



Committee of the Whole Report For the Meeting of October 21, 2021

To: Committee of the Whole **Date:** October 8, 2021
From: Susanne Thompson, Deputy City Manager and Chief Financial Officer
Subject: 2022-2026 Draft Financial Plan

RECOMMENDATION

That Council receive this report for information and give further consideration upon conclusion of budget presentations and discussion.

EXECUTIVE SUMMARY

The draft 2022 Financial Plan, the City's third budget during the COVID-19 pandemic, continues to deliver the over 200 services and programs our community relies on. The City's approach to service delivery is one of collaboration between departments and every service is indeed the joint effort of multiple teams. The draft budget is forecasting improvements in revenue recovery and includes investment in infrastructure upgrades and funding for Strategic Plan initiatives. While the challenging situation from the pandemic continues, the City's financial strength has provided multiple options for successfully navigating through this difficult period and, at the same time, has enabled supporting the community in several ways including providing additional grants and extending due dates and reducing penalty amounts for property taxes.

Over the last number of years, staff have been working on bridging asset information gaps and the 2022 draft budget has incorporated this new information enabling longer-term planning for assets such as fleet, facilities and parks. Staff continue to initiate ongoing review and assessment of critical infrastructure, such as electrical assets and retaining walls, informing long-range planning. The budget also includes funding to deliver initiatives in the Climate Leadership Plan as well as related plans such as the Green Fleet Plan and the Electric Vehicle Strategy. A new feature in the Financial Plan document is the addition of carbon allocations which include GHG emissions 'budgets' based on the emissions reduction pathway in the City's Corporate Energy and Emissions Management Plan.

As directed by Council, the application of an equity lens for the 2022 Financial Plan was conducted as a pilot and modelled after the City of Toronto's Equity Responsive Budgeting approach. Four departments completed equity assessments for a new or changed service/program, and these are included as part of supplementary requests in Appendix A. This was the City's first attempt at completing these assessments. Feedback from the staff involved was that the assessment tool was a useful way to learn and apply the four dimensions of equity (structural, procedural, distributional, and intergenerational). At the same time, the equity assessment pilot did not prove to be an effective way to look at entire program areas when tied to specific budget requests. Staff expressed that they

were limited in their ability to determine the impacts of their projects on specific equity-seeking groups, and articulated the need for Equity Responsive Budgeting to be grounded in community-determined priorities and needs. The pilot will inform future options on equity assessments for programs and services, which staff will bring to Council for consideration at a later date.

Staff also continued implementing efficiencies, and examples are now included throughout the Financial Plan document. As previously reported, the pandemic resulted in the need to shift some services online and most office staff have continued to work, at least partially, remotely. The City was well positioned to pivot immediately to online service provision and work-from-home arrangements through the collaboration platform in Office365 which enables secure “anywhere access” to information and has advanced collaboration capability.

Earlier this year, Council approved the continuation of several mitigation strategies to enable achieving Council’s direction for a property tax increase of no more than inflation plus 1% while minimizing impacts to service delivery and asset management. Vacancy management to achieve cost savings through slightly delaying posting of vacant positions; travel, conferences and training budget savings based on anticipated actuals; and use of the remaining Restart Grant are sufficient to achieve this goal and there is no need to adjust the capital budget or capital funding.

Council direction on a maximum tax increase of inflation plus 1% is provided through the Strategic Plan. The Consumer Price Index for Victoria (CPI) has ranged from 1.1% to 3.2% this year. The rate of inflation published at the time this draft was put together (August) was 3.2%, and the average rate to date (January to August) is 2.25%. Assuming inflation remains in that range for the remaining months of this year, the resulting maximum tax increase target would be 3.25% or \$4.8 million.

Although Council direction relates to tax increases only, the draft financial plan also outlines user fee increases to show the impact to households and businesses for both utility fees and property taxes. Together with a 3.25% property tax increase, the total impact for an average household would be \$115 or 3.13% and for a typical business \$256 or 3.22%.

Each year, difficult decisions between competing priorities are made during the financial planning process. In addition to the services, programs and capital projects that are incorporated in the draft Plan, supplementary requests from staff to address capacity challenges, additional complexity, public safety or legislative requirements; resource requirements for Strategic Plan action items; and report-backs related to all motions referred to the financial planning process are outlined in Appendices A, B, and C.

Four sessions have been scheduled (October 25, 26, November 1 and 2) where staff will outline the budget and answer any questions Council may have. After the final day of discussions, Council direction will be sought on utility rate increases necessary to sustain the utilities in order to have those in effect by January 1, 2022. First reading of the Financial Plan Bylaw is scheduled to take place on November 4 signalling that Council is satisfied that the plan is ready to receive public input. A Town Hall/e-Town Hall meeting is scheduled on November 17. Upon completion of the public consultation, Council will have an opportunity to consider the feedback and make changes to the financial plan before giving final approval prior to May 15 as required by legislation. A summary of the public input will be included in the final financial plan document. Tax notices will be sent out once the financial plan and tax rate bylaws have been adopted by Council.

After the detailed presentations have concluded, staff will recommend that Council:

1. Direct staff to bring forward the Five-year Financial Plan Bylaw, 2022 to the November 4, 2021 daytime Council meeting for consideration of first reading.

2. Direct staff to bring forward bylaws outlining sewer utility, stormwater utility and water utility user fee increases for 2022 to the November 18, 2021 daytime Council meeting for consideration of first, second and third readings.
3. Upon completion of public consultation, direct staff to bring forward direct-award grants and other grants as outlined in this report for consideration of approval
4. Upon completion of public consultation, consider funding additional grant requests, supplementary requests, resource requirements for financial plan motion report backs and 2022 Strategic Plan action items, as determined by Council

PURPOSE

The purpose of this report is to introduce the draft 2022-2026 Financial Plan for Council's review and discussion prior to consideration of first reading of the 2022 Five Year Financial Plan Bylaw to initiate public consultation.

BACKGROUND

Legislation and Policies

Section 165 of the *Community Charter* requires that a financial plan be approved annually following public consultation as required by section 166. The financial plan must be approved before the tax rate bylaw is approved, and before May 15 as required by section 197.

Three policies guide the financial planning process: Financial Sustainability Policy; Reserve Fund Policy; and Revenue and Tax Policy. These are attached as Appendix E. In addition, the City's Strategic Plan sets a maximum property tax increase of inflation plus 1%.

Process and Financial Plan Content

The Financial Plan is the end result of a larger planning process. The draft Financial Plan is developed based on direction provided through the Strategic Plan, various master plans, condition assessments, and strategies. The priorities identified in each of these plans feed into the draft Financial Plan. Significant consultation with the public is also part of developing many of these plans.

The majority of the City's funding comes from property taxes and utility user fees (approximately \$203 million or 77% in 2022.) The City has some additional revenue sources, including those from parking, construction permit fees, recreation, Victoria Conference Centre, business licences and property leases. The pandemic continues to impact some of these revenues and the draft financial plan includes best estimates for these revenues.

In June, 2021 Council directed staff to include a number of mitigation strategies in the draft 2022 Financial Plan to achieve Council's direction of a maximum tax increase of inflation plus 1%. Vacancy management to achieve savings by slightly delaying posting vacant positions; travel, conference and training budget savings based on anticipated actuals; and the remaining Restart Grant to offset revenue losses have been incorporated into the draft. Staff had also suggested that the capital budget may need to be reduced to allow reallocation of funding; however, the other mitigations strategies are sufficient to achieve Council's direction and therefore staff are not recommending reducing the capital budget or capital funding.

The financial plan focuses on priorities and outcomes, outlining services and capital projects including costs, revenues and benefits of each to demonstrate the value tax and rate payers receive. Emphasis is also placed on staff and community involvement in the planning process.

Approximately 70 staff from across the organization are involved in compiling the information for the financial plan and detailed reviews of all departmental budget submissions have been completed by staff.

Equity Lens and Framework

In June 2019 Council directed staff to “*Embed distributional, procedural, structural and inter-generational equity into the City's corporate policies guiding hiring, staff training and professional development, procurement and civic engagement*” as well as lead a workshop with Council on equity values; the workshop was held in October 2019. In January 2020, a staff report summarized the results of the workshop and Council further directed staff to use the feedback on equity values, guiding principles for framework development, equity considerations, and implementation considerations as the foundation for the equity lens and framework, and for initial application to include the financial planning process and budget development.

The application of an equity lens for the 2022 Financial Plan was conducted as a pilot and modeled after the City of Toronto's Equity Responsive Budgeting approach. A template along with instructions and individual department support was provided by Resilience Planning, the consulting firm that has been retained to develop the Equity Framework. Four departments participated in the pilot by completing equity assessments for a new or changed service, and these are included as part of supplementary requests in Appendix A.

In addition to the budget pilot, staff in the new Office of Equity, Diversity and Inclusion have advanced work on the Equity Framework and are planning to bring this to Council later this fall, along with a Community Profile to help inform program and service design. Engagement staff have been working with Simon Fraser University's Centre for Dialogue to renew the Engagement Framework with an equity lens and anticipate the updated draft to Council in early 2022. The City, through the Human Resources Department and Office of EDI, has also engaged trained facilitators to deliver equity related training. Work is currently underway begin to roll-out training related to accessibility and anti-racism early next year.

The City's Purchasing Policy was updated in early 2020 and now includes social procurement criteria. Additionally, in March 2021 the Province of British Columbia provided a grant to the City of Victoria for the purposes of the ongoing development and expansion of the British Columbia Social Procurement Initiative (BCSPI). The expanded BCSPI will support all interested local governments as well as School Boards, Health Regions and publicly funded Post-Secondary Institutions in the province in implementing social procurement.

ISSUES & ANALYSIS

Each year as staff develop the budget, service levels are assessed to determine resource requirements and delivery options. The majority of the City's services are delivered by City staff, augmented by contracted support for specialized expertise or work volumes beyond existing capacity. Delivery methods are evaluated and, if warranted, additional staff may be added by shifting existing budgets from contracted services.

The City has a team-based approach to service delivery and multiple departments are involved to achieve results. A great example of this is the recently purchased 'FireBolt' electric vehicles that the City's Fire Department received in the spring. This initiative was a collaborative team effort between the Fire Department, the Fleet Division at Public Works, the Climate team in Engineering and the Purchasing Division in Finance.

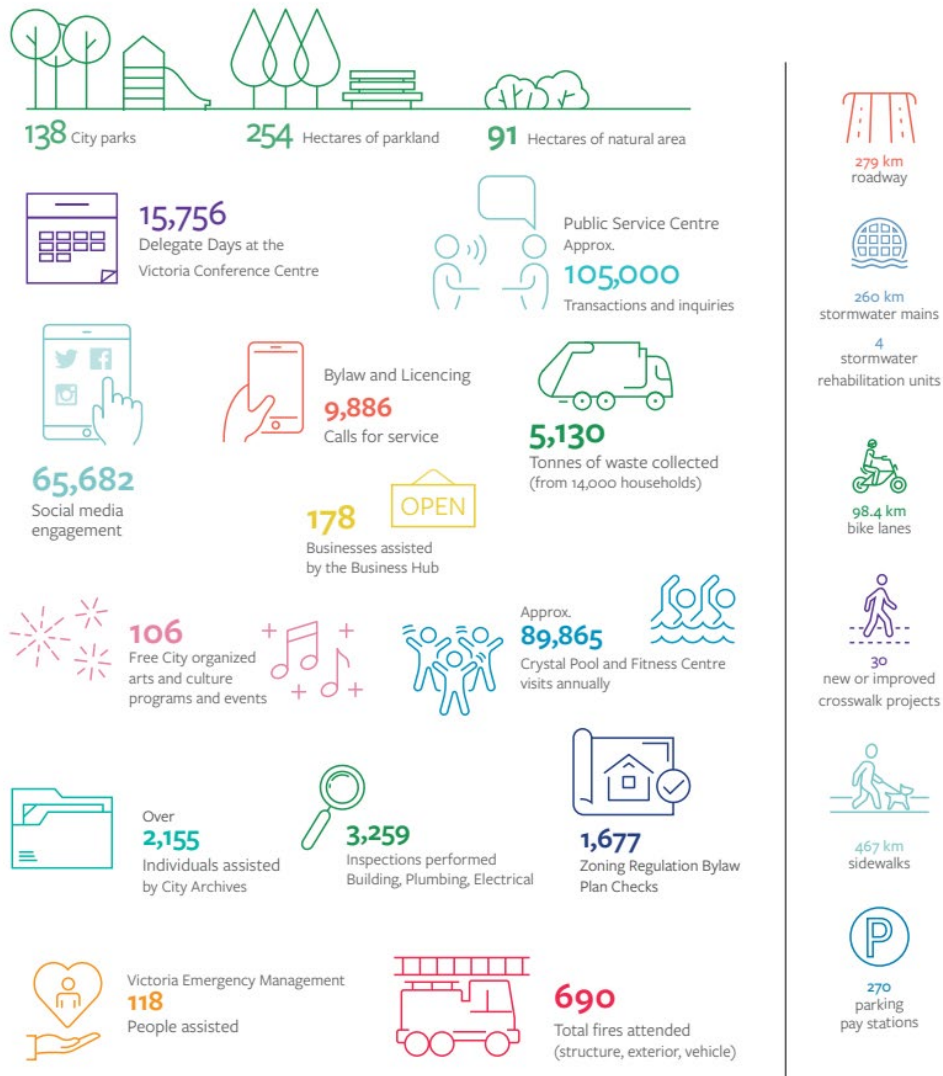
Operating Budget

Overview

As outlined in the draft Financial Plan, the City delivers approximately 200 services, and over 200 capital projects are included.

Highlights of City Services

Maintain:



The draft financial plan maintains services at current services levels. No automatic inflationary increases are included in the budget and departments have to justify each increase they request. The main cost drivers are salary increases, insurance, software licencing, costs related to new asset maintenance, as well as reduced revenues compared to pre-pandemic conditions for parking and Victoria Conference Centre.

The draft plan result in a tax increase of no more than inflation plus 1% (3.25%.) The impact would be \$87 for an average household and \$225 for a typical business.

Property Tax Impact	Tax Increase	
	Dollars \$	Percentage %
Cost Drivers		
Salaries and Benefits	\$ 2,302,920	1.56%
Fleet Costs - fuel and maintenance	222,670	0.15%
Insurance	183,540	0.12%
Security	141,180	0.10%
Software Licensing	130,000	0.09%
Reduction in Youth Bus Pass Program	(175,000)	-0.12%
New Assets Operating Impacts	197,790	0.13%
Facility Re-opening Adjustments		
Recreation - revenue increases	(1,020,370)	-0.69%
Recreation - expense increases	955,220	0.65%
Victoria Conference Centre - revenue increases	(982,650)	-0.67%
Victoria Conference Centre - expense increases	531,920	0.36%
Revenue Increases		
Parking	(1,943,200)	-1.32%
Leases and Rental Properties	(185,230)	-0.13%
PILT Revenue	(612,700)	-0.41%
Business Licenses	(299,950)	-0.20%
Fortis	(35,000)	-0.02%
Rezoning - Hearing Fees	(25,000)	-0.02%
Capital Investment		
Building and Infrastructure Reserve	500,000	0.34%
New Property Tax Revenue from New Development	(500,000)	-0.34%
Vehicle and Heavy Equipment Reserve	310,000	0.21%
2021 Mitigation Strategies		
Vacancy Management	\$ 3,000,000	2.03%
Training and Development	350,000	0.24%
Restart Grant	4,100,000	2.78%
2022 Mitigation Strategies		
Vacancy Management	- 3,400,000	-2.30%
Training and Development	- 325,000	-0.22%
Restart Grant	- 1,740,000	-1.18%
Other Changes	23,500	0.02%
City Total	\$ 1,704,640	1.15%
Police Total	\$ 2,978,740	2.02%
Greater Victoria Public Library	\$ 114,000	0.08%
Draft Financial Plan Property Tax Increase	\$ 4,797,380	3.25%

Utilities

The major cost drivers for the City's utilities are salaries, materials and equipment, and increased funding for the capital budget. For the average household there would be an annual increase of \$13 for water, \$5 for stormwater, \$6 for sewer and \$4 for solid waste.

Water Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 46,730	0.21%
CRD Water Purchase	\$ 100,000	0.45%
Materials & Equipment	\$ 64,510	0.29%
Transfer to Capital	\$ 442,000	1.99%
Total	\$ 653,240	2.94%

Sewer Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 38,550	0.47%
Materials & Equipment	\$ 50,530	0.62%
Transfer to Capital	\$ 193,000	2.38%
Total	\$ 282,080	3.47%

Stormwater Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 49,400	0.71%
Materials & Equipment	\$ 40,290	0.58%
Transfer to Capital	\$ 162,000	2.31%
Total	\$ 251,690	3.60%

Solid Waste & Recycling Cost Drivers	Dollars \$	Percentage %
Salaries & Benefits	\$ 36,300	1.08%
Materials & Equipment	\$ 25,230	0.76%
Total	\$ 61,530	1.84%

Staff are proposing to bring forward bylaws for rate increases to the November 18 daytime Council meeting for consideration of first, second and third readings followed by adoption at the November 25 daytime Council meeting. Bringing the bylaws forward in this manner will authorize the increases to come into effect on January 1, 2022.

Greater Victoria Public Library (GVPL)

The City's estimated share of the GVPL's operating and facility maintenance budget request, and the City's lease and building costs for its branches is \$5.68 million, which is an increase of approximately \$114,000 which equates to a tax increase of 0.08%. The Library Board is scheduled to consider the 2022 budget the third week of October and the City will receive their formal budget request once approved.

Victoria and Esquimalt Police Board

The VicPD 2022 budget was approved by the Police Board on September 21, 2021 and the City's Financial Plan includes the City's share of the core budget request which equates to an increase of \$2.98 million. This includes \$330,000 which is the result of the second year phase-in of the new funding formula, which shifts funding obligation to Victoria from Esquimalt.

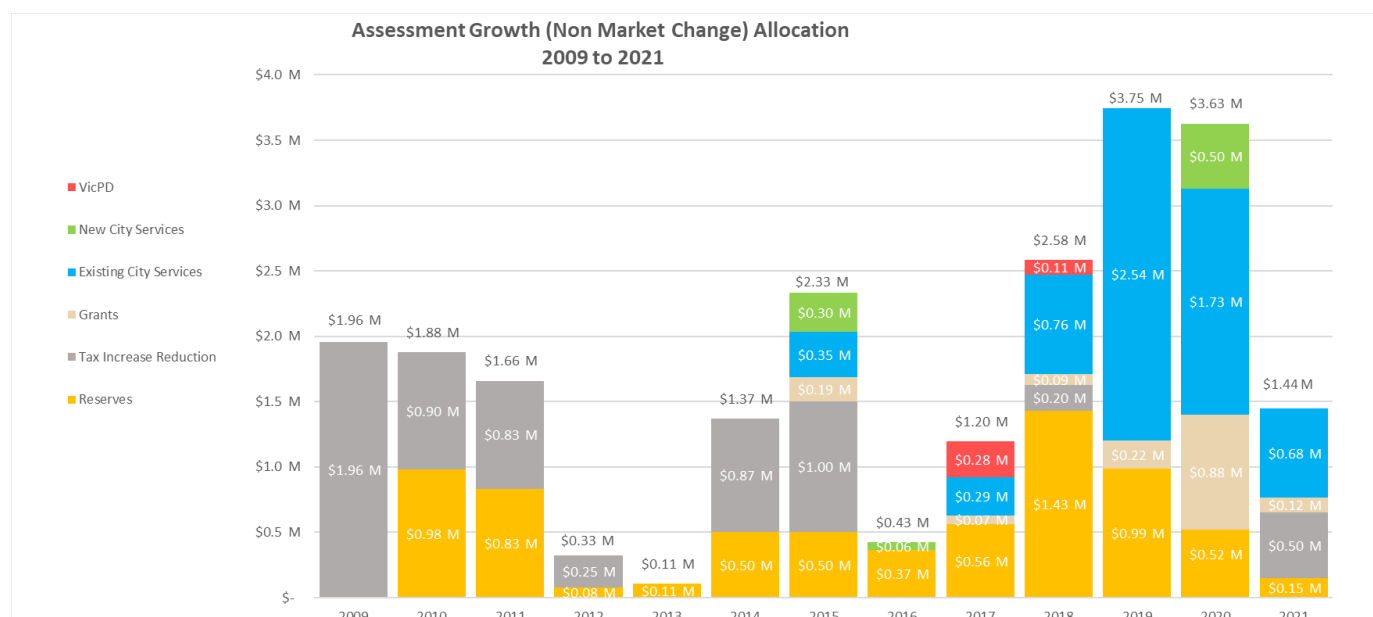
New Property Tax Revenue from New Development (Non-Market Change)

As per the Financial Sustainability Policy, the first \$500,000 of new property tax revenue resulting from new construction is transferred to reserve.

For the 2022 Financial Plan, as part of the 2021 financial planning process, Council approved allocating \$218,960 for the grant to South Island Prosperity Partnership and \$20,000 for the grant to Theatre SKAM, and these amounts have been incorporated.

Any additional new property tax revenue from new development has not been factored into the draft 2022 Financial Plan. A conservative early estimate for total new property tax revenue from new development, based on information provided by BC Assessment, is \$850,000. However, this is based on incomplete information and this amount will likely change before it is finalized. The final amount will not be known until the end of March when BC Assessment has finalized the assessment roll for the year.

Over the last decade, Council has used the majority of the new tax revenue for capital investment (savings in reserves) and reducing the annual tax increase and to fund new services as illustrated in the graph below:



The following table outlines the uses of assessment growth revenue for the last six years:

2016		2017		2018		2019		2020		2021	
Real Estate Function	\$60,000	Police Budget	\$277,000	Buildings and Infrastructure Reserve	\$1,428,286	Urban Forest Management Plan	\$858,000	Victoria Civic Heritage Trust	\$500,000	Property Tax Increase Reduction	\$500,000
Buildings and Infrastructure Reserve	\$365,000	Buildings and Infrastructure Reserve	\$250,000	Property Tax Increase Reduction	\$197,234	Buildings and Infrastructure Reserve	\$862,545	Community and Senior Centre Funding	\$234,333	Five Bylaw Officers - Sheltering	\$491,000
Total	\$425,000	Accessibility Reserve	\$250,000	Fire Prevention Officer	\$121,000	Real Estate Function	\$250,000	Children's Book Prize	\$5,000	Additional Legal Resources	\$167,070
		Real Estate Function	\$135,000	Police Civilians	\$114,814	Houseplexes and Townhomes Planners	\$240,000	Reduction of Recreation Fee Increase	\$16,500	Bike to Work Grant	\$7,500
		Tree Care	\$128,000	Transportation Planner	\$104,000	Transportation Planner	\$200,000	Housing Reserve Fund	\$400,000	Part Time Coordinator Grant - Various Neighbourhoods	\$100,000
		Fleet Reserve	\$61,722	Park Planner	\$103,000	Disability Coordinator	\$128,500	Asset Management Position - 1 FTE	\$89,000	Pro Art Alliance Grant	\$10,000
		Community Centre - gymnasium at 950 Kings Rd	\$49,000	Building Project Administrator	\$99,000	Vehicle and Heavy Equipment Reserve	\$123,545	Climate and Environment - Community Energy and Emissions Specialist - 1 FTE	\$108,000	Building and Infrastructure Reserve	\$149,370
		Arts and Culture Support	\$25,000	Sustainability Waste Management Engineer	\$99,000	Climate Grant Writer	\$117,000	Climate and Environment - Training and Development for Staff	\$10,000	Total	\$1,444,940
		Community Garden Volunteer Coordinator	\$6,000	Correspondence Coordinator	\$87,000	Mayor's Office Support	\$114,000	Climate and Environment - Zero Waste Strategy - 1 FTE	\$100,000		
		Distribution of Mulch to Community Garden Operators	\$6,000	Graphic Design Support	\$81,000	Climate Outreach Specialist	\$106,000	Grants - Neighbourhood Grants	\$28,116		
		Victoria Heritage Foundation Grant	\$5,125	Parks Natural Areas Support	\$63,000	Increased grants to Community and Seniors Centres	\$106,000	Grants - Victoria Civic Heritage Trust	\$2,250		
		Victoria Civic Heritage Trust Grant	\$2,153	Festival Investment Grant	\$50,000	Business Analyst - Information Systems	\$102,000	Grants - Victoria Heritage Foundation	\$5,962		
		Medallion Challenge Trophy	\$500	Community Garden Program	\$15,000	Talent Specialist	\$96,500	Health and Safety Position - 1 FTE	\$108,000		
		Total	\$1,195,500	Victoria Heritage Foundation	\$10,716	Asset Management Technician	\$85,500	Managing Growth and New Development - Secretary - Planning 1 FTE	\$72,500		
				Food Systems North Park Neighbourhood Association	\$6,000	LIFE Program Extension	\$74,000	Managing Public Spaces - Centennial Square Clean Up	\$35,000		
				Victoria Heritage Trust	\$2,186	Indigenous Artist in Residence	\$72,000	Urban Agriculture - Volunteer Coordinator Grant	\$50,000		
				Victoria Community Association Network Grant	\$900	Festival Investment Grant	\$50,000	Urban Agriculture - Start Up Grants	\$30,000		
				Community Garden Volunteer Coordinator Grants Inflation	\$864	Community Garden Program	\$30,160	Lowering Property Tax Penalty	\$201,500		
				Total	\$2,583,000	Strategic Plan Grants	\$20,000	Buildings and Infrastructure Reserve	\$61,374		
						Youth Leaders in Training (YLIT)	\$20,000	Vehicle and Heavy Equipment Reserve	\$61,373		
						Support Department Overhead	\$19,000	Equity and Inclusion - Equity and Inclusion Coordinator - 1 FTE	\$107,900		
						Mayor's Travel Budget	\$15,000	Create Victoria Implementation Position - 1 FTE	\$113,400		
						Town Hall Meetings	\$12,000	Equity and Inclusion - External Community Liaison - 2 FTE	\$215,900		
						Council Catering	\$10,000	Equity and Inclusion - Accessibility and Inclusion Recreation Role - 1 FTE	\$52,000		
						Living Wage	\$9,000	Housing - Tenant Ambassador - 1 FTE	\$107,900		
						Constituency Funds	\$8,000	Housing - Housing and Development Summit	\$15,000		
						Urban Food Table	\$6,000	Housing - Social Planner - 1 FTE	\$125,111		
						Community Input Process	\$5,000	Arts and Culture - Canada Day Special Duty Policing	\$107,000		
						My Great Neighbourhoods Grant	\$3,000	Arts and Culture - Festival Investment Grant Program	\$25,000		
						Victoria Civic Heritage Trust Grant	\$2,250	Arts and Culture - Special Duty Policing	\$53,000		
						Poet Laureate Program	\$2,000	Arts and Culture - Special Events In Kind Services	\$19,000		
						Total	\$3,747,000	Childminding - Committees	\$1,800		
								Climate and Environment - Building Energy and Emissions Specialist - 1 FTE	\$108,000		
								Heritage Position - 5 FTE	\$50,000		
								Managing Growth and New Development - Secretary - Legislative Services - 1 FTE	\$80,500		
								Managing Growth and New Development - Development Services 1 FTE	\$142,500		
								Reconciliation and Indigenous Relations - Witness Reconciliation Program	\$30,000		
								Sustainable Mobility Strategy - Transportation - 1 FTE	\$142,600		
								NeighbourHub - 709/711 Douglas Street	\$11,460		
								Total	\$3,626,979		

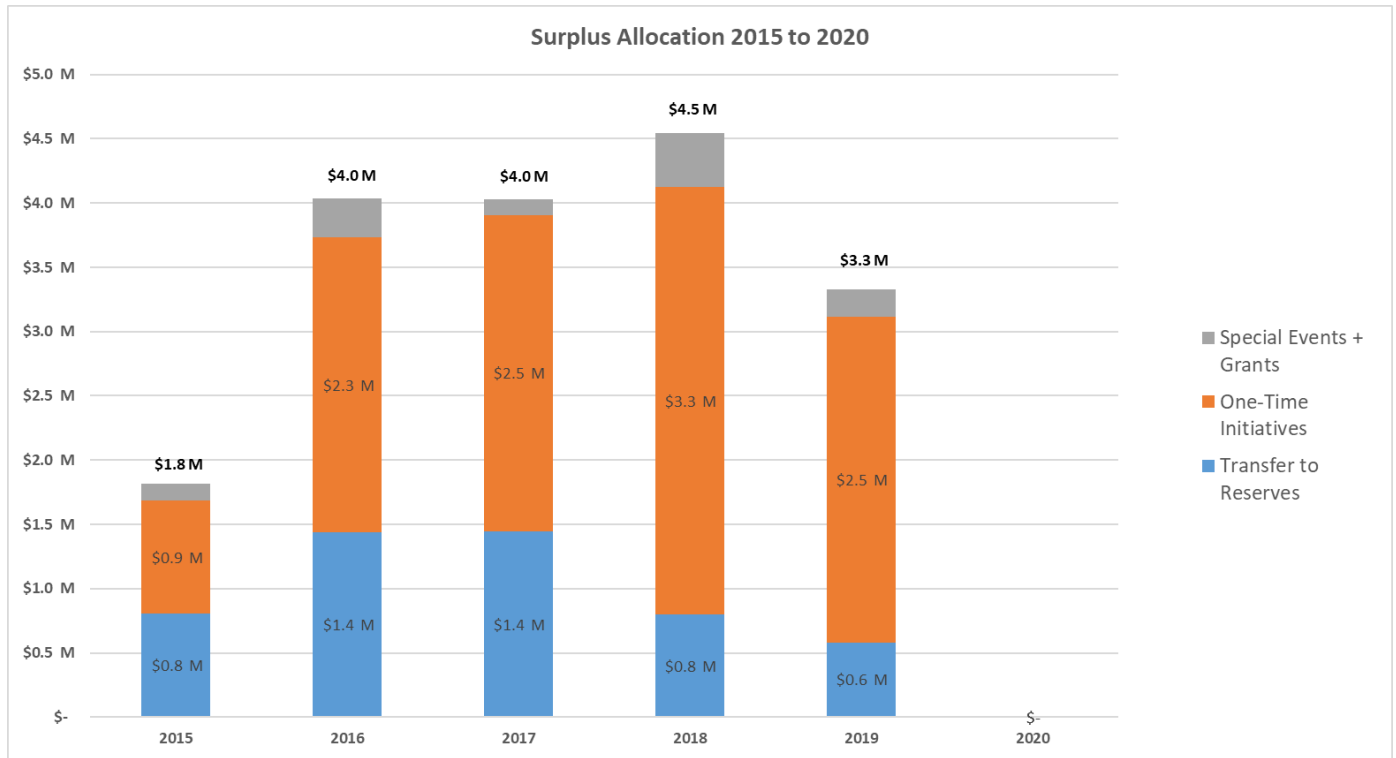
Legend

Reserves
Property Tax Increase Reduction
Grants
Existing City Services
New City Services
VicPD

2021 Surplus

2021 is the third pandemic budget and the City continues to experience significant revenue reductions compared to pre-pandemic years. Council approved several mitigation strategies to avoid a deficit. Pursuant to legislation, should a deficit be the year-end result, that deficit must be carried forward to the following year and must be funded first. Fortunately, the mitigation strategies will avoid a deficit, but the revenue losses may offset the reduction in expenses and may result in no surplus for the year as was the case in 2020; however it is too early in the year to determine.

For historical reference, the following graph and table outline the surplus allocation for the past six years:



2015		2016		2017		2018		2019	
Buildings and Infrastructure Reserve	\$ 552,721	Buildings and Infrastructure Reserve	\$ 1,440,209	Buildings and Infrastructure Reserve	\$ 482,609	Victoria Housing Reserve	\$ 750,000	Housing - Housing Reserve Fund	\$ 250,000
Parks Overnight Sheltering Support and Clean-Up	\$ 313,000	Accelerated Local Area Planning (2018-2019)	\$ 500,000	Vehicles and Heavy Equipment Reserve	\$ 482,608	Zero Waste Strategy	\$ 400,000	Climate and Environment - Oil to Heat Pump Incentive Program	\$ 100,000
Accessibility Capital Fund	\$ 250,000	South Island Prosperity Project (SIPP)	\$ 220,000	Greenways Acquisition Fund Reserve	\$ 482,608	Overnight Sheltering – Support & Clean Up	\$ 362,000	Climate and Environment - Climate Action Program Investments	\$ 165,000
Crosswalk Projects	\$ 200,000	Vulnerable Population Pilot Project	\$ 204,891	Victoria Housing Strategy Implementation	\$ 250,000	Housing Initiatives	\$ 300,000	Climate and Environment - Zero Waste Strategy	\$ 200,000
Arboriculture (Urban Forest Mgmt Plan Implementation)	\$ 128,500	Parks Overnight Sheltering	\$ 200,000	South Island Prosperity Project	\$ 220,000	Traffic Calming Initiatives	\$ 250,000	Grants - South Island Prosperity	\$ 220,000
Cultural Plan	\$ 116,000	Parks Infrastructure	\$ 158,000	Mental Health Integration	\$ 216,575	Accessibility Framework	\$ 250,000	Grants - Bike to Work Week	\$ 7,500
Senior Parks Planner	\$ 103,000	High Risk Tree Removal	\$ 150,000	Overnight Sheltering – Support & Clean Up	\$ 200,000	Citizens' Assembly	\$ 250,000	Grants - Storage Facilities for Our Place	\$ 50,000
Real Estate Function Consulting	\$ 100,000	Canada 150 Festivities	\$ 150,000	Neighbourhood Transportation Management	\$ 180,000	South Island Prosperity Project	\$ 220,000	Managing Public Space - Overnight Sheltering Support and Clean Up	\$ 362,000
Broad Street Mall Repairs	\$ 15,000	Songhees and Esquimalt First Nations Long House	\$ 110,000	High Risk Tree Removal	\$ 150,000	MSP Premiums	\$ 200,000	Managing Public Space - Bylaw Position - 1 FTE	\$ 189,000
Sidewalk Power-Washing	\$ 15,000	Parks Planning Temporary Support	\$ 103,000	Heritage Planner (2 year term)	\$ 120,000	Community Centre Funding	\$ 170,424	Strategic Plan Support Services - Legal Services	\$ 84,500
India Mela and Dragon Boat Society 80% FIG Grants	\$ 11,200	Victoria Housing Strategy Implementation	\$ 100,000	Engagement Advisor	\$ 109,000	Public Washroom - South End of Douglas St	\$ 150,000	Tree Care - Tree Planting	\$ 140,000
Traffic and Parking Improvements	\$ 8,000	Correspondence Coordinator	\$ 87,000	Downtown Public Realm Plan Implementation	\$ 105,000	Tree Preservation Bylaw	\$ 110,000	Urban Agriculture - Plot City-sponsored community partnership for spring distributions of gardening materials	\$ 8,000
City of Victoria Youth Council Additional Request	\$ 6,000	Install Symbol of Lekwungen People	\$ 75,000	Community Benefit Hub (2 year)	\$ 100,000	Parks Planner	\$ 107,250	Youth Initiatives - Youth Program Implementation	\$ 30,000
Total	\$ 1,818,421	Adaptive Management Framework	\$ 55,000	Downtown sidewalk cleaning & snow removal	\$ 99,500	Planner - Development Services	\$ 107,250	Property Tax Penalty	\$ 1,000
		Temporary Moveable Child Friendly Play Feature in Centennial Square	\$ 50,000	Parks Arboriculture	\$ 97,000	Neighbourhood Led Neighbourhood Planning	\$ 100,000	By Election	\$ 170,000
		City Studio (2018-2019)	\$ 50,000	Speed Reader Boards	\$ 85,000	Reconciliation Training	\$ 76,350	Buildings and Infrastructure Reserve	\$ 166,088
		Public Works Master Plan	\$ 50,000	International Ice Hockey Federation World Junior Hockey Championship	\$ 70,000	Support Department - Engagement	\$ 75,000	Vehicle and Heavy Equipment Reserve	\$ 166,087
		Seasonal Special Events Traffic Control Support	\$ 50,000	Secretary Planning	\$ 67,000	Secretary - Planning	\$ 72,500	Equity and Inclusion - Gender Diversity Training for All Staff	\$ 28,000
		Solid Waste Management Strategy	\$ 50,000	Condition Assessment Pilot Project	\$ 60,000	Secretary - Legislative Services	\$ 72,500	Equity and Inclusion - Welcoming City Strategy	\$ 50,000
		City's Truth and Reconciliation Commission Calls to Action Task Force	\$ 50,000	Inclusion Policy and Program	\$ 60,000	Support Department - Legal Services	\$ 65,000	Equity and Inclusion - External Contractor	\$ 75,000
		Car Free Day (2018-2020)	\$ 45,000	Environmental Performance Audit	\$ 50,000	Senior Centre Funding	\$ 63,900	Arts and Culture - Create Victoria Cultural Infrastructure Grant Program	\$ 100,000
		Development Services Temporary Support	\$ 42,000	Professional Certification/Project Management	\$ 50,000	55+ Games BC 2021	\$ 55,000	Arts and Culture - Create Victoria Cultural Spaces Roadmap	\$ 25,000
		Zoning Updates	\$ 30,000	Witness Reconciliation Program	\$ 50,000	Victoria 2020 Fracophone Games	\$ 50,000	Banfield Park to Sekirk Bike Route	\$ 35,000
		Youth Strategy	\$ 30,000	Accessibility Framework	\$ 40,000	Our Place extended hours	\$ 50,000	Climate and Environment - Oil to Heat Pump Incentive Program	\$ 300,000
		2017 Canadian Capital Cities Organization Annual Conference	\$ 20,000	Traffic Signal Timing Update Study	\$ 40,000	Buildings and Infrastructure Reserve	\$ 48,326	Climate and Environment - Climate Champion Program	\$ 50,000
		Temporary installation of table tennis and chess tables in Centennial Square	\$ 11,000	Pioneer Square Archaeological Reporting	\$ 37,000	Youth Strategy Coordinator	\$ 30,000	Greater Victoria Coalition to End Homelessness - Pandora Task Force	\$ 50,000
		Victoria Community Association Network	\$ 1,200	Extra Bridge Coverage	\$ 30,000	Best Practices in Respectful Facilitation Training & Engagement	\$ 30,000	Placemaking - Engagement Costs	\$ 8,000
		Fairfield Community Centre Insurance Administration	\$ 500	Single-Use Checkout Bag Regulation	\$ 30,000	Greenway Plan and Design Standard	\$ 30,000	Protocol	\$ 20,000
		Total	\$ 4,032,800	Youth Strategy Liaison	\$ 30,000	Government Street Pedestrian Only	\$ 25,000	Reconciliation and Indigenous Relations - Reconciliation Training	\$ 34,650
				Youth Leaders in Training Program	\$ 20,000	Rental Initiatives	\$ 20,000	Reconciliation and Indigenous Relations - Truth and Reconciliation Dialogues	\$ 80,000
				Step Code Implementation	\$ 10,000	Municipal Alcohol Policy - Late Night Task Force	\$ 15,000	Reconciliation and Indigenous Relations - Indigenous Relations Function	\$ 75,000
				Ending Violence Association of BC	\$ 2,500	Childcare at City Hall for Public Hearings	\$ 11,000	Strategic Plan Support Services - Engagement	\$ 75,000
				Total	\$ 4,026,400	MacDonald Statue	\$ 10,000	Banfield Park Swimming Dock Study	\$ 15,000
						Council Conflict of Interest	\$ 10,000	Total	\$ 3,329,825
						Childcare Strategy	\$ 5,000		
						Late Night Task Force (Harassment)	\$ 2,500		
						Total	\$ 4,544,000		

Five-Year Operating Budget

To develop the future years of the five-year operating budget a number of assumptions have been incorporated including: no changes to services or service levels; collective agreement increases (if in place); known cost increases, such as hydro, at already announced rates; and unknown cost increases (the majority) at an inflationary factor of 2%.

Supplementary Operating Budget Requests

Before any requests for increased funding is brought to Council for consideration, staff first evaluate each need and possible ways to meet those needs without requesting additional funding; this includes process improvements that create efficiencies and free up existing staff time, shifting resources between areas, or exploring funding opportunities. The supplementary requests brought forward for consideration this year are outlined in Appendix A.

Resource Requirement Related to the Strategic Plan and Financial Plan Motions

The Strategic Plan contains several action items to be initiated in 2022 that have resource requirements and those are outlined in Appendix B. Council also passed a number of resolutions directing staff to report back as part of the 2022 financial planning process and these are outline in Appendix C.

The public consultation process may result in additional funding needs. It is recommended that Council consider supplementary requests, and resource requirements related to the Strategic Plan and financial plan resolutions for report-backs along with feedback from public consultation on the draft Financial Plan.

Capital Budget

Guiding Documents and Considerations for Infrastructure Investment

The majority of the City's infrastructure investment is guided by asset master plans as well as the City's Official Community Plan, Neighbourhood Plans, regional plans and the Strategic Plan. These master plans use a range of criteria to determine priorities.

Underground utilities (sewer, storm drains and water) have 20-year asset master plans in place. Asset management planning, and lifecycle costing and analysis include:

- Risk assessment and service delivery
- Condition assessment and remaining design life
- Capacity requirements including future population growth
- Enhance resiliency to meet climate change, tsunami and seismic hazards
- Reduce rain inflow and infiltration to sewers
- Optimizing energy use

Additional factors taken into account are:

- Coordination with transportation or other right-of-way improvements (bundle projects)
- Number and location of other projects in neighbourhood in consideration of social impacts – network traffic flows

For transportation projects, there are many and varied programs and services provided including crosswalks, sidewalks, road paving and traffic calming. Each program considers a number of criteria, but the overall principles for all transportation projects are:

- Road safety
- Use of standards, established criteria and best practice

- Consistency of implementation to maintain system integrity
- Promoting projects fairly and equitably with the most impact and greatest benefits
- Fiscal responsibility and prudence
- Coordination opportunities

The 2022 Financial Plan includes additional recommended asset condition assessments for bridges, retaining walls, marine assets and electrical infrastructure to allow longer-term, multi year budget planning for infrastructure.

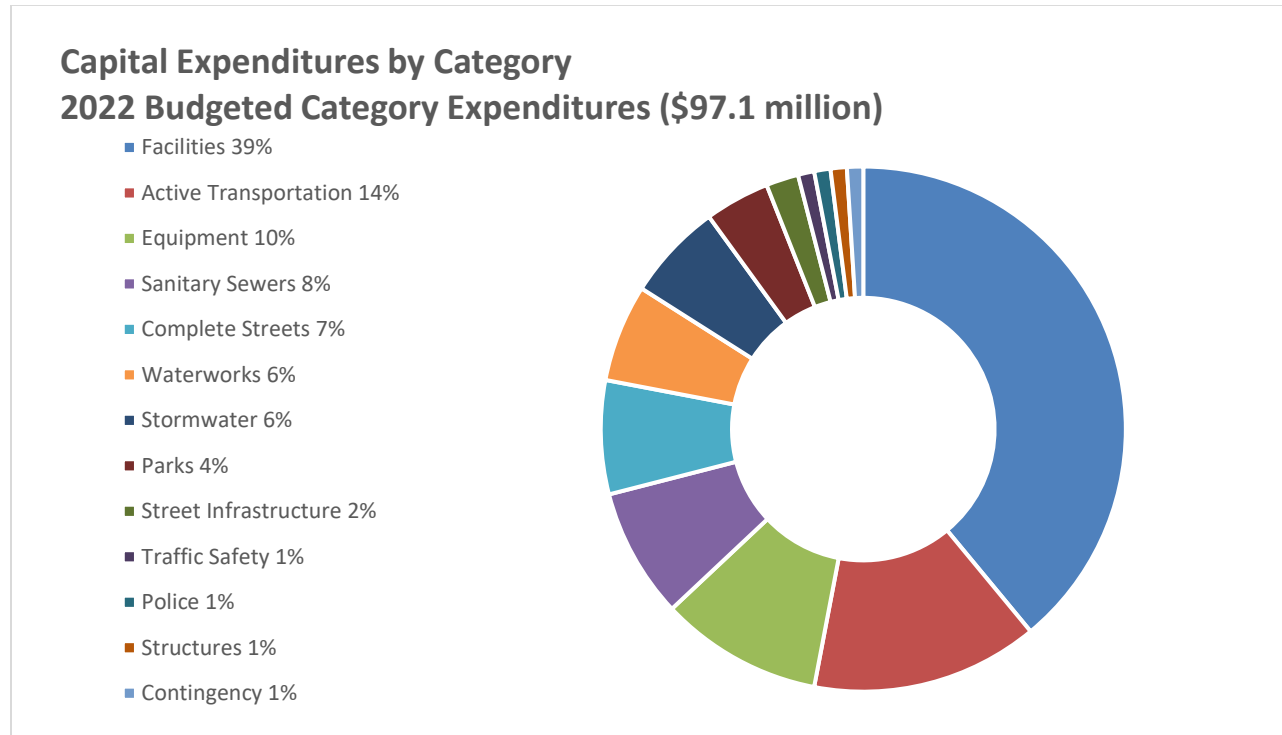
The Parks and Open Spaces Master Plan was developed through city-wide consultation with residents and other stakeholders, to assess community needs and examine investment priorities. The goals of the Plan include a focus on serving the needs of all citizens (*Foster Engaging Experiences for Everyone*). The ongoing maintenance work relating to “grey” and “green” assets in parks and open spaces is primarily driven by condition assessment data, which provides an objective measure of the state of assets in these public spaces.

The City’s investments in buildings are typically based on a few key factors, including data relating to the physical condition of these assets and systems, as well as the service priorities of occupants of these buildings. In the past three years, increased focus has been directed to quantifying and addressing physical accessibility needs, as well as energy performance, in line with the City’s overall strategic plans.

Incorporated into both the operating and capital budgets is funding to implement the City’s Green Fleet Plan and Electric Vehicle Strategy. This year, electric vehicle purchases are proposed to be funded through Gas Tax and an increase to the funding for the Vehicle and Heavy Equipment Reserve is proposed which will assist in reducing the funding gap in future years.

Overview

The draft capital budget for 2022 totals \$97.1 million, which includes \$33.8 million for the new fire hall which is under construction. The following chart outlines the proposed capital investment:



Each project has also been mapped to provide a geographic picture of where the planned capital investment is proposed to take place.

Draft 2022 Capital Projects



The capital budget was developed based on the principle that all asset groups are allocated some funding. In addition, as outlined above, the annual capital investment needs are determined through asset master plans and condition assessments. Asset master plans outline the level of funding that is considered sustainable to maintain current service levels and the priorities for infrastructure investment. Over the last several years, additional work has been undertaken to fill information gaps and this year's capital plan now includes longer-term information for fleet, parks and facilities.

Capital plan funding levels are determined through policy decisions, taking into account the City's risk tolerance. Historically, Council has increased property taxes for capital projects that address deferred maintenance for roads, facilities and storm drains. Since 1999, Council has increased annual capital budget funding through property taxes from \$2.5 million to \$11.6 million. As per the Financial Sustainability Policy, additional funding decisions through an increase in property taxes, will be considered by Council based on proposed projects identified by staff.

Historically, the City's capital plan has been funded by a combination of property taxes, utility user fees, grants, debt and reserves. Ongoing programs are typically funded by property taxes/user fees or reserves. Larger projects, such as a bridge replacement or construction of an arena, have primarily been funded through grants and debt, which is consistent with the City's debt policy.

The 2021 capital budget includes projects that are underway but will not be completed before year-end. The funding for these projects must be carried forward to 2022. The budgets for these projects will be added to the 2022 capital plan to reflect remaining amounts once year-end has been completed.

Reserves and Debt

The City's Reserve Fund Policy was updated in 2015, including a methodology for determining target balances. The minimum target balances have already been achieved for all reserves. However, the minimum balances are only one part of the equation and recommended capital budget spend levels also need to be taken into account as outlined in the section above in this report. The following table outlines the estimated uncommitted year-end reserve fund balances based on the assumption that all planned work for 2021 will be completed:

Description	Balance at Dec 31, 2021	2022 Budget Transfers In	2022 Budget	Projected Balance Dec 31, 2022
			Transfers out & Committed	
Capital Reserves				
Equipment & Infrastructure				
Police				
Police Vehicles, Equipment & Infrastructure	983,966	1,340,000	1,340,000	983,966
Police Emergency Response Team	575,214	61,750	7,700	629,264
City				
City Equipment	9,796,746	957,580	3,741,000	7,013,326
City Vehicles & Heavy Equipment	2,646,026	1,500,000	2,631,000	1,515,026
City Buildings & Infrastructure	22,835,541	5,907,400	8,931,000	19,811,941
Accessibility Capital	1,155,374	250,000	-	1,405,374
Parking Services Equipment and Infrastructure	17,272,317	3,550,000	350,000	20,472,317
Multipurpose Equipment and Infrastructure	1,055,794	153,740	50,000	1,159,534
Recreation Facilities Equipment and Infrastructure	1,245,039	28,300	-	1,273,339
Archives Equipment	33,172	-	-	33,172
Artificial Turf Field	198,181	99,470	-	297,651
Gas Tax	9,297,659	3,833,000	11,584,000	1,546,659
Water Utility Equipment and Infrastructure	28,412,435	1,770,000	-	30,182,435
Sewer Utility Equipment and Infrastructure	28,076,896	400,000	1,955,000	26,521,896
Stormwater Utility Equipment and Infrastructure	3,449,933	100,000	235,000	3,314,933
Tax Sale Lands Fund	1,558,770	50,000	-	1,608,770
Parks and Greenways Acquisition Fund	1,392,630	-	-	1,392,630
Tree Conservation	648,867	-	64,530	584,337
Local Amenities Reserve	331,045	-	-	331,045
Development Cost Charges	12,216,364	-	6,178,000	6,038,364
Downtown Core Area Public Realm Improvements	226,209	-	-	226,209
Total Capital Reserves	143,408,179	20,001,240	37,067,230	126,342,189
Operating Reserves				
Financial Stability Reserves				
City	10,919,650	100,000	405,000	10,614,650
Police	1,377,027	-	500,000	877,027
Debt Reduction	51,837,862	3,147,370	33,727,000	21,258,232
Insurance Claims	4,189,441	-	-	4,189,441
Water Utility	935,695	-	-	935,695
Sewer Utility	852,114	-	-	852,114
Stormwater Utility	456,309	-	-	456,309
Victoria Housing Reserve	4,320,902	660,000	-	4,980,902
Climate Action Reserve	891,298	223,960	320,280	794,978
Art in Public Places	495,216	150,000	150,000	495,216
Development Stabilization Reserve	10,395,604	-	-	10,395,604
Parks Furnishing Dedication Program	26,676	32,500	32,000	27,176
Total Operating Reserves	86,697,794	4,313,830	35,134,280	55,877,344
Total City Reserves	230,105,973	24,315,070	72,201,510	182,219,533

The City currently has approximately \$62.1 million in outstanding debt. According to the Financial Sustainability Policy, debt servicing charges should be kept at a maximum of 7% of the prior year's property tax levy. Currently, there is approximately \$3.1 million of budget room for debt servicing, which is transferred to the Debt Reduction Reserve. This is the funding that Council has set aside for the replacement of Fire Department Headquarters. There are some smaller debt issues falling off in 2022; however, the next significant debt issue to retire is in 2031. The following table outlines the current debt issues, year of retirement and the annual debt servicing costs.

Final Year	Issue	MFA Issue - Purpose	2022 Principal & Interest
<u>Non-Self Financing Areas</u>			
2022	102	Burnside Gorge Community Centre	\$ 163,644
2022	102	City Hall Accessibility	162,992
2024	105	Crystal Gardens	249,198
2031	115	Johnson Street Bridge Replacement (CMHC)	743,242
2033	79	Multipurpose Arena	375,514
2033	80	Multipurpose Arena	435,514
2034	81	Multipurpose Arena	435,514
2034	130	Johnson Street Bridge Replacement	1,475,097
2036	139	Johnson Street Bridge Replacement	320,186
2037	142	Johnson Street Bridge Replacement	659,671
Total			\$ 5,020,574
<u>Self Financing Areas</u>			
2023	103	Parkades	\$ 137,594
2024	105	Parkades	130,394
2025	110	Parkades	345,704
Total			\$ 613,692

Allocation of Annual Gas Tax Funding

The City receives annual funding from the Federal Government through their gas tax program. The expected amount for 2022 is \$3.83 million. Each year, amounts received are transferred to the City's Gas Tax Reserve which Council approves allocations from through the annual capital plan. The majority of the projects funded through the gas tax reserve to-date have been storm drain infrastructure projects. For 2015 to 2021, Council allocated funding for the David Foster Harbour Pathway implementation, storm drain brick main replacement, LED streetlight replacement, and Bicycle Master Plan implementation. With the expected amount for 2022, the gas tax funding available is \$13.1 million.

The City is required to report annually through the Union of BC Municipalities on which projects have been funded using gas tax and the agreement outlines which types of projects are eligible. The draft capital plan includes gas tax funding for storm drain projects, Bicycle Master Plan implementation and electric vehicles for a total allocation from the reserve of \$11.584 million.

20-Year Capital Plan

For many capital investments, such as water, stormwater, sidewalks and complete streets projects, longer-term asset master plans identify the priority order of renewals for a number of years. Those

plans also indicate the estimated funding for those renewals. For these investments, ongoing budgets have been included in the 20-year capital plan.

Where future year budgets are yet to be determined due to scoping work underway, the capital plan indicates “TBD” (to be determined).

It can be difficult to determine the exact funding needs far into the future, therefore all future year amounts are best estimates only.

Outstanding Council Motions

Council passed a motion to set aside \$110,000 in funding for a future longhouse in Beacon Hill Park. The funding is set aside in reserve until the First Nations are ready to proceed.

Council also set aside a matching grant of \$250,000 in relation to Vic High School sports facility refurbishment. Some design work was undertaken before the School District paused the project and \$237,000 remains in reserve.

Grants

As directed by Council, grants have been grouped into five categories: direct-award grants, festival investment grants, community garden volunteer coordinator grants, My Great Neighbourhood grants, and Strategic Plan grants, which include micro-grants. Over the last number of years, Council has directed a few grants to be allocated outside of the established programs and these have been grouped under “other grants”. Per Council direction, the majority of grants have been increased by inflation.

Additional Grant Requests

The Victoria Heritage Foundation has requested additional funding of \$27,579 which is a 10% lift in the grant plus a 1.8% cost of living increase. The Victoria Civic Heritage Trust is meeting on October 18, 2021 and will forward their request after that meeting.

Organization	2020 Funding	2021 Request	Increase
Victoria Heritage Foundation	\$230,212	\$257,791	\$27,579
Victoria Civic Heritage Trust	\$118,850	TBD	TBD

Council direction for the two heritage organizations is to include their base budget in the draft financial plan and bring forward any grant increase requests separately.

This additional grant requests are included in Appendix D.

The proposed funding for the direct-award grants, excluding the additional requests listed above, is as follows.

Organization	Type of Grant	2021 Final Budget	2022 Draft Budget	Change
Victoria Civic Heritage Trust	Building Incentive	\$ 920,000	\$ 920,000	\$ -
Victoria Civic Heritage Trust	Operating	118,850	118,850	0
Victoria Heritage Foundation	Operating	230,210	230,210	0
Victoria Youth Council	Operating	26,000	26,000	0
Quadra Village Community Centre	Operating	75,750	78,020	2,270
Quadra Village Community Centre	Youth Programming	8,960	9,230	270
Quadra Village Community Centre	Lease Grant	44,060	44,060	0
Fernwood Community Centre	Operating	75,750	78,020	2,270
Fernwood Community Centre	Youth Programming	8,960	9,230	270
Vic West Community Association	Operating	75,750	78,020	2,270
Vic West Community Association	Youth Programming	8,960	9,230	270
Vic West Community Association	Facility (janitorial)	36,280	37,370	1,090
Fairfield Community Place	Operating	75,750	78,020	2,270
Fairfield Community Place	Youth Programming	8,960	9,230	270
Fairfield Community Place	Facility (janitorial, recycling)	48,180	49,630	1,450
Fairfield Community Place	Liability Insurance	5,610	6,000	390
Fairfield Community Place	Youth Outreach	15,000	15,000	0
Cook Street Village Activity Centre	Operating	75,750	78,020	2,270
Cook Street Village Activity Centre	Facility (strata fees)	23,600	24,310	710
Victoria Silver Threads	Operating	75,750	78,020	2,270
Victoria Silver Threads	Facility (lease)	122,390	122,390	0
Burnside Gorge Community Centre	Operating	75,750	78,020	2,270
Burnside Gorge Community Centre	Youth Programming	8,960	9,230	270
Burnside Gorge Community Centre	Youth Outreach	10,000	10,000	0
James Bay Community School Centre	Operating	75,750	78,020	2,270
James Bay Community School Centre	Youth Programming	8,960	9,230	270
James Bay Community School Centre	Facility (janitorial, recycling)	51,340	52,880	1,540
James Bay New Horizons	Operating	75,750	78,020	2,270
James Bay New Horizons	Facility (janitorial)	28,520	29,380	860
Oaklands Community Centre	Operating	75,750	78,020	2,270
Oaklands Community Centre	Youth Programming	8,960	9,230	270
Oaklands Community Centre	Facility (janitorial)	17,610	18,140	530
Cool Aid Downtown Community Centre	Operating	75,750	78,020	2,270
Seniors Outreach	Operating	30,000	30,000	0
Victoria Community Association Network	Operating	920	950	30
Blanshard (Hillside Quadra)	Per capita base (0.80 times population)	5,880	6,682	802
Burnside/Gorge	Per capita base (0.80 times population)	5,290	5,700	410
Downtown (incl Harris Green)	Per capita base (1.60 times population)	8,550	10,036	1,486
Fairfield Gonzales	Per capita base (0.80 times population)	12,780	14,639	1,859
Fernwood	Per capita base (0.80 times population)	7,620	8,661	1,041
James Bay	Per capita base (0.80 times population)	9,350	10,617	1,267
North Jubilee	Per capita base (1.60 times population)	5,010	5,630	620
North Park	Per capita base (1.60 times population)	5,550	6,296	746
Oaklands	Per capita base (0.80 times population)	5,530	6,284	754
Rockland	Per capita base (1.60 times population)	5,700	6,461	761
South Jubilee	Per capita base (1.60 times population)	3,590	4,030	440
Vic West	Per capita base (0.80 times population)	5,960	6,773	813
Total		\$ 2,705,350	\$ 2,749,810	\$ 44,460

Note: The City provides janitorial services to Quadra Village Community Centre and Fernwood Community Centre and Cook Street Village Activity Centre; no support is provided to Burnside Gorge Community Centre

It is recommended that Council consider all grant requests upon completion of the public consultation.

Public Information and Consultation

The draft budget and materials are available for public review, and the Budget Town Hall and e-Town Hall is scheduled for November 17, 2021. An online survey will also be conducted. City Council will consider the draft financial plan in conjunction with public input in December and January.

The City's budget outreach and engagement will include a number of different tools and tactics to inform and engage the public about the draft 2022 Financial Plan. A special section of the City's website - Victoria.ca/budget – will provide a one-stop hub for budget information and engagement opportunities. A budget summary brochure will give people a plain- language overview of the operational and capital budgets, as well as highlights of the City's programs and services planned for the coming year. Those who want to dive more deeply can review the full Financial Plan. Details on the Budget Town Hall and the online budget survey will also be hosted here. Budget consultation will be actively promoted through social media, advertising, digital display boards at City Hall, the City's Connect community e-newsletter, direct stakeholder and neighborhood outreach, and media outreach.

Although the City has increased participation broadly over the past five years, we continue to work on reaching traditionally under-represented groups and reducing barriers to participation to ensure feedback on the Financial Plan represents an accurate reflection of the community, to the greatest extent possible. We will continue to place a particular focus on connecting with renters in Victoria, as they represent 61% of the population, but at times in past engagements have participated less than those who own a home, possibly due to a misconception that the budget is only connected to property taxes. We will continue to work with the City of Victoria Youth Council and other youth-serving organizations to encourage youth to participate in this important engagement process. We will also continue to reach out to the business community, which pays nearly 50% of taxes in Victoria.

Timeline

The following table outlines the proposed timeline for this year's process.

Dates	Task
October 25, 26, November 1, 2, 2021	Budget presentation and discussion
November 4, 2021 Daytime Council	First reading of Financial Plan bylaw
November to December 2021	Public consultation
November 17, 2021	Town Hall / e-Town Hall meeting
December 2021/January 2022 Committee of the Whole	Present consultation results and seek direction on changes to Financial Plan and Strategic Plan
April 2022 Committee of the Whole	Final report on Financial Plan including incorporated changes; report on tax rates
April 2022 Council	Second and third reading of Financial Plan bylaw; first, second and third reading of tax bylaw
April 2022 Council	Adoption of Financial Plan bylaw and tax bylaw

Accessibility Impact Statement

Initiatives and projects within the Financial Plan support accessibility improvements.

Strategic Plan

The draft Financial Plan is aligned with the Strategic Plan and contains funding for many of the action items within the Strategic Plan. Appended to this report are funding requirements for additional Strategic Plan action items for Council's consideration during this year's financial planning process.

Impacts to Financial Plan

The 2022-2026 Financial Plan will replace the current year's plan.

Official Community Plan Consistency Statement

The many initiatives included within the financial plan are consistent with many policies within the Official Community Plan including support for infrastructure asset management objectives, in particular, policy 11.4 to maintain and enhance the allocation of resources for civic infrastructure repairs, upgrades and replacement.

CONCLUSIONS

The financial planning process is part of a much larger planning process, and the Financial Plan is created through direction and input from numerous plans and strategies, which typically have involved significant public consultation. Each year, Council is faced with making challenging decisions to balance competing needs and priorities.

Respectfully submitted,

Jo-Ann O'Connor
Deputy Director of Finance

Susanne Thompson
Deputy City Manager and Chief Financial Officer

Report accepted and recommended by the City Manager

List of Attachments

- Appendix A – Supplementary Requests
- Appendix B – Strategic Plan Action Items Resource Requirement Assessment
- Appendix C – Financial Plan Motion Report Backs
- Appendix D – Additional Grant Requests
- Appendix E – Financial Sustainability Policy, Revenue and Tax Policy, Reserve Fund Policy