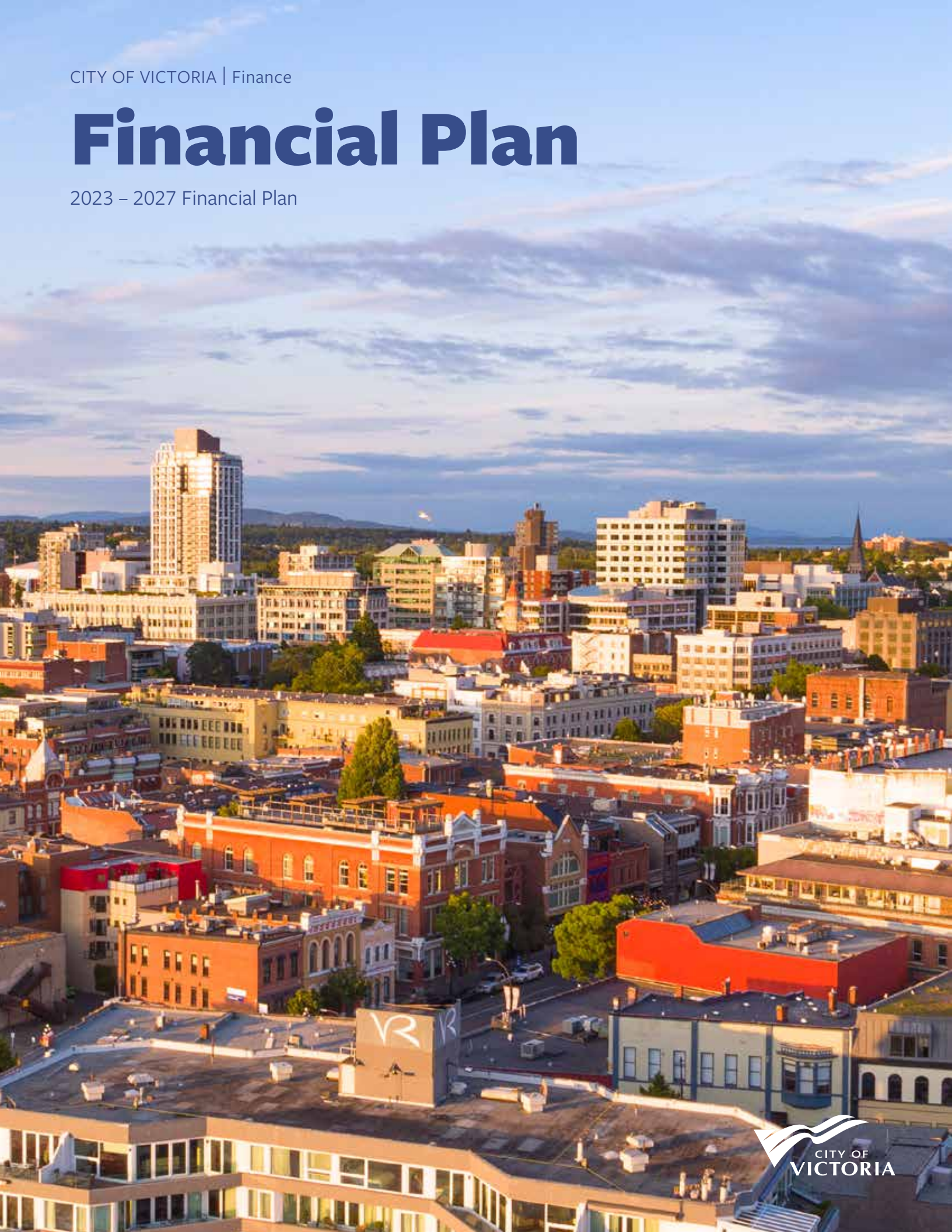


CITY OF VICTORIA | Finance

# Financial Plan

2023 – 2027 Financial Plan





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## Capital Projects

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# Operating Budget

## Revenues

	2022 Budget	2023 Budget	Change	Change %
<b>Business and Community Relations</b>	2,898,200	3,120,290	222,090	7.66%
Victoria Conference Centre Event Flow Through	1,557,000	3,475,000	1,918,000	123.19%
<b>Total Business and Community Relations</b>	4,455,200	6,595,290	2,140,090	48.04%
<b>Bylaw Services</b>	779,350	981,870	202,520	25.99%
<b>Engineering and Public Works</b>				
Engineering and Public Works	4,241,990	4,540,000	298,010	7.03%
Sewer Utility	8,420,510	9,337,880	917,370	10.89%
Stormwater Utility	7,348,330	7,917,230	568,900	7.74%
Water Utility	22,850,950	24,912,980	2,062,030	9.02%
<b>Finance</b>				
Parking Services	16,990,000	23,910,020	6,920,020	40.73%
<b>Legislative Services</b>	375,000	60,000	(315,000)	(84.00%)
<b>Parks, Recreation and Facilities</b>	3,124,040	3,354,090	230,050	7.36%
<b>Strategic Real Estate</b>	1,601,720	1,736,720	135,000	8.43%
<b>Sustainable Planning and Community Development</b>	3,867,270	5,850,000	1,982,730	51.27%
<b>Victoria Fire Department</b>	46,500	58,500	12,000	25.81%
<b>Corporate</b>	25,588,920	28,346,950	2,758,030	10.78%
<b>Victoria Police Department</b>	10,055,080	11,032,500	977,420	9.72%
<b>Mitigation Strategies</b>				
Restart grant from the Province of BC	1,740,000	0	(1,740,000)	(100.00%)
<b>Property Taxes</b>				
Base	153,408,420	164,949,670	11,541,250	7.52%
New Property Tax Revenue from New Development	1,738,650	1,308,290	(430,360)	(24.75%)
<b>Total Base Budget</b>	<b>266,631,930</b>	<b>294,891,990</b>	<b>28,260,060</b>	<b>10.60%</b>
Prior Year's Surplus	4,838,270	1,673,880	(3,164,390)	(65.40%)
One Time	2,715,230	3,410,680	695,450	25.61%
<b>Total One Time</b>	<b>7,553,500</b>	<b>5,084,560</b>	<b>(2,468,940)</b>	<b>(32.69%)</b>
<b>Total</b>	<b>274,185,430</b>	<b>299,976,550</b>	<b>25,791,120</b>	<b>9.41%</b>

# Expenditures

	2022 Budget	2023 Budget	Change	Change %
<b>Council</b>	879,540	938,970	59,430	6.76%
<b>City Manager's Office</b>	1,129,590	1,162,950	33,360	2.95%
<b>Business and Community Relations</b>	6,620,830	7,809,900	1,189,070	17.96%
Victoria Conference Centre Event Flow Through	1,557,000	3,475,000	1,918,000	123.19%
<b>Total Business and Community Relations</b>	8,177,830	11,284,900	3,107,070	37.99%
<b>Bylaw Services</b>	3,757,640	4,668,390	910,750	24.24%
<b>Communications and Engagement</b>	1,561,650	1,780,680	219,030	14.03%
<b>Engineering and Public Works</b>				
Engineering and Public Works	23,195,930	24,721,690	1,525,760	6.58%
Sewer Utility	8,420,510	9,337,880	917,370	10.89%
Stormwater Utility	7,348,330	7,917,230	568,900	7.74%
Water Utility	22,850,950	24,912,980	2,062,030	9.02%
<b>Finance</b>	4,986,100	5,337,560	351,460	7.05%
Parking Services	10,080,820	10,673,050	592,230	5.87%
<b>Total Finance</b>	15,066,920	16,010,610	943,690	6.26%
<b>Information Technology</b>	5,837,350	6,543,170	705,820	12.09%
<b>Legal Services</b>	1,078,090	1,381,960	303,870	28.19%
<b>Legislative Services</b>	2,011,550	1,788,270	(223,280)	(11.10%)
<b>Parks, Recreation and Facilities</b>	26,578,780	29,020,090	2,441,310	9.19%
<b>People and Culture</b>	3,048,890	4,214,190	1,165,300	38.22%
<b>Strategic Real Estate</b>	1,875,300	1,902,030	26,730	1.43%
<b>Sustainable Planning and Community Development</b>	7,255,980	7,740,600	484,620	6.68%
<b>Victoria Fire Department</b>	18,737,580	19,153,910	416,330	2.22%
<b>Corporate</b>	38,289,820	44,718,700	6,428,880	16.79%
Grants	4,694,380	5,357,510	663,130	14.13%
<b>Greater Victoria Public Library</b>	5,680,000	5,764,350	84,350	1.49%
<b>Victoria Police Department</b>	64,788,930	69,312,890	4,523,960	6.98%
<b>Total Base Budget</b>	<b>272,265,540</b>	<b>299,633,950</b>	<b>27,368,410</b>	<b>10.05%</b>
<b>Mitigation Strategies</b>	<b>(3,725,000)</b>	<b>(3,500,000)</b>	<b>225,000</b>	<b>(6.04%)</b>
<b>Total One Time</b>	<b>5,644,890</b>	<b>3,842,600</b>	<b>(1,802,290)</b>	<b>(31.93%)</b>
<b>Total</b>	<b>274,185,430</b>	<b>299,976,550</b>	<b>25,791,120</b>	<b>9.41%</b>

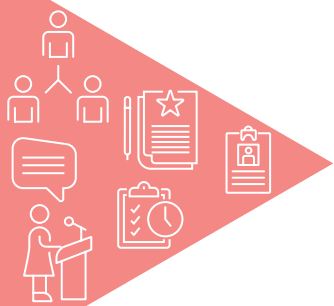


# Council

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.

# Council

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Expenditures/Transfers to Reserve</b>					
Council	692,237	879,540	938,970	59,430	6.76%
<b>Base Budget</b>	<b>692,237</b>	<b>879,540</b>	<b>938,970</b>	<b>59,430</b>	<b>6.76%</b>
<b>Total</b>	<b>692,237</b>	<b>879,540</b>	<b>938,970</b>	<b>59,430</b>	<b>6.76%</b>
<b>Net Base Budget</b>	<b>(692,237)</b>	<b>(879,540)</b>	<b>(938,970)</b>	<b>59,430</b>	<b>6.76%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Council	938,970	957,770	976,940	996,430	1,016,400
<b>Total Expenditures/Transfers to Reserve</b>	<b>938,970</b>	<b>957,770</b>	<b>976,940</b>	<b>996,430</b>	<b>1,016,400</b>
<b>% Change</b>		<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(938,970)</b>	<b>(957,770)</b>	<b>(976,940)</b>	<b>(996,430)</b>	<b>(1,016,400)</b>



# 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 and serves as 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.

# City Manager's Office

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
City Manager's Office	61,609	0	0	0	0.00%
<b>Base Budget</b>	<b>61,609</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
One Time	0	83,350	15,000	(68,350)	(82.00%)
<b>Total</b>	<b>61,609</b>	<b>83,350</b>	<b>15,000</b>	<b>(68,350)</b>	<b>(82.00%)</b>
<b>Expenditures/Transfers to Reserve</b>					
City Manager's Office	401,027	408,250	418,440	10,190	2.50%
Executive Administration	647,966	661,340	684,510	23,170	3.50%
Protocol	4,010	60,000	60,000	0	0.00%
<b>Base Budget</b>	<b>1,053,003</b>	<b>1,129,590</b>	<b>1,162,950</b>	<b>33,360</b>	<b>2.95%</b>
One Time	0	161,790	15,000	(146,790)	(90.73%)
<b>Total</b>	<b>1,053,003</b>	<b>1,291,380</b>	<b>1,177,950</b>	<b>(113,430)</b>	<b>(8.78%)</b>
<b>Net Base Budget</b>	<b>(991,394)</b>	<b>(1,129,590)</b>	<b>(1,162,950)</b>	<b>33,360</b>	<b>2.95%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
City Manager's Office	418,440	426,800	435,340	444,040	452,890
Executive Administration	684,510	701,050	715,060	729,350	743,910
Protocol	60,000	61,200	62,410	63,640	64,910
<b>Total Expenditures/Transfers to Reserve</b>	<b>1,162,950</b>	<b>1,189,050</b>	<b>1,212,810</b>	<b>1,237,030</b>	<b>1,261,710</b>
<b>% Change</b>		<b>2.24%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(1,162,950)</b>	<b>(1,189,050)</b>	<b>(1,212,810)</b>	<b>(1,237,030)</b>	<b>(1,261,710)</b>



# Business and Community Relations

Business and Community Relations is comprised of the following divisions: Arts, Culture and Events; Economic Development; Neighbourhoods; and the Victoria Conference Centre. All play an important role to foster greater community economic development and vibrancy in Victoria.

The Arts, Culture and Events division aims to enhance neighbourhoods, encourage residents to participate and engage in arts and culture activity, and supports festivals, events and filming to create a city that is lively and accessible for everyone.

The Economic Development division is guided by recommendations from the City's Economic Action Plan to create and support programs that make it easier for business to start and thrive and support entrepreneurs to increase genuine well-being.

The Neighbourhoods division 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 Victoria Conference Centre contributes to Victoria's economic health by providing high quality convention services to attract corporate and association conference meetings that will impact the local economy through the revenues generated by direct delegate spending on hotels, shopping, restaurants and attractions.

## Core Services

### • Arts, Culture and Events

- **Special Events and Filming:** Liaison for special events and film requests, coordination with the Film Commission permitting and administering sound bylaw exemptions, special occasion licences and block party permits that take place in City-owned public spaces
- **Festivals:** Administer the Festival Investment Grant and Festival Equipment Loan programs, coordinate and maintain the seasonal décor and banner program
- **Public Art:** Commission and maintain public art including administration of the Artist in Residence and Indigenous Artist in Residence programs, and liaison to the Art in Public Places Committee
- **Arts Programming:** Coordinate free arts and cultural programs in public spaces, Poet Laureate and Youth Poet Laureate programs, annual City of Victoria Butler and Children's book prizes, CityVibe summer event guide

- **Culture Spaces:** Liaison for Cultural Spaces Road Map, manage the Cultural Infrastructure Grant program
- **Cultural Planning and Policy:** Implement action items within Create Victoria Arts and Culture Master Plan and the Victoria Music Strategy

### • Economic Development

- **Economic Development Planning:** Implement action items within the City's Economic Action Plan to build a strong innovation ecosystem and create a resilient economy now and for the future
- **Business and Social Enterprises:** Streamline business processes and barriers within City Hall for businesses and social enterprises
- **Services:** Provide customer service to new and established businesses through the Business Hub
- **Investment:** Support innovation, creativity and collaboration between the City, community, and business stakeholders to increase and retain business investment in Victoria

## Core Services, continued

- **Neighbourhoods**

- **Community Building:** Work with neighbourhood organizations and residents, support community development projects and assist with neighbourhood association initiatives
- **Customer Service:** Assist neighbourhood associations, groups and residents improve their understanding and access to the City's engagement opportunities
- **Grant Administration:** My Great Neighbourhood Grant program

- **Victoria Conference Centre**

- **Services:** Sell, manage and service conferences, special events, meetings trade and consumer shows
- **Tourism and Hospitality:** In partnership with Destination Greater Victoria, market and sell the destination with our business tourism and hospitality partners to generate economic benefit to the City

# Business and Community Relations

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Arts, Culture and Events	157,115	218,250	201,750	(16,500)	(7.56%)
Economic Development Implementation	5,000	0	0	0	0.00%
Neighbourhoods	0	15,600	0	(15,600)	(100.00%)
Victoria Conference Centre	2,287,064	4,221,350	6,393,540	2,172,190	51.46%
<b>Base Budget</b>	<b>2,449,180</b>	<b>4,455,200</b>	<b>6,595,290</b>	<b>2,140,090</b>	<b>48.04%</b>
One Time	0	75,000	0	(75,000)	(100.00%)
<b>Total</b>	<b>2,449,180</b>	<b>4,530,200</b>	<b>6,595,290</b>	<b>2,065,090</b>	<b>45.58%</b>
<b>Expenditures/Transfers to Reserve</b>					
Arts, Culture and Events	1,370,468	2,068,640	2,117,870	49,230	2.38%
Economic Development Implementation	608,962	905,640	1,874,650	969,010	107.00%
Neighbourhoods	367,630	669,960	667,630	(2,330)	(0.35%)
Victoria Conference Centre	2,533,655	4,533,590	6,624,750	2,091,160	46.13%
<b>Base Budget</b>	<b>4,880,714</b>	<b>8,177,830</b>	<b>11,284,900</b>	<b>3,107,070</b>	<b>37.99%</b>
One Time	0	75,000	0	(75,000)	(100.00%)
<b>Total</b>	<b>4,880,714</b>	<b>8,252,830</b>	<b>11,284,900</b>	<b>3,032,070</b>	<b>36.74%</b>
<b>Net Base Budget</b>	<b>(2,431,535)</b>	<b>(3,722,630)</b>	<b>(4,689,610)</b>	<b>966,980</b>	<b>25.98%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Arts, Culture and Events	201,750	202,450	203,160	203,890	204,630
Victoria Conference Centre	6,393,540	6,527,520	6,639,780	6,754,260	6,871,150
<b>Total Revenues/Funding Sources</b>	<b>6,595,290</b>	<b>6,729,970</b>	<b>6,842,940</b>	<b>6,958,150</b>	<b>7,075,780</b>
<b>% Change</b>		<b>2.04%</b>	<b>1.68%</b>	<b>1.68%</b>	<b>1.69%</b>
<b>Expenditures/Transfers to Reserve</b>					
Arts, Culture and Events	2,117,870	2,166,830	2,205,470	2,244,850	2,285,050
Economic Development Implementation	1,874,650	1,909,860	1,944,340	1,973,490	2,003,260
Neighbourhoods	667,630	407,950	416,120	424,450	432,950
Victoria Conference Centre	6,624,750	6,764,050	6,899,380	7,037,450	7,178,260
<b>Total Expenditures/Transfers to Reserve</b>	<b>11,284,900</b>	<b>11,248,690</b>	<b>11,465,310</b>	<b>11,680,240</b>	<b>11,899,520</b>
<b>% Change</b>		<b>(0.32%)</b>	<b>1.93%</b>	<b>1.87%</b>	<b>1.88%</b>
<b>Net Base Budget Total</b>	<b>(4,689,610)</b>	<b>(4,518,720)</b>	<b>(4,622,370)</b>	<b>(4,722,090)</b>	<b>(4,823,740)</b>

# Arts, Culture and Events

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Arts, Culture and Events	1,730	19,750	3,250	(16,500)	(83.54%)
Festival Equipment Infrastructure	13,755	35,000	35,000	0	0.00%
Public Art - Creation	96,890	135,000	135,000	0	0.00%
Public Art - Maintenance	1,237	15,000	15,000	0	0.00%
Special Events	43,503	13,500	13,500	0	0.00%
<b>Base Budget</b>	<b>157,115</b>	<b>218,250</b>	<b>201,750</b>	<b>(16,500)</b>	<b>(7.56%)</b>
One Time	0	75,000	0	(75,000)	(100.00%)
<b>Total</b>	<b>130,905</b>	<b>293,250</b>	<b>201,750</b>	<b>(91,500)</b>	<b>(31.20%)</b>
<b>Expenditures/Transfers to Reserve</b>					
Arts, Culture and Events	989,106	1,246,180	1,290,800	44,620	3.58%
Festival Equipment Infrastructure	147,532	169,810	169,610	(200)	(0.12%)
Public Art - Creation	128,390	207,000	207,000	0	0.00%
Public Art - Maintenance	1,237	15,000	15,000	0	0.00%
Special Events	104,202	430,650	435,460	4,810	1.12%
<b>Base Budget</b>	<b>1,370,468</b>	<b>2,068,640</b>	<b>2,117,870</b>	<b>49,230</b>	<b>2.38%</b>
One Time	0	75,000	0	(75,000)	(100.00%)
<b>Total</b>	<b>1,370,468</b>	<b>2,143,640</b>	<b>2,117,870</b>	<b>(25,770)</b>	<b>(1.20%)</b>
<b>Net Base Budget</b>	<b>(1,213,353)</b>	<b>(1,850,390)</b>	<b>(1,916,120)</b>	<b>65,730</b>	<b>3.55%</b>

<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Arts, Culture and Events	3,250	3,250	3,250	3,250	3,250
Festival Equipment Infrastructure	35,000	35,700	36,410	37,140	37,880
Public Art - Creation	135,000	135,000	135,000	135,000	135,000
Public Art - Maintenance	15,000	15,000	15,000	15,000	15,000
Special Events	13,500	13,500	13,500	13,500	13,500
<b>Total Revenues/Funding Sources</b>	<b>201,750</b>	<b>202,450</b>	<b>203,160</b>	<b>203,890</b>	<b>204,630</b>
<b>% Change</b>		<b>0.35%</b>	<b>0.35%</b>	<b>0.36%</b>	<b>0.36%</b>
<b>Expenditures/Transfers to Reserve</b>					
Arts, Culture and Events	1,290,800	1,324,700	1,350,950	1,377,670	1,404,970
Festival Equipment Infrastructure	169,610	174,710	178,190	181,760	185,400
Public Art - Creation	207,000	207,000	207,000	207,000	207,000
Public Art - Maintenance	15,000	15,000	15,000	15,000	15,000
Special Events	435,460	445,420	454,330	463,420	472,680
<b>Total Expenditures/Transfers to Reserve</b>	<b>2,117,870</b>	<b>2,166,830</b>	<b>2,205,470</b>	<b>2,244,850</b>	<b>2,285,050</b>
<b>% Change</b>		<b>2.31%</b>	<b>1.78%</b>	<b>1.79%</b>	<b>1.79%</b>
<b>Net Base Budget Total</b>	<b>(1,916,120)</b>	<b>(1,964,380)</b>	<b>(2,002,310)</b>	<b>(2,040,960)</b>	<b>(2,080,420)</b>

# Economic Development

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Economic Development Implementation	5,000	0	0	0	0.00%
<b>Base Budget</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Downtown Revitalization	0	0	944,800	944,800	100.00%
Economic Development Implementation	608,962	905,640	929,850	24,210	2.67%
<b>Base Budget</b>	<b>608,962</b>	<b>905,640</b>	<b>1,874,650</b>	<b>969,010</b>	<b>107.00%</b>
<b>Total</b>	<b>608,962</b>	<b>905,640</b>	<b>1,874,650</b>	<b>969,010</b>	<b>107.00%</b>
<b>Net Base Budget</b>	<b>(603,962)</b>	<b>(905,640)</b>	<b>(1,874,650)</b>	<b>969,010</b>	<b>107.00%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Downtown Revitalization	944,800	958,800	973,080	987,650	1,002,510
Economic Development Implementation	929,850	951,060	971,260	985,840	1,000,750
<b>Total Expenditures/Transfers to Reserve</b>	<b>1,874,650</b>	<b>1,909,860</b>	<b>1,944,340</b>	<b>1,973,490</b>	<b>2,003,260</b>
<b>% Change</b>		<b>1.88%</b>	<b>1.81%</b>	<b>1.50%</b>	<b>1.51%</b>
<b>Net Base Budget Total</b>	<b>(1,874,650)</b>	<b>(1,909,860)</b>	<b>(1,944,340)</b>	<b>(1,973,490)</b>	<b>(2,003,260)</b>

# Neighbourhoods

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Neighbourhoods	0	15,600	0	(15,600)	(100.00%)
<b>Base Budget</b>	<b>0</b>	<b>15,600</b>	<b>0</b>	<b>(15,600)</b>	<b>(100.00%)</b>
<b>Total</b>	<b>0</b>	<b>15,600</b>	<b>0</b>	<b>(15,600)</b>	<b>(100.00%)</b>
<b>Expenditures/Transfers to Reserve</b>					
Neighbourhoods	367,406	658,500	656,170	(2,330)	(0.35%)
NeighbourSpace	225	11,460	11,460	0	0.00%
<b>Base Budget</b>	<b>367,630</b>	<b>669,960</b>	<b>667,630</b>	<b>(2,330)</b>	<b>(0.35%)</b>
<b>Total</b>	<b>367,630</b>	<b>669,960</b>	<b>667,630</b>	<b>(2,330)</b>	<b>(0.35%)</b>
<b>Net Base Budget</b>					
	<b>(367,630)</b>	<b>(654,360)</b>	<b>(667,630)</b>	<b>13,270</b>	<b>2.03%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Neighbourhoods	656,170	396,260	404,200	412,290	420,550
NeighbourSpace	11,460	11,690	11,920	12,160	12,400
<b>Total Expenditures/Transfers to Reserve</b>	<b>667,630</b>	<b>407,950</b>	<b>416,120</b>	<b>424,450</b>	<b>432,950</b>
<b>% Change</b>		<b>(38.90%)</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>					
	<b>(667,630)</b>	<b>(407,950)</b>	<b>(416,120)</b>	<b>(424,450)</b>	<b>(432,950)</b>

# Victoria Conference Centre

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
VCC - Client Services	239,151	451,850	436,090	(15,760)	(3.49%)
VCC - Crystal Garden	55,236	125,470	123,420	(2,050)	(1.63%)
VCC - Parkade	912,304	911,000	1,168,000	257,000	28.21%
VCC - Retail Stores	275,129	276,030	276,030	0	0.00%
VCC - Sales	407,489	900,000	915,000	15,000	1.67%
VCC - Event Flow Through	397,756	1,557,000	3,475,000	1,918,000	123.19%
<b>Base Budget</b>	<b>2,287,064</b>	<b>4,221,350</b>	<b>6,393,540</b>	<b>2,172,190</b>	<b>51.46%</b>
<b>Total</b>	<b>2,287,064</b>	<b>4,221,350</b>	<b>6,393,540</b>	<b>2,172,190</b>	<b>51.46%</b>
<b>Expenditures/Transfers to Reserve</b>					
VCC - Administration	190,738	259,580	267,010	7,430	2.86%
VCC - Building Services	897,393	1,253,320	1,370,150	116,830	9.32%
VCC - Client Services	279,512	262,340	239,040	(23,300)	(8.88%)
VCC - Crystal Garden	196,017	270,850	310,890	40,040	14.78%
VCC - Event Planning	194,377	527,790	540,910	13,120	2.49%
VCC - Marketing	22,533	35,000	35,000	0	0.00%
VCC - Parkade	245,581	277,260	291,420	14,160	5.11%
VCC - Retail Stores	109,748	90,450	95,330	4,880	5.40%
VCC - Event Flow Through	397,756	1,557,000	3,475,000	1,918,000	123.19%
<b>Base Budget</b>	<b>2,533,655</b>	<b>4,533,590</b>	<b>6,624,750</b>	<b>2,091,160</b>	<b>46.13%</b>
<b>Total</b>	<b>2,533,655</b>	<b>4,533,590</b>	<b>6,624,750</b>	<b>2,091,160</b>	<b>46.13%</b>
<b>Net Base Budget</b>	<b>(246,590)</b>	<b>(312,240)</b>	<b>(231,210)</b>	<b>(81,030)</b>	<b>(25.95%)</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
VCC - Client Services	436,090	444,810	453,710	462,780	472,040
VCC - Crystal Garden	123,420	125,880	128,400	130,960	133,570
VCC - Parkade	1,168,000	1,191,360	1,215,190	1,239,490	1,264,280
VCC - Retail Stores	276,030	305,970	312,090	318,340	324,810
VCC - Sales	915,000	915,000	915,000	915,000	915,000
VCC - Event Flow Through	3,475,000	3,544,500	3,615,390	3,687,690	3,761,450
<b>Total Revenues/Funding Sources</b>	<b>6,393,540</b>	<b>6,527,520</b>	<b>6,639,780</b>	<b>6,754,260</b>	<b>6,871,150</b>
<b>% Change</b>		<b>2.10%</b>	<b>1.72%</b>	<b>1.72%</b>	<b>1.73%</b>
<b>Expenditures/Transfers to Reserve</b>					
VCC - Administration	267,010	274,120	279,580	285,160	290,860
VCC - Building Services	1,370,150	1,401,800	1,429,930	1,458,620	1,487,880
VCC - Client Services	239,040	245,570	250,470	255,490	260,600
VCC - Crystal Garden	310,890	317,470	323,850	330,370	337,010
VCC - Event Planning	540,910	551,690	562,740	573,980	585,440
VCC - Marketing	35,000	35,700	36,410	37,140	37,880
VCC - Parkade	291,420	297,250	303,190	309,250	315,430
VCC - Retail Stores	95,330	95,950	97,820	99,750	101,710
VCC - Event Flow Through	3,475,000	3,544,500	3,615,390	3,687,690	3,761,450
<b>Total Expenditures/Transfers to Reserve</b>	<b>6,624,750</b>	<b>6,764,050</b>	<b>6,899,380</b>	<b>7,037,450</b>	<b>7,178,260</b>
<b>% Change</b>		<b>2.10%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(231,210)</b>	<b>(236,530)</b>	<b>(259,600)</b>	<b>(283,190)</b>	<b>(307,110)</b>





# Bylaw Services

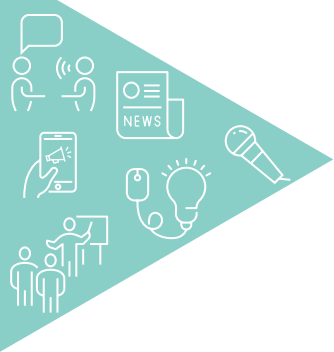
City Bylaws are intended to keep our city clean, healthy and safe for everyone. The goal of Bylaw Services is to achieve voluntary compliance through education and information.

## Core Services

- **Bylaw Enforcement:** Responsible for compliance and investigations
- **Licence Application Review:** Conduct business licence reviews and compliance checks
- **Short-Term Rental Market Strategy:** Oversee this City strategy aimed at regulating the short-term rental market

# Bylaw Services

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Bylaw Services	298,452	227,350	227,350	0	0.00%
Short Term Rentals	672,450	552,000	754,520	202,520	36.69%
<b>Base Budget</b>	<b>970,902</b>	<b>779,350</b>	<b>981,870</b>	<b>202,520</b>	<b>25.99%</b>
<b>Total</b>	<b>970,902</b>	<b>779,350</b>	<b>981,870</b>	<b>202,520</b>	<b>25.99%</b>
<b>Expenditures/Transfers to Reserve</b>					
Bylaw Services	2,415,981	3,205,640	3,913,870	708,230	22.09%
Short Term Rentals	672,450	552,000	754,520	202,520	36.69%
<b>Base Budget</b>	<b>3,088,431</b>	<b>3,757,640</b>	<b>4,668,390</b>	<b>910,750</b>	<b>24.24%</b>
One Time	0	435,000	205,300	(229,700)	(52.80%)
<b>Total</b>	<b>3,088,431</b>	<b>4,192,640</b>	<b>4,873,690</b>	<b>681,050</b>	<b>16.24%</b>
<b>Net Base Budget</b>	<b>(2,117,528)</b>	<b>(2,978,290)</b>	<b>(3,686,520)</b>	<b>708,230</b>	<b>23.78%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Bylaw Services	227,350	227,350	227,350	227,350	227,350
Short Term Rentals	754,520	780,810	796,430	812,350	828,550
<b>Total Revenues/Funding Sources</b>	<b>981,870</b>	<b>1,008,160</b>	<b>1,023,780</b>	<b>1,039,700</b>	<b>1,055,900</b>
<b>% Change</b>		<b>2.68%</b>	<b>1.55%</b>	<b>1.56%</b>	<b>1.56%</b>
<b>Expenditures/Transfers to Reserve</b>					
Bylaw Services	3,913,870	4,018,170	4,098,480	4,180,330	4,263,950
Short Term Rentals	754,520	780,810	796,430	812,350	828,550
<b>Total Expenditures/Transfers to Reserve</b>	<b>4,668,390</b>	<b>4,798,980</b>	<b>4,894,910</b>	<b>4,992,680</b>	<b>5,092,500</b>
<b>% Change</b>		<b>2.80%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(3,686,520)</b>	<b>(3,790,820)</b>	<b>(3,871,130)</b>	<b>(3,952,980)</b>	<b>(4,036,600)</b>



# Communications and Engagement

The Communications and Engagement department is comprised of strategic communications and engagement professionals who support staff in the delivery of a range of City initiatives, programs and services.

The department strives to provide timely and effective two-way communication to inform Victoria taxpayers about the range of City programs and services available to them, from parks and recreation to sustainable transportation, arts and culture, grants and business supports.

The Communications and Engagement team develops meaningful stakeholder and public engagement opportunities for individuals with diverse perspectives to come together and share their ideas to help develop or improve programs or services. Creating opportunities for equitable public engagement allows the City to deliver its services and policies in a way that reflects the community's vision and needs by involving them in the decision-making process.

The department's work to advance inclusive, equitable engagement is also informed by the City's ongoing decolonization efforts and actions for meaningful reconciliation with the Songhees and Esquimalt Nations.

The Communications and Engagement department is committed to developing reciprocal relationships with stakeholders – to hear from all voices in the community to help inform Council decision making.

## Core Services

- **Communications and Engagement:** Collaborate with City staff to develop and implement comprehensive communications and engagement plans to achieve objectives, measure and share results by way of engagement summary reports to help inform Council decisions; oversee the Have Your Say engagement platform at [engage.victoria.ca](https://engage.victoria.ca) and the City's website at [victoria.ca](https://victoria.ca)
- **Graphic Design and Layout:** Brand materials that inform the public about City programs, services and initiatives; enhance City publications and improve accessibility
- **Photography and Videography:** Enhance information and understanding about City services, programs and initiatives
- **Media Relations:** Help keep the public informed of City news and facilitate media inquiries
- **Social Media:** Develop meaningful content to inform, promote and respond to inquiries on the City's social media channels (Facebook, Twitter, Instagram and LinkedIn)
- **Accessible Event Planning and Coordination:** Support the City's virtual and in-person meetings, events, media opportunities and grand opening celebrations at City facilities and in the community

# Communications and Engagement

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Expenditures/Transfers to Reserve</b>					
Communications and Engagement	1,406,431	1,501,650	1,780,680	279,030	18.58%
Participatory Budgeting	59,572	60,000	0	(60,000)	(100.00%)
<b>Base Budget</b>	<b>1,466,002</b>	<b>1,561,650</b>	<b>1,780,680</b>	<b>219,030</b>	<b>14.03%</b>
<b>Total</b>	<b>1,466,002</b>	<b>1,561,650</b>	<b>1,780,680</b>	<b>219,030</b>	<b>14.03%</b>
<b>Net Base Budget</b>	<b>(1,466,002)</b>	<b>(1,561,650)</b>	<b>(1,780,680)</b>	<b>219,030</b>	<b>14.03%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Communications and Engagement	1,780,680	2,166,810	2,397,710	2,566,920	2,618,290
<b>Total Expenditures/Transfers to Reserve</b>	<b>1,780,680</b>	<b>2,166,810</b>	<b>2,397,710</b>	<b>2,566,920</b>	<b>2,618,290</b>
<b>% Change</b>		<b>21.68%</b>	<b>10.66%</b>	<b>7.06%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(1,780,680)</b>	<b>(2,166,810)</b>	<b>(2,397,710)</b>	<b>(2,566,920)</b>	<b>(2,618,290)</b>



# Engineering and Public Works

The Engineering and Public Works department is responsible for the planning, design, operation, construction and maintenance of nearly \$2 billion of public assets and infrastructure. It manages underground utilities such as water supply, wastewater, sewage and stormwater systems and is also responsible for road paving, retaining walls, marine structures, bridges, traffic signals and street lighting. The department also oversees snow and ice response, solid waste collection and reduction, climate action policy and initiatives, corporate fleet and equipment, multi-modal mobility planning and design, all aspects of street management and the engineering servicing requirements for new development.

## Core Services

### • Public Works

- **Underground Utilities:** Construction and maintenance of sewer, water and storm systems
- **Fleet Management:** Acquisition, operations and maintenance of City fleet vehicles and power equipment/tools, including VicPD and Victoria Fire Department vehicles
- **Surface Infrastructure:** Construction and maintenance of public realm equipment/furniture, road markings, signs, paint, graffiti removal, fabrication and carpentry
- **Streets:** Construction, maintenance and operation of roads, bridges, sidewalks, retaining walls, street lighting and traffic signal infrastructure
- **Civic Services:** Operation of residential waste and organics collection programs, management of yard waste programs, street cleaning, public waste bin collection, cigarette butt and needle collection
- **Support Services:** Coordination of departmental safety programs, temporary traffic control, special events support, public calls for service, after-hours emergency and service response and general administration

### • Engineering

- **Underground Utilities:** Design, master planning and management of sewer, water and storm systems
- **Land Development:** Administration, approval and processing of engineering servicing of land development applications for subdivisions and strata permits, frontage and right of way construction permits

- **Geographic Information System (GIS) and Surveying:** Coordination, standards and management of City assets and geo-spatial information
- **Climate Action:** Development, coordination, planning and management of municipal greenhouse gas reduction policy, programs and initiatives
- **Sustainability and Asset Management:** Development of systems and tools for all City groups to support the 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 and geotechnical programs/projects

### • Transportation

- **Transportation Planning and Development:** Planning, design and management of mobility projects and programs including: land development, regional transit, active transportation, sustainable mobility, accessibility, motor vehicle and logistics and on-street parking
- **Transportation Operations and Construction:** Planning, design and management of the City's streets including traffic operations, road safety, road right-of-way use and private construction

# Engineering and Public Works

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Public Works	3,705,053	3,498,970	3,711,980	213,010	6.09%
Support Services	1,326,951	723,020	808,020	85,000	11.76%
Transportation	114,658	20,000	20,000	0	0.00%
Subtotal Engineering and Public Works	5,146,663	4,241,990	4,540,000	298,010	7.03%
Sewer Utility	8,519,049	8,420,510	9,337,880	917,370	10.89%
Stormwater Utility	7,322,162	7,348,330	7,917,230	568,900	7.74%
Water Utility	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
<b>Base Budget</b>	<b>44,934,368</b>	<b>42,861,780</b>	<b>46,708,090</b>	<b>3,846,310</b>	<b>8.97%</b>
One Time	0	1,150,310	909,290	(241,020)	(20.95%)
<b>Total</b>	<b>44,934,368</b>	<b>44,012,090</b>	<b>47,617,380</b>	<b>3,605,290</b>	<b>8.19%</b>
<b>Expenditures/Transfers to Reserve</b>					
Public Works	13,829,607	15,642,190	16,405,750	763,560	4.88%
Support Services	4,615,256	3,975,460	4,542,400	566,940	14.26%
Transportation	3,315,222	3,578,280	3,773,540	195,260	5.46%
Subtotal Engineering and Public Works	21,760,085	23,195,930	24,721,690	1,525,760	6.58%
Sewer Utility	8,519,049	8,420,510	9,337,880	917,370	10.89%
Stormwater Utility	7,322,162	7,348,330	7,917,230	568,900	7.74%
Water Utility	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
<b>Base Budget</b>	<b>61,547,790</b>	<b>61,815,720</b>	<b>66,889,780</b>	<b>5,074,060</b>	<b>8.21%</b>
One Time	0	1,290,070	909,290	(380,780)	(29.52%)
<b>Total</b>	<b>61,547,790</b>	<b>63,105,790</b>	<b>67,799,070</b>	<b>4,693,280</b>	<b>7.44%</b>
<b>Net Base Budget</b>	<b>(16,613,422)</b>	<b>(18,953,940)</b>	<b>(20,181,690)</b>	<b>1,227,750</b>	<b>6.48%</b>

<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Public Works	3,711,980	3,839,650	3,916,210	3,994,340	4,074,000
Support Services	808,020	925,670	871,890	874,260	876,690
Transportation	20,000	20,000	20,000	20,000	20,000
Subtotal Engineering and Public Works	4,540,000	4,785,320	4,808,100	4,888,600	4,970,690
Sewer Utility	9,337,880	9,583,780	9,770,780	9,962,460	10,157,850
Stormwater Utility	7,917,230	8,240,170	8,498,470	8,987,470	9,047,290
Water Utility	24,912,980	25,535,470	25,897,360	26,528,570	27,180,250
<b>Total Revenues/Funding Sources</b>	<b>46,708,090</b>	<b>48,144,740</b>	<b>48,974,710</b>	<b>50,367,100</b>	<b>51,356,080</b>
<b>% Change</b>		<b>3.08%</b>	<b>1.72%</b>	<b>2.84%</b>	<b>1.96%</b>
<b>Expenditures/Transfers to Reserve</b>					
Public Works	16,405,750	16,857,320	17,194,330	17,538,040	17,888,690
Support Services	4,542,400	4,646,810	4,784,240	4,867,360	4,942,800
Transportation	3,773,540	3,876,170	3,953,640	4,032,690	4,113,430
Subtotal Engineering and Public Works	24,721,690	25,380,300	25,932,210	26,438,090	26,944,920
Sewer Utility	9,337,880	9,583,780	9,770,780	9,962,460	10,157,850
Stormwater Utility	7,917,230	8,240,170	8,498,470	8,987,470	9,047,290
Water Utility	24,912,980	25,535,470	25,897,360	26,528,570	27,180,250
<b>Total Expenditures/Transfers to Reserve</b>	<b>66,889,780</b>	<b>68,739,720</b>	<b>70,098,820</b>	<b>71,916,590</b>	<b>73,330,310</b>
<b>% Change</b>		<b>2.77%</b>	<b>1.98%</b>	<b>2.59%</b>	<b>1.97%</b>
<b>Net Base Budget Total</b>	<b>(20,181,690)</b>	<b>(20,594,980)</b>	<b>(21,124,110)</b>	<b>(21,549,490)</b>	<b>(21,974,230)</b>

# Public Works

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Administrative Services	2,133	3,500	3,500	0	0.00%
Civic Services	3,466,217	3,445,470	3,658,480	213,010	6.18%
Fleet & Power Equipment	201,606	0	0	0	0.00%
Street Operations	33,547	50,000	50,000	0	0.00%
Surface Infrastructure	1,550	0	0	0	0.00%
<b>Base Budget</b>	<b>3,705,053</b>	<b>3,498,970</b>	<b>3,711,980</b>	<b>213,010</b>	<b>6.09%</b>
<b>Total</b>	<b>3,705,053</b>	<b>3,498,970</b>	<b>3,711,980</b>	<b>213,010</b>	<b>6.09%</b>
<b>Expenditures/Transfers to Reserve</b>					
Administrative Services	944,573	969,410	1,113,360	143,950	14.85%
Civic Services	4,958,117	5,418,980	5,666,360	247,380	4.57%
Fleet & Power Equipment	1,049,313	842,730	891,410	48,680	5.78%
Street Operations	5,480,914	6,084,620	6,342,220	257,600	4.23%
Surface Infrastructure	1,396,688	2,326,450	2,392,400	65,950	2.83%
<b>Base Budget</b>	<b>13,829,607</b>	<b>15,642,190</b>	<b>16,405,750</b>	<b>763,560</b>	<b>4.88%</b>
<b>Total</b>	<b>13,829,607</b>	<b>15,642,190</b>	<b>16,405,750</b>	<b>763,560</b>	<b>4.88%</b>
<b>Net Base Budget</b>	<b>(10,124,554)</b>	<b>(12,143,220)</b>	<b>(12,693,770)</b>	<b>550,550</b>	<b>4.53%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Administrative Services	3,500	3,570	3,640	3,710	3,780
Civic Services	3,658,480	3,785,280	3,860,950	3,938,180	4,016,920
Street Operations	50,000	50,800	51,620	52,450	53,300
<b>Total Revenues/Funding Sources</b>	<b>3,711,980</b>	<b>3,839,650</b>	<b>3,916,210</b>	<b>3,994,340</b>	<b>4,074,000</b>
<b>% Change</b>		<b>3.44%</b>	<b>1.99%</b>	<b>2.00%</b>	<b>1.99%</b>
<b>Expenditures/Transfers to Reserve</b>					
Administrative Services	1,113,360	1,142,780	1,165,650	1,188,890	1,212,660
Civic Services	5,666,360	5,845,950	5,962,840	6,082,110	6,203,710
Fleet & Power Equipment	891,410	915,840	934,150	952,820	971,900
Street Operations	6,342,220	6,499,070	6,629,000	6,761,540	6,896,780
Surface Infrastructure	2,392,400	2,453,680	2,502,690	2,552,680	2,603,640
<b>Total Expenditures/Transfers to Reserve</b>	<b>16,405,750</b>	<b>16,857,320</b>	<b>17,194,330</b>	<b>17,538,040</b>	<b>17,888,690</b>
<b>% Change</b>		<b>2.75%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(12,693,770)</b>	<b>(13,017,670)</b>	<b>(13,278,120)</b>	<b>(13,543,700)</b>	<b>(13,814,690)</b>

# Support Services

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Climate Action	92,478	0	55,000	55,000	100.00%
Corporate Engineering Services	82,900	0	30,000	30,000	100.00%
Engineering Support Services	77,328	74,620	74,620	0	0.00%
Land Development	167,993	120,000	120,000	0	0.00%
Third Party Billing	906,252	528,400	528,400	0	0.00%
<b>Base Budget</b>	<b>1,326,951</b>	<b>723,020</b>	<b>808,020</b>	<b>85,000</b>	<b>11.76%</b>
One Time	0	925,310	551,150	(374,160)	(40.44%)
<b>Total</b>	<b>1,326,951</b>	<b>1,648,330</b>	<b>1,359,170</b>	<b>(289,160)</b>	<b>(17.54%)</b>
<b>Expenditures/Transfers to Reserve</b>					
Climate Action	1,280,442	933,960	1,407,930	473,970	50.75%
Corporate Engineering Services	1,597,441	1,581,780	1,638,600	56,820	3.59%
Engineering Support Services	450,737	467,360	484,640	17,280	3.70%
Land Development	517,003	563,960	582,830	18,870	3.35%
Third Party Billing	769,633	428,400	428,400	0	0.00%
<b>Base Budget</b>	<b>4,615,256</b>	<b>3,975,460</b>	<b>4,542,400</b>	<b>566,940</b>	<b>14.26%</b>
One Time	0	915,070	551,150	(363,920)	(39.77%)
<b>Total</b>	<b>4,615,256</b>	<b>4,890,530</b>	<b>5,093,550</b>	<b>203,020</b>	<b>4.15%</b>
<b>Net Base Budget</b>	<b>(3,288,304)</b>	<b>(3,252,440)</b>	<b>(3,734,380)</b>	<b>481,940</b>	<b>14.82%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Climate Action	55,000	56,120	0	0	0
Corporate Engineering Services	30,000	30,000	30,000	30,000	30,000
Engineering Support Services	74,620	74,620	74,620	74,620	74,620
Land Development	120,000	236,530	238,870	241,240	243,670
Third Party Billing	528,400	528,400	528,400	528,400	528,400
<b>Total Revenues/Funding Sources</b>	<b>808,020</b>	<b>925,670</b>	<b>871,890</b>	<b>874,260</b>	<b>876,690</b>
<b>% Change</b>		<b>14.56%</b>	<b>(5.81%)</b>	<b>0.27%</b>	<b>0.28%</b>
<b>Expenditures/Transfers to Reserve</b>					
Climate Action	1,407,930	1,435,300	1,517,080	1,543,470	1,560,950
Corporate Engineering Services	1,638,600	1,686,090	1,719,780	1,754,170	1,789,330
Engineering Support Services	484,640	496,780	506,740	516,850	527,160
Land Development	582,830	600,240	612,240	624,470	636,960
Third Party Billing	428,400	428,400	428,400	428,400	428,400
<b>Total Expenditures/Transfers to Reserve</b>	<b>4,542,400</b>	<b>4,646,810</b>	<b>4,784,240</b>	<b>4,867,360</b>	<b>4,942,800</b>
<b>% Change</b>		<b>2.30%</b>	<b>2.96%</b>	<b>1.74%</b>	<b>1.55%</b>
<b>Net Base Budget Total</b>	<b>(3,734,380)</b>	<b>(3,721,140)</b>	<b>(3,912,350)</b>	<b>(3,993,100)</b>	<b>(4,066,110)</b>

# Transportation

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Transportation	114,658	20,000	20,000	0	0.00%
<b>Base Budget</b>	<b>114,658</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0.00%</b>
One Time	0	225,000	358,140	133,140	59.17%
<b>Total</b>	<b>114,658</b>	<b>245,000</b>	<b>378,140</b>	<b>133,140</b>	<b>54.34%</b>
<b>Expenditures/Transfers to Reserve</b>					
Transportation	3,315,222	3,578,280	3,773,540	195,260	5.46%
<b>Base Budget</b>	<b>3,315,222</b>	<b>3,578,280</b>	<b>3,773,540</b>	<b>195,260</b>	<b>5.46%</b>
One Time	0	375,000	358,140	(16,860)	(4.50%)
<b>Total</b>	<b>3,315,222</b>	<b>3,953,280</b>	<b>4,131,680</b>	<b>178,400</b>	<b>4.51%</b>
<b>Net Base Budget</b>	<b>(3,200,564)</b>	<b>(3,558,280)</b>	<b>(3,753,540)</b>	<b>195,260</b>	<b>5.49%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Transportation	20,000	20,000	20,000	20,000	20,000
<b>Total Revenues/Funding Sources</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>% Change</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Transportation	3,773,540	3,876,160	3,953,640	4,032,690	4,113,440
<b>Total Expenditures/Transfers to Reserve</b>	<b>3,773,540</b>	<b>3,876,160</b>	<b>3,953,640</b>	<b>4,032,690</b>	<b>4,113,440</b>
<b>% Change</b>		<b>2.72%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(3,753,540)</b>	<b>(3,856,160)</b>	<b>(3,933,640)</b>	<b>(4,012,690)</b>	<b>(4,093,440)</b>

# Sanitary Sewer

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Sanitary Sewer User Fees and Frontage	8,519,049	8,420,510	9,337,880	917,370	10.89%
<b>Base Budget</b>	<b>8,519,049</b>	<b>8,420,510</b>	<b>9,337,880</b>	<b>917,370</b>	<b>10.89%</b>
<b>Total</b>	<b>8,519,049</b>	<b>8,420,510</b>	<b>9,337,880</b>	<b>917,370</b>	<b>10.89%</b>
<b>Expenditures/Transfers to Reserve</b>					
Sanitary Sewer Administration	2,141,504	2,524,390	2,625,330	100,940	4.00%
Sanitary Sewer Operations	1,518,042	1,582,120	1,683,550	101,430	6.41%
Transfer to Reserve/Capital	4,859,503	4,314,000	5,029,000	715,000	16.57%
<b>Base Budget</b>	<b>8,519,049</b>	<b>8,420,510</b>	<b>9,337,880</b>	<b>917,370</b>	<b>10.89%</b>
<b>Total</b>	<b>8,519,049</b>	<b>8,420,510</b>	<b>9,337,880</b>	<b>917,370</b>	<b>10.89%</b>
<b>Net Base Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Sanitary Sewer User Fees and Frontage	9,337,880	9,583,780	9,770,780	9,962,460	10,157,850
<b>Total Revenues/Funding Sources</b>	<b>9,337,880</b>	<b>9,583,780</b>	<b>9,770,780</b>	<b>9,962,460</b>	<b>10,157,850</b>
<b>% Change</b>		<b>2.63%</b>	<b>1.95%</b>	<b>1.96%</b>	<b>1.96%</b>
<b>Expenditures/Transfers to Reserve</b>					
Sanitary Sewer Administration	2,625,330	2,726,630	2,777,090	2,828,580	2,881,040
Sanitary Sewer Operations	1,683,550	1,727,150	1,761,690	1,796,880	1,832,810
Transfer to Reserve/Capital	5,029,000	5,130,000	5,232,000	5,337,000	5,444,000
<b>Total Expenditures/Transfers to Reserve</b>	<b>9,337,880</b>	<b>9,583,780</b>	<b>9,770,780</b>	<b>9,962,460</b>	<b>10,157,850</b>
<b>% Change</b>		<b>2.63%</b>	<b>1.95%</b>	<b>1.96%</b>	<b>1.96%</b>
<b>Net Base Budget Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Stormwater

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Stormwater User Fees and Property Taxes	7,322,162	7,348,330	7,917,230	568,900	7.74%
<b>Base Budget</b>	<b>7,322,162</b>	<b>7,348,330</b>	<b>7,917,230</b>	<b>568,900</b>	<b>7.74%</b>
<b>Total</b>	<b>7,322,162</b>	<b>7,348,330</b>	<b>7,917,230</b>	<b>568,900</b>	<b>7.74%</b>
<b>Expenditures/Transfers to Reserve</b>					
Stormwater Administration	1,646,540	1,892,340	1,983,940	91,600	4.84%
Stormwater Operations	1,990,166	1,992,990	2,080,290	87,300	4.38%
Transfer to Reserve/Capital	3,685,456	3,463,000	3,853,000	390,000	11.26%
<b>Base Budget</b>	<b>7,322,162</b>	<b>7,348,330</b>	<b>7,917,230</b>	<b>568,900</b>	<b>7.74%</b>
<b>Total</b>	<b>7,322,162</b>	<b>7,348,330</b>	<b>7,917,230</b>	<b>568,900</b>	<b>7.74%</b>
<b>Net Base Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Stormwater User Fees and Property Taxes	7,917,230	8,240,170	8,498,470	8,987,470	9,047,290
<b>Total Revenues/Funding Sources</b>	<b>7,917,230</b>	<b>8,240,170</b>	<b>8,498,470</b>	<b>8,987,470</b>	<b>9,047,290</b>
<b>% Change</b>		<b>4.08%</b>	<b>3.13%</b>	<b>5.75%</b>	<b>0.67%</b>
<b>Expenditures/Transfers to Reserve</b>					
Stormwater Administration	1,983,940	2,080,500	2,122,060	2,164,430	2,207,730
Stormwater Operations	2,080,290	2,137,670	2,180,410	2,224,040	2,268,560
Transfer to Reserve/Capital	3,853,000	4,022,000	4,196,000	4,599,000	4,571,000
<b>Total Expenditures/Transfers to Reserve</b>	<b>7,917,230</b>	<b>8,240,170</b>	<b>8,498,470</b>	<b>8,987,470</b>	<b>9,047,290</b>
<b>% Change</b>		<b>4.08%</b>	<b>3.13%</b>	<b>5.75%</b>	<b>0.67%</b>
<b>Net Base Budget Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Waterworks

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Waterworks User Fees	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
<b>Base Budget</b>	<b>23,946,494</b>	<b>22,850,950</b>	<b>24,912,980</b>	<b>2,062,030</b>	<b>9.02%</b>
<b>Total</b>	<b>23,946,494</b>	<b>22,850,950</b>	<b>24,912,980</b>	<b>2,062,030</b>	<b>9.02%</b>
<b>Expenditures/Transfers to Reserve</b>					
Waterworks Administration	14,316,885	14,508,360	15,754,580	1,246,220	8.59%
Waterworks Operations	2,234,853	2,287,590	2,363,400	75,810	3.31%
Transfer to Reserve/Capital	7,394,756	6,055,000	6,795,000	740,000	12.22%
<b>Base Budget</b>	<b>23,946,494</b>	<b>22,850,950</b>	<b>24,912,980</b>	<b>2,062,030</b>	<b>9.02%</b>
<b>Total</b>	<b>23,946,494</b>	<b>22,850,950</b>	<b>24,912,980</b>	<b>2,062,030</b>	<b>9.02%</b>
<b>Net Base Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Waterworks User Fees	24,912,980	25,535,470	25,897,360	26,528,570	27,180,250
<b>Total Revenues/Funding Sources</b>	<b>24,912,980</b>	<b>25,535,470</b>	<b>25,897,360</b>	<b>26,528,570</b>	<b>27,180,250</b>
<b>% Change</b>		<b>2.50%</b>	<b>1.42%</b>	<b>2.44%</b>	<b>2.46%</b>
<b>Expenditures/Transfers to Reserve</b>					
Waterworks Administration	15,754,580	16,121,960	16,438,360	16,761,100	17,090,340
Waterworks Operations	2,363,400	2,424,510	2,473,000	2,522,470	2,572,910
Transfer to Reserve/Capital	6,795,000	6,989,000	6,986,000	7,245,000	7,517,000
<b>Total Expenditures/Transfers to Reserve</b>	<b>24,912,980</b>	<b>25,535,470</b>	<b>25,897,360</b>	<b>26,528,570</b>	<b>27,180,250</b>
<b>% Change</b>		<b>2.50%</b>	<b>1.42%</b>	<b>2.44%</b>	<b>2.46%</b>
<b>Net Base Budget Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

A decorative graphic in the top left corner featuring a purple triangle pointing right. Inside the triangle are several white line-art icons: a stack of coins, a calculator, a document with a lightbulb, a dollar sign, a pie chart, and a folder.

# 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. It also provides financial information and advice to Council, City departments and the general public.

In addition, the Finance department oversees 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:** Prepare the City's annual five-year Financial Plan, including the operating, utility and capital budgets, financial analysis for all City departments and city-wide initiatives, and develop long-term financial planning strategies
- **Accounting Services:** Oversee statutory reporting requirements, including preparing year-end financial statements and the Annual Report, accounts payable and accounts receivable, manage investments and cash flow, prepare employee pay, T4s, records of employment, and remit and report statutory and non-statutory deductions
- **Revenue Services:** Collect and manage City revenues, including property taxes, utility billing, grants-in-lieu of taxes, business licensing, collection of property taxes for other authorities including school and regional taxes and oversee the Public Service Centre
- **Supply Management:** Procure goods and services for the City and oversee the Stores section, which manages City inventory
- **Parking Services:** Oversee the City's parking services operations, which include on-street and off-street parking and parkades

# Finance

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Parking Services	16,387,215	16,990,000	23,910,020	6,920,020	40.73%
<b>Base Budget</b>	<b>16,387,215</b>	<b>16,990,000</b>	<b>23,910,020</b>	<b>6,920,020</b>	<b>40.73%</b>
<b>Total</b>	<b>16,387,215</b>	<b>16,990,000</b>	<b>23,910,020</b>	<b>6,920,020</b>	<b>40.73%</b>
<b>Expenditures/Transfers to Reserve</b>					
Accounting	1,408,246	1,657,790	1,806,820	149,030	8.99%
Budgets, Financial Planning & Administration	924,376	1,294,940	1,330,870	35,930	2.77%
Parking Services	10,169,661	10,080,820	10,673,050	592,230	5.87%
Revenue	748,170	926,810	971,520	44,710	4.82%
Supply Management Services	952,753	1,106,560	1,228,350	121,790	11.01%
<b>Base Budget</b>	<b>14,203,206</b>	<b>15,066,920</b>	<b>16,010,610</b>	<b>943,690</b>	<b>6.26%</b>
<b>Total</b>	<b>14,203,206</b>	<b>15,066,920</b>	<b>16,010,610</b>	<b>943,690</b>	<b>6.26%</b>
<b>Net Base Budget</b>	<b>2,184,009</b>	<b>1,923,080</b>	<b>7,899,410</b>	<b>(5,976,330)</b>	<b>(310.77%)</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Parking Services	23,910,020	24,434,200	24,781,490	25,135,690	25,496,980
<b>Total Revenues/Funding Sources</b>	<b>23,910,020</b>	<b>24,434,200</b>	<b>24,781,490</b>	<b>25,135,690</b>	<b>25,496,980</b>
<b>% Change</b>		<b>2.19%</b>	<b>1.42%</b>	<b>1.43%</b>	<b>1.44%</b>
<b>Expenditures/Transfers to Reserve</b>					
Accounting	1,806,820	1,888,160	1,925,840	1,964,280	2,003,530
Budgets, Financial Planning & Administration	1,330,870	1,359,180	1,386,330	1,411,390	1,439,620
Parking Services	10,673,050	11,341,530	11,319,330	11,130,690	11,257,010
Revenue	971,520	1,004,020	1,024,100	1,044,580	1,065,490
Supply Management Services	1,228,350	1,292,110	1,317,960	1,344,310	1,371,190
<b>Total Expenditures/Transfers to Reserve</b>	<b>16,010,610</b>	<b>16,885,000</b>	<b>16,973,560</b>	<b>16,895,250</b>	<b>17,136,840</b>
<b>% Change</b>		<b>5.46%</b>	<b>0.52%</b>	<b>(0.46%)</b>	<b>1.43%</b>
<b>Net Base Budget Total</b>	<b>7,899,410</b>	<b>7,549,200</b>	<b>7,807,930</b>	<b>8,240,440</b>	<b>8,360,140</b>

# Parking Services

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Bastion Square Parkade	886,595	1,015,000	1,517,000	502,000	49.46%
Broughton Street Parkade	857,111	930,000	1,587,000	657,000	70.65%
Centennial Square Parkade	506,424	505,000	739,000	234,000	46.34%
Johnson Street Parkade	872,122	930,000	1,232,000	302,000	32.47%
View Street Parkade	1,144,207	1,190,000	1,582,000	392,000	32.94%
Parking Meters and Lots	8,184,607	8,765,000	11,740,000	2,975,000	33.94%
Parking Services Administration	3,936,150	3,655,000	5,513,020	1,858,020	50.84%
<b>Base Budget</b>	<b>16,387,215</b>	<b>16,990,000</b>	<b>23,910,020</b>	<b>6,920,020</b>	<b>40.73%</b>
<b>Total</b>	<b>16,387,215</b>	<b>16,990,000</b>	<b>23,910,020</b>	<b>6,920,020</b>	<b>40.73%</b>
<b>Expenditures/Transfers to Reserve</b>					
Bastion Square Parkade	482,280	311,310	329,930	18,620	5.98%
Broughton Street Parkade	564,115	515,580	753,510	237,930	46.15%
Centennial Square Parkade	346,751	257,660	269,780	12,120	4.70%
Johnson Street Parkade	249,917	276,710	295,090	18,380	6.64%
View Street Parkade	488,075	377,530	400,650	23,120	6.12%
Parking Ambassadors	1,272,607	1,823,900	2,437,200	613,300	33.63%
Parking Meters and Lots	936,934	816,360	838,610	22,250	2.73%
Parking Services Administration	5,828,982	5,701,770	5,348,280	(353,490)	(6.20%)
<b>Base Budget</b>	<b>10,169,661</b>	<b>10,080,820</b>	<b>10,673,050</b>	<b>592,230</b>	<b>5.87%</b>
<b>Total</b>	<b>10,169,661</b>	<b>10,080,820</b>	<b>10,673,050</b>	<b>592,230</b>	<b>5.87%</b>
<b>Net Base Budget</b>	<b>6,217,554</b>	<b>6,909,180</b>	<b>13,236,970</b>	<b>(6,327,790)</b>	<b>(91.59%)</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Bastion Square Parkade	1,517,000	1,547,340	1,578,280	1,609,840	1,642,040
Broughton Street Parkade	1,587,000	1,618,740	1,651,120	1,684,140	1,717,820
Centennial Square Parkade	739,000	753,780	768,860	784,230	799,910
Johnson Street Parkade	1,232,000	1,256,640	1,281,780	1,307,410	1,333,550
View Street Parkade	1,582,000	1,613,640	1,645,910	1,678,830	1,712,410
Parking Meters and Lots	11,740,000	11,960,000	12,158,900	12,361,760	12,568,690
Parking Services Administration	5,513,020	5,684,060	5,696,640	5,709,480	5,722,560
<b>Total Revenues/Funding Sources</b>	<b>23,910,020</b>	<b>24,434,200</b>	<b>24,781,490</b>	<b>25,135,690</b>	<b>25,496,980</b>
<b>% Change</b>		<b>2.19%</b>	<b>1.42%</b>	<b>1.43%</b>	<b>1.44%</b>
<b>Expenditures/Transfers to Reserve</b>					
Bastion Square Parkade	329,930	337,070	343,830	350,720	357,700
Broughton Street Parkade	753,510	769,280	784,650	800,340	816,330
Centennial Square Parkade	269,780	275,650	281,150	286,750	292,490
Johnson Street Parkade	295,090	301,530	307,570	313,730	319,970
View Street Parkade	400,650	409,270	417,480	425,820	434,320
Parking Ambassadors	2,437,200	2,667,280	2,720,460	2,774,820	2,830,430
Parking Meters and Lots	838,610	857,500	874,620	892,120	909,960
Parking Services Administration	5,348,280	5,723,950	5,589,570	5,286,390	5,295,810
<b>Total Expenditures/Transfers to Reserve</b>	<b>10,673,050</b>	<b>11,341,530</b>	<b>11,319,330</b>	<b>11,130,690</b>	<b>11,257,010</b>
<b>% Change</b>		<b>6.26%</b>	<b>(0.20%)</b>	<b>(1.67%)</b>	<b>1.13%</b>
<b>Net Base Budget Total</b>	<b>13,236,970</b>	<b>13,092,670</b>	<b>13,462,160</b>	<b>14,005,000</b>	<b>14,239,970</b>





# Information Technology

Information Technology (IT) enables the reliable and safe sharing of City information to provide customers a positive service experience and supply staff with 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:** Provide technical infrastructure (hardware, networking and security) as well as technical support services
- **Information Management:** Responsible for the City's enterprise data architecture including corporate records and archives
- **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

# Information Technology

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Expenditures/Transfers to Reserve</b>					
Information Management	492,370	246,640	326,820	80,180	32.51%
Information Systems	4,147,465	5,590,710	6,216,350	625,640	11.19%
<b>Base Budget</b>	<b>4,639,834</b>	<b>5,837,350</b>	<b>6,543,170</b>	<b>705,820</b>	<b>12.09%</b>
<b>Total</b>	<b>4,639,834</b>	<b>5,837,350</b>	<b>6,543,170</b>	<b>705,820</b>	<b>12.09%</b>
<b>Net Base Budget</b>	<b>(4,639,834)</b>	<b>(5,837,350)</b>	<b>(6,543,170)</b>	<b>705,820</b>	<b>12.09%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Information Management	326,820	372,990	380,210	387,560	395,080
Information Systems	6,216,350	6,478,650	6,579,660	6,726,070	6,830,790
<b>Total Expenditures/Transfers to Reserve</b>	<b>6,543,170</b>	<b>6,851,640</b>	<b>6,959,870</b>	<b>7,113,630</b>	<b>7,225,870</b>
<b>% Change</b>		<b>4.71%</b>	<b>1.58%</b>	<b>2.21%</b>	<b>1.58%</b>
<b>Net Base Budget Total</b>	<b>(6,543,170)</b>	<b>(6,851,640)</b>	<b>(6,959,870)</b>	<b>(7,113,630)</b>	<b>(7,225,870)</b>



# 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 assists in protecting the City's legal rights and interests. The department also coordinates and oversees engagement of external legal resources, where necessary and appropriate.

## Core Services

- **Advise:** Provide legal advice to Council, City Manager and City staff as well as legal assistance related to land use and development applications
- **Contracts:** Negotiate, prepare and oversee execution of contracts, leases and agreements authorized by Council and assist with real estate transactions
- **Legal Representation:** Represent the City in legal proceedings
- **Legislation and Bylaws:** Draft, revise and consolidate City bylaws and assist City staff in the 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

# Legal Services

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Expenditures/Transfers to Reserve</b>					
Office of the City Solicitor	1,012,770	1,078,090	1,381,960	303,870	28.19%
<b>Base Budget</b>	<b>1,012,770</b>	<b>1,078,090</b>	<b>1,381,960</b>	<b>303,870</b>	<b>28.19%</b>
<b>Total</b>	<b>1,012,770</b>	<b>1,078,090</b>	<b>1,381,960</b>	<b>303,870</b>	<b>28.19%</b>
<b>Net Base Budget</b>	<b>(1,012,770)</b>	<b>(1,078,090)</b>	<b>(1,381,960)</b>	<b>303,870</b>	<b>28.19%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Office of the City Solicitor	1,381,960	1,410,530	1,438,750	1,467,490	1,496,830
<b>Total Expenditures/Transfers to Reserve</b>	<b>1,381,960</b>	<b>1,410,530</b>	<b>1,438,750</b>	<b>1,467,490</b>	<b>1,496,830</b>
<b>% Change</b>	<b>2.07%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(1,381,960)</b>	<b>(1,410,530)</b>	<b>(1,438,750)</b>	<b>(1,467,490)</b>	<b>(1,496,830)</b>



# Legislative Services

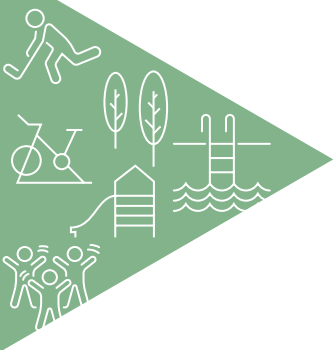
The Legislative Services department provides legislative, policy, administrative and regulatory expertise and services to Council and City departments to ensure the municipality conducts its business in a manner consistent with its bylaws and provincial legislation. The City Clerk performs a variety of Corporate Officer functions, including providing access to official records, executing documents and accepting the service of documents on the City.

## Core Services

- **Legislative Services:** Administrative support and governance advice to Council and Council Committees; responsible for 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

# Legislative Services

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Legislative Services	56,002	375,000	60,000	(315,000)	(84.00%)
<b>Base Budget</b>	<b>56,002</b>	<b>375,000</b>	<b>60,000</b>	<b>(315,000)</b>	<b>(84.00%)</b>
<b>Total</b>	<b>56,002</b>	<b>375,000</b>	<b>60,000</b>	<b>(315,000)</b>	<b>(84.00%)</b>
<b>Expenditures/Transfers to Reserve</b>					
Legislative Services	1,674,158	2,011,550	1,788,270	(223,280)	(11.10%)
<b>Base Budget</b>	<b>1,674,158</b>	<b>2,011,550</b>	<b>1,788,270</b>	<b>(223,280)</b>	<b>(11.10%)</b>
One Time	0	95,000	0	(95,000)	(100.00%)
<b>Total</b>	<b>1,674,158</b>	<b>2,106,550</b>	<b>1,788,270</b>	<b>(318,280)</b>	<b>(15.11%)</b>
<b>Net Base Budget</b>	<b>(1,618,156)</b>	<b>(1,636,550)</b>	<b>(1,728,270)</b>	<b>91,720</b>	<b>5.60%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Legislative Services	60,000	60,000	60,000	480,000	60,000
<b>Total Revenues/Funding Sources</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>480,000</b>	<b>60,000</b>
<b>% Change</b>		<b>0.00%</b>	<b>0.00%</b>	<b>700.00%</b>	<b>(87.50%)</b>
<b>Expenditures/Transfers to Reserve</b>					
Legislative Services	1,788,270	1,829,820	1,863,600	2,318,070	1,933,250
<b>Total Expenditures/Transfers to Reserve</b>	<b>1,788,270</b>	<b>1,829,820</b>	<b>1,863,600</b>	<b>2,318,070</b>	<b>1,933,250</b>
<b>% Change</b>		<b>2.32%</b>	<b>1.85%</b>	<b>24.39%</b>	<b>(16.60%)</b>
<b>Net Base Budget Total</b>	<b>(1,728,270)</b>	<b>(1,769,820)</b>	<b>(1,803,600)</b>	<b>(1,838,070)</b>	<b>(1,873,250)</b>



# 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 support activities are provided by City staff and external partners.

## Core Services

### • Parks

- **Park Operations:** Management and maintenance of 138 parks and open spaces (254 hectares) including: horticulture, natural areas, turf, sport fields, playgrounds, cemetery services, boulevards and infrastructure
- **Park Design and Development:** Planning and design of park-related improvements including park redevelopment strategies, construction of park amenities and upgrades. Includes the development and implementation of policies and strategies, as well as management of place-making initiatives
- **Park Administration:** Department leadership, including strategic and operational planning, financial management and administrative functions to support programs and services

### • Recreation

- **Recreation Operations:** Provision of a wide range of community services, including urban agriculture, facility rentals, sport services, day camps and other programs at indoor and outdoor locations. Process approximately 1,250 park use permits each year and administer 2,000 hours of community ice and dry floor access annually. Manage approximately 20 agreements with external service providers
- **Royal Athletic Park:** The facility hosts 220+ event days annually, including play space for local community groups, major sports and popular special events. Operation of this asset involves stakeholder coordination, administrative support for events, janitorial services, food and beverage services and field maintenance

- **Crystal Pool and Fitness Centre:** Provision of aquatic-focused and general health and wellness programs and services, facility rentals, program registration and community program planning for residents of all ages and abilities. Administration of the regional LIFE program, which provides services at no charge for eligible individuals and families facing financial barriers to participation

### • Facilities:

- **Facility Operations:** Preventative asset maintenance and janitorial services for 110 City-owned buildings, including approximately two million square feet of indoor space. Facilities consist of administrative buildings, parkades, community centres, protective services facilities, public washrooms, service yards and various fountains and water features. Also includes the management of the City's corporate security program
- **Facility Development:** Planning, design and construction of facility projects, including minor and major building improvements such as accessibility improvements, climate action initiatives, as well as renovations and new buildings. Administration of corporate office space planning and equipment program, and participation in projects led by other groups or organizations that have the potential to impact civic buildings

# Parks, Recreation and Facilities

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Facilities	53,711	5,300	5,300	0	0.00%
Parks	682,633	651,500	651,500	0	0.00%
Recreation	1,182,537	2,467,240	2,697,290	230,050	9.32%
<b>Base Budget</b>	<b>1,918,881</b>	<b>3,124,040</b>	<b>3,354,090</b>	<b>230,050</b>	<b>7.36%</b>
One Time	0	19,240	49,240	30,000	155.93%
<b>Total</b>	<b>1,918,881</b>	<b>3,143,280</b>	<b>3,403,330</b>	<b>260,050</b>	<b>8.27%</b>
<b>Expenditures/Transfers to Reserve</b>					
Facilities	6,721,520	6,923,250	7,850,400	927,150	13.39%
Parks	10,319,684	11,673,180	12,342,270	669,090	5.73%
Parks, Recreation & Facilities Administration	2,014,665	2,123,730	2,099,200	(24,530)	(1.16%)
Recreation	4,762,024	5,858,620	6,728,220	869,600	14.84%
<b>Base Budget</b>	<b>23,817,894</b>	<b>26,578,780</b>	<b>29,020,090</b>	<b>2,441,310</b>	<b>9.19%</b>
One Time	0	130,000	49,240	(80,760)	(62.12%)
<b>Total</b>	<b>23,817,894</b>	<b>26,708,780</b>	<b>29,069,330</b>	<b>2,360,550</b>	<b>8.84%</b>
<b>Net Base Budget</b>	<b>(21,899,013)</b>	<b>(23,454,740)</b>	<b>(25,666,000)</b>	<b>2,211,260</b>	<b>9.43%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Facilities	5,300	5,410	5,520	5,630	5,740
Parks	651,500	652,410	653,330	654,270	655,230
Recreation	2,697,290	2,751,260	2,806,270	2,862,420	2,919,670
<b>Total Revenues/Funding Sources</b>	<b>3,354,090</b>	<b>3,409,080</b>	<b>3,465,120</b>	<b>3,522,320</b>	<b>3,580,640</b>
<b>% Change</b>		<b>1.64%</b>	<b>1.64%</b>	<b>1.65%</b>	<b>1.66%</b>
<b>Expenditures/Transfers to Reserve</b>					
Facilities	7,850,400	8,050,800	8,211,820	8,376,030	8,543,520
Parks	12,342,270	12,671,000	12,913,020	13,159,940	13,411,760
Parks, Recreation & Facilities Administration	2,099,200	2,144,330	2,187,250	2,230,950	2,275,570
Recreation	6,728,220	6,903,300	7,041,260	7,182,000	7,325,560
<b>Total Expenditures/Transfers to Reserve</b>	<b>29,020,090</b>	<b>29,769,430</b>	<b>30,353,350</b>	<b>30,948,920</b>	<b>31,556,410</b>
<b>% Change</b>		<b>2.58%</b>	<b>1.96%</b>	<b>1.96%</b>	<b>1.96%</b>
<b>Net Base Budget Total</b>	<b>(25,666,000)</b>	<b>(26,360,350)</b>	<b>(26,888,230)</b>	<b>(27,426,600)</b>	<b>(27,975,770)</b>

# Facilities

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Facility Development	48,212	0	0	0	0.00%
Facility Operations	5,499	5,300	5,300	0	0.00%
<b>Base Budget</b>	<b>53,711</b>	<b>5,300</b>	<b>5,300</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>53,711</b>	<b>5,300</b>	<b>5,300</b>	<b>0</b>	<b>0.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Facility Development	1,200,149	1,471,130	1,489,590	18,460	1.25%
Facility Operations	5,521,371	5,452,120	6,360,810	908,690	16.67%
<b>Base Budget</b>	<b>6,721,520</b>	<b>6,923,250</b>	<b>7,850,400</b>	<b>927,150</b>	<b>13.39%</b>
<b>Total</b>	<b>6,721,520</b>	<b>6,923,250</b>	<b>7,850,400</b>	<b>927,150</b>	<b>13.39%</b>
<b>Net Base Budget</b>	<b>(6,667,808)</b>	<b>(6,917,950)</b>	<b>(7,845,100)</b>	<b>927,150</b>	<b>13.40%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Facility Operations	5,300	5,410	5,520	5,630	5,740
<b>Total Revenues/Funding Sources</b>	<b>5,300</b>	<b>5,410</b>	<b>5,520</b>	<b>5,630</b>	<b>5,740</b>
<b>% Change</b>		<b>2.08%</b>	<b>2.03%</b>	<b>1.99%</b>	<b>1.95%</b>
<b>Expenditures/Transfers to Reserve</b>					
Facility Development	1,489,590	1,529,790	1,560,380	1,591,580	1,623,390
Facility Operations	6,360,810	6,521,010	6,651,440	6,784,450	6,920,130
<b>Total Expenditures/Transfers to Reserve</b>	<b>7,850,400</b>	<b>8,050,800</b>	<b>8,211,820</b>	<b>8,376,030</b>	<b>8,543,520</b>
<b>% Change</b>		<b>2.55%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(7,845,100)</b>	<b>(8,045,390)</b>	<b>(8,206,300)</b>	<b>(8,370,400)</b>	<b>(8,537,780)</b>

# Parks

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Parks Operations	680,633	606,210	606,210	0	0.00%
Urban Forestry	2,000	45,290	45,290	0	0.00%
<b>Base Budget</b>	<b>682,633</b>	<b>651,500</b>	<b>651,500</b>	<b>0</b>	<b>0.00%</b>
One Time	0	19,240	19,240	0	0.00%
<b>Total</b>	<b>682,633</b>	<b>670,740</b>	<b>670,740</b>	<b>0</b>	<b>0.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Park Design & Development	389,312	442,580	582,670	140,090	31.65%
Park Operations	7,628,023	8,317,520	8,705,500	387,980	4.66%
Urban Forestry	2,302,349	2,913,080	3,054,100	141,020	4.84%
<b>Base Budget</b>	<b>10,319,684</b>	<b>11,673,180</b>	<b>12,342,270</b>	<b>669,090</b>	<b>5.73%</b>
One Time	0	20,000	19,240	(760)	(3.80%)
<b>Total</b>	<b>10,319,684</b>	<b>11,693,180</b>	<b>12,361,510</b>	<b>668,330</b>	<b>5.72%</b>
<b>Net Base Budget</b>	<b>(9,637,052)</b>	<b>(11,021,680)</b>	<b>(11,690,770)</b>	<b>669,090</b>	<b>6.07%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Park Operations	606,210	606,210	606,210	606,210	606,210
Urban Forestry	45,290	46,200	47,120	48,060	49,020
<b>Total Revenues/Funding Sources</b>	<b>651,500</b>	<b>652,410</b>	<b>653,330</b>	<b>654,270</b>	<b>655,230</b>
<b>% Change</b>		<b>0.14%</b>	<b>0.14%</b>	<b>0.14%</b>	<b>0.15%</b>
<b>Expenditures/Transfers to Reserve</b>					
Park Design & Development	582,670	598,350	610,310	622,540	634,980
Park Operations	8,705,500	8,931,800	9,099,080	9,269,700	9,443,760
Urban Forestry	3,054,100	3,140,850	3,203,630	3,267,700	3,333,020
<b>Total Expenditures/Transfers to Reserve</b>	<b>12,342,270</b>	<b>12,671,000</b>	<b>12,913,020</b>	<b>13,159,940</b>	<b>13,411,760</b>
<b>% Change</b>		<b>2.66%</b>	<b>1.91%</b>	<b>1.91%</b>	<b>1.91%</b>
<b>Net Base Budget Total</b>	<b>(11,690,770)</b>	<b>(12,018,590)</b>	<b>(12,259,690)</b>	<b>(12,505,670)</b>	<b>(12,756,530)</b>

# Parks, Recreation & Facilities Administration

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Expenditures/Transfers to Reserve</b>					
Parks, Recreation & Facilities Administration	2,014,665	2,123,730	2,099,200	(24,530)	(1.16%)
<b>Base Budget</b>	<b>2,014,665</b>	<b>2,123,730</b>	<b>2,099,200</b>	<b>(24,530)</b>	<b>(1.16%)</b>
<b>Total</b>	<b>2,014,665</b>	<b>2,123,730</b>	<b>2,099,200</b>	<b>(24,530)</b>	<b>(1.16%)</b>
<b>Net Base Budget</b>	<b>(2,014,665)</b>	<b>(2,123,730)</b>	<b>(2,099,200)</b>	<b>(24,530)</b>	<b>(1.16%)</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Parks, Recreation & Facilities Administration	2,099,200	2,144,330	2,187,250	2,230,950	2,275,570
<b>Total Expenditures/Transfers to Reserve</b>	<b>2,099,200</b>	<b>2,144,330</b>	<b>2,187,250</b>	<b>2,230,950</b>	<b>2,275,570</b>
<b>% Change</b>		<b>2.15%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(2,099,200)</b>	<b>(2,144,330)</b>	<b>(2,187,250)</b>	<b>(2,230,950)</b>	<b>(2,275,570)</b>

# Recreation

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Crystal Pool and Fitness Centre	537,889	1,148,410	1,182,270	33,860	2.95%
Recreation	618,071	770,990	933,880	162,890	21.13%
Royal Athletic Park	26,577	547,840	581,140	33,300	6.08%
<b>Base Budget</b>	<b>1,182,537</b>	<b>2,467,240</b>	<b>2,697,290</b>	<b>230,050</b>	<b>9.32%</b>
One Time	0	0	30,000	30,000	100.00%
<b>Total</b>	<b>1,182,537</b>	<b>2,467,240</b>	<b>2,727,290</b>	<b>260,050</b>	<b>10.54%</b>
<b>Expenditures/Transfers to Reserve</b>					
Crystal Pool and Fitness Centre	2,924,491	3,054,000	3,393,690	339,690	11.12%
Recreation	1,495,674	1,812,680	2,189,830	377,150	20.81%
Royal Athletic Park	341,859	991,940	1,144,700	152,760	15.40%
<b>Base Budget</b>	<b>4,762,024</b>	<b>5,858,620</b>	<b>6,728,220</b>	<b>869,600</b>	<b>14.84%</b>
One Time	0	110,000	30,000	(80,000)	(72.73%)
<b>Total</b>	<b>4,762,024</b>	<b>5,968,620</b>	<b>6,758,220</b>	<b>789,600</b>	<b>13.23%</b>
<b>Net Base Budget</b>	<b>(3,579,487)</b>	<b>(3,391,380)</b>	<b>(4,030,930)</b>	<b>639,550</b>	<b>18.86%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Crystal Pool and Fitness Centre	1,182,270	1,205,930	1,230,040	1,254,650	1,279,740
Recreation	933,880	952,570	971,630	991,070	1,010,890
Royal Athletic Park	581,140	592,760	604,600	616,700	629,040
<b>Total Revenues/Funding Sources</b>	<b>2,697,290</b>	<b>2,751,260</b>	<b>2,806,270</b>	<b>2,862,420</b>	<b>2,919,670</b>
<b>% Change</b>		<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Crystal Pool and Fitness Centre	3,393,690	3,483,110	3,552,700	3,623,760	3,696,200
Recreation	2,189,830	2,246,580	2,291,480	2,337,240	2,383,990
Royal Athletic Park	1,144,700	1,173,610	1,197,080	1,221,000	1,245,370
<b>Total Expenditures/Transfers to Reserve</b>	<b>6,728,220</b>	<b>6,903,300</b>	<b>7,041,260</b>	<b>7,182,000</b>	<b>7,325,560</b>
<b>% Change</b>		<b>2.60%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(4,030,930)</b>	<b>(4,152,040)</b>	<b>(4,234,990)</b>	<b>(4,319,580)</b>	<b>(4,405,890)</b>



# People and Culture

The People and Culture Department works in partnership with other program areas to support our people to achieve the City's strategic and operational goals. The department assists in creating a safe, healthy and respectful work environment that enables professional development and career growth.

## Core Services

- **Human Resources**

- **Talent acquisition:** Identify, develop and implement strategies to recruit people to meet current and future workforce needs
- **Employee and labour relations:** Provide guidance and direction for the interpretation, application, administration and implementation of policies, procedures, employment agreements, employment standards and human rights legislation, and support development of leadership capacity for people and performance management; negotiate and administer four union collective agreements
- **Compensation and classification:** Review and maintain standardized and equitable classification systems to provide competitive and fair compensation and provide advice on effective job and organizational design

- **Health, Safety and Wellness**

- **Occupational Health and Safety:** Provide guidance and direction for the identification and management of workplace hazards to prevent work-related injury and illness, including risk assessment, training, procedures, first aid, workplace inspections and incident investigations

- **Abilities Management:** Remove barriers preventing employees experiencing injury or illness from working to their abilities through return to work\stay at work planning
- **Health and Wellness:** Develop proactive programs and initiatives to support physical and psychological health

- **Organizational Development and Learning**

- **Learning:** Develop training and development programs to meet current and future workforce needs, including new employee orientation, leadership development, and equity, diversity and inclusion
- **Employee Experience:** Evaluate, develop and deliver programs to enhance workplace culture and employee engagement
- **Internal Communications:** Produce information, resources and strategies to support change management, organizational alignment and performance

# People and Culture

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
One Time	0	25,000	125,080	100,080	400.32%
<b>Total</b>	<b>0</b>	<b>25,000</b>	<b>125,080</b>	<b>100,080</b>	<b>400.32%</b>
<b>Expenditures/Transfers to Reserve</b>					
Health, Safety and Wellness	736,776	948,290	1,266,510	318,220	33.56%
People and Culture Administration	1,614,777	2,100,600	2,947,680	847,080	40.33%
<b>Base Budget</b>	<b>2,351,553</b>	<b>3,048,890</b>	<b>4,214,190</b>	<b>1,165,300</b>	<b>38.22%</b>
One Time	0	129,280	125,080	(4,200)	(3.25%)
<b>Total</b>	<b>2,351,553</b>	<b>3,178,170</b>	<b>4,339,270</b>	<b>1,161,100</b>	<b>36.53%</b>
<b>Net Base Budget</b>	<b>(2,351,553)</b>	<b>(3,048,890)</b>	<b>(4,214,190)</b>	<b>1,165,300</b>	<b>38.22%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Health, Safety and Wellness	1,266,510	1,521,930	1,552,380	1,583,410	1,615,090
People and Culture Administration	2,947,680	3,567,610	3,638,970	3,711,710	3,785,900
<b>Total Expenditures/Transfers to Reserve</b>	<b>4,214,190</b>	<b>5,089,540</b>	<b>5,191,350</b>	<b>5,295,120</b>	<b>5,400,990</b>
<b>% Change</b>		<b>20.77%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(4,214,190)</b>	<b>(5,089,540)</b>	<b>(5,191,350)</b>	<b>(5,295,120)</b>	<b>(5,400,990)</b>



# Strategic Real Estate

The Strategic Real Estate department administers all aspects of the City's strategic real estate program and holdings including its active portfolio of commercial properties. In particular, the department seeks to maximize the City's returns from its property holdings and ensures the City has the appropriate real estate portfolio to meet its current and long-term needs.

## Core Services

### • Land Portfolio Management

- **Real Estate Transactions:** Provide strategic advice and direction related to real estate transactions involving City interests
- **Real Estate Inventory:** Develop and manage a comprehensive real estate inventory
- **Contract Management:** Negotiation and ongoing contract management of all commercial revenue lease agreements, licences of use, easements and other property-related agreements
- **Property Management:** Monitor and manage property management revenues and expenditures with a goal of improving net returns and minimizing vacancies
- **Partnerships:** Develop strategic partnerships with other levels of government and industry to support City initiatives
- **Industry Insights:** Monitor local real estate industry data and trends

### • Business Support Services

- **Initiatives:** Provide real estate advice on community and land use planning initiatives and programs
- **Operational Engagement:** Work with City departments to identify their ongoing real estate needs and develop efficient and timely real estate solutions to achieve their operational requirements
- **Due Diligence:** Conduct due diligence investigations on proposed acquisitions and dispositions
- **Transactions Lead:** Conduct acquisitions, disposals, lease agreements and land tenure components in support of operational requirements of City business units (e.g., statutory right-of-ways, easements and licences)

### • Strategic Projects

- **Initiatives:** Lead components of key strategic projects in support of City Council's Strategic Plan objectives (e.g., affordable housing and economic development projects on City lands, Victoria Fire Hall #1 replacement, Belleville Terminal Redevelopment project and David Foster Harbour Pathway securement)

# Strategic Real Estate

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Crystal Garden Retail Stores	316,661	303,100	303,100	0	0.00%
Property Management	858,305	635,000	770,000	135,000	21.26%
Wharf Street Property Management	775,860	663,620	663,620	0	0.00%
<b>Base Budget</b>	<b>1,950,825</b>	<b>1,601,720</b>	<b>1,736,720</b>	<b>135,000</b>	<b>8.43%</b>
<b>Total</b>	<b>1,950,825</b>	<b>1,601,720</b>	<b>1,736,720</b>	<b>135,000</b>	<b>8.43%</b>
<b>Expenditures/Transfers to Reserve</b>					
940 Caledonia	255,593	0	0	0	0.00%
Crystal Garden Retail Stores	111,977	110,310	109,710	(600)	(0.54%)
Property Management	749,294	1,101,370	1,128,700	27,330	2.48%
Wharf Street Property Management	775,860	663,620	663,620	0	0.00%
<b>Base Budget</b>	<b>1,892,725</b>	<b>1,875,300</b>	<b>1,902,030</b>	<b>26,730</b>	<b>1.43%</b>
<b>Total</b>	<b>1,892,725</b>	<b>1,875,300</b>	<b>1,902,030</b>	<b>26,730</b>	<b>1.43%</b>
<b>Net Base Budget</b>	<b>58,101</b>	<b>(273,580)</b>	<b>(165,310)</b>	<b>(108,270)</b>	<b>(39.58%)</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Crystal Garden Retail Stores	303,100	331,700	338,330	345,100	352,000
Property Management	770,000	841,700	858,530	875,700	893,210
Wharf Street Property Management	663,620	742,750	763,050	778,310	793,870
<b>Total Revenues/Funding Sources</b>	<b>1,736,720</b>	<b>1,916,150</b>	<b>1,959,910</b>	<b>1,999,110</b>	<b>2,039,080</b>
<b>% Change</b>		<b>10.33%</b>	<b>2.28%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Crystal Garden Retail Stores	109,710	111,940	114,170	116,460	118,800
Property Management	1,128,700	1,152,720	1,175,750	1,199,270	1,223,270
Wharf Street Property Management	663,620	742,750	763,050	778,310	793,870
<b>Total Expenditures/Transfers to Reserve</b>	<b>1,902,030</b>	<b>2,007,410</b>	<b>2,052,970</b>	<b>2,094,040</b>	<b>2,135,940</b>
<b>% Change</b>		<b>5.54%</b>	<b>2.27%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(165,310)</b>	<b>(91,260)</b>	<b>(93,060)</b>	<b>(94,930)</b>	<b>(96,860)</b>



# Sustainable Planning and Community Development

The Sustainable Planning and Community Development department plans, implements and administers policy and regulation to support high-quality urban design, sustainability, liveability and equity in Victoria. The department is committed to balancing economic prosperity with social equity and environmental sustainability, now and in the future. It has a broad range of policy, regulatory and program responsibilities including land use planning, housing, urban design, heritage, social planning, demographic and other information services, as well as development application review and processing, and permitting and inspection services.

## Core Services

- **Community Planning:**
  - **City-wide and Area-based Planning:** Review, update and implement policies and regulations for sustainable growth and development
  - **Housing:** Review, update and implement policies and regulations for housing affordability and availability; and administer the Housing Reserve Fund
  - **Heritage:** Review, design and administer policies and programs that identify, protect and revitalize heritage assets
  - **Urban Design:** Design, plan and coordinate public realm improvements; review, update and implement policy and provide guidance for urban form and the public realm
  - **Climate Action:** Review, update and implement policies and regulations for climate mitigation and adaptation in coordination with the Climate Action team
  - **Social Planning and Equity:** Review, update and implement policies and regulations for equity and well-being in coordination with the Office of Equity, Diversity and Inclusion
  - **Tenant Assistance:** Implement and administer policy and programs to support renters; and staff liaison to Renters' Advisory Committee
- **Delegated Permits:** Manage staff-delegated processes and coordinate the garden suite program
- **Process Improvements:** Assess and undertake routine and proactive regulatory improvements
- **Committee and Board Coordination:** Administer and support Council's Advisory Design Panel, Heritage Advisory Panel, Renters' Advisory Committee and the Board of Variance
- **CALUC Coordination:** Support Community Association Land Use Committees (CALUCs) and application consultation requirements and processes
- **Permits and Inspections**
  - **Building and Development:** Regulate and inspect construction to ensure compliance with construction standards such as the BC Building Code, BC Plumbing Code and Canadian Electrical Code
  - **Permit Processing:** Process, administer and undertake related inspections for building, plumbing, electrical, sign and liquor licence permit applications
- **Development Services**
  - **Development Processes:** Manage and administer rezoning, development permit and other development-related applications
  - **Heritage Processes:** Manage and administer heritage alteration and variance permits, and heritage designation and tax incentive program applications

# Sustainable Planning and Community Development

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Community Planning	272,296	0	0	0	0.00%
Development Services	696,007	535,700	650,000	114,300	21.34%
Permits and Inspections	6,815,101	3,331,570	5,200,000	1,868,430	56.08%
<b>Base Budget</b>	<b>7,783,404</b>	<b>3,867,270</b>	<b>5,850,000</b>	<b>1,982,730</b>	<b>51.27%</b>
One Time	0	862,330	862,070	(260)	(0.03%)
<b>Total</b>	<b>7,783,404</b>	<b>4,729,600</b>	<b>6,712,070</b>	<b>1,982,470</b>	<b>41.92%</b>
<b>Expenditures/Transfers to Reserve</b>					
Community Planning	1,988,045	2,144,440	2,369,590	225,150	10.50%
Development Services	6,543,478	3,252,840	3,469,700	216,860	6.67%
Permits and Inspections	1,718,970	1,858,700	1,901,310	42,610	2.29%
<b>Base Budget</b>	<b>10,250,494</b>	<b>7,255,980</b>	<b>7,740,600</b>	<b>484,620</b>	<b>6.68%</b>
One Time	0	1,116,490	862,070	(254,420)	(22.79%)
<b>Total</b>	<b>10,250,494</b>	<b>8,372,470</b>	<b>8,602,670</b>	<b>230,200</b>	<b>2.75%</b>
<b>Net Base Budget</b>	<b>(2,467,090)</b>	<b>(3,388,710)</b>	<b>(1,890,600)</b>	<b>(1,498,110)</b>	<b>(44.21%)</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Development Services	650,000	663,000	676,260	689,780	703,580
Permits and Inspections	5,200,000	5,304,000	5,410,080	5,518,280	5,628,650
<b>Total Revenues/Funding Sources</b>	<b>5,850,000</b>	<b>5,967,000</b>	<b>6,086,340</b>	<b>6,208,060</b>	<b>6,332,230</b>
<b>% Change</b>		<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Community Planning	2,369,590	2,481,780	2,531,340	2,582,050	2,633,630
Development Services	3,469,700	3,587,620	3,659,110	3,732,230	3,806,690
Permits and Inspections	1,901,310	1,955,510	1,994,560	2,034,470	2,075,200
<b>Total Expenditures/Transfers to Reserve</b>	<b>7,740,600</b>	<b>8,024,910</b>	<b>8,185,010</b>	<b>8,348,750</b>	<b>8,515,520</b>
<b>% Change</b>		<b>3.67%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Net Base Budget Total</b>	<b>(1,890,600)</b>	<b>(2,057,910)</b>	<b>(2,098,670)</b>	<b>(2,140,690)</b>	<b>(2,183,290)</b>



# Victoria Fire Department

The Victoria Fire department has a proud history of providing exceptional fire rescue services in an efficient and cost-effective manner. The department's goal is to ensure people are safe, educated on fire safety and provided a highly-skilled professional fire service that is ready to respond when required. The Victoria Fire department serves residents and business from three strategically-located fire stations to ensure optimal response times to incidents.

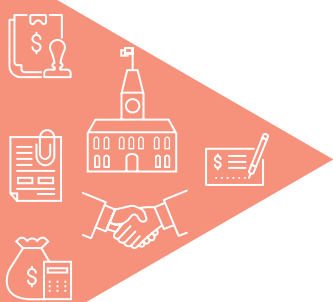
These efficient operations are supported through six divisions: Operations; Fire Prevention; Mechanical; Emergency Management; Training; and Administration.

## Core Services

- **Operations:** Provide 24-hour emergency response in support of emergency and non-emergency incidents, including specialty technical rescue, confined space rescue, Victoria harbour response and on duty fire investigation services
- **Fire Prevention:** Conduct fire inspections, deliver public fire and life safety education, and provide fire cause determination and investigation response
- **Mechanical:** Provide professional, cost effective and efficient emergency and non-emergency maintenance of all specialized fire apparatus, specialty equipment, including SCBA (Self Contained Breathing Apparatus), marine vessels and support fleet. Serve as regional fleet maintenance facility. Deliver specialized training relating to vehicle operations, equipment and marine vessel operations.
- **Harbour Response:** Provide 24-hour emergency harbour response with the fire boat Protector, a rapid response marine vessel for rescue, environmental and inter-departmental responses
- **Training:** Responsible for the facilitation and delivery of all training associated with fire and emergency response to members of the department. Coordinate interdepartmental training with regional response partners.
- **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 Support Services in post-disaster or post-incident events.

# Victoria Fire Department

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Emergency Management	94,973	0	0	0	0.00%
Fire - Administration	21,226	0	0	0	0.00%
Fire - Operations	361,706	46,500	58,500	12,000	25.81%
<b>Base Budget</b>	<b>477,904</b>	<b>46,500</b>	<b>58,500</b>	<b>12,000</b>	<b>25.81%</b>
<b>Total</b>	<b>477,904</b>	<b>46,500</b>	<b>58,500</b>	<b>12,000</b>	<b>25.81%</b>
<b>Expenditures/Transfers to Reserve</b>					
Emergency Management	462,689	596,790	597,510	720	0.12%
Fire - Administration	915,554	1,066,480	1,175,900	109,420	10.26%
Fire - Operations	16,937,667	17,074,310	17,380,500	306,190	1.79%
<b>Base Budget</b>	<b>18,315,911</b>	<b>18,737,580</b>	<b>19,153,910</b>	<b>416,330</b>	<b>2.22%</b>
One Time	0	26,000	0	(26,000)	(100.00%)
<b>Total</b>	<b>18,315,911</b>	<b>18,763,580</b>	<b>19,153,910</b>	<b>390,330</b>	<b>2.08%</b>
<b>Net Base Budget</b>	<b>(17,838,006)</b>	<b>(18,691,080)</b>	<b>(19,095,410)</b>	<b>404,330</b>	<b>2.16%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Fire - Operations	58,500	58,620	58,740	58,860	58,990
<b>Total Revenues/Funding Sources</b>	<b>58,500</b>	<b>58,620</b>	<b>58,740</b>	<b>58,860</b>	<b>58,990</b>
<b>% Change</b>		<b>0.21%</b>	<b>0.20%</b>	<b>0.20%</b>	<b>0.22%</b>
<b>Expenditures/Transfers to Reserve</b>					
Emergency Management	597,510	610,150	622,180	634,500	647,040
Fire - Administration	1,175,900	1,202,090	1,226,130	1,250,630	1,275,640
Fire - Operations	17,380,500	17,412,600	17,441,300	17,472,570	17,504,450
<b>Total Expenditures/Transfers to Reserve</b>	<b>19,153,910</b>	<b>19,224,840</b>	<b>19,289,610</b>	<b>19,357,700</b>	<b>19,427,130</b>
<b>% Change</b>		<b>0.37%</b>	<b>0.34%</b>	<b>0.35%</b>	<b>0.36%</b>
<b>Net Base Budget Total</b>	<b>(19,095,410)</b>	<b>(19,166,220)</b>	<b>(19,230,870)</b>	<b>(19,298,840)</b>	<b>(19,368,140)</b>



# Corporate

The Corporate area captures the organizational functions, revenues and expenditures that provide support organization-wide and are not specific to one department.

## Core Functions

- **Payments in 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 VicPD and underground utilities.
- **Corporate Resources:** This category includes a number of revenues such as fees charged for tax certificates, bus shelter advertising, traffic fines, the Canada Community Building Fund, 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.
- **Office of Equity, Diversity and Inclusion:** This function supports all departments and works toward embedding distributional, procedural, structural and inter-generational equity into the City's corporate policies, programs and services guided by the City's Equity Framework.
- **Youth Bus Pass Program:** Free bus passes for youth under the age of 18
- **Overnight Sheltering:** This program captures costs associated with mitigating the impact of sheltering in public space.
- **Citizen Assembly:** This budget covers the City's share of the process to review amalgamation that the City of Victoria and the District of Saanich are participating in.
- **Grants:** The City has several grant programs in place that provide funding for various non-profit organizations and initiatives.
- **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.

# Corporate

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Fiscal	3,779,838	3,490,000	4,787,500	1,297,500	37.18%
Citizens Assembly	0	250,000	250,000	0	0.00%
Corporate Resources	21,147,562	13,316,620	14,536,480	1,219,860	9.16%
Payment in Lieu of Taxes	7,070,215	7,071,800	7,317,500	245,700	3.47%
Special Assessments	1,473,641	1,425,000	1,418,000	(7,000)	(0.49%)
Transfers to Own Funds	34,806	35,500	37,470	1,970	5.55%
<b>Base Budget</b>	<b>33,506,062</b>	<b>25,588,920</b>	<b>28,346,950</b>	<b>2,758,030</b>	<b>10.78%</b>
One Time	0	4,838,270	2,623,880	(2,214,390)	(43.52%)
<b>Total</b>	<b>38,449,912</b>	<b>32,367,190</b>	<b>30,970,830</b>	<b>(1,396,360)</b>	<b>(4.31%)</b>
<b>Expenditures/Transfers to Reserve</b>					
Fiscal	8,194,961	7,940,580	8,688,930	748,350	9.42%
Insurance	677,002	809,920	1,153,770	343,850	42.45%
Citizens Assembly	0	250,000	250,000	0	0.00%
Corporate Resources	(225,165)	361,310	1,851,800	1,490,490	412.52%
Office of Equity, Diversity and Inclusion	262,607	415,950	392,280	(23,670)	(5.69%)
Overnight Sheltering	2,045,149	1,170,630	1,358,000	187,370	16.01%
Transfers to Own Funds	33,641,584	28,065,920	28,014,960	(50,960)	(0.18%)
Youth Bus Pass Program	571,000	525,000	475,000	(50,000)	(9.52%)
Contingencies	0	(1,249,490)	2,533,960	3,783,450	(302.80%)
<b>Base Budget</b>	<b>45,167,138</b>	<b>38,289,820</b>	<b>44,718,700</b>	<b>6,428,880</b>	<b>16.79%</b>
Mitigation Strategies	0	(3,725,000)	(3,500,000)	225,000	(6.04%)
One Time	0	761,220	665,580	(95,640)	(12.56%)
<b>Total</b>	<b>45,167,138</b>	<b>35,326,040</b>	<b>41,884,280</b>	<b>6,558,240</b>	<b>18.56%</b>
<b>Net Base Budget</b>					
	<b>(11,661,076)</b>	<b>(12,700,900)</b>	<b>(16,371,750)</b>	<b>3,670,850</b>	<b>28.90%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Fiscal	4,787,500	4,787,500	4,787,500	4,787,500	4,787,500
Citizens Assembly	250,000	0	0	0	0
Corporate Resources	14,536,480	14,624,720	14,719,380	14,812,660	14,907,810
Payment in Lieu of Taxes	7,317,500	7,333,700	7,350,220	7,367,070	7,384,260
Special Assessments	1,418,000	1,418,000	1,418,000	1,347,000	1,347,000
Transfers to Own Funds	37,470	38,210	38,980	39,780	40,550
<b>Total Revenues/Funding Sources</b>	<b>28,346,950</b>	<b>28,202,130</b>	<b>28,314,080</b>	<b>28,354,010</b>	<b>28,467,120</b>
<b>% Change</b>		<b>(0.51%)</b>	<b>0.40%</b>	<b>0.14%</b>	<b>0.40%</b>
<b>Expenditures/Transfers to Reserve</b>					
Fiscal	8,688,930	8,654,740	8,448,830	8,453,510	8,458,290
Insurance	1,153,770	1,180,960	1,198,580	1,221,630	1,250,180
Citizens Assembly	250,000	0	0	0	0
Corporate Resources	1,851,800	1,878,240	1,893,980	1,910,040	1,926,420
Office of Equity, Diversity and Inclusion	392,280	404,000	412,070	420,310	428,710
Overnight Sheltering	1,358,000	0	0	0	0
Mitigation Strategies	(3,500,000)	(1,250,000)	(1,000,000)	(500,000)	0
Transfers to Own Funds	28,014,960	30,254,260	31,701,370	33,142,880	34,450,230
Youth Bus Pass Program	475,000	475,000	475,000	475,000	475,000
Contingencies	2,533,960	3,470,000	4,180,000	4,740,000	5,300,000
<b>Total Expenditures/Transfers to Reserve</b>	<b>41,218,700</b>	<b>45,067,200</b>	<b>47,309,830</b>	<b>49,863,370</b>	<b>52,288,830</b>
<b>% Change</b>		<b>9.34%</b>	<b>4.98%</b>	<b>5.40%</b>	<b>4.86%</b>
<b>Net Base Budget Total</b>					
	<b>(12,871,750)</b>	<b>(16,865,070)</b>	<b>(18,995,750)</b>	<b>(21,509,360)</b>	<b>(23,821,710)</b>

# Fiscal

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Various Fees and Charges	74,466	65,000	62,500	(2,500)	(3.85%)
Investment Interest	3,013,638	3,000,000	4,000,000	1,000,000	33.33%
Property Tax Interest and Penalties	691,734	425,000	725,000	300,000	70.59%
<b>Base Budget</b>	<b>3,779,838</b>	<b>3,490,000</b>	<b>4,787,500</b>	<b>1,297,500</b>	<b>37.18%</b>
<b>Total</b>	<b>3,779,838</b>	<b>3,490,000</b>	<b>4,787,500</b>	<b>1,297,500</b>	<b>37.18%</b>
<b>Expenditures/Transfers to Reserve</b>					
Various Fees and Charges	182,805	190,000	255,000	65,000	34.21%
Debt repayments	2,678,028	2,697,030	2,491,580	(205,450)	(7.62%)
Interest Expense	2,362,152	2,333,550	2,212,350	(121,200)	(5.19%)
Interest - Prepaid Taxes	20,483	20,000	30,000	10,000	50.00%
Transfer To Reserve	2,951,493	2,700,000	3,700,000	1,000,000	37.04%
<b>Base Budget</b>	<b>8,194,961</b>	<b>7,940,580</b>	<b>8,688,930</b>	<b>748,350</b>	<b>9.42%</b>
<b>Total</b>	<b>8,194,961</b>	<b>7,940,580</b>	<b>8,688,930</b>	<b>748,350</b>	<b>9.42%</b>
<b>Net Base Budget</b>	<b>(4,415,124)</b>	<b>(4,450,580)</b>	<b>(3,901,430)</b>	<b>549,150</b>	<b>(12.34%)</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Various Fees and Charges	62,500	62,500	62,500	62,500	62,500
Investment Interest	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Property Tax Interest and Penalty	725,000	725,000	725,000	725,000	725,000
<b>Total Revenues/Funding Sources</b>	<b>4,787,500</b>	<b>4,787,500</b>	<b>4,787,500</b>	<b>4,787,500</b>	<b>4,787,500</b>
<b>% Change</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Various Fees and Charges	255,000	259,500	264,090	268,770	273,550
Debt repayments	2,491,580	2,512,090	2,361,600	2,383,730	2,406,730
Interest Expense	2,212,350	2,153,150	2,093,140	2,071,010	2,048,010
Interest - Prepaid Taxes	30,000	30,000	30,000	30,000	30,000
Transfer To Reserve	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
<b>Total Expenditures/Transfers to Reserve</b>	<b>8,688,930</b>	<b>8,654,740</b>	<b>8,448,830</b>	<b>8,453,510</b>	<b>8,458,290</b>
<b>% Change</b>	<b>(0.39%)</b>	<b>(2.38%)</b>	<b>0.06%</b>	<b>0.06%</b>	<b>0.06%</b>
<b>Net Base Budget Total</b>	<b>(3,901,430)</b>	<b>(3,867,240)</b>	<b>(3,661,330)</b>	<b>(3,666,010)</b>	<b>(3,670,790)</b>

# Corporate Resources

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
Business Licences	1,407,556	1,455,000	1,455,000	0	0.00%
Canada Comm-Building Fund	7,501,751	3,833,000	3,998,000	165,000	4.30%
Crest Levy	261,953	400,000	400,000	0	0.00%
DGV Online Accommodation Platform	1,339,402	0	0	0	0.00%
Fortis	536,523	535,000	665,000	130,000	24.30%
Grants	2,402,077	0	0	0	0.00%
Police Overhead Recovery	890,980	908,800	928,350	19,550	2.15%
Stormwater Utility Corporate Overhead	470,890	480,310	489,920	9,610	2.00%
Tax Certificate	156,680	130,000	130,000	0	0.00%
Traffic Fine Revenue Sharing	2,205,321	1,855,000	2,000,000	145,000	7.82%
Water/Sewer Utility Overhead Recovery	2,544,750	2,595,640	2,977,150	381,510	14.70%
Various Licences and Fees	882,297	443,000	443,000	0	0.00%
<b>Base Budget</b>	<b>21,147,562</b>	<b>13,316,620</b>	<b>14,536,480</b>	<b>1,219,860</b>	<b>9.16%</b>
One Time	0	0	950,000	950,000	100.00%
<b>Total</b>	<b>21,147,562</b>	<b>13,316,620</b>	<b>15,486,480</b>	<b>2,169,860</b>	<b>16.29%</b>
<b>Expenditures/Transfers to Reserve</b>					
Consulting and Professional Services	186,331	422,000	422,000	0	0.00%
CREST Levy	261,953	400,000	400,000	0	0.00%
Tax Appeals	(705,204)	550,000	550,000	0	0.00%
Recoveries and Services	(1,350,690)	(1,350,690)	0	1,350,690	(100.00%)
Supplies and Miscellaneous	666,825	340,000	479,800	139,800	0.00%
Transfer to Carry Forward	715,621	0	0	0	0.00%
<b>Base Budget</b>	<b>(225,165)</b>	<b>361,310</b>	<b>1,851,800</b>	<b>1,490,490</b>	<b>412.52%</b>
One Time	0	646,000	950,000	304,000	47.06%
<b>Total</b>	<b>(225,165)</b>	<b>1,007,310</b>	<b>2,801,800</b>	<b>1,794,490</b>	<b>178.15%</b>
<b>Net Base Budget</b>	<b>21,372,727</b>	<b>12,955,310</b>	<b>12,684,680</b>	<b>270,630</b>	<b>2.09%</b>

# Corporate Resources

Five Year Forecast	2023	2024	2025	2026	2027
<b>Revenues/Funding Sources</b>					
Arena Funding	590,060	591,780	596,810	598,660	600,560
Bus Shelter Advertising	150,000	150,000	150,000	150,000	150,000
Business Licences	1,455,000	1,455,000	1,455,000	1,455,000	1,455,000
Canada Comm–Building Fund	3,998,000	3,998,000	3,998,000	3,998,000	3,998,000
Crest Levy	400,000	400,000	400,000	400,000	400,000
Fortis	665,000	665,000	665,000	665,000	665,000
LGCAP	310,000	310,000	310,000	310,000	310,000
Police Overhead Recovery	928,350	945,520	964,430	983,710	1,003,380
Stormwater Utility Corporate Overhead	489,920	499,720	509,710	519,900	530,300
Tax Certificate	130,000	130,000	130,000	130,000	130,000
Traffic Fine Revenue Sharing	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Water/Sewer Utility Recovery	2,977,150	3,036,700	3,097,430	3,159,390	3,222,570
Various Licences and Fees	443,000	443,000	443,000	443,000	443,000
<b>Total Revenues/Funding Sources</b>	<b>14,536,480</b>	<b>14,624,720</b>	<b>14,719,380</b>	<b>14,812,660</b>	<b>14,907,810</b>
<b>% Change</b>		<b>0.61%</b>	<b>0.65%</b>	<b>0.63%</b>	<b>0.64%</b>
<b>Expenditures/Transfers to Reserve</b>					
Consulting and Professional Services	422,000	423,360	424,750	426,170	427,610
CREST Levy	400,000	400,000	400,000	400,000	400,000
Supplies and Miscellaneous	479,800	482,660	485,570	488,540	491,570
Tax Appeals	550,000	572,220	583,660	595,330	607,240
<b>Total Expenditures/Transfers to Reserve</b>	<b>1,851,800</b>	<b>1,878,240</b>	<b>1,893,980</b>	<b>1,910,040</b>	<b>1,926,420</b>
<b>% Change</b>		<b>1.43%</b>	<b>0.84%</b>	<b>0.85%</b>	<b>0.86%</b>
<b>Net Base Budget Total</b>	<b>12,684,680</b>	<b>12,746,480</b>	<b>12,825,400</b>	<b>12,902,620</b>	<b>12,981,390</b>

# Payment in Lieu of Taxes

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Revenues/Funding Sources</b>					
BC Housing	435,472	436,000	513,500	77,500	17.78%
BC Hydro	758,206	758,000	810,000	52,000	6.86%
CRD	11,544	12,000	12,000	0	0.00%
Federal Payments-in-lieu	1,520,967	1,521,000	1,600,000	79,000	5.19%
ICBC	116,499	117,000	120,000	3,000	2.56%
Pacific Pilotage	6,822	6,800	7,000	200	2.94%
Province of BC	4,220,705	4,221,000	4,255,000	34,000	0.81%
<b>Base Budget</b>	<b>7,070,215</b>	<b>7,071,800</b>	<b>7,317,500</b>	<b>245,700</b>	<b>3.47%</b>
<b>Total</b>	<b>7,070,215</b>	<b>7,071,800</b>	<b>7,317,500</b>	<b>245,700</b>	<b>3.47%</b>
<b>Net Base Budget</b>					
	<b>7,070,215</b>	<b>7,071,800</b>	<b>7,317,500</b>	<b>(245,700)</b>	<b>3.47%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
BC Housing	513,500	513,500	513,500	513,500	513,500
BC Hydro	810,000	826,200	842,720	859,570	876,760
CRD	12,000	12,000	12,000	12,000	12,000
Federal Payments-in-lieu	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
ICBC	120,000	120,000	120,000	120,000	120,000
Pacific Pilotage	7,000	7,000	7,000	7,000	7,000
Province of BC	4,255,000	4,255,000	4,255,000	4,255,000	4,255,000
<b>Total Revenues/Funding Sources</b>	<b>7,317,500</b>	<b>7,333,700</b>	<b>7,350,220</b>	<b>7,367,070</b>	<b>7,384,260</b>
<b>% Change</b>		<b>0.22%</b>	<b>0.23%</b>	<b>0.23%</b>	<b>0.23%</b>
<b>Net Base Budget Total</b>					
	<b>7,317,500</b>	<b>7,333,700</b>	<b>7,350,220</b>	<b>7,367,070</b>	<b>7,384,260</b>

# Transfers to Own Funds

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
<b>Revenues/Funding Sources</b>					
Cost-sharing	34,806	35,500	37,470	1,970	5.55%
<b>Base Budget</b>	<b>34,806</b>	<b>35,500</b>	<b>37,470</b>	<b>1,970</b>	<b>5.55%</b>
One Time	0	4,838,270	1,673,880	(3,164,390)	(65.40%)
<b>Total</b>	<b>34,806</b>	<b>4,873,770</b>	<b>1,711,350</b>	<b>(3,162,420)</b>	<b>(64.89%)</b>
<b>Expenditures/Transfers to Reserve</b>					
Affordable Housing Reserve	2,016,902	660,000	550,000	(110,000)	(16.67%)
Buildings & Infrastructure Reserve	5,269,182	4,521,190	5,011,290	490,100	10.84%
Climate Action Reserve	209,811	0	0	0	0.00%
Debt Reduction Reserve	3,161,788	3,147,370	2,161,560	(985,810)	(31.32%)
Fin Stab Reserve	0	0	244,310	244,310	100.00%
Gas Tax Reserve/Can Comm–Building Fund Reserve	7,501,751	3,833,000	3,998,000	165,000	4.30%
HR & Fringe Benefits Stabilization Reserve	100,000	100,000	100,000	0	0.00%
Local (Communities) Amenities Reserve	0	0	200,000	200,000	100.00%
Public Art Reserve	150,000	150,000	150,000	0	0.00%
SOFMC Reserve	149,916	153,740	172,120	18,380	11.96%
Specialty Equipment Reserve	1,006,494	957,580	957,580	0	0.00%
Tax Sale Lands Reserve	50,000	50,000	50,000	0	0.00%
Transfer to Capital	11,290,000	11,640,000	11,540,000	(100,000)	(0.86%)
Transfer to Stormwater Utility	1,326,510	1,353,040	1,380,100	27,060	2.00%
Tree Conservation Reserve	164,900	0	0	0	0.00%
Vehicle & Heavy Equipment Reserve	1,244,331	1,500,000	1,500,000	0	0.00%
<b>Base Budget</b>	<b>33,641,584</b>	<b>28,065,920</b>	<b>28,014,960</b>	<b>(50,960)</b>	<b>(0.18%)</b>
One Time	0	270,660	0	(270,660)	(100.00%)
<b>Total</b>	<b>33,641,584</b>	<b>28,336,580</b>	<b>28,014,960</b>	<b>(321,620)</b>	<b>(1.13%)</b>
<b>Net Base Budget</b>	<b>(33,606,778)</b>	<b>(28,030,420)</b>	<b>(27,977,490)</b>	<b>(52,930)</b>	<b>(0.19%)</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Revenues/Funding Sources</b>					
Cost-sharing	37,470	38,210	38,980	39,780	40,550
<b>Total Revenues/Funding Sources</b>	<b>37,470</b>	<b>38,210</b>	<b>38,980</b>	<b>39,780</b>	<b>40,550</b>
<b>% Change</b>		<b>1.97%</b>	<b>2.02%</b>	<b>2.05%</b>	<b>1.94%</b>
<b>Expenditures/Transfers to Reserve</b>					
Affordable Housing Reserve	550,000	550,000	550,000	550,000	550,000
Buildings & Infrastructure Reserve	5,011,290	5,556,630	6,058,160	6,559,720	7,061,310
Can Comm–Building Fund Reserve	3,998,000	3,998,000	3,998,000	3,998,000	3,998,000
HR & Fringe Benefits Stabilization Reserve	100,000	100,000	100,000	100,000	100,000
Local (Communities) Amenities Reserve	200,000	200,000	200,000	200,000	200,000
Public Art Reserve	150,000	150,000	150,000	150,000	15,000
SOFMC Reserve	172,120	175,560	185,610	189,320	193,110
Specialty Equipment Reserve	957,580	957,580	957,580	957,580	957,580
Tax Sale Lands Reserve	50,000	50,000	50,000	50,000	50,000
Transfer to Capital	11,540,000	12,040,000	12,540,000	13,040,000	13,540,000
Transfer to Stormwater Utility	1,380,100	1,407,700	1,435,850	1,464,570	1,493,870
Trf to Debt Reduction Reserve	2,161,560	3,168,790	3,176,170	3,183,690	3,191,360
Trf to Financial Stability Reserve	244,310	0	0	0	0
Vehicle & Heavy Equipment Reserve	1,500,000	1,900,000	2,300,000	2,700,000	3,100,000
<b>Total Expenditures/Transfers to Reserve</b>	<b>28,014,960</b>	<b>30,254,260</b>	<b>31,701,370</b>	<b>33,142,880</b>	<b>34,450,230</b>
<b>% Change</b>		<b>7.99%</b>	<b>4.78%</b>	<b>4.55%</b>	<b>3.94%</b>
<b>Net Base Budget Total</b>	<b>(27,977,490)</b>	<b>(30,216,050)</b>	<b>(31,662,390)</b>	<b>(33,103,100)</b>	<b>(34,409,680)</b>

# Grants

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
<b>Revenues/Funding Sources</b>					
Other Grants	308,286	0	0	0	0.00%
<b>Base Budget</b>	<b>308,286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>308,286</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Expenditures/Transfers to Reserve</b>					
Community Garden Volunteer Coordinator Grants	161,413	200,470	212,500	12,030	6.00%
Direct Award Grants	2,704,532	2,903,450	3,017,700	114,250	3.93%
Festival Investment Grants	252,458	321,200	415,470	94,270	29.35%
My Great Neighbourhoods	131,579	136,480	144,670	8,190	6.00%
Other Grants	1,833,151	620,620	1,024,280	403,660	83.74%
Strategic Plan Grants	477,100	512,160	542,890	30,730	6.00%
<b>Base Budget</b>	<b>5,560,234</b>	<b>4,694,380</b>	<b>5,357,510</b>	<b>663,130</b>	<b>14.13%</b>
One Time	0	925,040	511,040	(414,000)	(44.75%)
<b>Total</b>	<b>5,560,234</b>	<b>5,619,420</b>	<b>5,868,550</b>	<b>249,130</b>	<b>4.43%</b>
<b>Net Base Budget</b>	<b>(5,251,948)</b>	<b>(4,694,380)</b>	<b>(5,357,510)</b>	<b>663,130</b>	<b>14.13%</b>
<b>Five Year Forecast</b>					
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Community Garden Volunteer Coordinator Grants	212,500	216,750	221,080	225,510	230,020
Direct Award Grants	3,017,700	3,049,620	3,082,230	3,115,410	3,149,370
Festival Investment Grants	415,470	422,280	429,230	436,310	443,540
My Great Neighbourhoods	144,670	147,560	150,510	153,520	156,590
Other Grants	1,024,280	1,026,540	1,028,840	1,031,200	1,033,610
Strategic Plan Grants	542,890	553,750	564,830	576,130	587,650
<b>Total Expenditures/Transfers to Reserve</b>	<b>5,357,510</b>	<b>5,416,500</b>	<b>5,476,720</b>	<b>5,538,080</b>	<b>5,600,780</b>
<b>% Change</b>		<b>1.10%</b>	<b>1.11%</b>	<b>1.12%</b>	<b>1.13%</b>
<b>Net Base Budget Total</b>	<b>(5,357,510)</b>	<b>(5,416,500)</b>	<b>(5,476,720)</b>	<b>(5,538,080)</b>	<b>(5,600,780)</b>



# Greater Victoria Public Library

The City of Victoria is one of 10 member municipalities in the Greater Victoria Public Library system. Each member municipality pays a share of the Greater Victoria Public 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 library branch, located at 753 Broughton Street as this is the main branch for Victoria. It also pays for the lease and operating costs for the James Bay | sx<sup>w</sup>əŋx<sup>w</sup>əŋ təŋəx<sup>w</sup> neighbourhood branch, located in the Capital Park development at the corner of Superior and Menzies Streets. All other municipalities pay facility costs associated with any branch within their municipalities.

# Greater Victoria Public Library

<b>Budget Summary</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>Change</b>	<b>% Change</b>
<b>Expenditures/Transfers to Reserve</b>					
Greater Victoria Public Library	5,645,873	5,680,000	5,764,350	84,350	1.49%
<b>Base Budget</b>	<b>5,645,873</b>	<b>5,680,000</b>	<b>5,764,350</b>	<b>84,350</b>	<b>1.49%</b>
<b>Total</b>	<b>5,645,873</b>	<b>5,680,000</b>	<b>5,764,350</b>	<b>84,350</b>	<b>1.49%</b>
<b>Net Base Budget</b>	<b>(5,645,873)</b>	<b>(5,680,000)</b>	<b>(5,764,350)</b>	<b>84,350</b>	<b>1.49%</b>
<b>Five Year Forecast</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Expenditures/Transfers to Reserve</b>					
Greater Victoria Public Library	5,764,350	5,881,440	6,000,970	6,122,980	6,247,520
<b>Total Expenditures/Transfers to Reserve</b>	<b>5,764,350</b>	<b>5,881,440</b>	<b>6,000,970</b>	<b>6,122,980</b>	<b>6,247,520</b>
<b>% Change</b>		<b>2.03%</b>	<b>2.03%</b>	<b>2.03%</b>	<b>2.03%</b>
<b>Net Base Budget Total</b>	<b>(5,764,350)</b>	<b>(5,881,440)</b>	<b>(6,000,970)</b>	<b>(6,122,980)</b>	<b>(6,247,520)</b>

# Capital Summary

Project Name	2023	2024	2025	2026	2027	2028 – 2042	Total
<b>Transportation</b>							
Major Street Rehabilitation	6,614,000	7,280,000	7,426,000	7,574,000	7,725,000	137,187,000	173,806,000
Local Street Rehabilitation	5,063,000	6,240,000	6,365,000	6,492,000	6,622,000	116,795,000	147,577,000
Multi-Modal Corridor Improvements	22,104,000	3,315,000	3,381,000	3,449,000	3,518,000	26,676,000	62,443,000
New Traffic Signal Installations	1,401,000	550,000	650,000	650,000	800,000	13,344,000	17,395,000
Traffic Signal Modernization	1,266,000	900,000	1,000,000	1,100,000	1,300,000	29,324,000	34,890,000
Crosswalk Installations/Upgrades	741,000	550,000	550,000	550,000	650,000	10,846,000	13,887,000
Pedestrian Network Improvements	1,735,000	867,000	884,000	902,000	920,000	16,229,000	21,537,000
Sidewalk Rehabilitation Program	385,000	315,000	321,000	327,000	334,000	5,897,000	7,579,000
David Foster Harbour Pathway	594,000	TBD	TBD	TBD	TBD	TBD	594,000
Government Street Refresh – Pedestrian Priority	500,000	1,500,000	1,500,000	TBD	TBD	0	3,500,000
Traffic Calming Initiatives	489,000	350,000	350,000	350,000	450,000	7,939,000	9,928,000
Cycling Network Improvements	339,000	255,000	260,000	265,000	270,000	4,770,000	6,159,000
Transit Network Improvements	135,000	102,000	104,000	106,000	108,000	1,881,000	2,436,000
Surface Infrastructure Program	316,000	322,000	328,000	334,000	340,000	5,943,000	7,583,000
Street Lighting Replacement	944,000	450,000	500,000	550,000	600,000	13,094,000	16,138,000
Street Light Fixture Replacement	0	0	0	0	0	4,515,000	4,515,000
Public Secure Bike Parking	288,000	0	0	0	0	0	288,000
Accessible Parking Stalls	302,000	0	0	0	0	0	302,000
<b>Transportation Total</b>	<b>43,216,000</b>	<b>22,996,000</b>	<b>23,619,000</b>	<b>22,649,000</b>	<b>23,637,000</b>	<b>394,440,000</b>	<b>530,557,000</b>
<b>Structures</b>							
Wharf Street 1112 Retaining Wall	328,000	0	0	0	0	0	328,000
Clover Point Shoreline Remediation	53,000	0	0	0	0	0	53,000
Dallas Road Bluff Study	100,000	0	0	0	0	0	100,000
Ross Bay Seawall Replacement	150,000	TBD	TBD	0	0	0	150,000
Ship Point Master Plan Implementation	100,000	TBD	TBD	TBD	TBD	TBD	100,000
Under Sidewalk Basement Remediation	605,000	265,000	270,000	275,000	281,000	4,963,000	6,659,000
Retaining Wall Condition Assessment	263,000	50,000	0	0	0	0	313,000
Bridge Asset Management Planning	340,000	TBD	TBD	0	0	0	340,000
Marine Structures Asset Management Planning	100,000	TBD	TBD	TBD	TBD	TBD	100,000
Retaining Wall Rehabilitation Program	760,000	TBD	TBD	TBD	TBD	TBD	760,000
Gate of Harmonious Interest Chinatown – Remediation	1,392,000	0	0	0	0	0	1,392,000
<b>Structures Total</b>	<b>4,191,000</b>	<b>315,000</b>	<b>270,000</b>	<b>275,000</b>	<b>281,000</b>	<b>4,963,000</b>	<b>10,295,000</b>
<b>Parks</b>							
Park Furnishing Dedication Program	32,000	32,000	32,000	32,000	32,000	TBD	160,000
Peter Pollen Waterfront Park (s̓c̓amaθ̓ən)	29,000	600,000	TBD	0	0	0	629,000
Park Infrastructure Improvement Program	1,269,000	787,000	803,000	819,000	835,000	4,433,000	8,946,000
Urban Forest Improvement Program	250,000	255,000	260,000	266,000	272,000	TBD	1,303,000
Topaz Park – Artificial Turf Field Replacement	2,380,000	0	0	0	0	0	2,380,000
Topaz Park – Skate and Bike Parks	65,000	0	0	0	0	0	65,000
Songhees Park Expansion	139,000	0	0	0	0	0	139,000
Playground Improvement Program	1,930,000	800,000	TBD	TBD	TBD	TBD	2,730,000
Natural Areas Restoration Program	796,000	265,000	269,000	273,000	277,000	TBD	1,880,000

Project Name	2023	2024	2025	2026	2027	2028 – 2042	Total
Park Redevelopment Program	978,000	TBD	TBD	TBD	TBD	TBD	978,000
City-Built Allotment Community Garden	150,000	TBD	TBD	TBD	TBD	TBD	150,000
Park Technical and Environmental Studies	368,000	TBD	TBD	TBD	TBD	TBD	368,000
<b>Parks Total</b>	<b>8,386,000</b>	<b>2,739,000</b>	<b>1,364,000</b>	<b>1,390,000</b>	<b>1,416,000</b>	<b>4,433,000</b>	<b>19,728,000</b>
<b>Facilities</b>							
Crystal Pool and Fitness Centre – Lifecycle Renewal and Repairs	1,209,000	204,000	208,000	212,000	216,000	TBD	2,049,000
Facilities Infrastructure Improvement Program	964,000	1,610,000	TBD	TBD	TBD	TBD	2,574,000
VCC – Life Cycle Renewal and Repairs	628,000	350,000	TBD	TBD	TBD	TBD	978,000
Public Works Yard	18,000	0	0	0	0	0	18,000
Royal Athletic Park Rehabilitation & Repairs	16,000	0	0	0	0	0	16,000
SOFMC (Arena) – Life Cycle Renewal and Repairs	400,000	TBD	TBD	TBD	TBD	TBD	400,000
Crystal Pool & Fitness Centre Replacement Project	1,780,000	0	0	0	0	0	1,780,000
Fire Station #3 – New Mechanic Building, Emergency Access and Drafting Pit	1,500,000	2,500,000	1,000,000	0	0	0	5,000,000
Fire Hall #1 Replacement	35,238,000	0	0	0	0	0	35,238,000
Parkade Infrastructure Improvement Program	1,337,000	TBD	TBD	TBD	TBD	TBD	1,337,000
Corporate Workplace Modernization Program	642,000	300,000	306,000	312,000	318,000	TBD	1,878,000
Facilities – Technical Studies and Asset Management	968,000	607,000	302,000	307,000	312,000	TBD	2,496,000
Public Washroom Improvements	1,073,000	900,000	972,000	1,050,000	1,134,000	7,186,000	12,315,000
Community Centres – Life Cycle Renewal and Repairs	756,000	215,000	155,000	35,000	TBD	TBD	1,161,000
Property Management Program	503,000	200,000	250,000	TBD	TBD	TBD	953,000
926–930 Pandora Redevelopment	2,371,000	0	0	0	0	0	2,371,000
<b>Facilities Total</b>	<b>49,403,000</b>	<b>6,886,000</b>	<b>3,193,000</b>	<b>1,916,000</b>	<b>1,980,000</b>	<b>7,186,000</b>	<b>70,564,000</b>
<b>Neighbourhoods</b>							
Wayfinding	75,000	TBD	TBD	TBD	TBD	TBD	75,000
<b>Neighbourhoods Total</b>	<b>75,000</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>75,000</b>
<b>Equipment – Arts, Culture and Events</b>							
Seasonal Animation	101,000	124,000	81,000	70,000	84,000	1,277,000	1,737,000
Festival Equipment Asset Replacement	73,000	65,000	66,000	67,000	33,000	615,000	919,000
<b>Equipment – Arts, Culture and Events Total</b>	<b>174,000</b>	<b>189,000</b>	<b>147,000</b>	<b>137,000</b>	<b>117,000</b>	<b>1,892,000</b>	<b>2,656,000</b>
<b>Equipment – Corporate</b>							
Corporate Application Support	1,032,000	TBD	TBD	TBD	TBD	TBD	1,032,000
Corporate IT Infrastructure	1,280,000	795,000	862,000	919,000	1,093,000	15,454,000	20,403,000
Corporate Equipment Replacement	322,000	235,000	240,000	245,000	250,000	4,405,000	5,697,000
Asset Management/GIS System Development	500,000	114,000	0	0	0	0	614,000
<b>Equipment – Corporate Total</b>	<b>3,134,000</b>	<b>1,144,000</b>	<b>1,102,000</b>	<b>1,164,000</b>	<b>1,343,000</b>	<b>19,859,000</b>	<b>27,746,000</b>
<b>Equipment – Fire</b>							
Fire Equipment	369,000	206,000	210,000	214,000	218,000	3,805,000	5,022,000
Furniture/Fixtures	11,000	11,000	11,000	11,000	11,000	165,000	220,000
Fire Boat	0	0	0	0	0	2,400,000	2,400,000
Protective Fire Clothing	132,000	128,000	104,000	106,000	108,000	1,881,000	2,459,000
<b>Equipment – Fire Total</b>	<b>512,000</b>	<b>345,000</b>	<b>325,000</b>	<b>331,000</b>	<b>337,000</b>	<b>8,251,000</b>	<b>10,101,000</b>
<b>Equipment – Parking Services</b>							
Parking Equipment/Technology Upgrade	993,000	281,000	287,000	293,000	299,000	5,266,000	7,419,000
Electric Vehicle Infrastructure	3,910,000	2,716,000	2,366,000	2,253,000	1,642,000	855,000	13,742,000
<b>Equipment – Parking Services Total</b>	<b>4,903,000</b>	<b>2,997,000</b>	<b>2,653,000</b>	<b>2,546,000</b>	<b>1,941,000</b>	<b>6,121,000</b>	<b>21,161,000</b>
<b>Equipment – Public Works</b>							
Vehicle and Heavy Equipment Replacement	15,408,000	5,500,000	5,610,000	5,722,000	5,837,000	102,952,000	141,029,000

Project Name	2023	2024	2025	2026	2027	2028 – 2042	Total
Small Equipment and Tools	476,000	328,000	335,000	342,000	349,000	6,151,000	7,981,000
Decommission Fuel Storage Tank	451,000	TBD	TBD	0	0	0	451,000
Zero Waste Streets	281,000	250,000	150,000	100,000	100,000	TBD	881,000
Public Works Equipment	61,000	62,000	63,000	64,000	65,000	1,110,000	1,425,000
<b>Equipment – Public Works Total</b>	<b>16,677,000</b>	<b>6,140,000</b>	<b>6,158,000</b>	<b>6,228,000</b>	<b>6,351,000</b>	<b>110,213,000</b>	<b>151,767,000</b>
<b>Equipment – VCC</b>							
Equipment	284,000	51,000	52,000	53,000	54,000	930,000	1,424,000
<b>Equipment – VCC Total</b>	<b>284,000</b>	<b>51,000</b>	<b>52,000</b>	<b>53,000</b>	<b>54,000</b>	<b>930,000</b>	<b>1,424,000</b>
<b>Total Equipment Categories</b>	<b>25,684,000</b>	<b>10,866,000</b>	<b>10,437,000</b>	<b>10,459,000</b>	<b>10,143,000</b>	<b>147,266,000</b>	<b>214,855,000</b>
<b>Waterworks</b>							
New Services	550,000	550,000	550,000	550,000	550,000	8,250,000	11,000,000
Mains Replacement	11,204,000	5,718,000	6,004,000	6,303,000	6,618,000	129,106,000	164,953,000
System Planning and Assessment	0	250,000	0	0	0	1,050,000	1,300,000
Capital Equipment	157,000	46,000	47,000	48,000	49,000	855,000	1,202,000
<b>Waterworks Total</b>	<b>11,911,000</b>	<b>6,564,000</b>	<b>6,601,000</b>	<b>6,901,000</b>	<b>7,217,000</b>	<b>139,261,000</b>	<b>178,455,000</b>
<b>Sanitary Sewers</b>							
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000	6,000,000
Mains Replacement	4,204,000	2,550,000	2,678,000	2,812,000	2,953,000	66,934,000	82,131,000
Inflow and Infiltration	2,780,000	1,449,000	1,522,000	1,597,000	1,678,000	38,018,000	47,044,000
System Planning	0	250,000	0	0	0	1,050,000	1,300,000
System Assessment	365,000	282,000	288,000	294,000	300,000	5,301,000	6,830,000
System Upgrades	9,367,000	3,216,000	3,280,000	3,346,000	3,413,000	32,863,000	55,485,000
Capital Equipment	293,000	18,000	19,000	20,000	21,000	435,000	806,000
<b>Sanitary Sewers Total</b>	<b>17,309,000</b>	<b>8,065,000</b>	<b>8,087,000</b>	<b>8,369,000</b>	<b>8,665,000</b>	<b>149,101,000</b>	<b>199,596,000</b>
<b>Stormwater</b>							
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000	6,000,000
Stormwater Quality	796,000	329,000	336,000	343,000	350,000	6,171,000	8,325,000
Mains Replacement	7,791,000	3,566,000	3,744,000	3,931,000	4,128,000	87,313,000	110,473,000
Brick Main Rehabilitation	7,414,000	2,279,000	2,325,000	2,372,000	2,419,000	42,643,000	59,452,000
System Planning and Assessment	348,000	250,000	250,000	470,000	250,000	4,470,000	6,038,000
Capital Equipment	288,000	14,000	15,000	16,000	17,000	375,000	725,000
<b>Stormwater Total</b>	<b>16,937,000</b>	<b>6,738,000</b>	<b>6,970,000</b>	<b>7,432,000</b>	<b>7,464,000</b>	<b>145,472,000</b>	<b>191,013,000</b>
<b>Environmental Remediation</b>							
Remediation/Capital Work-City Owned Properties	1,688,000	0	0	0	0	0	1,688,000
<b>Environmental Remediation Total</b>	<b>1,688,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,688,000</b>
<b>Contingency</b>							
Contingency Fund	350,000	357,000	364,000	371,000	378,000	6,691,000	8,511,000
<b>Contingency Total</b>	<b>350,000</b>	<b>357,000</b>	<b>364,000</b>	<b>371,000</b>	<b>378,000</b>	<b>6,691,000</b>	<b>8,511,000</b>
<b>Victoria Police</b>							
Computer Equipment	500,000	510,000	520,000	530,000	541,000	9,699,000	12,300,000
Furniture and Fixtures	130,000	131,000	132,000	133,000	134,000	2,041,000	2,701,000
Vehicles	600,000	612,000	624,000	636,000	649,000	11,472,000	14,593,000
Department Upgrades	250,000	255,000	260,000	265,000	270,000	4,553,000	5,853,000
<b>Victoria Police Total</b>	<b>1,480,000</b>	<b>1,508,000</b>	<b>1,536,000</b>	<b>1,564,000</b>	<b>1,594,000</b>	<b>27,765,000</b>	<b>35,447,000</b>
<b>Total</b>	<b>180,630,000</b>	<b>67,034,000</b>	<b>62,441,000</b>	<b>61,326,000</b>	<b>62,775,000</b>	<b>1,026,578,000</b>	<b>1,460,784,000</b>

# 2023 Capital Projects





# Transportation

## Guiding Principles

- Provide a connected, safe, comfortable, and efficient network for all modes of transportation
- Encourage low-carbon, sustainable modes of transportation including walking, rolling, cycling and transit
- Expand mobility choices and networks to better connect and strengthen our city, neighborhoods, and region
- Prioritize our most vulnerable users by making investments to prevent and eliminate traffic deaths and serious injuries, especially along high-collision corridors, and intersections
- Address disparities and increase access to opportunity for vulnerable, underserved populations by focusing improvements in areas with the greatest need, greatest safety concerns, and where people rely on walking, bicycling, and transit the most
- Maintain, renew, and enhance the condition of public assets in the street right of way

## Guiding Plans

- Go Victoria
- Official Community Plan
- City of Victoria Strategic Plan
- Pedestrian Master Plan
- Bicycle Master Plan
- Greenways Plan
- Harbour Pathway Plan
- Pavement Asset Management Plan
- Sidewalk Condition Assessment

Area	What We Have
Major Roads	<ul style="list-style-type: none"> <li>• 106 km</li> </ul>
Local Roads	<ul style="list-style-type: none"> <li>• 173 km</li> </ul>
Traffic Signal System	<ul style="list-style-type: none"> <li>• 187 traffic signal intersections</li> <li>• 12 flashing red beacons</li> </ul> <p>Traffic signal communications and street lighting underground system</p> <ul style="list-style-type: none"> <li>• Fibre optic network</li> </ul>
Crosswalks	<ul style="list-style-type: none"> <li>• 289 marked crosswalks</li> <li>• 36 crosswalks with flashing yellow beacon</li> </ul>
Walking pathways, malls, squares, and greenways	<ul style="list-style-type: none"> <li>• Songhees Pathway</li> <li>• David Foster Harbour Pathway</li> <li>• Numerous park pathways and multi-use trails</li> </ul>
Sidewalks	<ul style="list-style-type: none"> <li>• 467km</li> </ul>
Cycling Infrastructure	<ul style="list-style-type: none"> <li>• 98.4 lane km of various cycling infrastructure</li> </ul>
Street Lighting	<p>Lighting (Street lighting and pathways)</p> <ul style="list-style-type: none"> <li>• ~ 7,000 LED streetlights</li> <li>• ~ 4,600 metal arm streetlights on wood poles</li> <li>• ~ 600 decorative lights</li> <li>• ~ 3,900 metal poles (signal and streetlights)</li> <li>• ~ 903 cluster poles</li> </ul>

# Transportation

## Major Street Rehabilitation

### Overview:

The City is responsible for the repair and replacement of approximately 106 km of major streets. This capital program funds the rehabilitation of arterial and collector streets including road resurfacing. The program seeks to maintain these streets 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. Program funding and priorities are guided by a proactive pavement asset management strategy and city-wide pavement condition survey.

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 residents, the business sector, the tourism industry, and transit.

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:

- Annual program of roadway restoration to maintain the existing arterial, collector and downtown roadways including large patch repairs to extend life of roadways until larger restoration can be undertaken. Individual projects can be adjusted throughout the year as opportunities are taken to advance or delay projects to ensure coordination with other programs and to address emerging priorities.
- Targeting 9 km of major roads rehabilitated in 2023, rising to 12 km of major roads rehabilitated in 2024 and later years to preserve and incrementally improve road condition.

	2023	2024	2025	2026	2027	2028-2042
Major Street Rehabilitation	6,614,000	7,280,000	7,426,000	7,574,000	7,725,000	137,187,000

## Local Street Rehabilitation

### Overview:

The City is responsible for the maintenance and rehabilitation of approximately 173 km of local streets. This capital program funds the rehabilitation of residential streets.

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. Individual projects can be adjusted throughout the year as opportunities are taken to advance or delay projects to ensure coordination with other programs and to address emerging priorities.

### Deliverables:

- Targeting 7 km of local roads rehabilitated in 2023, rising to 9.5 km of local roads rehabilitated in 2024 and later years to preserve and incrementally improve road condition

	2023	2024	2025	2026	2027	2028-2042
Local Street Rehabilitation	5,063,000	6,240,000	6,365,000	6,492,000	6,622,000	116,795,000

# Transportation

## Multi-Modal Corridor Improvements

### Overview:

The Multi-Modal Corridor Improvement program was established to replace the previous Bicycle Master Plan capital program to better reflect the scale, scope and complexity of corridor improvements which serve the City's safety, accessibility, asset renewal and sustainable mode share goals rather than within a single business unit focused on cycling.

This program focuses on multi-modal transportation upgrades and improvements to support road safety, livability, accessibility, active transportation and curb management priorities delivered in coordination with planned asset renewal projects. Informed by City policies for Vision Zero, enhancing mobility choices and an accessible built environment, projects are identified through technical review, on-going data collection and agency partner input and coordination with other capital projects.

### Deliverables:

#### 2023 Projects:

- Gorge Road (Blanshard Street to Harriet Road) – Protected bicycle lanes, new crosswalks and transit accessibility improvements. Coordinated with ongoing Gorge Road improvements in the District of Saanich and road paving
- Blanshard Street (Fort Street to Caledonia Avenue) – Coordinated with water main installation and road repaving, road safety improvements including left turn bays, buffered bike lanes and planted median
- Bay Street (Esquimalt Road to Rock Bay Avenue) – Coordinated with repaving, new crosswalks and buffered bike lanes
- Quadra Street/Caledonia Plaza – Remove right turn slip lane and replace with public space as per Local Area Plan

	2023	2024	2025	2026	2027	2028-2042
Multi-Modal Corridor Improvements	22,104,000	3,315,000	3,381,000	3,449,000	3,518,000	26,676,000

## New Traffic Signal Installations

### Overview:

This program includes pedestrian/cyclist activated signals, full traffic signals as well as requirements for accessibility and street lighting at each location and connection to the traffic signal management system with communications infrastructure upgrades.

### Deliverables:

- Supports the installation of new traffic signals citywide

	2023	2024	2025	2026	2027	2028-2042
New Traffic Signal Installations	1,401,000	550,000	650,000	650,000	800,000	13,344,000

Traffic Signal Modernization

Overview:

This program consists of several individual subprograms associated with the traffic signal system, which allow for a strategic assessment and prioritization of investments to improve and upgrade this vital element of the City’s mobility system, as well as the technology required for continuous monitoring of transportation modes in the network and the associated data that informs our Vision Zero approach to road safety.

The City has approximately 200 traffic signals and signal devices including full signals, pedestrian-activated signals, enhanced flashing yellow warning crosswalks, fire hall signals and four-way red flashers. Each signal type is in a varying state of asset age and condition and the total replacement value of the system is approximately \$60 million.

The program includes the following investment areas:

System Renewal and Modernization

Many traffic signals have end-of-life traffic signal controllers. Beyond the increased risk of failure, these older controllers are incompatible with most Smart City applications such as vehicle, cyclist and pedestrian detection, transit and fire pre-emption and are unable to adapt to changing traffic patterns, which can result in suboptimal traffic movement, increased congestion and road user frustration.

Other critical components of the system are also at end of life, including traffic signal poles, underground wiring, junction boxes and traffic signal heads.

Traffic Signal Management System (TSMS)

The City has a corporate-managed fibre optic communications network which primarily links civic facilities, such as City Hall and the Public Works Yard, but also enables communications to several traffic signals. Investing in the communications network is a key requirement of renewing the signal system to enhance our ability to monitor traffic flow, modify operations remotely and improve transportation safety.

A centralized traffic signal management system will provide remote connectivity to the signal network. This will allow for reliable traffic signal coordination/progression, remote monitoring, data collection, fault detection and other management activities such as remote traffic signal timing changes in response to changing traffic conditions or incidents.

Transportation Monitoring

There is an ongoing need to collect transportation data to help guide decisions in planning and design to achieve the City’s safety and sustainability targets. Permanent counting technologies are being installed in conjunction with capital projects and the City is developing a strategy to expand the network of these devices to allow more robust, data-driven decision making for future projects.

System Resiliency, Safety and Accessibility Upgrades

The installation of Uninterrupted Power Supply (UPS) units allows traffic signals to stay operational during power outages. With climate change increasing the frequency and intensity of weather events, continued expansion and upgrades of the UPS system is underway. Staff currently prioritize the installation of UPS on designated emergency response routes and on main inter-municipal corridors and are developing a strategic implementation strategy to guide future expansions.

Deliverables:

- Replacement of end-of-life traffic controllers and cabinets
- Replacement of underground conduit/wiring, rusty signal poles, LED signal Heads
- Installation of Uninterruptible Power Supply (UPS) units
- Installation of left turn phasing
- Installation of camera/radar detection units and CCTV traffic cameras and permanent count stations
- Installation of audibles or Accessible Pedestrian Systems (APS)
- Expansion of the Traffic Signal Management System through fibre optic and wireless technologies

	2023	2024	2025	2026	2027	2028-2042
Traffic Signal Modernization	1,266,000	900,000	1,000,000	1,100,000	1,300,000	29,324,000

# Transportation

## Crosswalk Installations/Upgrades

### Overview:

Staff consider many factors when completing crosswalk assessments, including public requests, collision history, gaps in the crosswalk network and adjacent land use (e.g., route to school, proximity to a park, etc.). The Transportation Association of Canada (TAC) Pedestrian Crossing Control Guide is the primary technical safety reference used for crosswalk planning, assessment and design. The TAC Pedestrian Crossing Control Guide provides a framework for staff to assess suitability for crosswalk upgrades and new installations and recommends different levels of treatment.

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.

### Deliverables:

- Install New and upgrade existing crosswalks. Accessibility and safety upgrades such as curb ramp and streetlighting are funded as part of each loc required

	2023	2024	2025	2026	2027	2028-2042
Crosswalk Installations/Upgrades	741,000	550,000	550,000	550,000	650,000	10,846,000

## Pedestrian Network Improvements

### Overview:

The City is continuing to build and expand a network of accessible sidewalks and pathways (either pedestrian only or multi-use) to support a safe and welcoming experience for walking and rolling. New and upgraded sidewalks and associated intersection crossings are prioritized using data from the Sidewalk Condition Assessment and delivered in coordination with other City capital projects, new development activity and public requests. New or upgraded pathways may also be funded from this program and are coordinated with safety assessments, development activity, accessibility upgrades, park enhancements and public requests.

### Deliverables:

- The City aims to install new or upgrade +/-500 m sidewalk and associated amenities annually. Staff work to coordinate sidewalk installation projects with other capital programs to maximize project funding. This means that sidewalk and pathway projects sometimes adjust year to year as other program priorities change

	2023	2024	2025	2026	2027	2028-2042
Pedestrian Network Improvements	1,735,000	867,000	884,000	902,000	920,000	16,229,000

## Sidewalk Rehabilitation Program

### Overview:

The City 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.

The completed sidewalk condition assessment 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:

- The Sidewalk Rehabilitation program will replace approximately four blocks of existing sidewalk. When replacing a sidewalk, widening and other pedestrian improvements are assessed to provide improved walking conditions

	2023	2024	2025	2026	2027	2028-2042
Sidewalk Rehabilitation Program	385,000	315,000	321,000	327,000	334,000	5,897,000

# Transportation

## David Foster Harbour Pathway

### 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 which extends from Clover Point to Harbour Road and continues to the Galloping Goose Regional Trail. The pathway is envisioned to extend north from the Johnson Street Bridge into Rock Bay as redevelopment and waterfront land use changes.

Past contributors for this program include the David Foster Foundation and the Trans Canada Trail Foundation. Partnerships with private landowners and agency partners are key to ensuring the long-term expansion of this amenity. Costs for Harbour Pathway development within sčəmaθən / Peter Pollen Waterfront Park are included within the Parks, Recreation and Facilities budget.

### Deliverables:

- Priorities in 2023 include boardwalk repairs in James Bay and preliminary planning for segments of pathway widening and replacement in 2024
- Priorities in future years are to be determined and based on several factors including asset replacement requirements, private land redevelopment activities and grant funding opportunities

	2023	2024	2025	2026	2027	2028-2042
David Foster Harbour Pathway	594,000	TBD	TBD	TBD	TBD	TBD

## Government Street Refresh - Pedestrian Priority

### Overview:

Government Street is one of Downtown Victoria’s most prominent destination streets. Significant streetscape improvements were made to a portion of Government Street in the late 1970s emphasizing its pedestrian priority character, including the use of brick pavers, rolled curbs, widened sidewalks, street trees in planters and pedestrian lighting between Humboldt and Yates Streets.

The Official Community Plan and the Downtown Core Area Plan identify Government Street as a special urban design area with policies to extend the ‘mall’ treatment through to Chinatown, with the Downtown Public Realm Plan expanding on these policies, including more detailed streetscape objectives and a streetscape ‘refresh’.

The 2019 – 2022 Strategic Plan included an action to “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”. The suite of policies and directions for Government Street have been informed by a number of workshops and engagement events led by the City, the Downtown Business Improvement Association (DVBA) and other community partners over the past several years.

Through 2021 and 2022, staff have been working with an interdisciplinary consultant team to develop a streetscape design for Government Street between Humboldt Street and Pandora Avenue. The design will be informed by:

- The City’s established policy and design framework related to Government Street
- Lessons learned from the “Build Back Victoria” program
- Public, business, First Nations and other stakeholder engagement
- Phased implementation to align with planned infrastructure upgrades and land development opportunities

On July 21, 2022 Council approved the Government Street Refresh Vision and Concept Design to guide future capital planning, detailed design, costing and phased implementation to align with planned infrastructure upgrades and anticipated land development projects from Humboldt Street to Pandora Avenue, and directed staff to incorporate design and construction costs into future financial plans. They also directed staff to maintain and improve pedestrian priority treatments previously implemented through the Build Back Victoria program including street furniture and planters, patios, programming and timed car-free zones, and as part of these efforts, pilot a full-time vehicle closure between Humboldt and Courtney Streets to inform detailed design and implementation.

### Deliverables:

- Carryforward funding from 2022 will be used to continue to advance this project. In 2023, staff will engage a design consultant to deliver the detailed design and costing for the Pedestrian Priority Street, between Yates Street and Pandora Avenue, with construction currently scheduled for 2024 in coordination with new watermain installation, end-of-life traffic signal, repaving and adjacent development. Improved furnishings between Humboldt and Courtney Streets will also be implemented in 2023, which could support a future plaza.

	2023	2024	2025	2026	2027	2028-2042
Government Street Refresh - Pedestrian Priority	500,000	1,500,000	1,500,000	TBD	TBD	0

# Transportation

## Traffic Calming Initiatives

### Overview:

The Traffic Calming program focuses on speed limit changes and physical interventions to reduce vehicle speeds and/or volumes on local streets, with the goal of making residents feel safe and comfortable in their communities. Traffic calming measures can include speed humps, traffic circles, chicanes, corner bulges, sidewalk extensions, centre medians, diverters and road closures. Staff utilize a data-driven process to advance priorities, ensuring requests are treated consistently, fairly and equitably and that staff and budget resources are allocated where there is the greatest need.

### Deliverables:

#### Local Streets

- Approximately 15 blocks of speed humps, prioritizing installations on streets adjacent to schools, parks and other streets with higher speeds and volumes
- Curb extensions and centre medians to reduce speeds and improve pedestrian crossings and provide opportunities for public space improvements at approximately 10 locations annually
- Implementation of 30 km/h on local streets

#### Collector Streets

- Interventions that narrow the road (e.g., curb extensions, medians) while enhancing pedestrian movements on neighbourhood collector roads. The focus will be at intersections to improve visibility of pedestrians and make crossings more comfortable. Wherever possible, these interventions will be coordinated with other paving or utility capital work.

	2023	2024	2025	2026	2027	2028-2042
Traffic Calming Initiatives	489,000	350,000	350,000	350,000	450,000	7,939,000

## Cycling Network Improvements

### Overview:

This program supports the continued enhancement and improvement of cycling infrastructure across the municipality, including bike lanes, crossing enhancements and spot improvements. Projects may be delivered as stand-alone initiatives or coupled with broader safety improvements as part of multi-modal corridor projects. The focus for investment will be on road safety, connectivity and amenities which encourage new riders or improve inter-municipal travel.

### Deliverables:

- Improvements to bike lanes, standard bicycle parking, wayfinding, crossing enhancements and spot improvements at various locations around the city

	2023	2024	2025	2026	2027	2028-2042
Cycling Network Improvements	339,000	255,000	260,000	265,000	270,000	4,770,000

## Transit Network Improvements

### Overview:

This program funds minor capital improvements to support the transit network, including bus shelters, delivered as either stand-alone projects or through cost-sharing partnerships with BC Transit. Projects are initiated through agency and public requests, new development activity and synergies with other capital construction projects. Staff work closely with BC Transit to plan for associated amenities to enhance the customer experience, improve accessibility and support service delivery including local, frequent and RapidBus.

### Deliverables:

- Upgrades at various locations – may include new transit shelters, benches, accessibility improvements and passenger amenities (e.g., garbage cans, sign posts)
- Concept designs for future Douglas Street RapidBus

	2023	2024	2025	2026	2027	2028-2042
Transit Network Improvements	135,000	102,000	104,000	106,000	108,000	1,881,000

# Transportation

## Surface Infrastructure Program

### Overview:

Public Works is responsible for maintaining most of the surface infrastructure in the city. This includes fire hydrants, 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.

### Deliverables:

- Annual renewal program for extending life of surface infrastructure and furnishing assets

	2023	2024	2025	2026	2027	2028-2042
Surface Infrastructure Program	316,000	322,000	328,000	334,000	340,000	5,943,000

## Street Lighting Replacement

### Overview:

This program funds the replacement of aging, damaged, rusted or fatigued streetlight poles including streetlight fixtures and arms on BC Hydro poles. It also funds modifications and improvements to existing street lighting as well as regular condition assessments for damage and structural integrity.

The City has a number of metal streetlights, traffic signal poles and 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 have reached their end of life and need replacement. Given the broader condition of this aging infrastructure, staff are undertaking a city-wide condition assessment and asset management/replacement plan to determine an optimum replacement and modernization strategy and associated annual funding requirements for future financial plans.

This annual program also includes replacement of end-of-life electrical service equipment (e.g., power kiosks, switches and service panels). This new equipment provides improved street lighting and traffic signal standards and electrical safety, as well as ensuring compliance with Canadian Electrical Code standards. The new equipment will also allow for additional loads on the system of new infrastructure such as EV charging stations.

### Deliverables:

- Annual replacement of end-of-life metal poles – approximately 20-30 locations
- Annual replacement of hydro pole and metal streetlight arms and fixtures
- New installation of streetlights in underlit areas
- Install street lighting and communication conduits
- Replace and install new power kiosks, disconnect switches and service panels
- Install smart streetlighting technologies (e.g., lighting control systems, transportation monitoring devices)
- Electrical condition assessment to determine priority areas for investment in the refurbishment of our electrical system and maximize investment efficiencies for end-of-life assets – four-year program, ongoing (assess one zone per year based on condition)

	2023	2024	2025	2026	2027	2028-2042
Street Lighting Replacement	944,000	450,000	500,000	550,000	600,000	13,094,000

## Street Light Fixture Replacement

### 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 an approximate 15-year life. Staff anticipate starting replacement of the LED lights in 2028 when they are nearing end of life, light output has been reduced and maintenance costs have started increasing.

### Deliverables:

- Replace LED streetlights starting in 2028

	2023	2024	2025	2026	2027	2028-2042
Street Light Fixture Replacement	0	0	0	0	0	4,515,000

# Transportation

## Public Secure Bike Parking

### Overview:

This program is intended to support solutions to increase secure public bicycle parking – with emphasis on downtown and village centres. While new development projects incorporate both short-term and long-term bicycle parking through requirements in the zoning bylaw, there are several areas where riders rely on public bicycle parking. This project aims to improve confidence and comfort by deterring theft.

Strategies may include:

- Upgraded bicycle parking within City parkades
- Valet Bicycle Service pilot project
- Bicycle Parking shelters
- Bicycle parking corrals in high visibility locations.

### Deliverables:

- Enhanced public bicycle parking stalls in the downtown core and village centres

	2023	2024	2025	2026	2027	2028-2042
Public Secure Bike Parking	288,000	0	0	0	0	0

## Accessible Parking Stalls

### Overview:

The City is taking steps to improve the amount and quality of accessible parking. Updated design criteria will inform the design and expansion of public accessible parking stalls on streets, surface lots and in parkades. This fund is dedicated to improving the quality and increasing the supply of public accessible parking stalls

### Deliverables:

- Retrofit projects (upgrading existing public accessible parking stalls)
- Expansion projects (more accessible parking stalls)

	2023	2024	2025	2026	2027	2028-2042
Accessible Parking Stalls	302,000	0	0	0	0	0





# Structures

## Guiding Principles

- Manage the condition, safety, and performance of bridges, retaining walls, marine structures, and other structural assets
- Ensure that the useful life is maximized before it must be replaced
- Renew and enhance structural assets to maintain a safe condition and to meet public needs
- Ensure bridges are well operated, maintained and managed through their life cycle

## Guiding Plans

- Inventory and Condition Assessment Reports
- Official Community Plan
- City of Victoria Strategic Plan

Area	What We Have
Under-Sidewalk Basements	<ul style="list-style-type: none"> <li>• 170 Under-sidewalk basements</li> </ul>
Retaining Walls	<ul style="list-style-type: none"> <li>• Retaining walls</li> <li>• Seawalls</li> <li>• Bedrock outcrops</li> </ul>
Bridges	<ul style="list-style-type: none"> <li>• 5 major bridges</li> <li>• 14 pedestrian bridges</li> </ul>
Marine Structures	<ul style="list-style-type: none"> <li>• Piers</li> <li>• Wharves</li> <li>• Docks</li> </ul>

# Structures

## Wharf Street 1112 Retaining Wall

### Overview:

This large 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 several deficiencies that should be addressed through special restoration techniques for a heritage wall.

### Deliverables:

- Wall Restoration
- Repointing of the wall
- Replacing bricks which have fallen out of the wall

	2023	2024	2025	2026	2027	2028-2042
Wharf Street 1112 Retaining Wall	328,000	0	0	0	0	0

## Clover Point Shoreline Remediation

### Overview:

The shoreline around Clover Point has been impacted by storms and erosion. This program repairs damaged areas and areas presenting other shoreline geotechnical hazards.

### Deliverables:

- Shoreline erosion repair

	2023	2024	2025	2026	2027	2028-2042
Clover Point Shoreline Remediation	53,000	0	0	0	0	0

## Dallas Road Bluff Study

### Overview:

This study is for Coastal Geoscience and Engineering services to review previous erosion control and erosion protection studies and then analyse 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:

Report with recommended options

	2023	2024	2025	2026	2027	2028-2042
Dallas Road Bluff Study	100,000	0	0	0	0	0

# Structures

## Ross Bay Seawall Replacement

### 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.

In addition to the need to review the seawall, there are several 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 help determine the appropriate remediation strategy.

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 upcoming federal funded storm sewer outfall work.

### Deliverables:

Remediation of the existing seawall, coordinated with road repaving (and possible raised elevation), new sidewalk and possible extension of the AAA cycling facility. Improved beach and cemetery access would be assessed as part of the project. Undertaking the planning work in 2023 will ensure that the full project scope can be identified for future budget years.

#### 2023 Project:

- Project Planning
- Construction Concept Estimate

#### 2024 Project:

- Detailed Design

#### 2025 Project:

- Construction

	2023	2024	2025	2026	2027	2028-2042
Ross Bay Seawall Replacement	150,000	TBD	TBD	0	0	0

## Ship Point Master Plan Implementation

### Overview:

This funding will advance the engineering components of the Ship Point Concept Design. A key finding from the Ship Point Master Plan was that engineering and geotechnical requirements associated with the seawall, shoreline and other site restoration are a necessary first step in the overall development of Ship Point. Since development of the Master Plan in 2018, the need to take a more proactive approach to the engineering components of the plan has become evident and independent of the scope of any interim and ultimate uses of the site.

The current engineering design options will be updated to include new information from recent capital work and most recent sea level rise modelling in advance of developing a phasing and implementation plan. A funding strategy will be developed based on the proposed implementation strategy, including engineering capital project financial plan submissions for 2024 and future years.

### Deliverables:

- Update the current engineering design options to include new information, provide alternative seawall restoration, subsurface ground and harbour pathway improvements and update the conceptual phasing, implementation plan and funding strategy for future phases

	2023	2024	2025	2026	2027	2028-2042
Ship Point Master Plan Implementation	100,000	TBD	TBD	TBD	TBD	TBD

# Structures

## Under-Sidewalk Basement Remediation

### Overview:

Under-sidewalk basements 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 provide 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. Different safety interventions are applied, including the 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.

Several basements have been removed as part of building redevelopments and major renovations in the past. 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 provides funding to allow for remediation of under-sidewalk basements throughout the city.

### Deliverables:

- Remediation of high priority under-sidewalk basements to ensure public safety. Projects are selected based on coordination opportunities with other capital programs, partnership funding with building owners and any emerging safety concerns.

	2023	2024	2025	2026	2027	2028-2042
Under-Sidewalk Basement Remediation	605,000	265,000	270,000	275,000	281,000	4,963,000

## Retaining Wall Condition Assessment

### Overview:

A multi-year program to develop an inventory of all retaining walls, rock faces, shoreline walls and other earth-supporting structures and conduct condition assessments to identify intervention requirements and to prioritize maintenance, repairs, rehabilitation or replacement for these structures. Priority projects will be identified in the Retaining Wall Rehabilitation program in future years.

### Deliverables:

- Develop wall inventory
- Complete engineering condition inspections for each structure
- Identify deficiencies and prioritize repairs or rehabilitation for short- and long-term capital planning
- Develop asset management plan to support infrastructure reserve contributions for future investment
- Allow for high-priority minor capital repairs as identified throughout the program to ensure public safety and mitigate risk

	2023	2024	2025	2026	2027	2028-2042
Retaining Wall Condition Assessment	263,000	50,000	0	0	0	0

## Bridge Asset Management Planning

### Overview:

A multi-year program to develop the City's bridge asset inventory, complete condition inspections and assessments and identify areas to prioritize maintenance, repair or rehabilitation.

### Deliverables:

- Bridge asset inventory and data collection
- Updated condition inspections and structural assessments to develop program for priority maintenance, repairs or rehabilitation
- Develop long-range plan to support annual reserve contributions for future investments
- Minor capital project allowance to preserve warranties, enhance safety, security and accessibility at various bridges

	2023	2024	2025	2026	2027	2028-2042
Bridge Asset Management Planning	340,000	TBD	TBD	0	0	0

# Structures

## Marine Structures Asset Management Planning

### Overview:

Multi-year program to develop the City's marine structures, piers, wharves, and docks asset inventory, complete condition inspections and assessments, and identify areas to prioritize maintenance, repair or rehabilitation. Includes minor capital projects which may be identified to ensure public safety, enhance security, and improve accessibility for maintenance staff and the public.

### Deliverables:

- Marine structures asset inventory and data collection for future Cartegraph implementation
- Updated condition inspections and structural assessments to develop program for priority maintenance, repairs, or rehabilitation
- Develop long range plan to support annual reserve contributions for future investments
- Minor capital project allowance to ensure public safety, enhance security, and improve accessibility

	2023	2024	2025	2026	2027	2028-2042
Marine Structures Asset Management Planning	100,000	TBD	TBD	TBD	TBD	TBD

## Retaining Wall Rehabilitation Program

### Overview:

This multi-year retaining wall repair/rehabilitation/replacement program addresses safety concerns and structural deficiencies throughout the city. Select walls have been identified through a retaining wall inventory and condition assessment which will continue into 2023.

Walls identified to date as a short-term priority have been identified for 2023, with a more comprehensive and prioritized long-range retaining wall repair program for future years being developed once the inventory and condition assessment project is complete.

### Deliverables:

- 1915 Crescent Road
- 1809 Crescent Road (Gonzales Park)
- Belleville Street

	2023	2024	2025	2026	2027	2028-2042
Retaining Wall Rehabilitation Program	760,000	TBD	TBD	TBD	TBD	TBD

## Gate of Harmonious Interest Chinatown – Remediation

### 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. Physical inspections have determined that the deterioration has reached a point where major significant remediation is required to maintain this structure. In late 2023/2024, 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 refurbish the surrounding wood panels including the detailed painting work

	2023	2024	2025	2026	2027	2028-2042
Gate of Harmonious Interest Chinatown - Remediation	1,392,000	0	0	0	0	0





# 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

Area	What We Have
Parks	<ul style="list-style-type: none"> <li>• 254 hectares of parkland</li> <li>• 138 parks</li> <li>• 15 dog leash-optional areas</li> <li>• 2 skate parks</li> <li>• 2 bike parks</li> <li>• 2 spray parks</li> </ul>
Sport Fields	<ul style="list-style-type: none"> <li>• 45 ball diamonds and soccer fields</li> </ul>
Sport Courts	<ul style="list-style-type: none"> <li>• 36 sport courts (tennis, pickleball, basketball, and lacrosse)</li> </ul>
Playgrounds and Outdoor Fitness Equipment	<ul style="list-style-type: none"> <li>• 40 playgrounds</li> <li>• 5 outdoor fitness locations</li> </ul>
Crystal Pool and Fitness Centre	<ul style="list-style-type: none"> <li>• Pools</li> <li>• Fitness centre</li> <li>• Multipurpose rooms</li> </ul>
Royal Athletic Park	<ul style="list-style-type: none"> <li>• Outdoor stadium with grass field</li> </ul>
Save-On-Foods Memorial Centre	<ul style="list-style-type: none"> <li>• 7,000 seat arena facility</li> </ul>
Furnishings	<ul style="list-style-type: none"> <li>• 41 drinking fountains</li> <li>• Over 700 park benches (350 memorial)</li> <li>• 130 picnic tables</li> <li>• 77 bleachers</li> <li>• 380 garbage cans</li> </ul>
Cemetery	<ul style="list-style-type: none"> <li>• Ross Bay Cemetery</li> </ul>

# Parks

## Park Furnishing Dedication Program

**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 individual in municipal parks.

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.

The revenues generated through donations offset the annual expenses associate with operating this program.

**Deliverables:**

- Fabrication and installation of 10 dedication benches and concrete slabs annually

	2023	2024	2025	2026	2027	2028-2042
Park Furnishing Dedication Program	32,000	32,000	32,000	32,000	32,000	TBD

## Peter Pollen Waterfront Park (s̓cəmaθən)

**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. With a follow-up environmental assessment now been completed, the ownership transfer has been finalized.

In 2019-2020, staff engaged the Songhees and Esquimalt Nations, local community stakeholders, and the public to inform a concept design for s̓cəmaθən - Peter Pollen Waterfront Park. In 2021-2022, the City continued to collaborate with the Songhees and Esquimalt Nations on further development of cultural and educational elements that are integrated into the park design. The concept design will be presented to Council when the process is complete.

Given other major projects underway and scheduled to begin in 2023, the next phase of work for this park will begin in 2024.

**Deliverables:**

2024 Project:

- Detailed design

2025 Project:

- Construction

	2023	2024	2025	2026	2027	2028-2042
Peter Pollen Waterfront Park (s̓cəmaθən)	29,000	600,000	TBD	0	0	0

# Parks

## Park Infrastructure Improvement Program

### Overview:

This program funds the renewal of aging infrastructure throughout parks, which includes fencing, irrigation, furniture, signage, pathways, stairs, lighting, drinking fountains, guardrails, and other structures.

### Deliverables:

2023 Projects:

- Install four new drinking fountains
- Infrastructure renewals

2024 - 2032 Projects:

- Infrastructure renewals

	2023	2024	2025	2026	2027	2028-2042
Park Infrastructure Improvement Program	1,269,000	787,000	803,000	819,000	835,000	4,433,000

## Urban Forest Improvement Program

### Overview:

This program provides funding to increase tree canopy in the downtown core and advance other goals of the City's Urban Forest Masterplan.

This program also provides funding to renew/install tree wells and 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 there has been damage to the surrounding hardscape. Additionally, the program includes resources to work with utility agencies to develop strategies and policy solutions to overcome underground utility design constraints currently limiting increases in urban tree canopy.

### Deliverables:

- Support tree health and protect young trees for long term viability
- Implement modern tree and storm sewer technologies
- Update Green Infrastructure Design Guidelines

	2023	2024	2025	2026	2027	2028-2042
Urban Forest Improvement Program	250,000	255,000	260,000	266,000	272,000	TBD

## Topaz Park - Artificial Turf Field Replacement

### 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 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.

Construction began in 2022 and will be complete this year.

### Deliverables:

- Construction

	2023	2024	2025	2026	2027	2028-2042
Topaz Park - Artificial Turf Field Replacement	2,380,000	0	0	0	0	0

# Parks

## Topaz Park – Skate and Bike Parks

### 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.

Construction for this project was substantially completed in summer 2022 with minor enhancements added in 2023.

### Deliverables:

- Construction

	2023	2024	2025	2026	2027	2028-2042
Topaz Park – Skate and Bike Parks	65,000	0	0	0	0	0

## Songhees Park Expansion

### 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.

Construction for this project was substantially completed in summer 2022 with minor enhancements added in 2023.

### Deliverables:

- Construction

	2023	2024	2025	2026	2027	2028-2042
Songhees Park Expansion	139,000	0	0	0	0	0

## Playground Improvement Program

### 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).

This program is proposed to allow for playground improvements on an ongoing basis in order to maintain these valued community amenities at a high standard of care. It also allows for the development of new playgrounds in areas that are not adequately served by the existing inventory. Condition assessments are completed for all City playgrounds and those rated in 'poor' to 'fair' condition are identified for capital investment.

### Deliverables:

- 2023 Project:
- Replacement of the playground in Stadacona Park – Fernwood (approved in 2022)

- 2024 Projects:
- Replacement of the playground in Bushby Park – Fairfield

- 2025 Projects:
- Replacement of the playground in Jackson Park – Hillside-Quadra
  - Replacement of the playground in Queens Park – Fernwood
  - Replacement of the playground in Mt. Stephens Park – Fernwood

# Parks

## 2026 Projects:

- Replacement of the playground in Pemberton Park – Gonzales
- Replacement of the playground in Robert Porter Park – Fairfield
- Replacement of the playground in MacDonald Park – James Bay

	2023	2024	2025	2026	2027	2028-2042
Playground Improvement Program	1,930,000	800,000	TBD	TBD	TBD	TBD

## Natural Areas Restoration Program

### Overview:

This multi-year program funds the restoration of natural areas in parks and open spaces. The objective of this program is to ensure these areas are restored to support important species and critical ecosystems, for long-term sustainability.

The program will involve the development of management plans including engagement with local communities, organizations, and stakeholders, as well as the implementation of management plans. Wherever possible, partnership with local First Nations will be prioritized in program planning and field work.

Work on the Beacon Hill Park Natural Areas Management Plan is underway and will continue through 2023, in partnership with local First Nations.

### Deliverables:

#### 2023 - 2027 Projects:

- Develop Natural Area Management Plan for Stadacona Park
- Restoration of natural areas

	2023	2024	2025	2026	2027	2028-2042
Natural Areas Restoration Program	796,000	265,000	269,000	273,000	277,000	TBD

## Park Redevelopment Program

### Overview:

This program funds the large-scale redevelopment and renewal of parks in response to population growth, evolving use patterns, climate change and a variety of other factors. Park redevelopments are complex projects that require multi-disciplinary consulting teams and involve extensive community input. These projects typically include sequential phases occurring over multiple years with planned improvements that may also be implemented in phases.

In 2022, the City completed previously approved park redevelopment project at Songhees Park and began the Topaz Park Phase 2 design. Topaz Park Phase 2 improvements include sport courts, a fenced leash-optional dog area, fitness area improvements, the sports hub, pathways, lighting, signage and related infrastructure. Construction of the phase 2 park improvements is proposed for 2024, as well as the design of phase 3 improvements, which will include the remaining components outlined in the Topaz Park Improvement Plan.

The program also includes annual funding for 1 FTE Senior Park Planner.

### Deliverables:

#### 2023 - 2024 Projects:

- Topaz Park Improvements Phase 2 – Detailed Design
- Dallas Road Waterfront Park Improvement Plan – Public Engagement and Conceptual Design

#### 2024 Projects:

- Topaz Park Improvements Phase 2 – Construction

#### 2025 Projects:

- Dallas Road Waterfront Park Improvement Plan – Detailed Design
- Royal Athletic Park Improvement Plan – Engagement and Conceptual Design
- Topaz Park Improvements Phase 3 – Detailed Design

# Parks

## 2026 Projects:

- Irving Park Improvement Plan – Engagement and Conceptual Design
- Vic West Park Improvement Plan Update – Design and Engagement

	2023	2024	2025	2026	2027	2028-2042
Park Redevelopment Program	978,000	TBD	TBD	TBD	TBD	TBD

## City-Built Allotment Community Garden

### Overview:

In 2019, Council directed staff to pilot a City-built, community-operated allotment garden. The allotment garden will aim to double the amount of allotment plots in the City. The initial phase of this project will focus on engagement with the community to inform the detailed design of the allotment garden. Construction of the garden is proposed for 2024.

### Deliverables:

#### 2023 Projects:

- Engage and design

#### 2024 Project:

- Construction

	2023	2024	2025	2026	2027	2028-2042
City-Built Allotment Community Garden	150,000	TBD	TBD	TBD	TBD	TBD

## Park Technical and Environmental Studies

### Overview:

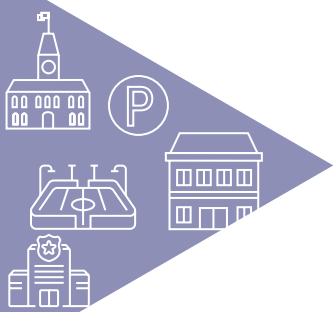
This program funds technical environmental and archaeological studies required to facilitate projects in City parks. Because many of the City's parks are located along the waterfront, on former wetlands, or on lands formerly used for other purposes, these types of studies and investigations are often required to determine the feasibility of projects and ideas proposed by Council, the community, or staff.

### Deliverables:

#### 2023 Projects:

- Banfield Park Shoreline Environmental Assessment
- Regional Pickleball Strategy
- Allowance for emergent studies, as required

	2023	2024	2025	2026	2027	2028-2042
Park Technical & Environmental Studies	368,000	TBD	TBD	TBD	TBD	TBD



# 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
- Climate Action Plan
- Accessibility Framework
- Facilities Condition Assessment Report
- Facilities Preventative Maintenance Program
- Victoria City Hall Practical Conservation Plan

Area	What We Have
Recreation Buildings	<ul style="list-style-type: none"> <li>• Crystal Pool and Fitness Centre</li> <li>• Royal Athletic Park (stadium)</li> <li>• Buildings in Beacon Hill Park</li> <li>• 7 Recreation clubs</li> <li>• Sport field change rooms</li> </ul>
Victoria Conference Centre	<ul style="list-style-type: none"> <li>• Victoria Conference Centre</li> <li>• Crystal Garden</li> </ul>
Entertainment and Exhibition Buildings	<ul style="list-style-type: none"> <li>• Save-On-Foods Memorial Centre</li> <li>• Visitor Centre</li> <li>• Greater Victoria Public Library (GVPL)               <ul style="list-style-type: none"> <li>- Central Branch</li> <li>- Ɂəwəŋxwəŋ təŋəxw James Bay Branch</li> </ul> </li> <li>• Cameron Bandshell</li> <li>• McPherson Theatre</li> </ul>
Public Safety Buildings	<ul style="list-style-type: none"> <li>• Police station</li> <li>• 3 Fire stations</li> </ul>
Parkades	<ul style="list-style-type: none"> <li>• View Street</li> <li>• Centennial Square</li> <li>• Johnson Street</li> <li>• Broughton Street</li> <li>• Bastion Square</li> </ul>
City Administration Buildings	<ul style="list-style-type: none"> <li>• City Hall campus</li> <li>• Public Works yard</li> <li>• Parks yard</li> <li>• Pandora administration building</li> </ul>

Area	What We Have
Public Washrooms	<ul style="list-style-type: none"> <li>• 21 public washrooms</li> </ul>
Community and Senior Centres	<ul style="list-style-type: none"> <li>• Oaklands Community Centre</li> <li>• Vic West Community Centre</li> <li>• Quadra Village Community Centre</li> <li>• James Bay New Horizon Seniors Centre</li> <li>• Cook Street Village Activity Centre</li> <li>• Fairfield Gonzales Community Centre</li> <li>• Fernwood Community Centre</li> <li>• Burnside Gorge Community Centre</li> <li>• James Bay Community Centre</li> </ul>

# Facilities

## Crystal Pool and Fitness Centre - Lifecycle Renewal and Repairs

### Overview:

Life cycle renewal projects are identified through assessments, such as the Facilities Condition Assessment (2015), Detailed Energy Assessment (2014), building evaluation and internal risk assessments. The 50-year-old facility requires ongoing major maintenance and system renewals to provide reliable service to its patrons and user groups.

### Deliverables:

2023 Projects:

- Urgent Lifecycle Renewals
- Electrical Distribution System Renewal

2024 - 2027 Projects:

- Lifecycle Renewals

	2023	2024	2025	2026	2027	2028-2042
Crystal Pool and Fitness Centre - Lifecycle Renewal and Repairs	1,209,000	204,000	208,000	212,000	216,000	TBD

## Facilities Infrastructure Improvement Program

### 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 2018, Council approved the Climate Leadership Plan and a goal for all City buildings 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 are also included in this program.

The program addresses improvements and workspace planning for City service buildings, including City Hall, protection services and work yards.

### Deliverables:

2023 Projects:

- Building System Lifecycle Renewals
- Centennial Square - Flagpole Replacement
- Parks Yard - Boiler Upgrade
- Public Works - Boiler upgrade, Exhaust Improvement

2024 Projects:

- 100 Cook Street - Electrical Service Upgrade
- City Hall - East HVAC (Design)
- Beacon Hill Park Service Building - Washroom Upgrade
- VicPD - Service Elevator Modernization

2025 Projects:

- City Hall - Bell Tower Refurbishment
- City Hall - East HVAC (Construction)
- City Hall - Exterior Remediation Program (Design)

2026 Projects:

- City Hall - Exterior Remediation Program (Construction)
- VicPD - Elevator Renewal

2027 Project:

- City Hall - Exterior Remediation Program (Construction)

	2023	2024	2025	2026	2027	2028-2042
Facilities Infrastructure Improvement Program	964,000	1,610,000	TBD	TBD	TBD	TBD

# Facilities

## VCC - Life Cycle Renewal and Repairs

**Overview:**

The Victoria Conference Centre (VCC) is the City's meeting and event venue. With 77,000 square feet of flexible meeting space, the VCC contributes to the local economy by supporting a variety of business and visitor opportunities.

With this facility's broad reach and unique position, a thoughtful balance of investments is required to building infrastructure renewal to maintain building systems and operational functions, as well as marketable aesthetic improvements to align with local and international hospitality standards.

**Deliverables:**

2023 Projects:

- Lighting Upgrades
- Roof Renewal (Design)
- Interior Improvements

2024 Projects:

- Roof Renewal (Construction)
- Crystal Garden – Building Decarbonization Systems Design

2025 Projects:

- HVAC – Chiller Replacement
- Parkade Lifecycle Repairs
- Roof Renewal (Construction)
- Washroom Renovations

2026 Projects:

- Crystal Garden – Replace Wheelchair Lift
- Atrium Interior Improvements
- Roof Renewal (Construction)
- VIP Elevator Modernization

	2023	2024	2025	2026	2027	2028-2042
VCC - Life Cycle Renewal and Repairs	628,000	350,000	TBD	TBD	TBD	TBD

## Public Works Yard

**Overview:**

In 2018, Council approved the Climate Leadership Plan, and a goal for all City buildings 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 are also included in this program.

**Deliverables:**

2023 Project:

- Public Works Yard Energy Efficiency Improvements

	2023	2024	2025	2026	2027	2028-2042
Public Works Yard	18,000	0	0	0	0	0

# Facilities

## Royal Athletic Park Rehabilitation and Repairs

### 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, maintenance, energy efficiency upgrades and business improvements to continue to provide reliable service to its patrons and user groups without interruptions.

Planning of life-cycle renewal projects is coordinated by the City in collaboration with the operating partner.

### Deliverables:

2023 Project:

- RAP Buildings Energy Efficiency Improvements

	2023	2024	2025	2026	2027	2028-2042
Royal Athletic Park Rehabilitation & Repairs	16,000	0	0	0	0	0

## SOFMC (Arena) – Life Cycle Renewal and Repairs

### 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 events. The facility is operated on behalf of the City by RG Properties through a long-term agreement.

Planning of life-cycle renewal projects is coordinated by the City in collaboration with the operating partner.

### Deliverables:

2023 Project:

- Ice Chiller Replacement

	2023	2024	2025	2026	2027	2028-2042
SOFMC (Arena) – Life Cycle Renewal and Repairs	400,000	TBD	TBD	TBD	TBD	TBD

## Crystal Pool and Fitness Centre Replacement

### Overview:

In February of 2020, City Council directed staff to explore new opportunities to locate the replacement facility in the North Park or Hillside-Quadra neighbourhoods. In June of 2020, Council directed staff to defer further work on this project until the impacts of the global pandemic could be understood in more detail.

In 2021, staff have proposed building system investments in the Crystal Pool and Fitness Centre, which require immediate attention in order for the facility to remain operational. To progress the replacement project, an updated project plan consisting of a revised scope, schedule, and budget would need to be completed. Once an updated project plan has been developed staff will report back to Council for further direction.

### Deliverables:

2023 Project:

- Develop an updated project plan

	2023	2024	2025	2026	2027	2028-2042
Crystal Pool & Fitness Centre Replacement Project	1,780,000	0	0	0	0	0

# Facilities

## Fire Station #3 - New Mechanic Building, Emergency Access and Drafting Pit

### Overview:

The new Fire Hall #1 will be complete and fully functional in 2023. This development was predicated on updates to Fire Hall #3, including relocating the mechanics bay and improving emergency access and the drafting pit functions, to ensure that fire safety service facilities continue to meet operational requirements.

Initial design work for this project was completed in 2019. Bid documents will be completed in 2023 and construction is scheduled to be completed in 2025.

### Deliverables:

2023 - 2025 Projects:

- Fire Station #3 New Mechanic Building, Emergency Access and Drafting Pit (Design and Construction)

	2023	2024	2025	2026	2027	2028-2042
Fire Station #3 - New Mechanic Building, Emergency Access and Drafting Pit	1,500,000	2,500,000	1,000,000	0	0	0

## Fire Hall #1 Replacement

### 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.

Replacement of Fire Hall #1: The new building, built to post disaster standards ensuring operations following an emergency event, is approximately 41,700 square feet, including the BCEHS space of approximately 3,200 square feet.

Construction was completed in December 2022, with the move in phased over a couple of months, and the building formally opened for operations in April 2023.

### Deliverables:

2023 Project:

- Fire Hall #1 Replacement

	2023	2024	2025	2026	2027	2028-2042
Fire Hall #1 Replacement	35,238,000	0	0	0	0	0

## Parkade Infrastructure Improvement Program

### Overview:

This program covers repairs and maintenance, and business improvements to maintain reliable service to patrons without interruptions.

Based on facility condition assessments, the electrical system at the Johnson Street Parkade is at the end of its functional service life and requires replacement. A new electrical service will also provide capacity for the addition of EV charging stations, mandated by the Victoria Electric Vehicle and Electric Mobility Strategy which is part of the City's Climate Leadership Plan.

### Deliverables:

2023 Projects:

- Johnson Parkade - Electrical Service Upgrade (Construction)
- Parkade Remediation Program

	2023	2024	2025	2026	2027	2028-2042
Parkade Infrastructure Improvement Program	1,337,000	TBD	TBD	TBD	TBD	TBD

# Facilities

## Corporate Workplace Modernization Program

### Overview:

Corporate office renovation projects are planned to increase occupancy capacity, improve operational and energy efficiencies, and provide workstations for new staff.

### Deliverables:

- Corporate office renovations

	2023	2024	2025	2026	2027	2028-2042
Corporate Workplace Modernization Program	642,000	300,000	306,000	312,000	318,000	TBD

## Facilities - Technical Studies and Asset Management

### Overview:

The City engages external professionals of various disciplines to conduct technical studies to inform the scope of projects required to meet asset management objectives, strategic priorities, and respond to emergent issues.

Staff propose to use these funds to undertake 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:

2023 Projects:

- Asset Management and Administration
- Technical Studies
- Public Works Yard Master Plan

	2023	2024	2025	2026	2027	2028-2042
Facilities - Technical Studies and Asset Management	968,000	607,000	302,000	307,000	312,000	TBD

## Public Washroom Improvements

### Overview:

This program ensures investment in updates to existing facilities and the development of new washrooms to meet citizen needs. These washrooms include those in buildings, parks and on sidewalks. New washroom locations are determined through technical assessment and public engagement, as required.

In 2022, Council directed staff to undertake an audit of existing public washrooms in parks to assess overall accessibility. As a result, park washroom upgrades originally proposed for 2022 were deferred to 2023.

### Deliverables:

2023 Projects:

- Public Washroom Accessibility Improvements
- New Sidewalk Washrooms

	2023	2024	2025	2026	2027	2028-2042
Public Washroom Improvements	1,073,000	900,000	972,000	1,050,000	1,134,000	7,186,000

# Facilities

## Community Centres - Life Cycle Renewal and Repairs

### 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:

2023 Projects:

- James Bay New Horizons - Replace Fire Alarm Panel
- Quadra Village Community Centre - Electrical Panels Replacement

2024 Projects:

- Cook Street Community Centre - Washroom Renovations
- Fernwood Community Centre - Interior Renovations
- Oaklands Community Centre - Patio Shade Installation
- Quadra Village Community Centre - Washroom Renovations

2025 Projects:

- Fernwood Community Centre - Solar Panels Installation
- Fernwood Community Centre - Washroom Renovations
- Quadra Village Community Centre - Exterior Painting

2026 Projects:

- Quadra Village Community Centre - Office Flooring Replacement
- Quadra Village Community Centre - Accordion Wall Replacement

	2023	2024	2025	2026	2027	2028-2042
Community Centres - Life Cycle Renewal and Repairs	756,000	215,000	155,000	35,000	TBD	TBD

## Property Management Program

### 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.

### Deliverables:

2023 Project:

- Central Branch Feasibility Study (ongoing)

2024 Project:

- 812 Wharf Street - Fire Alarm Upgrade

2025 Project:

- Crystal Garden - Exterior Improvements

	2023	2024	2025	2026	2027	2028-2042
Property Management Program	503,000	200,000	250,000	TBD	TBD	TBD

# Facilities

## 926–930 Pandora Redevelopment

### 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:

2023 Project:

- 926-930 Pandora Redevelopment (Project Planning and Support)

	2023	2024	2025	2026	2027	2028-2042
926-930 Pandora Redevelopment	2,371,000	0	0	0	0	0



# Neighbourhoods

## Wayfinding

### Overview:

The City's 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 in the strategy and any required engagement and outreach with individual property owners and other stakeholders as necessary.

#### 2023 Projects:

- Expansion of the Wayfinding strategy implementation into large village areas
- Review and assessment of existing signage in areas
- Project planning and engagement as needed
- Sign design and fabrication
- Phased implementation

	2023	2024	2025	2026	2027	2028-2042
Wayfinding	75,000	TBD	TBD	TBD	TBD	TBD





# 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

Area	What We Have
Arts, Culture and Events	Performance and Festival Infrastructure <ul style="list-style-type: none"> <li>• Towable bleacher, tables, pop up tents, marquee tents, barricades, delineators, chairs, cable and transition matting for accessibility, water filtration systems, portable and towable staging, towable trailer for equipment transport, forklift and pallet jack, other storage and transport tools</li> </ul>
Corporate	<ul style="list-style-type: none"> <li>• Offices/workstations – 415</li> <li>• Meeting space – 35</li> </ul>
Fire	<ul style="list-style-type: none"> <li>• 2 Fire boats</li> <li>• Fire equipment – confined space rescue, self-contained breathing apparatus, ladders, auto extrication equipment, marine equipment, rescue response equipment, fire hoses, corporate radio system, remote piloted aircraft system (RPAS), cyclist response team equipment, and equipment to support department programming</li> <li>• Furniture/fixtures</li> <li>• Protective firefighting clothing</li> </ul>
Parking	<ul style="list-style-type: none"> <li>• Pay stations</li> <li>• Security cameras</li> <li>• Space counter signs</li> </ul>
Public Works	<ul style="list-style-type: none"> <li>• Sustain and renew Engineering &amp; Public Works, Parks, and Bylaw fleet of over 400 units of vehicles and heavy equipment units including pickups, chassis cabs, cars, vans, specialized operations vehicles, trailers, and excavators</li> <li>• Small equipment including ride-on mowers, tractors, generators, soil compactors</li> <li>• Powered and non-powered tools including standard and specialized devices for wide range of trades and utilities</li> </ul>

Area	What We Have
Recreation	<ul style="list-style-type: none"> <li>• 4 powered treadmills</li> <li>• 1 self-powered treadmill</li> <li>• 3 elliptical trainers</li> <li>• 1 ascent trainer</li> <li>• 23 exercise bikes (2 upright, 2 recumbent, and 19 spin)</li> <li>• 2 rowers</li> <li>• 2 total body recumbents</li> <li>• 3 steppers</li> <li>• 1 crank cycle (accessible equipment)</li> <li>• Strength training machines</li> </ul>
Victoria Conference Centre	<ul style="list-style-type: none"> <li>• Chairs – Victoria Conference Centre (folding, boardroom, stools)</li> <li>• Chairs – Crystal Garden (folding, wicker)</li> <li>• Pre-function furniture (couches, benches, coffee tables)</li> <li>• LCD screens (8 x 80")</li> <li>• Podiums</li> <li>• Tables (rounds, mighty lites, granite, cocktail)</li> <li>• Kiosks (bars, registrations, signage)</li> <li>• Easels (wood and metal)</li> <li>• Crowd control stanchion and folding partitions</li> <li>• Staging (carpeted risers, wood deck, stairs, skirting, hand rails, chair rails, theatre catwalk, backdrops, dance floor)</li> <li>• Tradeshow (pipe and pole, banjo drape, electrical, poster boards)</li> <li>• Shop tools</li> <li>• Vehicle ramp</li> <li>• Moving equipment <ul style="list-style-type: none"> <li>– Scissor lift VCC</li> <li>– Scissor lift CG</li> <li>– Walkie stacker</li> <li>– Tow motor</li> <li>– Pallet jacks</li> </ul> </li> <li>• Pavilions</li> <li>• Canopies</li> </ul>

# Equipment: Arts, Culture and Events

## Seasonal Animation

### Overview:

Projects related to downtown seasonal decorations and animation include Chinatown lighting and seasonal ornamentation, summer banners, winter decorations, hanging baskets 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 throughout the year to align marketing initiatives with the Downtown Victoria Business Association's and tourism initiatives to animate and illuminate the downtown core.

	2023	2024	2025	2026	2027	2028-2042
Seasonal Animation	101,000	124,000	81,000	70,000	84,000	1,277,000

## Festival Equipment Asset Replacement

### Overview:

To replace and preserve the City's existing performance and festival infrastructure including festival equipment (e.g., bleachers, staging, tents, barriers, etc.).

### Deliverables:

- Pop-up tent frames and skins replacement, cable and transition matting for accessibility, marquee tent replacement and other minor equipment (e.g., storage and transport tools) required to deliver the program
- Replacement of staging equipment over four years, 2023-2026

	2023	2024	2025	2026	2027	2028-2042
Festival Equipment Asset Replacement	73,000	65,000	66,000	67,000	33,000	615,000

# Equipment: Corporate

## Corporate Application Support

**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 residents, business and community partners.

Continual enhancement of the City's software applications occurs 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:**

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

	2023	2024	2025	2026	2027	2028-2042
Corporate Application Support	1,032,000	TBD	TBD	TBD	TBD	TBD

## Corporate IT Infrastructure

**Overview:**

Annual replacement and maintenance of the City’s IT hardware inventory according to the established Hardware Replacement policy. The purpose is to keep the City's IT infrastructure in alignment with industry best practice around lifecycle management. A replacement schedule assists in maintaining 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	four-year replacement
Laptops	four-year replacement
Monitors	seven-year replacement
Servers	five-year replacement
Storage	six-year replacement
Network (Core)	five-year replacement
Network (Edge)	10-year replacement
Security Appliances	five-year replacement

Reason for replacement: maintenance and warranty costs and age of equipment

	2023	2024	2025	2026	2027	2028-2042
Corporate IT Infrastructure	1,280,000	795,000	862,000	919,000	1,093,000	15,454,000

# Equipment: Corporate

## Corporate Equipment Replacement

### Overview:

Replacement of office equipment and furniture to support City operations.

### Deliverables:

- Various office equipment and furniture needs throughout the organization

	2023	2024	2025	2026	2027	2028-2042
Corporate Equipment Replacement	322,000	235,000	240,000	245,000	250,000	4,405,000

## Asset Management/GIS System Development

### Overview:

Develop, integrate and deploy a corporate asset operations, maintenance and management system.

The City of Victoria is undertaking an integrated and collective approach to asset management. The City recognizes that further efficiency and greater effectiveness can be achieved from integrating asset management principles and practices throughout the City at all levels and across departments.

The City is implementing an asset operations and management system that will house a current, centralized and accurate repository of asset-related data and provide a digital tool for managing asset maintenance and inspection activities. The City's asset operations, maintenance and management system is being developed to serve:

- Facilities
- Underground utilities
- Fleet
- Street operations
- Transportation
- Surface infrastructure
- Parks

Once fully implemented, the City's asset management system will be used by more than 330 staff daily to manage maintenance and inspection tasks and inform future financial planning, encompassing more than \$3 billion of City-owned and managed assets.

### Deliverables:

2023 Projects:

Fleet Implementation

- Street Operations and Transportation Implementation
- Surface Infrastructure Business Process Review
- Parks Business Process Review

2024 Projects:

- Surface Infrastructure Implementation
- Parks Implementation

	2023	2024	2025	2026	2027	2028-2042
Asset Management/GIS System Development	500,000	114,000	0	0	0	0

# Equipment: Victoria Fire Department

## Fire Equipment

### 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 and marine 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

	2023	2024	2025	2026	2027	2028-2042
Fire Equipment	369,000	206,000	210,000	214,000	218,000	3,805,000

## Furniture/Fixtures

### 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

	2023	2024	2025	2026	2027	2028-2042
Furniture/Fixtures	11,000	11,000	11,000	11,000	11,000	165,000

# Equipment: Victoria Fire Department

## Fire Boat

### 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 multi purpose 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 future 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"

	2023	2024	2025	2026	2027	2028-2042
Fire Boat	0	0	0	0	0	2,400,000

## Protective Fire Clothing

### 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

	2023	2024	2025	2026	2027	2028-2042
Protective Fire Clothing	132,000	128,000	104,000	106,000	108,000	1,881,000

# Equipment: Parking Services

## Parking Equipment/Technology Upgrade

### 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 City's five parkades and on-street parking where new technology will have a positive effect on business practices.

### Deliverables:

- Various parking equipment and technology upgrades

	2023	2024	2025	2026	2027	2028-2042
Parking Equipment/Technology Upgrade	993,000	281,000	287,000	293,000	299,000	5,266,000

## Electric Vehicle Infrastructure

### Overview:

Investment in public electric vehicle (EV) charging infrastructure has been identified as a key strategy required to meet the Climate Leadership Plan (CLP) target that "by 2030, renewable energy powers 30 per cent of passenger vehicles registered in Victoria, and 100 per cent of passenger vehicles are renewably powered by 2050".

EV ownership in Canada is increasing rapidly. Regionally, EV adoption rates are estimated to be experiencing growth in excess of 50 per cent year on year, with total numbers now exceeding 2,000 vehicles. By providing public EV charging infrastructure, current and prospective drivers can be confident in having reliable access to charge an EV.

Since 2013, the City has invested in EV charging infrastructure by installing publicly accessible charging stations. The City's EV charging stations have become increasingly popular, as evidenced by a doubling in use in recent years. 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 CLP greenhouse gas emissions reduction targets.

The City of Victoria's EV and E-Mobility strategy provides a guide to future investment in EV charging infrastructure and seeks to ensure that all Victoria residents have access to EV charging in their neighbourhood.

### Deliverables:

- EV Infrastructure Investment

	2023	2024	2025	2026	2027	2028-2042
Electric Vehicle Infrastructure	3,910,000	2,716,000	2,366,000	2,253,000	1,642,000	855,000

# Equipment: Public Works

## Vehicle and Heavy Equipment Replacement

### Overview:

This is an annual program to support the procurement and replacement of expired and new service vehicles and heavy equipment for City operations. The Fleet Section within Engineering and Public Works administers the replacement and purchasing of fleet assets, including the Fire Department. Vehicle and heavy equipment replacement is based on operational requirements, end-of-life assessments and maintenance time and costs of older vehicles. The Fleet section is also responsible for advancing corporate energy and emissions reductions through electrification and right sizing of the City fleet, guided by the Green Fleet Strategy.

### Deliverables:

- Replacement of service vehicles and equipment, and advancement of the low carbon fleet to meet corporate greenhouse gas emissions reduction targets; replacements include:
  - Cars – Includes EV units
  - Pickup Trucks – Includes EV units
  - Work Med Duty Trucks (Class 5 and Class 6)
  - Vans & Work Vans – Includes EV units
  - 20 passenger Bus
  - Trailers, Generator w/ Trailers, Leaf Vac w/Trailers
  - Backhoe / Loaders / Tractor
  - Sweeper
  - Bobcat
  - Rescue Truck
  - Pumper Truck
  - Fork Lift

	2023	2024	2025	2026	2027	2028-2042
Vehicle and Heavy Equipment Replacement	15,408,000	5,500,000	5,610,000	5,722,000	5,837,000	102,952,000

## Small Equipment and Tools

### Overview:

Annual program to support the procurement and sustainability of the “restricted plate” fleet (e.g., mowers, loaders, etc.), general small tools, generators and compressors required for City operations. This program includes replacement with electric/battery powered tools, where possible.

### Deliverables:

- Projects include purchases of equipment and several small hand tools

	2023	2024	2025	2026	2027	2028-2042
Small Equipment and Tools	476,000	328,000	335,000	342,000	349,000	6,151,000

# Equipment: Public Works

## Decommission Fuel Storage Tank

### Overview:

To assess and decommission infrastructure related to underground fuel storage.

### Deliverables:

#### 2023 Projects:

- Public Works underground diesel and gasoline tanks removal
- Public Works underground lube oil system replacement
- Fire Station #3 portable fueling system
- Fire Station #1 (previous location) fuel system investigation and removal

	2023	2024	2025	2026	2027	2028-2042
Decommission Storage Fuel Tank	451,000	TBD	TBD	0	0	0

## Zero Waste Streets

### Overview:

Zero Waste Victoria is the City's plan to reduce waste across the community by 50 per cent by 2040. The plan includes strategies to "support programs that reduce waste disposal and litter in public spaces," and incorporates investments in waste collection infrastructure to responsibly manage the materials and reduce waste from City streets and parks. This infrastructure includes stand-alone waste/litter bins, zero waste stations with receptacles for compost, recycling, garbage and cigarette butt recycling canisters.

The Zero Waste Streets program expands waste collection infrastructure with more options for composting and recycling and replaces old infrastructure with new designs to improve the cleanliness of Victoria's public realm. Over five years, the project will locate more Zero Waste stations in frequently visited streets and parks, expand the number of cigarette butt canisters to prevent this most common form of litter, and replace stand-alone garbage cans with new designs that mitigate overflow and litter, improve collection efficiency and promote clean streets.

### Deliverables:

- Replace more than 400 waste bins to improve collection efficiency and cleanliness of City streets
- Replace waste bins in parks and urban villages, where operationally beneficial
- Locate new Zero Waste stations (organics, recycling, garbage) on busy streets and in parks
- Install more cigarette butt recycling canisters

	2023	2024	2025	2026	2027	2028-2042
Zero Waste Streets	281,000	250,000	150,000	100,000	100,000	TBD

## Public Works Equipment

### Overview:

Purchase of equipment and tools for Public Works.

### Deliverables:

- Purchase of miscellaneous equipment and tools that support Public Works

	2023	2024	2025	2026	2027	2028-2042
Public Works Equipment	61,000	62,000	63,000	64,000	65,000	1,110,000

# Equipment: Victoria Conference Centre

## Equipment

### Overview:

Equipment that supports the Victoria Conference Centre and Crystal Garden programming and servicing events:

- Furniture, stages, risers, podiums, couches, chairs, tables, stanchions, partitions and walkie stacker
- Ongoing replacement is determined by age, condition, new trends and technology competitive in the industry

### Deliverables:

- Full replacement of staging including 36 decks, ADA compliant ramp and adjustable stairs
- New walkie stacker
- Wallpaper replacement
- Additional kiosks

	2023	2024	2025	2026	2027	2028-2042
Equipment	284,000	51,000	52,000	53,000	54,000	930,000





# Utilities

## Guiding Principles

- Maintain existing underground utility infrastructure in acceptable condition
- Ensure that the useful life is maximized before it must be replaced
- 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

Area	What We Have
Waterworks	<ul style="list-style-type: none"> <li>• 349 km of water mains</li> <li>• 1 pump station</li> <li>• 1,806 fire hydrants</li> <li>• 10 PRV (pressure reducing valve) stations</li> </ul>
Sanitary Sewers	<ul style="list-style-type: none"> <li>• 237 km of sanitary mains</li> <li>• 11 pump stations</li> </ul>
Stormwater	<ul style="list-style-type: none"> <li>• 260 km of storm drain mains</li> <li>• 4 pump statio</li> <li>• 4 stormwater rehabilitation units</li> <li>• 7,216 catch basins</li> </ul>
Water Connections	<ul style="list-style-type: none"> <li>• 20,883</li> </ul>
Sewer Connections	<ul style="list-style-type: none"> <li>• 13,775</li> </ul>
Storm Connections	<ul style="list-style-type: none"> <li>• 10,767</li> </ul>

# Waterworks

## New Services

### Overview:

To install water service connections as requested by residents, businesses and commercial/institutional properties.

### Deliverables:

- Water service connections for applicants (residents, businesses and institutions)

	2023	2024	2025	2026	2027	2028-2042
New Services	550,000	550,000	550,000	550,000	550,000	8,250,000

## Mains Replacement

### Overview:

To replace and upgrade water system infrastructure, which has been identified as a system deficiency, has 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:

- Watermains Replacement program
- Prior to Paving program
- Watermains Lining program
- Disaster Mitigation and Adaption Fund (DMAF) grant projects
- 2024 Projects design

	2023	2024	2025	2026	2027	2028-2042
Mains Replacement	11,204,000	5,718,000	6,004,000	6,303,000	6,618,000	129,106,000

## System Planning and Assessment

### Overview:

Ongoing water distribution infrastructure planning work including periodic updates to the water system hydraulic model and Water System Master Plan. Generally, the Master Plan gets updated every five years.

### Deliverables:

- Water System Master Plan

	2023	2024	2025	2026	2027	2028-2042
System Planning and Assessment	0	250,000	0	0	0	1,050,000

## Capital Equipment

### Overview:

Purchase of equipment, tools and supplies used for construction of water infrastructure capital works projects.

### Deliverables:

- Miscellaneous equipment, tools and supplies

	2023	2024	2025	2026	2027	2028-2042
Capital Equipment	157,000	46,000	47,000	48,000	49,000	855,000

# Sanitary Sewers

## New Services

### Overview:

To install sanitary service connections as requested by residents, businesses and commercial/institutional properties.

### Deliverables:

- Sanitary service connections for applicants (residents, businesses and institutions)

	2023	2024	2025	2026	2027	2028-2042
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000

## Mains Replacement

### Overview:

To replace and upgrade sanitary mains which have been identified as a system deficiency, have inadequate capacity or have exceeded 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:

- Sanitary Sewers Replacement program
- Prior to Paving program
- 2024 Projects design

	2023	2024	2025	2026	2027	2028-2042
Mains Replacement	4,204,000	2,550,000	2,678,000	2,812,000	2,953,000	66,934,000

## Inflow and Infiltration

### 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 reduce inflow and infiltration.

### Deliverables:

- Flow Monitoring and Investigation program
- Inflow and Infiltration Reduction program
- Annual Mainline Rehabilitation (Lining) program

	2023	2024	2025	2026	2027	2028-2042
Inflow and Infiltration	2,780,000	1,449,000	1,522,000	1,597,000	1,678,000	38,018,000

# Sanitary Sewers

## System Planning

### Overview:

Ongoing sanitary sewer infrastructure planning work including periodic updates to the sanitary sewer system hydraulic model and Master Plan. Generally, the Master Plan is updated every five years.

### Deliverables:

- Sanitary Sewer System Master Plan

	2023	2024	2025	2026	2027	2028-2042
System Planning	0	250,000	0	0	0	1,050,000

## System Assessment

### 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 infrastructure, offset joints, root intrusion, debris sediment, sagging laterals and cross-connections.

### Deliverables:

- System condition assessment
- Engineering investigations

	2023	2024	2025	2026	2027	2028-2042
System Assessment	365,000	282,000	288,000	294,000	300,000	5,301,000

## System Upgrades

### Overview:

Large projects or initiatives that are focused on the optimum functioning of the system. New pumps and mains allow optimal rerouting or diversion of heavy flows and allow the system to function with less surcharging and energy expended.

### Deliverables:

- Sanitary sewer system upgrades design consulting services
- Disaster Mitigation and Adaptation Fund (DMAF) grant projects

	2023	2024	2025	2026	2027	2028-2042
System Upgrades	9,367,000	3,216,000	3,280,000	3,346,000	3,413,000	32,863,000

# Sanitary Sewers

## Capital Equipment

**Overview:**

Purchase of equipment, tools and supplies used for construction of sanitary sewer capital works projects.

**Deliverables:**

- Miscellaneous equipment, tools and supplies

	2023	2024	2025	2026	2027	2028-2042
Capital Equipment	293,000	18,000	19,000	20,000	21,000	435,000

# Stormwater

## New Services

### Overview:

To install storm service connections as requested by residents, businesses and commercial/institutional properties.

### Deliverables:

- Storm service connections for applicants (residents, businesses and institutions)

	2023	2024	2025	2026	2027	2028-2042
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000

## Stormwater Quality

### Overview:

To fund stormwater quality infrastructure and continue stormwater utility development.

### Deliverables:

- Stormwater program information, consulting and promotional materials
- Investigations/lab testing
- Green Infrastructure program (including rain gardens maintenance)
- Leasing agreements with Transport Canada (monitoring system)
- Stormwater Rehabilitation Unit (SWRU) maintenance

	2023	2024	2025	2026	2027	2028-2042
Stormwater Quality	796,000	329,000	336,000	343,000	350,000	6,171,000

## Mains Replacement

### Overview:

Replace and upgrade storm mains which have been identified as a system deficiency, have inadequate capacity or have 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:

- Storm Mains Replacement program
- Prior to Paving program
- Storm Drain Lining program
- Disaster Mitigation and Adaptation Fund (DMAF) grant projects
- 2024 Projects design

	2023	2024	2025	2026	2027	2028-2042
Mains Replacement	7,791,000	3,566,000	3,744,000	3,931,000	4,128,000	87,313,000

# Stormwater

## Brick Main Rehabilitation

### Overview:

Rehabilitation of brick storm drain mains based on structural condition assessment. Most of the brick mains are approaching 100 years in age. 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:

- 2023 rehabilitation of brick storm drains

	2023	2024	2025	2026	2027	2028-2042
Brick Main Rehabilitation	7,414,000	2,279,000	2,325,000	2,372,000	2,419,000	42,643,000

## System Planning and Assessment

### Overview:

To complete Closed Circuit Television (CCTV) pipe video investigations to gather current condition information to prioritize system rehabilitation.

### Deliverables:

- Engineering investigations and spill response
- System condition assessment

	2023	2024	2025	2026	2027	2028-2042
System Planning and Assessment	348,000	250,000	250,000	470,000	250,000	4,470,000

## Capital Equipment

### Overview:

Purchase of equipment, tools and supplies used for construction of stormwater capital works projects.

### Deliverables:

- Miscellaneous equipment, tools and supplies

	2023	2024	2025	2026	2027	2028-2042
Capital Equipment	288,000	14,000	15,000	16,000	17,000	375,000



# Environmental Remediation

## Remediation/Capital Work-City Owned Properties

### Overview:

This budget outlines capital expenditures relating to City owned properties (i.e. remediation, servicing, etc.). The City is legally required to clean up contaminated sites in order to comply with the Environmental Management Act and remediation provides economic opportunity and ensures land is put to its highest use.

### Deliverables:

- Deliverables depend upon need/demand for capital expenditures in any given year

	2023	2024	2025	2026	2027	2028-2042
Remediation/Capital Work-City Owned Properties	1,688,000	0	0	0	0	0



# Contingency

## Contingency Fund

### 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 a safe, healthy, vibrant and sustainable community

	2023	2024	2025	2026	2027	2028-2042
Contingency Fund	350,000	357,000	364,000	371,000	378,000	6,691,000



# 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
Information Technology	<ul style="list-style-type: none"> <li>• Hardware and software support for approximately 329 employees</li> <li>• Network servers for VicPD and integrated units housed within VicPD</li> <li>• CCTV camera system</li> <li>• Mobile data terminals for police vehicles</li> </ul>
Furniture and Equipment	<ul style="list-style-type: none"> <li>• Workstations</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>• 11 administration vehicles</li> <li>• 36 operational vehicles (marked)</li> <li>• 3 Chief and Deputies</li> <li>• 31 specialized unit vehicles</li> <li>• 10 motorcycles</li> <li>• 6 West Division</li> </ul>
Building Upgrades	<ul style="list-style-type: none"> <li>• Leasehold improvements</li> <li>• Paint and flooring</li> </ul>

# Victoria Police Department

## Computer Equipment

**Overview:**

Replacement of computer equipment such as terminals, servers, monitors, printers, CCTV cameras, online training resources and multi-year software licences.

**Deliverables:**

- Desktop refresh
- Information management improvements
- Replace existing infrastructure

	2023	2024	2025	2026	2027	2028-2042
Computer Equipment	500,000	510,000	520,000	530,000	541,000	9,699,000

## Furniture and Fixtures

**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

	2023	2024	2025	2026	2027	2028-2042
Furniture and Fixtures	130,000	131,000	132,000	133,000	134,000	2,041,000

## Vehicles

**Overview:**

Replacement of City of Victoria Police vehicle assets.

**Deliverables:**

- Replace emergency response vehicles based on priority-based rating to ensure response capabilities
- Continue with implementation of hybrid and electric patrol cars into the fleet to reduce greenhouse gas emissions

	2023	2024	2025	2026	2027	2028-2042
Vehicles	600,000	612,000	624,000	636,000	649,000	11,472,000

## Department Upgrades

**Overview:**

Annual Police building upgrades.

**Deliverables:**

- Renovations to Cafeteria, repurposing of some space for Investigative Services needs

	2023	2024	2025	2026	2027	2028-2042
Department Upgrades	250,000	255,000	260,000	265,000	270,000	4,553,000