Chatham
o Phase 4 of Downtown Area Fire Protection Improvements – Blanshard Street, Yates to Fort
o Phase 4 of Downtown Area Fire Protection Improvements – Douglas Street, Yates to Fort to Broughton
• 2022 Projects design

Project Forecast

Year	Total Expense	Grants	Net City Funding
2021	8,701,000	1,038,000	7,663,000
2022	5,187,000	721,000	4,466,000
2023	5,446,000	757,000	4,689,000
2024	5,718,000	795,000	4,923,000
2025	6,004,000	835,000	5,169,000
2026	6,303,000	876,000	5,427,000
2027	6,618,000	920,000	5,698,000
2028	5,983,000	-	5,983,000
2029	6,282,000	-	6,282,000
2030	6,596,000	-	6,596,000
2031	6,926,000	-	6,926,000
2032	7,272,000	-	7,272,000
2033	7,636,000	-	7,636,000
2034	8,018,000	-	8,018,000
2035	8,419,000	-	8,419,000
2036	8,840,000	-	8,840,000
2037	9,282,000	-	9,282,000
2038	9,746,000	-	9,746,000
2039	10,233,000	-	10,233,000
2040	10,745,000	-	10,745,000
	149,955,000	**5,942,000**	**144,013,000**

Project Summary

Project Number:	ENG-122	**Budget Year:**	2021
Project Title:	Capital Equipment	**Business Unit:**	10036

Overview:

Purchase of equipment, tools and supplies used for construction of water infrastructure capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies

Project Forecast

Year	Total Expense
2021	43,000
2022	44,000
2023	45,000
2024	46,000
2025	47,000
2026	48,000
2027	49,000
2028	50,000
2029	51,000
2030	52,000
2031	53,000
2032	54,000
2033	55,000
2034	56,000
2035	57,000
2036	58,000
2037	59,000
2038	60,000
2039	61,000
2040	62,000
	1,050,000

Project Summary

Project Number:	ENG-035	**Budget Year:**	2021
Project Title:	Inflow & Infiltration	**Business Unit:**	30015

Overview:

To address problems of rain and groundwater inflow and infiltration to the sanitary sewer system. This program will support pipe rehabilitation, lateral service connection sealing, manhole upgrades, the removal of cross-connections, flow monitoring to determine priorities, and pilot projects to effectively reduce inflow and infiltration.

Deliverables:

2021 Projects:
- Flow monitoring and investigation program
- Overflow monitoring and elimination
- Inflow and infiltration reduction program – Irma/ Lotus combined manhole separation Phase 1
- Annual mainline rehabilitation program

Project Forecast

Year	Total Expense
2021	2,053,000
2022	1,314,000
2023	1,380,000
2024	1,449,000
2025	1,521,000
2026	1,597,000
2027	1,677,000
2028	1,761,000
2029	1,849,000
2030	1,941,000
2031	2,038,000
2032	2,140,000
2033	2,247,000
2034	2,359,000
2035	2,477,000
2036	2,601,000
2037	2,731,000
2038	2,868,000
2039	3,011,000
2040	3,162,000
	42,176,000

Project Summary

Project Number:	ENG-037	**Budget Year:**	2021
Project Title:	Mains Replacement	**Business Unit:**	30011

Overview:

To replace and upgrade sanitary mains which have been identified as a system deficiency, having inadequate capacity, or having exceed life expectancy. Rehabilitation efforts include extending the life of existing infrastructure that is nearing the end of its service life, or is in need of repair.

Deliverables:

2021 Projects:
- Garbally Lift Station to David Street sanitary sewer replacement
- Denman Street, Forbes to Oregon relining/ relaying of sanitary sewer replacement
- Huron-Dallas to North end sanitary sewer replacement
- Prior to Paving Program
- Underground Utilities Capital Projects Crew Administration
- System components funding
- 2022 Projects design

Project Forecast

Year	Total Expense
2021	3,412,000
2022	2,313,000
2023	2,429,000
2024	2,550,000
2025	2,678,000
2026	2,812,000
2027	2,953,000
2028	3,101,000
2029	3,256,000
2030	3,419,000
2031	3,590,000
2032	3,770,000
2033	3,959,000
2034	4,157,000
2035	4,365,000
2036	4,583,000
2037	4,812,000
2038	5,053,000
2039	5,306,000
2040	5,571,000
	74,089,000

Project Summary

Project Number:	ENG-038	**Budget Year:**	2021
Project Title:	New Services	**Business Unit:**	30010

Overview:

To install sanitary service connections as requested by residents, businesses, and commercial/institutional properties.

Deliverables:

Sanitary service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2021	300,000
2022	300,000
2023	300,000
2024	300,000
2025	300,000
2026	300,000
2027	300,000
2028	300,000
2029	300,000
2030	300,000
2031	300,000
2032	300,000
2033	300,000
2034	300,000
2035	300,000
2036	300,000
2037	300,000
2038	300,000
2039	300,000
2040	300,000
	6,000,000

Project Summary

Project Number:	ENG-039	**Budget Year:**	2021
Project Title:	System Planning	**Business Unit:**	30016

Overview:

Periodic reviews and updates to the Sanitary Sewer Master Plan. The Master Plan allows for simulation and analysis of the sanitary sewer system using computer software, and the determination of sewage flows, including inflow and infiltration flows, forecasting of future development flows, assessment of the conveyance system capacity, impacts of climate changes, and evaluation of upgrade scenarios. It also allows staff to make informed, economical decisions about the system for future construction activities.

The Master Plan provides a prioritized, multi-year plan for system wide improvements including a list of priorities and cost estimates. It incorporates Closed Circuit Television (CCTV) condition assessment data and coordinate upgrades with other infrastructure master plans.

A request for proposal for specialty engineering services to develop the Master Plan will be prepared and a consultant with expertise in this field will be selected. The consultant will be provided with the existing hydraulic model, infrastructure data, as well as planning and development information. Detailed design criteria and land use information for generation of flows will be developed and incorporated into the Master Plan. Generally the Master Plan is updated every five years.

Deliverables:

Sanitary Sewer System Master Plan

Project Forecast

Year	Total Expense
2021	5,000
2023	250,000
2028	300,000
2033	350,000
2038	400,000
	1,305,000

Project Summary

Project Number:	ENG-040	**Budget Year:**	2021
Project Title:	System Assessment	**Business Unit:**	30019

Overview:

To complete Closed Circuit Television (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation.

To investigate sanitary sewer service connections by CCTV lamping program to help with reduction of inflow and infiltration caused by aging infrastructures, offset joints, root intrusion, debris sediment, sagging laterals, and cross-connections.

Deliverables:

2021 Projects:
• System condition assessment
• Engineering investigations

Project Forecast

Year	Total Expense
2021	302,000
2022	271,000
2023	276,000
2024	282,000
2025	288,000
2026	294,000
2027	300,000
2028	306,000
2029	312,000
2030	318,000
2031	324,000
2032	330,000
2033	337,000
2034	344,000
2035	351,000
2036	358,000
2037	365,000
2038	372,000
2039	379,000
2040	387,000
	6,496,000

Project Summary

Project Number:	ENG-125	**Budget Year:**	2021
Project Title:	System Upgrades	**Business Unit:**	30021

Overview:

Large projects or initiatives that are focused on the optimum functioning of the system. New pumps and mains that allow optimal rerouting or diversion of heavy flows and allow the system to function with less surcharging and energy expended.

Deliverables:

2021 Projects:
• Sanitary sewer system upgrades design consulting services
• Disaster Mitigation and Adaptation Fund (DMAF) grant projects:
o Cook St., View to McClure sanitary sewer upgrade
o Superior pump station upgrade – Phase 1 of construction
o Chatham pump station upgrade

Project Forecast

Year	Total Expense	Grants	Net City Funding
2021	5,126,000	1,731,000	3,395,000
2022	2,570,000	883,000	1,687,000
2023	2,622,000	901,000	1,721,000
2024	2,674,000	919,000	1,755,000
2025	2,727,000	937,000	1,790,000
2026	2,782,000	956,000	1,826,000
2027	2,838,000	975,000	1,863,000
2028	1,900,000	-	1,900,000
2029	1,938,000	-	1,938,000
2030	1,977,000	-	1,977,000
2031	2,017,000	-	2,017,000
2032	2,057,000	-	2,057,000
2033	2,098,000	-	2,098,000
2034	2,140,000	-	2,140,000
2035	2,183,000	-	2,183,000
2036	2,227,000	-	2,227,000
2037	2,272,000	-	2,272,000
2038	2,317,000	-	2,317,000
2039	2,363,000	-	2,363,000
2040	2,410,000	-	2,410,000
	49,238,000	**7,302,000**	**41,936,000**

Project Summary

Project Number:	ENG-188	**Budget Year:**	2021
Project Title:	Capital Equipment	**Business Unit:**	30022

Overview:

Purchase of equipment, tools and supplies used for construction of Sanitary Sewer capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies

Project Forecast

Year	Total Expense
2021	15,000
2022	16,000
2023	17,000
2024	18,000
2025	19,000
2026	20,000
2027	21,000
2028	22,000
2029	23,000
2030	24,000
2031	25,000
2032	26,000
2033	27,000
2034	28,000
2035	29,000
2036	30,000
2037	31,000
2038	32,000
2039	33,000
2040	34,000
	490,000

Project Summary

Project Number:	ENG-024	**Budget Year:**	2021
Project Title:	Stormwater Quality	**Business Unit:**	50092

Overview:

To fund stormwater quality infrastructure and continue stormwater utility development.

Deliverables:

2021 Projects:
- Stormwater program information, consulting and promotional materials
- Investigations/ lab testing
- Green Infrastructure program (rain gardens maintenance)
- Leasing agreements with Transport Canada
- Development of rainwater management study
- Stormwater rehabilitation unit maintenance

Project Forecast

Year	Total Expense
2021	459,000
2022	317,000
2023	323,000
2024	329,000
2025	336,000
2026	343,000
2027	350,000
2028	357,000
2029	364,000
2030	371,000
2031	378,000
2032	386,000
2033	394,000
2034	402,000
2035	410,000
2036	418,000
2037	426,000
2038	435,000
2039	444,000
2040	453,000
	7,695,000

Project Summary

Project Number:	ENG-026	**Budget Year:**	2021
Project Title:	New Services	**Business Unit:**	50005

Overview:

To install storm service connections as requested by residents, businesses, and commercial/institutional properties.

Deliverables:

Storm service connections for applicants (residents, businesses, institutions)

Project Forecast

Year	Total Expense
2021	300,000
2022	300,000
2023	300,000
2024	300,000
2025	300,000
2026	300,000
2027	300,000
2028	300,000
2029	300,000
2030	300,000
2031	300,000
2032	300,000
2033	300,000
2034	300,000
2035	300,000
2036	300,000
2037	300,000
2038	300,000
2039	300,000
2040	300,000
	6,000,000

Project Summary

Project Number:	ENG-027	**Budget Year:**	2021
Project Title:	Mains Replacement	**Business Unit:**	50096

Overview:

Replace and upgrade storm mains which have been identified as a system deficiency, having inadequate capacity, or having gone well beyond their service life. Rehabilitation efforts include extending the life of infrastructure that is nearing the end of its service life, or is in need of repair.

Deliverables:

2021 Projects:
- Oak Bay, Davie to Redfern Storm drain main replacement
- Herald, Blanshard to Douglas
- 3000 Block of Washington
- Caledonia – Douglas to Blanshard
- Superior Menzies to Oswego
- Prior to paving program
- Storm drain lining program
- Rithet Street Green Infrastructure
- System components funding
- Disaster Mitigation and Adaptation Fund (DMAF) grant projects:
  - Installation of duckbill valve at stormwater outfall 216
  - Installation of duckbill valve at stormwater outfall 217
- 2022 Projects design

Project Forecast

Year	Total Expense	Grants	Net City Funding
2021	5,216,000	272,000	4,944,000
2022	3,234,000	215,000	3,019,000
2023	3,396,000	226,000	3,170,000
2024	3,566,000	237,000	3,329,000
2025	3,744,000	249,000	3,495,000
2026	3,931,000	261,000	3,670,000
2027	4,128,000	274,000	3,854,000
2028	4,047,000	-	4,047,000
2029	4,249,000	-	4,249,000
2030	4,461,000	-	4,461,000
2031	4,684,000	-	4,684,000
2032	4,918,000	-	4,918,000
2033	5,164,000	-	5,164,000
2034	5,422,000	-	5,422,000
2035	5,693,000	-	5,693,000
2036	5,978,000	-	5,978,000
2037	6,277,000	-	6,277,000
2038	6,591,000	-	6,591,000
2039	6,921,000	-	6,921,000
2040	7,267,000	-	7,267,000
	98,887,000	**1,734,000**	**97,153,000**

Project Summary

Project Number:	ENG-030	**Budget Year:**	2021
Project Title:	Brick Main Rehabilitation	**Business Unit:**	50494

Overview:

Rehabilitation of brick storm drain mains based on structural condition assessment. Most of the brick mains are approaching 100 years in age and are showing signs of aging. Many of these mains are located within easements and under buildings. A condition assessment program using closed circuit television (CCTV) inspection is used to prioritize system brick main rehabilitation.

Deliverables:

• 2021 rehabilitation of brick storm drains
• Cook Street Drainage Manholes:
o 2555 to 3869
o 3869 to 3858
o 3836 to 0508
o 2564 to 2555
o 2565 to 2564
o 3858 to 3836
o 0508 to 0514
• Cook Street – Additional Manholes @ steps (3 locations – Fairfield Rd, Richardson St, McLure St)

Project Forecast

Year	Total Expense
2021	6,690,000
2022	2,190,000
2023	2,234,000
2024	2,279,000
2025	2,325,000
2026	2,372,000
2027	2,419,000
2028	2,467,000
2029	2,516,000
2030	2,566,000
2031	2,617,000
2032	2,669,000
2033	2,722,000
2034	2,776,000
2035	2,832,000
2036	2,889,000
2037	2,947,000
2038	3,006,000
2039	3,066,000
2040	3,127,000
	56,709,000

Project Summary

Project Number:	ENG-105	**Budget Year:**	2021
Project Title:	System Planning & Assessment	**Business Unit:**	50522

Overview:

To complete Closed Circuit Television (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation.

This includes investigation of storm drain service connections by CCTV to help with reduction of inflow and infiltration caused by aging infrastructures, offset joints, root intrusion, debris sediment, sagging laterals, and cross-connections.

Deliverables:

2021 Projects:
• Engineering investigations and spill response
• System condition assessment
• Stormwater Management Master Plan

Project Forecast

Year	Total Expense
2021	533,000
2022	250,000
2023	250,000
2024	250,000
2025	250,000
2026	470,000
2027	250,000
2028	250,000
2029	250,000
2030	250,000
2031	480,000
2032	250,000
2033	250,000
2034	250,000
2035	250,000
2036	490,000
2037	250,000
2038	250,000
2039	250,000
2040	250,000
	5,973,000

Project Summary

Project Number:	ENG-189	**Budget Year:**	2021
Project Title:	Capital Equipment	**Business Unit:**	50617

Overview:

Purchase of equipment, tools and supplies used for construction of Stormwater capital works projects.

Deliverables:

Miscellaneous equipment, tools and supplies

Project Forecast

Year	Total Expense
2021	11,000
2022	12,000
2023	13,000
2024	14,000
2025	15,000
2026	16,000
2027	17,000
2028	18,000
2029	19,000
2030	20,000
2031	21,000
2032	22,000
2033	23,000
2034	24,000
2035	25,000
2036	26,000
2037	27,000
2038	28,000
2039	29,000
2040	30,000
	410,000

Project Summary

Project Number:	FIN-011	**Budget Year:**	2021
Project Title:	Contingency Fund	**Business Unit:**	50638

Overview:

The contingency fund is established to meet capital requirements to address unanticipated and unforeseen events that arise during the year. Events can include unforeseen weather, natural disasters, public safety and health needs. This fund provides additional flexibility to capital requirements to ensure the City provides a safe, healthy and sustainable community.

Deliverables:

An uninterrupted capital program that provides safe, healthy, vibrant and sustainable community

Project Forecast

Year	Total Expense
2021	200,000
2022	357,000
2023	364,000
2024	371,000
2025	378,000
2026	386,000
2027	394,000
2028	402,000
2029	410,000
2030	418,000
2031	426,000
2032	435,000
2033	444,000
2034	453,000
2035	462,000
2036	471,000
2037	480,000
2038	490,000
2039	500,000
2040	510,000
	8,351,000

Police

Guiding Principles

- To use resources efficiently to support service excellence
- Enhance and evolve our continued use of intelligence-led policing
- Future investment will be based on the Information Management Strategy, Fleet Management Plan and an action plan to support growing community needs

Guiding Plans

- Strategic Plan
- Framework Agreement
- Police Act
- Divisional Action Plans
- Information Management Strategy
- Information System Strategy
- Policing Requirements To Support Growing Communities Action Plan
- Fleet Management Plan

CURRENT STATUS
of Our Community's Assets

Area	What We Have	% In Poor Condition	What We Renewed 2016 – 2020	What We Added 2016 – 2020
Fleet	• 11 Administration Vehicles • 36 Operational Vehicles (marked) • 3 Chief & Deputies • 31 Specialized Unit Vehicles • 10 Motorcycles • 6 West Division	• 15%	• Replacement of approximately 10% of fleet per year • Began phased in replacement of motorcycle fleet to address safety issues	• Key management system to pool vehicles and improve efficient use of assets • Hybrid Patrol Car pilot project
Information Technology	• Hardware and Software support for approximately 329 employees • Network servers for VicPD and integrated units housed within VicPD • CCTV Camera system • Mobile Data Terminals for police vehicles	• 20%	• Computer & printer replacement • Replaced CCTV infrastructure • MS Office upgrades	• Increased storage capacity • Innovative software solutions to improve efficiency
Furniture & Equipment	• Workstations	• 5%	• Replacement based on annual condition assessment	• Ergonomic Assessments and upgrades to improve worker health and safety
Building Upgrades	• Leasehold improvements • Paint and Flooring	• 20%	• Carpet and paint replacement • Renovations and repurposing of former Communications Centre space	• N/A
K9 Unit	• 7 dogs – 4 general – 3 specialized	• N/A	• Replacement based on availability of trained dogs and physical condition of current dogs	• N/A

INVESTING
in Our Community's Future (2021 – 2023)

Area	Today's City (Renewal): $4.362m	Tomorrow's City (New): TBD
Fleet	• Replacement of marked vehicles: $1.506m • Replacement of non-marked vehicles: $120k	• Assess pilot hybrid patrol vehicle program and integrate in fleet plan
Information Technology	• Replacement program for existing hardware: $2.250m • Telephone system upgrade: $150k	• Implement Information Management solutions • Transition to cloud-based technology
Furniture & Equipment	• Furniture replacement & Ergonomic Assessments: $168k	• Use of ergonomic furniture to improve efficiency and employee wellness
Building Upgrades	• Flooring replacement: $50k • Painting: $15k • Renewal of Investigative Services Division space: $88k	• Assess future building space and parking needs
K9 Unit	• Replacement based on existing needs: $15k	

Project Summary

Project Number:	POL-002	**Budget Year:**	2021
Project Title:	Computer Equipment	**Business Unit:**	50070

Overview:

Replacement of computer equipment such as terminals, servers, monitors, printers, CCTV cameras, online training resources and multi-year software licences.

Deliverables:

2021 Projects:
- Phone system replacement (end of life)
- Replace and upgrade core switches
- Desktop refresh
- File server replacement (end of life)
- Building security upgrade
- Replace existing infrastructure

Project Forecast

Year	Total Expense
2021	900,000
2022	800,000
2023	700,000
2024	714,000
2025	728,000
2026	743,000
2027	758,000
2028	773,000
2029	788,000
2030	804,000
2031	820,000
2032	836,000
2033	853,000
2034	870,000
2035	887,000
2036	905,000
2037	923,000
2038	941,000
2039	960,000
2040	979,000
	16,682,000

Project Summary

Project Number:	POL-003	**Budget Year:**	2021
Project Title:	Furniture & Fixtures	**Business Unit:**	50084

Overview:

Replacement of furniture and equipment that is beyond repair or to meet ergonomic assessment requirements.

Deliverables:

Replacement of existing furniture and equipment based on annual condition ratings, prioritized allocation of resources and ergonomic requirements. Additional furniture and fixtures requirement to re-purpose former Communications Centre.

Project Forecast

Year	Total Expense
2021	65,000
2022	51,000
2023	52,000
2024	53,000
2025	54,000
2026	55,000
2027	56,000
2028	57,000
2029	58,000
2030	59,000
2031	60,000
2032	61,000
2033	62,000
2034	63,000
2035	64,000
2036	65,000
2037	66,000
2038	67,000
2039	68,000
2040	69,000
	1,205,000

Project Summary

Project Number:	POL-004	**Budget Year:**	2021
Project Title:	Vehicles	**Business Unit:**	50182

Overview:

Replacement of City of Victoria Police vehicle assets.

Deliverables:

2021 Projects:
• Replace emergency response vehicles based on priority-based rating to ensure response capabilities
• Evaluate pilot project for hybrid patrol cars to amend capital plan with cost effective options to reduce greenhouse gas emissions

Project Forecast

Year	Total Expense
2021	531,000
2022	542,000
2023	553,000
2024	564,000
2025	575,000
2026	587,000
2027	599,000
2028	611,000
2029	623,000
2030	635,000
2031	648,000
2032	661,000
2033	674,000
2034	687,000
2035	701,000
2036	715,000
2037	729,000
2038	744,000
2039	759,000
2040	774,000
	12,912,000

Project Summary

Project Number:	POL-005	**Budget Year:**	2021
Project Title:	Department Upgrades	**Business Unit:**	50459

Overview:

Annual Police building upgrades.

Deliverables:

2021 Project~~s~~:
• Reconfiguration of Investigative Services Division

Project Forecast

Year	Total Expense
2021	50,000
2022	51,000
2023	52,000
2024	53,000
2025	54,000
2026	55,000
2027	56,000
2028	57,000
2029	58,000
2030	59,000
2031	60,000
2032	61,000
2033	62,000
2034	63,000
2035	64,000
2036	65,000
2037	66,000
2038	67,000
2039	68,000
2040	69,000
	1,190,000

Project Summary

Project Number:	POL-007	**Budget Year:**	2021
Project Title:	K9 Unit	**Business Unit:**	50564

Overview:

Acquisition and training of City of Victoria Police dogs.

Deliverables:

Plan for and train replacement dogs for the K9 unit

Project Forecast

Year	Total Expense
2021	15,000
2024	16,000
2027	17,000
2030	18,000
2033	19,000
2036	20,000
2039	21,000
	126,000

Financial Sustainability Policy

Authorized by: Council

Date of issue: January 20, 2009

Date of amendment: October 1, 2015

Purpose

The purpose of the Financial Sustainability Policy is to guide the City's financial planning to meet financial obligations while providing high quality services.

Primary Objective

The policies shall be designed and structured to develop principles that guide, support and respect the direction of the community so that tax payers can look forward to stable, equitable and affordable property taxation.

Policies

1. Growth in Property Tax Base

The City is surrounded by other municipalities and has no ability to expand. However, re-development is occurring that brings in new property tax revenue. This new revenue must be estimated using the best available data. The City recognizes that any new developments or re-developments increase demand on existing infrastructure and may result in the need to expand that existing infrastructure.

Policy 1.0

Conservative estimates of non-market change assessment revenue will be included in the budget based on information provided by BC Assessment, the Planning and Development Department and the Finance Department.

Policy 1.1

To balance infrastructure upgrade needs with ongoing operating funding requirements, the first $500,000 of assessment growth (non-market change) property tax revenue will be transferred to infrastructure reserves and the remaining balance allocated as determined by Council.

2. Property Tax Increase

Rising costs of existing services at existing service levels must be recognized. One-time revenues or non-renewable reserves should not be used to fund on-going operating expenses.

Policy 2.0

Each budget cycle, Council will consider the property tax increase required by first covering the projected cost increase for existing services at existing service levels and then considering other enhancements. (Also see Policy 3.)

3. New Services and Major Enhancements to Existing Services

The property tax increase established under Policy 2 allows the City to provide the same level of service to the existing tax base. It is not designed to provide for new services or major enhancements to existing services.

Policy 3.0

New services or enhancements to existing services will be funded by one or a combination of the following:

1. A reduction in the cost of existing services. This may include a reallocation of resources from one area to another.
2. An increase in non-tax revenues.
3. A further increase in property taxes.

4. Efficiencies, Demand Management and Service Level Changes

As a sound business practice, departments strive to find and explore efficiencies throughout the City's operations. The City does not have the resources to meet all of the demands that are made. Demand must be managed to make sure that expectations reflect our fiscal realities and the need to contain expenditures. Areas where service level changes may be possible must be identified and brought forward for Council's consideration.

Policy 4.0

Business Plans will identify demand management strategies and will include options for service level changes and alternative service delivery models.

Financial Sustainability Policy

5. Alternative Revenues and External Funding

To diversify its revenue base, the City continually looks for new revenue sources that are consistent with the City's Five-year Financial Plan and 20-year Capital Plan.

Policy 5.0

All departments will make every effort to access external funding from non-City sources including other levels of government. All departments will endeavour to develop partnerships, strategic alliances and shared project funding to assist in the reduction of expenditure to the City. Any additional funding can be used to reduce property tax increases, increase service levels and/or provide new services.

Policy 5.1

Grants should be sought for known infrastructure needs or identified priorities in the City's Strategic Plan even if they are not included in the financial plan due to limited funding or pending Council decision.

6. Infrastructure Maintenance and Replacement

Much of the City's infrastructure is at or nearing the end of its life. The City is in the process of creating an inventory and completing a condition assessment of its assets. This will allow the City to develop a plan to keep the infrastructure in a proper state of repair to avoid costly failures.

Policy 6.0

The City will establish and maintain an inventory of its infrastructure. A maintenance/replacement plan will be developed utilizing best practices, to keep existing infrastructure in an acceptable condition. This program will be included in the Five-year Financial Plan and the 20-year Capital Plan.

Policy 6.1

The City will depreciate its infrastructure over the useful life of the assets and a sustainable funding strategy will be developed.

Policy 6.2

Each year, Council will consider a property tax increase dedicated to increasing capital infrastructure investment.

7. Self Financed Programs

The City has several self financed programs: Water Utility, Sewer Utility, Stormwater Utility and Solid Waste and Recycling Utility. The costs for self financed programs should be fully funded by user fees. The Water and Sewer Utilities have established reserves. Any surplus or deficit is transferred at the end of each year to or from each reserve.

Policy 7.0

The City's self financed programs are to be fully funded by user fees including corporate overhead, equipment replacement, debt financing, transfers to reserves and capital expenditures.

Policy 7.1

To ensure that programs remain self funded, user fees for each will be adjusted annually to offset any changes in costs.

8. Debt Management

The maximum amount that the City can borrow from external sources is set by the Community Charter. Debt should only be incurred for one-time capital expenditures and not for on-going programs. Borrowing for one-time capital expenditures allows the cost of the project to be spread out over the useful life of the asset. This results in the costs being paid by future beneficiaries as well as current taxpayers.

Policy 8.0

Debt from external sources should only be incurred for one-time capital projects. These projects should be identified as debt-funded projects in the Five-year Financial Plan and 20-year Capital Plan. A separate report, including a business case, to Council is required seeking approval for proceeding with the borrowing process.

Policy 8.1

Every attempt should be made to keep the debt servicing charges at the current budget level of 7% of the property tax levy by adding new debt only in the years when other debt issues are retired. This will minimize the impact on property taxes as a result of new debt.

Policy 8.2

Debt for Self-financed entities (Water Utility, Sewer Utility, Stormwater Utility, Solid Waste and Recycling Utility and Parking Services) can be incurred if supported through a business case, without consideration of Policy 8.1 which only applies to projects that impact on property taxes.

Policy 8.3

As an alternative to external borrowing, funds in the City's Debt Reduction Reserve can be borrowed with a maximum repayment term of 15 years at an interest rate equal to the lost investment interest

Financial Sustainability Policy

9. Fees and Charges

Fees and charges are a significant portion of the City's revenues. They will be reviewed on a regular basis to avoid major changes and to provide users with adequate notice of those changes. Any review will include an analysis of the City's costs in providing the service as well as a comparison to other municipalities.

Policy 9.0

Fees and charges will be reviewed annually and adjusted where appropriate. Departments should consider a minimum increase equal to inflation (CPI.) The users will be provided with no less than 2 months notice of those changes. Fee bylaws should, when appropriate, include an annual increase equivalent to the Consumer Price Index for Victoria.

10. Surplus

Surplus represents non-renewable savings and should not be used for operating purposes or for on-going capital programs.

The Financial Stability Reserves (Operating Fund, Police Department, Water Utility, Sewer Utility, and Stormwater Utility) were established to ensure ongoing financial stability and fiscal health of all City Entities. They are funded from the year-end surplus in each respective fund.

Policy 10.0

Surplus will only be considered as a funding source for one-time expenditures. Any surplus not used for one-time expenditures will be transferred to infrastructure reserves, financial stability reserves and/or debt reduction reserves. (Also see Policy 11.)

11. Reserve Funds

The City has a number of reserve funds established for various purposes. The City strives to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligation.

Policy 11.0

Each reserve fund is governed by the City's Reserve Fund Policy that outlines the purpose, the types of expenditures permitted and the desired levels of each reserve.

12. Capital Projects and Programs

Capital projects and programs are funded from a variety of sources including a capital property tax levy, grants and reserves. Once the project or program is completed, its on-going maintenance costs need to be included in the operating budget and future upgrade and/or replacement costs need to be included in the capital plan. These on-going and future costs must be clearly understood before a capital project is approved.

Policy 12.0

Each capital project or program submitted for consideration must clearly state the full initial cost as well as future costs, including operating and upgrade/replacement costs. In addition, the source of sustainable funding for such costs has to be demonstrated.

13. Re-budgeted Capital Projects and Programs

Every year, some capital projects and programs are not completed in the year they were budgeted for. In such instances, a request to re-budget the portion of the project or program that is yet to be completed is submitted to Finance.

Policy 13.0

Requests to re-budget capital projects underway are granted. However, other capital items may be scaled back or deferred to accommodate the re-budget request.

Policy 13.1

Requests to re-budget capital projects that have not been started are not granted. These projects will be considered and prioritized along with all other capital items being put forward.

Policy 13.2

Requests to re-budget capital programs are not normally granted. However, should such a request be granted, next year's program will be scaled back to accommodate the re-budget request.

14. Large Scale Capital Projects

Some capital projects are very large in scale and have various phases.

Policy 14.0

Large scale capital projects will be budgeted in at least two phases. Phase one is for planning and design. Phase two and any subsequent phases are for implementation/build.

Reserve Fund Policy

Authorized by: Council

Date of issue: September 30, 2004

Revised: June 2018

Purpose

The purpose of the Reserve Fund Policy is to provide guidance with respect to the development, maintenance, and use of City Reserve Funds.

Guiding Principles

All Reserves Funds must be established, maintained and used for a specified purpose mandated by this policy, statute, or City by-law.

Annual operating surpluses are to be transferred to the Equipment and Infrastructure Reserve or the appropriate Financial Stability Reserve in each fund and used in accordance with the priorities outlined in this policy.

The City shall strive to develop appropriate reserves to meet future financial obligations with respect to City equipment and infrastructure, fiscal needs and employee benefit obligations.

Primary Objectives

Reserves shall be established and expended to:

1. **Ensure Stable & Predictable Levies**

   The City recognizes that unstable and unpredictable tax levies can adversely affect residents and businesses in Victoria. In order to maintain stable and predictable levies, the City will maintain sufficient reserves to buffer the impact of unusual or unplanned cost increases and revenue reductions over multiple budget cycles.

2. **Provide for Operating Emergencies**

   The City is exposed to unusual operating emergencies resulting from inclement weather, catastrophic events, law enforcement issues, environmental hazards and so on. It may not be feasible, or cost-effective, to absorb the costs of such emergencies during one budget cycle. The City will maintain adequate reserves to avoid such emergencies, extensive service interruptions, and prevent risks to infrastructure and public safety.

3. **Finance New Capital Assets**

   Use of Reserves for financing new capital assets is an effective means of matching one-time funds to one-time capital projects. In addition, the City requires financial resources to quickly respond to opportunities that could provide capital infrastructure through private sector partnerships, and other alternative service delivery methods.

4. **Safeguard and Maximize Existing Assets**

   The City has an inventory of specialized machinery, equipment and technology systems necessary for the efficient delivery of services to the public, which needs to be replaced on well-defined lifecycle standards. The City also has a need to provide insurance against unforeseen losses of these and other assets and claims against its assets where it is found legally liable.

General Criteria

Reserves shall be established, maintained and used in accordance with the following General Criteria.

1. **Least Cost to Taxpayers**

   Reserves should support the least cost alternative in the long-term for delivering standards of service adopted by Council. This means they will be used to:

   - Buffer the effects of large cost increases and revenue reductions and allow time to adjust City service costs or revenue generation to avoid unnecessary tax increases, and
   - Provide internal capital financing which is more cost-effective than external borrowing or leasing.

2. **Fairness & Equity to Taxpayers**

   Reserves should serve to balance the impact of the operating costs and capital costs, on both current and future taxpayers by:

   - Applying Reserves derived from one-time revenue sources to one-time capital or operating projects.
   - Applying Reserve Funds and current revenues in a ratio, which recognizes the appropriate sharing of savings from current taxpayers with contributions from future taxpayers (this will likely require repayment of all, or a portion of, Reserves from future rates or user fees).

3. **Meets Statutory and Legal Requirements**

   Reserves must meet the requirements of the Community Charter, Federal statutes, City By-Laws or any other contract or judgment enforceable by law.

4. **Meets Accounting Standards**

   Reserves must meet generally accepted accounting principles (GAAP) and accounting standards applicable to local governments (PSAB).

Reserve Fund Policy

Policy Administration

The Director of Finance shall be responsible to:

- Ensure the Reserve Funds are established and maintained in compliance with this Policy.
- Conduct an annual review of the Reserve Funds and report the results to City Council.
- On an "as required basis", recommend revisions or amendments to this Policy, due to changes in applicable statutes, accounting standards, or economy.

Administrative Criteria

1. **Unique Corporate Purpose**

   Reserves must have a unique and specific corporate purpose. Every effort must be made to:

   - Reduce complexity by combining amounts with similar purposes
   - Eliminating those with redundant or outdated purposes, and
   - Re-focus departmental reserves to corporate purposes and strategic plans.

2. **Interest and Calculation Method**

   All Reserves Funds will earn interest each year. Interest will be calculated based on the audited fund balance at the end of the prior year. The interest rate used will be the determined on an annual basis.

3. **Minimum and Maximum Balances**

   A minimum and maximum balance shall be established for each Reserve Fund. A minimum balance will ensure that each fund is not depleted to the degree that it is no longer able to serve its intended purpose. A maximum balance ensures that it does not grow beyond its intended purpose.

4. **Repayment Period**

   If funding is borrowed from a reserve, a time period shall be specified for the repayment or replenishment to its specified minimum or maximum balance.

5. **Business Case Requirements**

   A business case shall be provided specifying the purpose, benefits and method of repayment for each proposed Departmental use of a reserve fund, except as provided by statute, City by-law or Council policy. A business case will be subject to the applicable budget, ranking or other prioritization process, and Council approval.

Reserve Funds

City of Victoria Reserve Funds are established under the authority of the Community Charter and are each supported by a bylaw that outlines the purpose and use of each fund.

A description of each of the different types of Reserve Funds covered by this policy is outlined below:

Financial Stability Reserves

Description

Financial Stability Reserves are required to ensure the ongoing financial stability and fiscal health, of all City Entities. Each reserve is funded from the year-end surplus from the appropriate entity (i.e. Operating Fund, Police Department). For the Water, Sewer and Stormwater Utilities, 50% of each utility's surplus are to be applied to the respective financial stability reserve until they reach target balances and the remainder to the respective equipment and infrastructure reserve.

- Debt Reduction – This reserve was established to provide a source of funds to finance internal borrowings, local improvements and paying down the City's outstanding debt. It is currently being funded from the City's share of surpluses identified in MFA Sinking Funds and payment holidays on debt issues.
- Reserve for Insurance Claims – This reserve was established to provide a source of funds for liability claims not covered under our Insurance Policies.

Guidelines for Using Funds

A Council Resolution or an Adopted Financial Plan Bylaw is required for all appropriations from the Financial Stability Reserve Funds.

All appropriations from Financial Stability Reserves are to be considered in accordance with the following priorities.

1. **Operating and Environmental Emergencies**
   - These appropriations are the highest priority and are based on public safety and demand nature of the expenditure.
2. **Revenue Stabilization and Operating Contingency**
   - These appropriations are intended to stabilize the impacts of cyclical revenue downturns and operating cost increases that are largely temporary and not within the City's ability to adjust in the short-term.

3. **Innovation Fund**
    - As an incentive to encourage creativity and innovation, appropriations may be made to fund departments and/or workgroups that would like to explore innovative and creative solutions directed towards making the Corporation more efficient and effective.
    - Business cases requesting use of these funds require that the replenishment methods be specified. These would include future departmental cost or service level adjustments or additional revenue generation necessary to "top up" the accounts over a three-year period.

Equipment and Infrastructure

Description

Equipment and Infrastructure Reserves are established to create a funding source for buildings and infrastructure capital projects, new equipment purchases and capital equipment replacement programs. Currently, the city has established equipment and infrastructure reserve funds for the following purposes:

- Police Vehicles, Equipment and Infrastructure – This reserve is to fund the replacement and purchase of Police vehicles and equipment. This reserve is funded by annual budget contributions included in the Police operating budget.
- Police Emergency Response Team Vehicles and Equipment – This reserve is to fund the replacement and purchase of equipment for the Regional Emergency Response Team. The reserve is funded by the annual surplus from the ERT Program.
- Victoria Conference Centre Equipment and Infrastructure – This reserve was established to provide a source of funds to properly maintain the Conference Centre building and furnishings. This reserve is also used to fund equipment replacements and new equipment purchases. The reserve is funded by the annual surplus from the Conference Centre.
- City Equipment – This reserve is to fund the replacement and purchase of City equipment. This includes equipment replacement programs, computer equipment and software, office furniture, etc. This reserve is funded by annual budget contributions included in the City operating budget.
- City Vehicles and Heavy Equipment – This reserve is to fund the purchase and replacement of City vehicles and heavy equipment. This reserve is funded by annual budget contributions included in the City operating budget.
- City Buildings and Infrastructure – This reserve was established to provide a source of funds to properly maintain City Buildings and Infrastructure. This reserve is funded by annual budget contributions that are increasing by $500,000 per year until the reserve attains an adequate funding level. This increase is subject to annual Council approval.
- Parking Services Equipment and Infrastructure – This reserve was established to provide a source of funds to properly maintain the City parkades. The reserve is also used to fund Parking Services equipment replacement and new equipment purchases. This reserve is funded from annual budget contributions included in the City's operating budget.
- Multipurpose Equipment and Infrastructure – This reserve was established to provide funding for equipment replacement and maintaining the Multipurpose Facility. This reserve is funded by annual budget contributions from the City's operating budget and RG Properties.
- Recreation Facilities Equipment and Infrastructure – This reserve was established to provide a source of funds to properly maintain City Recreation Facilities. The reserve is also used to fund equipment replacement and new equipment purchases for City Recreation Facilities. This reserve is funded from user fees assessed on tickets to events and facility rentals.
- Archives Equipment – This reserve is to fund the purchase and replacement of Archives material and equipment. The funding for this reserve comes from grants and donations.
- Artificial Turf Field – This reserve was established to provide a source of funds for replacement of the Finlayson field carpet and amenities and for future development of artificial turf fields. This reserve is funded from the fees collected from the rental of the Finlayson field.
- Gas Tax – The Governments of Canada, British Columbia and the UBCM entered into the Gas Tax Agreement on September 19, 2005. The Agreement is focused on achieving three environmental sustainability outcomes: reduced greenhouse gas emissions, cleaner water and cleaner air. The Community Works Fund provides annual contributions into this reserve.
- Water Utility Equipment and Infrastructure – This reserve was established to provide a source of funds to properly maintain the Water Utility Infrastructure. The reserve is also used to fund Water Utility equipment replacement and new equipment purchases. The reserve is funded by annual budget contributions from the Water Utility and 50% of the Water Utility's surplus until the target balance has been met within the Water Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Water Utility Equipment and Infrastructure Reserve.
- Sewer Utility Equipment and Infrastructure – This reserve was established to provide a source of funds to properly maintain the Sewer Utility Infrastructure. The reserve is also used to fund Sewer Utility equipment replacement and new equipment purchases. The reserve is funded by annual budget contributions from the Sewer Utility and 50% of the Sewer Utility's surplus until the target balance has been met within the Sewer Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Sewer Utility Equipment and Infrastructure Reserve.

- Stormwater Utility Equipment and Infrastructure – This reserve was established to provide a source of funds to properly maintain the Stormwater Utility Infrastructure. The reserve is also used to fund Stormwater Utility equipment replacement and new equipment purchases. The reserve is by annual budget contributions from the Stormwater Utility and 50% of the Stormwater Utility's surplus until the target balance has been met within the Stormwater Utility Financial Stability Reserve. Once the target balance is achieved, 100% of the surplus will be allocated to the Stormwater Utility Equipment and Infrastructure Reserve.

Guidelines for Using Funds

Use of equipment and infrastructure reserves is restricted to the following types of purchases:

- Major construction, acquisition, or renovation activities as defined in the Capital Asset Policy that add value to the municipal physical assets or significantly increase their useful life. Some examples include:
  - Renovation and construction projects pertaining to new or existing city buildings,
  - Renewal, replacement, enhancement or construction of city infrastructure, sewers, storm drains, water distribution systems, buildings, roads, sidewalks, traffic systems, parks, etc.
- Vehicles and heavy equipment, individual pieces of equipment and ongoing annual equipment replacement programs as defined in the Capital Asset Policy.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from the Reserve Funds. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Employee Benefit Obligations

Description

Reserves for employee benefit obligations will be established where the City is incurring a retirement benefit liability or other employee related liability, which the City is obligated to pay at some future date. Current reserves established include:

- Police Retirement Benefits – This reserve is to fund retirement benefits (one months pay and vested sick leave) accrued to retiring Police officers. This reserve is funded by annual contributions included in the Police operating budget.
- Police Employee Pension Buybacks – Police employees are entitled to purchase additional pension service time related to their probation period, provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the Police operating budget.
- Police Pension Corporation Over Contributions – This reserve was established to accumulate the City's share of Police pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.
- City Retirement Benefits – This reserve has been established to help fund retirement benefits (one months pay and vested sick leave) accrued to retiring City Employees. This reserve is funded by annual contributions included in the City's operating budget.
- City Employee Pension Buybacks – City employees are entitled to purchase additional pension service time related to their probation period provided they were not covered by pension. The City is obligated to pay 50% of the cost once the employee retires or reaches 55 years of age. This reserve was established to fund the City's share of costs for employees purchasing pension service for probation periods. This reserve is funded by annual contributions included in the City's operating budget.
- City Pension Corporation Over Contributions – This reserve was established to accumulate the City's share of Firefighter pension over contributions. These amounts are payable to the employee upon retirement. This reserve is funded from pension contributions refunded to the City by the BC Pension Corporation.

Guidelines for Using Funds

Use of funds is restricted to the purpose for which each fund was established. Funds may only be accessed to supplement funding a retirement payout.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from these Reserve Funds. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between ategories.

Development Cost Charges

Description

This reserve is required by the Community Charter to account for the proceeds from development cost charges levied against new developments. The reserve is funded from the proceeds of development cost charges levied.

Guidelines for Using Funds

These funds are available for building and land purchases and improvements, and capital expenditures required for preparing City properties to sell (i.e. remediation, servicing, etc.)

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Tax Sale Lands

Description

The Tax Sale Lands Reserve was established to account for proceeds from any sales of City land and buildings. This reserve is funded from all sales of City land and buildings.

Guidelines for Using Funds

These funds are available for building and land purchases and improvements, and capital expenditures required for preparing City properties to sell (i.e. remediation, servicing, etc.)

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Parks and Greenways Acquisition

Description

This reserve was established to provide a source of funds for purchasing Park Lands. It is currently funded from 10% of the proceeds of any City land sale.

Guidelines for Using Funds

These funds are available for purchasing park lands or lands to be developed into a park.

Note: A Council Resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Local Amenities

Description

This reserve tracks and accounts for monies received from a developer, for public amenities related to specific developments (i.e. pathways, parks, docks, etc.). This reserve is funded from contributions by developers.

Guidelines for Using Funds

Use of these funds is restricted to the purpose for which each contribution was based on.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Victoria Housing

Description

This reserve has been established to provide a source of funds to help fund housing projects including projects that fall under the Secondary Suite Incentive Program. The reserve is funded by annual contributions included in the City's Operating Budget.

Guidelines for Using Funds

Use of these funds is restricted to the funding of housing projects including those that fall under the Secondary Suite Incentive Program.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Dockside Affordable Housing

Description

This is a reserve that has been established to provide a source of funds to help fund affordable housing projects in Dockside. The Dockside Master Development Agreement outlines certain requirements around affordable housing that the developer has to meet. There is an option to provide cash instead of the affordable housing requirements. Those funds would be put into this reserve. In addition, the reserve is funded by 20% of the building permit fees applicable to the Dockside development.

Guidelines for Using Funds

Use of these funds is restricted to the funding of affordable housing projects in Dockside.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council Resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Climate Action

Description

This reserve has been established to provide a source of funds for funding climate mitigation and adaptation strategies that target energy and GHG reductions associated with facilities or transportation of either City-owned assets or community public lands and services. This reserve is funded by the Climate Action Revenue Incentive Program (CARIP) grants.

Guidelines for Using Funds

Use of these funds is restricted to the funding of climate change initiatives.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Art in Public Places

Description

This reserve has been established to provide a source of funds for art in public spaces and expand opportunities for artists and members of the public to participate in the process. The Arts in Public Places policy outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to the funding of art in public places initiatives.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Downtown Core Area Public Realm Improvements

Description

This reserve has been established to assist in funding improvements that tangibly and visibly improve the physical condition, appearance and function of the public realm within the Downtown Core Area and provide a public benefit to the overall surrounding area.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the Density Bonus System described in the *Downtown Core Area Plan*. The *Downtown Core Area Plan* outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to the funding of public realm improvements that support the objectives and policies of the *Downtown Core Area Plan*.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Heritage Buildings Seismic Upgrades

Description

This reserve has been established to assist in funding a portion of the cost of seismic upgrading as part of the re-use, retrofit and conservation of eligible heritage buildings within the Downtown Neighbourhood.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the Density Bonus System described in the *Downtown Core Area Plan*. The *Downtown Core Area Plan* outlines the funding formula for this reserve.

Guidelines for Using Funds

Use of these funds is restricted to funding a portion of the cost of seismic upgrading of eligible heritage buildings as described in the *Downtown Core Area Plan*.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Park Fixture Dedication Program

Description

This reserve has been established to assist in funding the maintenance costs of the capital assets acquired through the Park Furnishing Dedication Program.

This reserve is funded by monetary contributions provided to the City of Victoria as part of the total cost of the dedication. The maintenance contingency is a percentage of the amenity capital cost.

Guidelines for Using Funds

Use of these funds is restricted to funding the maintenance of the dedicated park furnishings over the estimated useful life.

Note: A Council resolution or an adopted Financial Plan Bylaw is required for all appropriations from this Reserve Fund. Further, a Council resolution is required to create additional reserve fund categories, delete categories or shift funds between categories.

Revenue and Tax Policy

Authorized by: Council

Date of issue: February 16, 2009

Date of revision: January 29, 2015

Purpose

The purpose of the Revenue and Tax Policy is to outline the proportions of revenue sources, the distribution of property taxes among property classes and the use of permissive property tax exemptions.

Objectives

- To provide tax payers with stable, equitable and affordable property taxation while at the same time providing high quality services.
- To support the OCP and other City plans as well as complement the Regional Context Statement.

Policies

1. Revenue Proportions by Funding Sources

Property taxes are the main source of revenue for the City and pay for services such as police and fire protection, bylaw enforcement, and infrastructure maintenance. Property taxes provide a stable and consistent source of revenue for services that are difficult or undesirable to fund on a user pay basis. Therefore, property taxes will continue to be the City's major source of revenue.

However, it is the City's desire to charge user fees where feasible. Some programs, such as recreation, are partially funded by user fees. The City also has several self-financed programs that are fully funded by user fees. These include Water Utility, Sewer Utility, Stormwater Utility, and Garbage Utility.

Policy 1.0

User pay funding will be used for such services that are practical and desirable to fund on a user pay basis.

Services that are undesirable or impractical to fund on a user pay basis will be funded by property taxes.

Policy 1.1

The City will continue to explore alternative revenue sources to diversity its revenue base.

2. Distribution of Property Taxes Among Property Classes

Market value changes that result in uneven assessment changes between property classes result in a tax burden shift to the class experiencing greater market value increases unless tax ratios are modified to mitigate the shift.

Until 2007, it was Council's practice to modify tax ratios to avoid such shifts. This equalization practice provided an effective tax increase that was equal for all classes. It is important to be aware that this practice only avoids shifts between property classes. There is still a potential for shifts within a property class where one property has experienced a market value change that is greater than the average for that class.

However, starting in 2007, business and industrial tax ratios have been held constant in recognition of the larger tax burden that has been placed on those classes. This resulted in higher tax increases being passed on to the residential class compared to business and industrial.

The pressure continues across the country to reduce the tax burden on the business and industrial classes. In recognition of this, and the desire to support a healthy business environment, Council's goal is to have a business class tax burden that is equitable.

In 2012, a comprehensive review of the Revenue and Tax Policy was conducted to determine if Council's objective of reducing the tax burden on the business class was appropriate and if so, that the mechanism of achieving the objective (reduction of tax ratio) was the most effective mechanism to achieve the goal. The review concluded that additional relief for the business tax class was warranted. However, the tax ratio was not the best mechanism of achieving that goal. As a result, Council approved the following policy objective: To reduce the business property tax class share of the total property tax levy to 48% over three years (2012–2014). The redistribution excludes impact of new assessment revenue. The total redistribution of the tax levy was $1.51 million.

In 2015, an update review was completed and based on the findings, policy 2.0 was amended to maintain the current share of taxes among tax classes.

Policy 2.0

Maintain the current share of distribution of property taxes among property classes, excluding the impact of new assessment revenue, by allocating tax increases equally. Business and industrial classes will be grouped as outlined in Policy 2.1.

Revenue and Tax Policy

Policy 2.1

Tax rates for the light and major industrial tax classes will be equal to the business tax rate to support the City's desire to retain industrial businesses.

Policy 2.2

Farm Tax Rates will be set at a rate so taxes paid by properties achieving farm status will be comparable to what the property would have paid if it were assessed as residential.

3. Use of Permissive Property Tax Exemptions

The City continues to support local non-profit organizations through permissive tax exemptions. Each year, a list of these exemptions is included in the City's Annual Report.

In addition, the City offers a Tax Incentive Program to eligible owners of downtown heritage designated buildings to offset seismic upgrading costs for the purposes of residential conversion of existing upper storeys. The exemptions are for a period up to ten years.

The City encourages redevelopment of lands within the City and the use of environmentally sustainable energy systems for those developments through revitalization property tax exemptions.

Policy 3.0

Permissive property tax exemptions are governed by the City's Permissive Property Tax Exemption Policy, which outlines the criteria for which property tax exemptions may be granted.

Policy 3.1

Heritage property tax exemptions are governed by the City's Heritage Tax Incentive Program.

Policy 3.2

Revitalization property tax exemptions are governed by the City's Revitalization Tax Exemption (Green Power Facilities) bylaw.

Glossary

A

Accessibility Framework
A plan for guiding work required to meet City goals and objectives regarding accessibility for persons with disabilities and development of barrier-free designs, as included in the Official Community Plan and Strategic Plan.

Alternate
A set of goals, objectives and directions that provide structure to support City departments in creating a high standard of accessibility across municipal services and programs, infrastructure and projects.

Asset
Anything you own that has monetary value plus any money you are owed.

B

Balanced budget
A financial plan where current revenue, including transfers from operating reserves, equals current operating expenditures.

Business unit
A logical segment of the City's organization, such as Legal Services, representing a specific business function and often, a place on the organizational chart. A business unit can also refer to a capital project.

Bylaw
A set of rules and regulations by which the City conducts its business. Bylaws govern a wide range of activities such as Council procedures, zoning, licensing, utilities, reserve funds and financial planning.

C

Capital asset
An asset that has physical substance, is used to supply a service, lasts longer than a year and is not for sale in the ordinary course of operations.

Capital budget
A financial plan outlining projected expenditures on capital assets during a given fiscal period.

Capital expenditure
The expenditure of monies for the purchase or construction of a capital asset.

Capital project
Creation or improvement of infrastructure assets.

Car share service
Allows car drivers to gain access to vehicles to rent for shorter periods if time, typically, minutes, hours or a day, and thereby saving the expense of owning a vehicle.

Citizens' Assembly
The Citizens' Assembly Council Committee ("Committee"). In the 2018 municipal election, residents of Saanich and Victoria voted in favour of exploring the costs, benefits, and disadvantages of the amalgamation of Saanich and Victoria through a Citizen's Assembly process. The Committee's mandate is to work with Victoria Council and with the joint Victoria/Saanich council committee to develop terms of reference for a Citizens' Assembly and related processes such as a technical assessment. The Committee is a recommending body to council and has no decision-making authority.

Carry Forward
A value calculated at the end of each fiscal period as the difference between budget and actual, and dependent on budget restrictions for carrying forward budgets to a subsequent fiscal period. Carry forwards are primarily for capital expenditures. However, one-time operating expenditures will often carry forward as well.

Community Charter
The provincial legislation governing local governments in British Columbia. This legislation replaced the Local Government Act in 2003.

Council
The eight councilors elected at large that represent the municipality and the Mayor as a whole.

CP
Crystal Pool & Fitness Centre.

CUPE
Canadian Union of Public Employees.

D

Debt funding or financing
Borrowing from an external source in accordance with section 174 of the Community Charter or an internal source and limited to one-time capital projects, as outlined in the City's Financial Sustainability Policy.

Debt servicing costs or charges
The costs incurred in using debt financing equivalent to the principal and interest on the borrowed funds. These costs are limited to a maximum of 7% of the prior year's property tax levy.

Development cost charge
(DCC) A fee paid by a developer to help fund cost related to developing property. Often these fees are used for parks and streets, and for infrastructure used to provide water, sanitary sewer and storm drainage services.

Development permit
A permit that allows development of a property subject to certain conditions such as the timing or sequence of construction, density of development, alteration of specific requirements of the zoning of the property, etc.

DVBA
Downtown Victoria Business Association.

Glossary

F

Fee
A fee is a charge to recover the cost of providing a service.

Financial plan
This term is used interchangeably with "budget" but will also usually refer to the 5-year budget bylaw.

Fire pre-emption equipment
Equipment and systems used in the prevention and minimization of loss of property due to fire.

Fiscal period
The twelve-month budgetary accounting period. The fiscal year of a municipality is equivalent to the calendar year, January to December and is also aligns with the taxation year.

FTE
Full-time equivalent. A statistic used to compare staffing levels between departments or organizations and is calculated by dividing the total number of hours one full-time staff member is scheduled to work in a year.

Fund
A pool of money set aside for a specific purpose.

Fund balance
The excess of assets over liabilities in a fund.

G

GHG
Green House Gases are gasses generated from fossil fuel burning, released in the atmosphere and linked to climate change.

Grant
Funds given to an organization from another organization which may have conditions attached to it and require specific spending to occur or goal to be accomplished in order to retain the funds.

I

Inflow & infiltration
A term which refers to stormwater or ground water which enters a sanitary sewer. Inflow refers to a direct connection, such as a catch basin, whereas infiltration generally refers to an indirect connection such as weeping tile, cracks, etc. Both inflow and infiltration increase the amount of flow in the sewers and also increases the risk of basement flooding.

Infrastructure
Physical structures that form the foundation for development. Infrastructure includes, but is not limited to, wastewater and waterworks, electric power, communications, transit and transportation facilities and oil and gas pipelines and associated facilities.

J

JSB
Johnson Street Bridge.

K

K9 unit
A specialized group of law enforcement officers who use service dogs to perform the responsibilities of a general police officer.

L

LED
Light-emitting diode and one type of light source.

Liability
A loan, expense, or another form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

License
A formal or official permission or permit to do, use, or own something.

N

Non-market change revenue
Also known as assessment growth. New property tax revenue resulting from new development that the City will be collecting on an ongoing basis each year. BC Assessment provides the final amount by the end of March each year. The first $500,000 of new assessment growth property tax revenue is transferred to reserve as per the Financial Sustainability Policy.

O

Official Community Plan
(OCP) Under the Local Government Act section 875, an OCP is a statement of objectives and policies to guide decisions on planning and land use management, within the area covered by the plan, respecting the purposes of local government.

One Time
Within this document, a term used to describe an operating revenue or expenditure that has been funded for one-time only and not on an ongoing basis.

Operating budget
A financial plan outlining projected revenue and expenditures for the on-going, day-to-day activities of an organization during a given fiscal period.

Operating deficit
An excess of operating expenditures and transfers out of expenditures over operating revenue and transfers into revenue.

Operating costs
Expenditures which are related to the operating of a business, or related device, component, piece of equipment or facility.

Operating surplus
An excess of operating revenue and transfers into revenue over operating expenditures and transfers out of expenditures.

Glossary

P

PILT
Payment in lieu of taxes. A payment made to compensate the City for some, or all, of the property tax revenue lost due to tax exempt ownership or use of real property.

Police Board
Victoria and Esquimalt Police Board, whose role is to provide civilian oversight to the activities of the Victoria Police Department, on behalf of the residents of Esquimalt and Victoria, under the authority of the Police Act.

Property tax
A compulsory financial contribution imposed by the City to raise revenue, based on independent property value assessments for property (land and building) owners performed each year by BC Assessment.

R

RAP
Royal Athletic Park, the City's sports stadium located at 1014 Caledonia Ave.

Reserve Fund
A fund established by bylaw for a specific purpose. Monies placed in a reserve fund can only be used for the purpose for which the reserve was established.

Revenue
Income from business services and fees.

S

Sanitary sewer
The sewage system that carries substances requiring sanitation treatment.

Seismic event
For this region, this phrase refers to an earthquake or tremor involving the shaking of the surface of the Earth resulting from a sudden release of energy in the Earth's lithosphere, or rigid outer part of the earth.

Seismic upgrade
Seismic upgrading or retrofitting are terms used to describe the process of preparing an existing structure to better survive an earthquake.

Self-funded or financed
Within this document, refers to a project, cost or course of action for which the money is provided by City revenues or transfers. Examples of self-financed programs for the City include water utility, sewer utility, stormwater utility and solid waste and recycling utility.

Stormwater
Water that originates from precipitation events, including snow and ice melt.

Strategic Plan
A five-year plan developed by Council through broad consultation, which states the Council's overarching goal, guiding principles, and values, and lists strategic objectives and operational priorities, with measurable outcomes.

Sustainability
In terms of community development, sustainability is that which meets the needs of the present without compromising the ability of future generations to meet their own needs.

T

T&D
Transportation and development.

Tax
A compulsory financial contribution imposed by a government to raise revenue.

Transfer
For a municipality, a transfer from one reserve or fund to another, a transfer from operating surplus to a reserve or fund, or a transfer from a reserve or fund to an operating deficit.

U

Utility
A business organization performing a public service and subject to special governmental regulation.

Utility fee
A financial contribution imposed by Provincial legislation to substitute taxation based on assessment for applicable utility companies. Fee calculation based on gross revenues.

V

VCC
Victoria Conference Centre. In 2009, VCC added the historic Crystal Garden to its conference offerings.

W

Witness Reconciliation Program
The Witness Reconciliation Program brings together traditional Indigenous Witnesses from both the Esquimalt and Songhees Nations' Councils, and a City Family, comprised of a combination of City Council members, appointees from the Nations, both Indigenous and non-Indigenous community appointees, and two City staff members as support for the program.

WO
Work order – A document that provides all the information about a maintenance task or tasks.

Z

Zero Waste
A goal that is ethical, economical, efficient and visionary, to guide people in changing their lifestyle and practices to emulate sustainable natural cycles, where all discarded materials are designed to become resources for others to use.