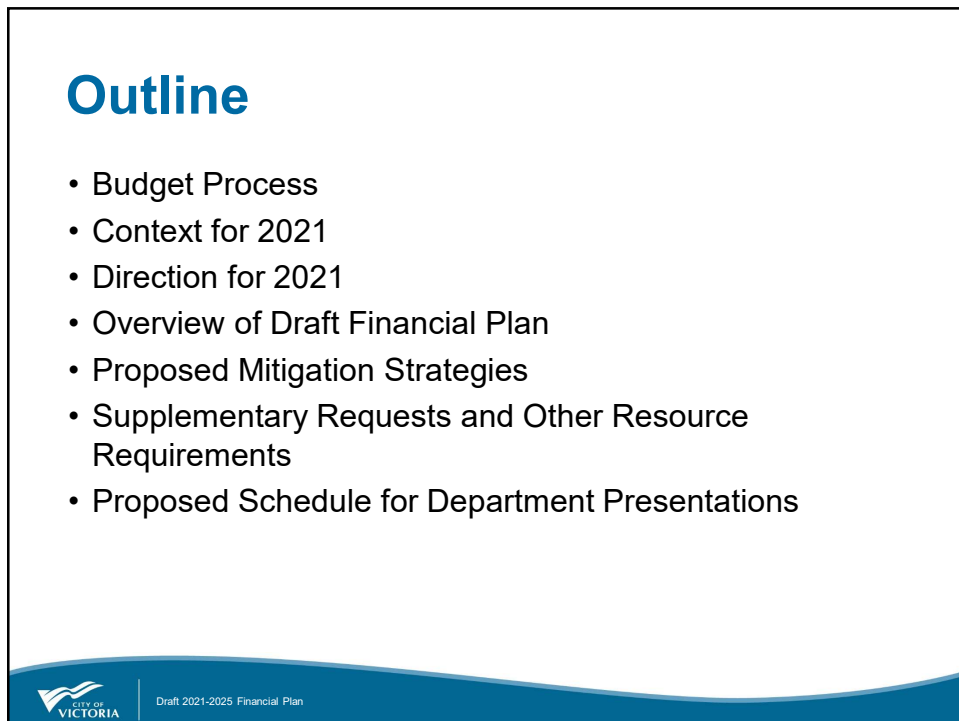
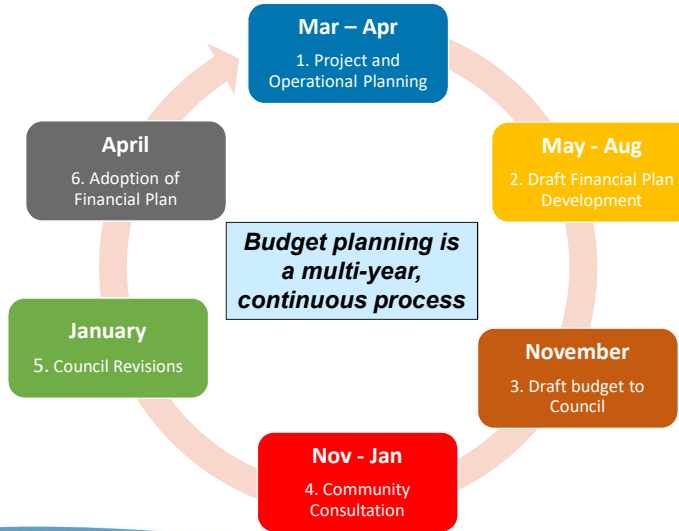


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# Budget Process



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3

# Planning to Budgeting



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4

## Context for 2021

Due to COVID-19 pandemic:

- Significant revenue shortfalls
  - Parking
  - Victoria Conference Centre
  - Leases for City-owned Property
  - Business Licences
  - Arena Ticket Surcharge
- Additional costs
- Closures of some facilities
- Period 2 Accountability Report – many initiatives will be carried forward to 2021



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5

## Council Direction

- Standing direction:
  - Continued provision of services at current service levels
  - Maximum tax increase of inflation plus 1% (2019-2022 Strategic Plan)
- A number of mitigation strategies approved for 2020 budget

Average inflation  
for 2020 is 0.75%



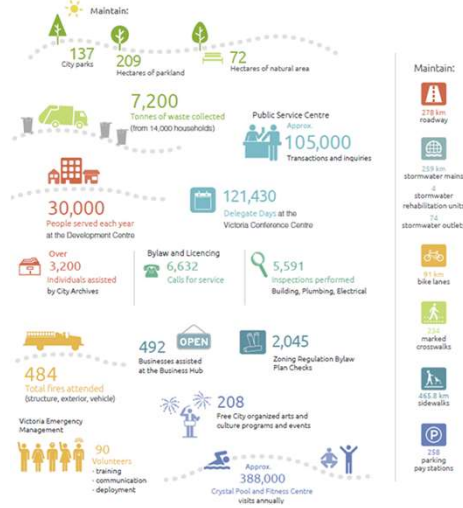
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6

# Overview

- Council sets service levels and allocates funding through the financial planning process.
- The draft Financial Plan outlines budgets for approximately 200 services and over 200 capital projects.

## Highlights of City Services



# Proposed Mitigation Strategies

	Low Range	High Range
<b>Cost Drivers</b>		
Salaries and Benefits	\$ 2,269,150	\$ 2,269,150
New Assets - Operating Impacts	540,000	540,000
Insurance	280,000	280,000
<b>Revenue Changes</b>		
Parking	4,670,000	4,670,000
Victoria Conference Centre	2,000,000	2,000,000
City-Owned Property Leases	430,000	430,000
Business Licences	300,000	300,000
Arena Ticket Surcharges	114,000	114,000
Payment In-lieu of Taxes	(240,000)	(240,000)
Other Changes	(143,219)	(143,219)
City Sub-Total	10,219,931	10,219,931
Police	747,039	747,039
Greater Victoria Public Library	24,000	24,000
Sub-total Before Mitigation Strategy	10,990,970	10,990,970
<b>Mitigation Strategies</b>		
Capital Budget Reallocation of Funding	(3,000,000)	(3,000,000)
<b>Service/Program Adjustments</b>		
Reduce Travel, Conference and Training Budgets	(350,000)	(350,000)
Reduce Special Events Budgets	(25,000)	(590,000)
Reduce Late Night Great Night Budget	(135,000)	(270,000)
Vacancy Management	(3,000,000)	(3,500,000)
Eliminate Office Lease	(70,000)	(70,000)
Delay Re-opening of Victoria Conference Centre	(300,000)	(300,000)
Remaining New Property Tax Revenue from New Development	(500,000)	(500,000)
Grant from Province of BC *	(1,100,000)	-
Total Mitigation Strategies	(8,480,000)	(8,580,000)
<b>Draft Property Tax Increase \$</b>	<b>\$ 2,510,970</b>	<b>\$ 2,410,970</b>
<b>Draft Property Tax Increase %</b>	<b>1.75%</b>	<b>1.68%</b>

\* It is anticipated that the provincial grant will be several million

## Supplementary Requests and Other Resource Requirements

Additional to the draft Financial Plan:

- Supplementary requests (Appendix A)
- Strategic Plan resource requirements (Appendix B)
- Previous Council motions directed to be considered as part of 2021 financial planning process (Appendix C)
- Deferred initiatives from 2020 (Appendix D)

Scheduled to be considered upon completion of public consultation



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9

## Timeline

Dates	Task
<b>November 10, 23, 30, 2020</b>	Detailed department presentations of draft Financial Plan
<b>December 3, 2020 Daytime Council</b>	First reading of Financial Plan bylaw
<b>December 2020 to January 2021</b>	Public consultation
<b>January 13, 2021</b>	Town Hall / e-Town Hall meeting
<b>January 2021 Committee of the Whole</b>	Present consultation results and seek direction on changes to Financial Plan and Strategic Plan
<b>April 2021 Committee of the Whole</b>	Final report on Financial Plan including incorporated changes; report on 2021 tax rates
<b>April 2021 Council</b>	Second and third reading of Financial Plan bylaw; first, second and third reading of tax bylaw
<b>April 2021 Council</b>	Adoption of Financial Plan bylaw and tax bylaw



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10

## Department Presentation Schedule

### November 10

- Overview
- Council
- Finance
- Information Technology
- Corporate Initiatives
- Real Estate
- Legislative Services
- Parks, Recreation and Facilities
- City Manager
- Fire
- Legal
- Engagement

### November 23

- Victoria and Esquimalt Police Board
- Engineering and Public Works
- Bylaw Services
- Human Resources

### November 30

- Greater Victoria Public Library
- Sustainable Planning and Community Development
- Business and Community Relations
  - Arts, Culture and Events
  - Neighbourhoods
  - Economic Development
  - Victoria Conference Centre
- Corporate



## Department Presentation Schedule

### November 30 continued

- Supplementary requests and other resource requirements
- Consideration of Mitigation Strategies

