

2023

CITY OF VICTORIA | Finance

Draft 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 %
Business and Community Relations	2,898,200	3,135,890	237,690	8.20%
Victoria Conference Centre Event Flow Through	1,557,000	3,475,000	1,918,000	123.19%
Total Business and Community Relations	4,455,200	6,610,890	2,155,690	48.39%
Bylaw Services	779,350	981,870	202,520	25.99%
Engineering and Public Works				
Engineering and Public Works	4,241,990	4,510,000	268,010	6.32%
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%
Finance				
Parking Services	16,990,000	20,652,000	3,662,000	21.55%
Legislative Services	375,000	60,000	(315,000)	(84.00%)
Parks, Recreation and Facilities	3,124,040	3,364,290	240,250	7.69%
Strategic Real Estate	1,601,720	1,736,720	135,000	8.43%
Sustainable Planning and Community Development	3,867,270	5,850,000	1,982,730	51.27%
Victoria Fire Department	46,500	58,500	12,000	25.81%
Corporate	25,588,920	28,346,950	2,758,030	10.78%
Victoria Police Department	10,055,080	11,202,220	1,147,140	11.41%
Mitigation Strategies				
Restart grant from the Province of BC	1,740,000	0	(1,740,000)	(100.00%)
Property Taxes				
Base	153,408,420	155,147,070	1,738,650	1.13%
New Property Tax Revenue from New Development	1,738,650	1,352,130	(386,520)	(22.23%)
Total Base Budget	266,631,930	282,040,730	15,408,800	5.78%
Prior Year's Surplus	4,838,270	1,563,300	(3,274,970)	(67.69%)
One Time	2,715,230	629,280	(2,085,950)	(76.82%)
Total One Time	7,553,500	2,192,580	(5,360,920)	(70.97%)
Total	274,185,430	284,233,310	10,047,880	3.66%

Expenditures

	2022 Budget	2023 Budget	Change	Change %
Council	879,540	938,970	59,430	6.76%
City Manager's Office	1,129,590	1,162,950	33,360	2.95%
Business and Community Relations	6,620,830	6,880,700	259,870	3.93%
Victoria Conference Centre Event Flow Through	1,557,000	3,475,000	1,918,000	123.19%
Total Business and Community Relations	8,177,830	10,355,700	2,177,870	26.63%
Bylaw Services	3,757,640	4,668,390	910,750	24.24%
Communications and Engagement	1,561,650	1,862,680	301,030	19.28%
Engineering and Public Works				
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%
Finance	4,986,100	5,337,560	351,460	7.05%
Parking Services	10,080,820	10,715,030	634,210	6.29%
Total Finance	15,066,920	16,052,590	985,670	6.54%
Information Technology	5,837,350	6,543,170	705,820	12.09%
Legal Services	1,078,090	1,381,960	303,870	28.19%
Legislative Services	2,011,550	1,788,270	(223,280)	(11.10%)
Parks, Recreation and Facilities	26,578,780	29,028,730	2,449,950	9.22%
People and Culture	3,048,890	4,214,190	1,165,300	38.22%
Strategic Real Estate	1,875,300	1,902,030	26,730	1.43%
Sustainable Planning and Community Development	7,255,980	7,740,600	484,620	6.68%
Victoria Fire Department	18,737,580	19,153,910	416,330	2.22%
Corporate	38,289,820	45,614,270	7,324,450	19.13%
Grants	4,701,880	5,247,090	545,210	11.60%
Greater Victoria Public Library	5,680,000	5,764,350	84,350	1.49%
Victoria Police Department	64,788,930	70,519,230	5,730,300	8.84%
Total Base Budget	272,273,040	300,828,860	28,555,820	10.49%
Mitigation Strategies	(3,725,000)	(3,500,000)	225,000	6.04%
Total One Time	5,637,390	844,870	(4,792,520)	(85.01%)
Total	274,185,430	298,173,730	23,988,300	8.75%
Proposed Property Tax Increase		13,940,420	8.99%	



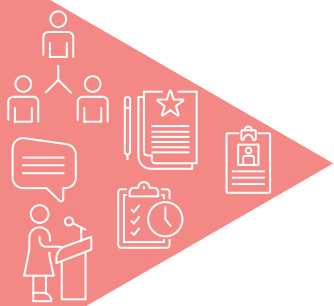
Council

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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
One Time	0	0	0	0	0.00%
Total	0	0	0	0	0.00%
Expenditures/Transfers to Reserve					
Council	692,237	879,540	938,970	59,430	6.76%
Base Budget	692,237	879,540	938,970	59,430	6.76%
One Time	0	0	0	0	0.00%
Total	692,237	879,540	938,970	59,430	6.76%
Net Base Budget	(692,237)	(879,540)	(938,970)	59,430	6.76%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Council	938,970	957,770	976,940	996,430	1,016,400
Total Expenditures/Transfers to Reserve	938,970	957,770	976,940	996,430	1,016,400
% Change		2.00%	2.00%	2.00%	2.00%
Net Base Budget Total	(938,970)	(957,770)	(976,940)	(996,430)	(1,016,400)



City Manager

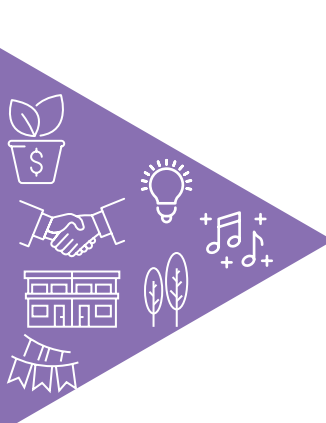
The City Manager's Office provides strategic leadership to the 1,000 City employees and implements Council policy and direction.

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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
City Manager's Office	61,609	0	0	0	0.00%
Base Budget	61,609	0	0	0	0.00%
One Time	0	83,350	0	(83,350)	(100.00%)
Total	61,609	83,350	0	(83,350)	(100.00%)
Expenditures/Transfers to Reserve					
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	38,552	60,000	60,000	0	0.00%
Base Budget	1,087,545	1,129,590	1,162,950	33,360	2.95%
One Time	0	128,350	0	(128,350)	(100.00%)
Total	1,087,545	1,257,940	1,162,950	(94,990)	(7.55%)
Net Base Budget	(1,025,935)	(1,129,590)	(1,162,950)	33,360	2.95%
Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	1,162,950	1,189,050	1,212,810	1,237,030	1,261,710
% Change		2.24%	2.00%	2.00%	2.00%
Net Base Budget Total	(1,162,950)	(1,189,050)	(1,212,810)	(1,237,030)	(1,261,710)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Arts, Culture and Events	157,115	218,250	201,750	(16,500)	(7.56%)
Economic Development	5,000	0	0	0	0.00%
Neighbourhoods	0	15,600	15,600	0	0.00%
Victoria Conference Centre	2,287,064	4,221,350	6,393,540	2,172,190	51.46%
Base Budget	2,449,180	4,455,200	6,610,890	2,155,690	48.39%
One Time	0	75,000	0	(75,000)	(100.00%)
Total	2,449,180	4,530,200	6,610,890	2,080,690	45.93%
Expenditures/Transfers to Reserve					
Arts, Culture and Events	1,370,468	2,068,640	2,117,870	49,230	2.38%
Economic Development	608,962	905,640	929,850	24,210	2.67%
Neighbourhoods	367,630	669,960	683,230	13,270	1.98%
Victoria Conference Centre	2,533,655	4,533,590	6,624,750	2,091,160	46.13%
Base Budget	4,880,714	8,177,830	10,355,700	2,177,870	26.63%
One Time	0	75,000	0	(75,000)	(100.00%)
Total	4,880,714	8,252,830	10,355,700	2,102,870	25.48%
Net Base Budget	(2,431,535)	(3,722,630)	(3,744,810)	22,180	0.60%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Arts, Culture and Events	201,750	202,450	203,160	203,890	204,630
Neighbourhoods	15,600	15,600	15,600	15,600	15,600
Victoria Conference Centre	6,393,540	6,527,520	6,639,780	6,754,260	6,871,150
Total Revenues/Funding Sources	6,610,890	6,745,570	6,858,540	6,973,750	7,091,380
% Change		2.04%	1.67%	1.68%	1.69%
Expenditures/Transfers to Reserve					
Arts, Culture and Events	2,117,870	2,166,830	2,205,470	2,244,850	2,285,050
Economic Development	929,850	951,060	971,260	985,840	1,000,750
Neighbourhoods	683,230	701,180	716,090	731,320	746,890
Victoria Conference Centre	6,624,750	6,764,050	6,899,380	7,037,450	7,178,260
Total Expenditures/Transfers to Reserve	10,355,700	10,583,120	10,792,200	10,999,460	11,210,950
% Change		2.20%	1.98%	1.92%	1.92%
Net Base Budget Total	(3,744,810)	(3,837,550)	(3,933,660)	(4,025,710)	(4,119,570)

Arts, Culture and Events

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
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%
Base Budget	157,115	218,250	201,750	(16,500)	(7.56%)
One Time	0	75,000	0	(75,000)	(100.00%)
Total	130,905	293,250	201,750	(91,500)	(31.20%)
Expenditures/Transfers to Reserve					
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%
Base Budget	1,370,468	2,068,640	2,117,870	49,230	2.38%
One Time	0	75,000	0	(75,000)	(100.00%)
Total	1,370,468	2,143,640	2,117,870	(25,770)	(1.20%)
Net Base Budget	(1,213,353)	(1,850,390)	(1,916,120)	65,730	3.55%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
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
Total Revenues/Funding Sources	201,750	202,450	203,160	203,890	204,630
% Change		0.35%	0.35%	0.36%	0.36%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	2,117,870	2,166,830	2,205,470	2,244,850	2,285,050
% Change		2.31%	1.78%	1.79%	1.79%
Net Base Budget Total	(1,916,120)	(1,964,380)	(2,002,310)	(2,040,960)	(2,080,420)

Economic Development

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Economic Development Implementation	5,000	0	0	0	0.00%
Base Budget	5,000	0	0	0	0.00%
One Time	0	0	0	0	0.00%
Total	5,000	0	0	0	0.00%
Expenditures/Transfers to Reserve					
Economic Development Implementation	608,962	905,640	929,850	24,210	2.67%
Base Budget	608,962	905,640	929,850	24,210	2.67%
One Time	0	0	0	0	0.00%
Total	608,962	905,640	929,850	24,210	2.67%
Net Base Budget	(603,962)	(905,640)	(929,850)	24,210	2.67%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Economic Development Implementation	929,850	951,060	971,260	985,840	1,000,750
Total Expenditures/Transfers to Reserve	929,850	951,060	971,260	985,840	1,000,750
% Change		2.28%	2.12%	1.50%	1.51%
Net Base Budget Total	(929,850)	(951,060)	(971,260)	(985,840)	(1,000,750)

Neighbourhoods

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Neighbourhoods	0	15,600	15,600	0	0.00%
Base Budget	0	15,600	15,600	0	0.00%
One Time	0	0	0	0	0.00%
Total	0	15,600	15,600	0	0.00%
Expenditures/Transfers to Reserve					
Neighbourhoods	367,406	658,500	671,770	13,270	2.02%
NeighbourSpace	225	11,460	11,460	0	0.00%
Base Budget	367,630	669,960	683,230	13,270	1.98%
One Time	0	0	0	0	0.00%
Total	367,630	669,960	683,230	13,270	1.98%
Net Base Budget	(367,630)	(654,360)	(667,630)	13,270	2.03%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Neighbourhoods	15,600	15,600	15,600	15,600	15,600
Total Revenues/Funding Sources	15,600	15,600	15,600	15,600	15,600
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Neighbourhoods	671,770	689,490	704,170	719,160	734,490
NeighbourSpace	11,460	11,690	11,920	12,160	12,400
Total Expenditures/Transfers to Reserve	683,230	701,180	716,090	731,320	746,890
% Change		2.63%	2.13%	2.13%	2.13%
Net Base Budget Total	(667,630)	(685,580)	(700,490)	(715,720)	(731,290)

Victoria Conference Centre

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
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 - Sales	407,489	900,000	915,000	15,000	1.67%
VCC - Retail Stores	275,129	276,030	276,030	0	0.00%
VCC - Event Flow Through	397,756	1,557,000	3,475,000	1,918,000	123.19%
Base Budget	2,287,064	4,221,350	6,393,540	2,172,190	51.46%
One Time	0	0	0	0	0.00%
Total	2,287,064	4,221,350	6,393,540	2,172,190	51.46%
Expenditures/Transfers to Reserve					
VCC - Administration	190,737	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%
Base Budget	2,533,655	4,533,590	6,624,750	2,091,160	46.13%
One Time	0	0	0	0	0.00%
Total	2,533,655	4,533,590	6,624,750	2,091,160	46.13%
Net Base Budget	(246,591)	(312,240)	(231,210)	(81,030)	(25.95%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
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 - Event Flow Through	3,475,000	3,544,500	3,615,390	3,687,690	3,761,450
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
Total Revenues/Funding Sources	6,393,540	6,527,520	6,639,780	6,754,260	6,871,150
% Change		2.10%	1.72%	1.72%	1.73%
Expenditures/Transfers to Reserve					
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 Flow Through	3,475,000	3,544,500	3,615,390	3,687,690	3,761,450
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
Total Expenditures/Transfers to Reserve	6,624,750	6,764,050	6,899,380	7,037,450	7,178,260
% Change		2.10%	2.00%	2.00%	2.00%
Net Base Budget Total	(231,210)	(236,530)	(259,600)	(283,190)	(307,110)



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.

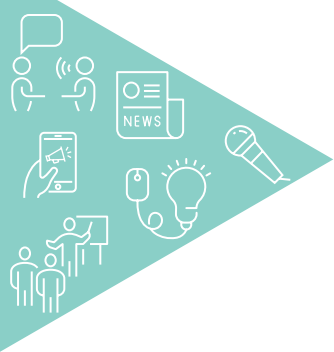
Core Services

- **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

Budget Summary		2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources						
Bylaw Services		298,452	227,350	227,350	0	0.00%
Short Term Rentals		672,450	552,000	754,520	202,520	36.69%
Base Budget		970,902	779,350	981,870	202,520	25.99%
One Time		0	0	0	0	0.00%
Total		970,902	779,350	981,870	202,520	25.99%
Expenditures/Transfers to Reserve						
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%
Base Budget		3,088,431	3,757,640	4,668,390	910,750	24.24%
One Time		0	435,000	205,300	(229,700)	(52.80%)
Total		3,088,431	4,192,640	4,873,690	681,050	16.24%
Net Base Budget		(2,117,528)	(2,978,290)	(3,686,520)	708,230	23.78%

Five Year Forecast		2023	2024	2025	2026	2027
Revenues/Funding Sources						
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
Total Revenues/Funding Sources		981,870	1,008,160	1,023,780	1,039,700	1,055,900
% Change			2.68%	1.55%	1.56%	1.56%
Expenditures/Transfers to Reserve						
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
Total Expenditures/Transfers to Reserve		4,668,390	4,798,980	4,894,910	4,992,680	5,092,500
% Change			2.80%	2.00%	2.00%	2.00%
Net Base Budget Total		(3,686,520)	(3,790,820)	(3,871,130)	(3,952,980)	(4,036,600)



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.

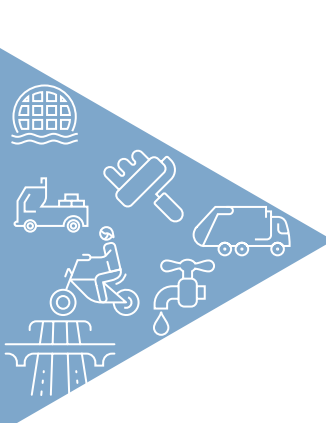
Core Services

- **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 and the City's website at 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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
One Time	0	0	0	0	0.00%
Total	0	0	0	0	0.00%
Expenditures/Transfers to Reserve					
Communications and Engagement	1,406,431	1,501,650	1,802,680	301,030	20.05%
Participatory Budgeting	59,572	60,000	60,000	0	0.00%
Base Budget	1,466,002	1,561,650	1,862,680	301,030	19.28%
One Time	0	0	0	0	0.00%
Total	1,466,002	1,561,650	1,862,680	301,030	19.28%
Net Base Budget	(1,466,002)	(1,561,650)	(1,862,680)	301,030	19.28%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Communications and Engagement	1,802,680	2,189,250	2,420,600	2,590,270	2,642,110
Participatory Budgeting	60,000	60,000	60,000	60,000	60,000
Total Expenditures/Transfers to Reserve	1,862,680	2,249,250	2,480,600	2,650,270	2,702,110
% Change		20.75%	10.29%	6.84%	1.96%
Net Base Budget Total	(1,862,680)	(2,249,250)	(2,480,600)	(2,650,270)	(2,702,110)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Public Works	3,705,053	3,498,970	3,711,980	213,010	6.09%
Support Services	1,326,951	723,020	778,020	55,000	7.61%
Transportation	114,658	20,000	20,000	0	0.00%
Subtotal Engineering and Public Works	5,146,663	4,241,990	4,510,000	268,010	6.32%
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%
Base Budget	44,934,368	42,861,780	46,678,090	3,816,310	8.90%
One Time	0	1,150,310	0	(1,150,310)	(100.00%)
Total	44,934,368	44,012,090	46,678,090	2,666,000	6.06%
Expenditures/Transfers to Reserve					
Public Works	13,991,898	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	21,922,376	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%
Base Budget	61,710,081	61,815,720	66,889,780	5,074,060	8.21%
One Time	0	1,290,070	0	(1,290,070)	(100.00%)
Total	61,710,081	63,105,790	66,889,780	3,783,990	6.00%
Net Base Budget	(16,775,713)	(18,953,940)	(20,211,690)	1,257,750	6.64%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Public Works	3,711,980	3,839,650	3,916,210	3,994,340	4,074,000
Support Services	778,020	895,670	841,890	844,260	846,690
Transportation	20,000	20,000	20,000	20,000	20,000
Subtotal Engineering and Public Works	4,510,000	4,755,320	4,778,100	4,858,600	4,940,690
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
Total Revenues/Funding Sources	46,678,090	48,114,740	48,944,710	50,337,100	51,326,080
% Change		3.08%	1.72%	2.84%	1.96%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	66,889,780	68,739,720	70,098,820	71,916,590	73,330,310
% Change		2.77%	1.98%	2.59%	1.97%
Net Base Budget Total	(20,211,690)	(20,624,980)	(21,154,110)	(21,579,490)	(22,004,230)

Public Works

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
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%
Base Budget	3,705,053	3,498,970	3,711,980	213,010	6.09%
One Time	0	0	0	0	0.00%
Total	3,705,053	3,498,970	3,711,980	213,010	6.09%
Expenditures/Transfers to Reserve					
Administrative Services	1,106,864	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%
Base Budget	13,991,898	15,642,190	16,405,750	763,560	4.88%
One Time	0	0	0	0	0.00%
Total	13,991,898	15,642,190	16,405,750	763,560	4.88%
Net Base Budget	(10,286,845)	(12,143,220)	(12,693,770)	550,550	4.53%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
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
Total Revenues/Funding Sources	3,711,980	3,839,650	3,916,210	3,994,340	4,074,000
% Change		3.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	16,405,750	16,857,320	17,194,330	17,538,040	17,888,690
% Change		2.75%	2.00%	2.00%	2.00%
Net Base Budget Total	(12,693,770)	(13,017,670)	(13,278,120)	(13,543,700)	(13,814,690)

Support Services

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Climate Action	92,478	0	55,000	55,000	100.00%
Corporate Engineering Services	82,900	0	0	0	0.00%
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%
Base Budget	1,326,951	723,020	778,020	55,000	7.61%
One Time	0	925,310	0	(925,310)	(100.00%)
Total	1,326,951	1,648,330	778,020	(870,310)	(52.80%)
Expenditures/Transfers to Reserve					
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%
Base Budget	4,615,256	3,975,460	4,542,400	566,940	14.26%
One Time	0	915,070	0	(915,070)	(100.00%)
Total	4,615,256	4,890,530	4,542,400	(348,130)	(7.12%)
Net Base Budget	(3,288,304)	(3,252,440)	(3,764,380)	511,940	15.74%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Climate Action	55,000	56,120	0	0	0
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
Total Revenues/Funding Sources	778,020	895,670	841,890	844,260	846,690
% Change		15.12%	(6.00%)	0.28%	0.29%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	4,542,400	4,646,810	4,784,240	4,867,360	4,942,800
% Change		2.30%	2.96%	1.74%	1.55%
Net Base Budget Total	(3,764,380)	(3,751,140)	(3,942,350)	(4,023,100)	(4,096,110)

Transportation

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Transportation	114,658	20,000	20,000	0	0.00%
Base Budget	114,658	20,000	20,000	0	0.00%
One Time	0	225,000	0	(225,000)	(100.00%)
Total	114,658	245,000	20,000	(225,000)	(91.84%)
Expenditures/Transfers to Reserve					
Transportation	3,315,222	3,578,280	3,773,540	195,260	5.46%
Base Budget	3,315,222	3,578,280	3,773,540	195,260	5.46%
One Time	0	375,000	0	(375,000)	(100.00%)
Total	3,315,222	3,953,280	3,773,540	(179,740)	(4.55%)
Net Base Budget	(3,200,564)	(3,558,280)	(3,753,540)	195,260	5.49%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Transportation	20,000	20,000	20,000	20,000	20,000
Total Revenues/Funding Sources	20,000	20,000	20,000	20,000	20,000
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Transportation	3,773,540	3,876,170	3,953,640	4,032,690	4,113,430
Total Expenditures/Transfers to Reserve	3,773,540	3,876,170	3,953,640	4,032,690	4,113,430
% Change		2.72%	2.00%	2.00%	2.00%
Net Base Budget Total	(3,753,540)	(3,856,170)	(3,933,640)	(4,012,690)	(4,093,430)

Sanitary Sewer

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Sanitary Sewer User Fees and Frontage	8,519,049	8,420,510	9,337,880	917,370	10.89%
Base Budget	8,519,049	8,420,510	9,337,880	917,370	10.89%
One Time	0	0	0	0	0.00%
Total	8,519,049	8,420,510	9,337,880	917,370	10.89%
Expenditures/Transfers to Reserve					
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%
Base Budget	8,519,049	8,420,510	9,337,880	917,370	10.89%
One Time	0	0	0	0	0.00%
Total	8,519,049	8,420,510	9,337,880	917,370	10.89%
Net Base Budget	0	0	0	0	0.00%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Sanitary Sewer User Fees and Frontage	9,337,880	9,583,780	9,770,780	9,962,460	10,157,850
Total Revenues/Funding Sources	9,337,880	9,583,780	9,770,780	9,962,460	10,157,850
% Change		2.63%	1.95%	1.96%	1.96%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	9,337,880	9,583,780	9,770,780	9,962,460	10,157,850
% Change		2.63%	1.95%	1.96%	1.96%
Net Base Budget Total	0	0	0	0	0

Stormwater

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Stormwater User Fees and Property Taxes	7,322,162	7,348,330	7,917,230	568,900	7.74%
Base Budget	7,322,162	7,348,330	7,917,230	568,900	7.74%
One Time	0	0	0	0	0.00%
Total	7,322,162	7,348,330	7,917,230	568,900	7.74%
Expenditures/Transfers to Reserve					
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%
Base Budget	7,322,162	7,348,330	7,917,230	568,900	7.74%
One Time	0	0	0	0	0.00%
Total	7,322,162	7,348,330	7,917,230	568,900	7.74%
Net Base Budget	0	0	0	0	0.00%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Stormwater User Fees and Property Taxes	7,917,230	8,240,170	8,498,470	8,987,470	9,047,290
Total Revenues/Funding Sources	7,917,230	8,240,170	8,498,470	8,987,470	9,047,290
% Change		4.08%	3.13%	5.75%	0.67%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	7,917,230	8,240,170	8,498,470	8,987,470	9,047,290
% Change		4.08%	3.13%	5.75%	0.67%
Net Base Budget Total	0	0	0	0	0

Waterworks

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Waterworks User Fees	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
Base Budget	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
One Time	0	0	0	0	0.00%
Total	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
Expenditures/Transfers to Reserve					
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%
Base Budget	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
One Time	0	0	0	0	0.00%
Total	23,946,494	22,850,950	24,912,980	2,062,030	9.02%
Net Base Budget	0	0	0	0	0.00%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Waterworks User Fees	24,912,980	25,535,470	25,897,360	26,528,570	27,180,250
Total Revenues/Funding Sources	24,912,980	25,535,470	25,897,360	26,528,570	27,180,250
% Change		2.50%	1.42%	2.44%	2.46%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	24,912,980	25,535,470	25,897,360	26,528,570	27,180,250
% Change		2.50%	1.42%	2.44%	2.46%
Net Base Budget Total	0	0	0	0	0



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Parking Services	16,387,215	16,990,000	20,652,000	3,662,000	21.55%
Base Budget	16,387,215	16,990,000	20,652,000	3,662,000	21.55%
One Time	0	0	0	0	0.00%
Total	16,387,215	16,990,000	20,652,000	3,662,000	21.55%
Expenditures/Transfers to Reserve					
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	10,715,030	634,210	6.29%
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%
Base Budget	14,203,206	15,066,920	16,052,590	985,670	6.54%
One Time	0	0	0	0	0.00%
Total	14,203,206	15,066,920	16,052,590	985,670	6.54%
Net Base Budget	2,184,009	1,923,080	4,599,410	(2,676,330)	(139.17%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Parking Services	20,652,000	20,949,140	21,226,730	21,509,860	21,798,670
Total Revenues/Funding Sources	20,652,000	20,949,140	21,226,730	21,509,860	21,798,670
% Change		1.44%	1.33%	1.33%	1.34%
Expenditures/Transfers to Reserve					
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	10,715,030	10,712,470	10,677,690	10,476,210	10,589,450
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
Total Expenditures/Transfers to Reserve	16,052,590	16,255,940	16,331,920	16,240,770	16,469,280
% Change		1.27%	0.47%	(0.56%)	1.41%
Net Base Budget Total	4,599,410	4,693,200	4,894,810	5,269,090	5,329,390

Parking Services

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Bastion Square Parkade	886,595	1,015,000	1,105,000	90,000	8.87%
Broughton Street Parkade	857,111	930,000	1,370,000	440,000	47.31%
Centennial Square Parkade	506,424	505,000	622,000	117,000	23.17%
Johnson Street Parkade	872,122	930,000	1,040,000	110,000	11.83%
View Street Parkade	1,144,207	1,190,000	1,320,000	130,000	10.92%
Parking Meters and Lots	8,184,607	8,765,000	10,140,000	1,375,000	15.69%
Parking Services Administration	3,936,150	3,655,000	5,055,000	1,400,000	38.30%
Base Budget	16,387,215	16,990,000	20,652,000	3,662,000	21.55%
One Time	0	0	0	0	0.00%
Total	16,387,215	16,990,000	20,652,000	3,662,000	21.55%
Expenditures/Transfers to Reserve					
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	1,979,180	155,280	8.51%
Parking Meters and Lots	936,934	816,360	838,610	22,250	2.73%
Parking Services Administration	5,828,982	5,701,770	5,848,280	146,510	2.57%
Base Budget	10,169,661	10,080,820	10,715,030	634,210	6.29%
One Time	0	0	0	0	0.00%
Total	10,169,661	10,080,820	10,715,030	634,210	6.29%
Net Base Budget	6,217,554	6,909,180	9,936,970	(3,027,790)	(43.82%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Bastion Square Parkade	1,105,000	1,127,100	1,149,640	1,172,630	1,196,090
Broughton Street Parkade	1,370,000	1,397,400	1,425,350	1,453,860	1,482,940
Centennial Square Parkade	622,000	634,440	647,130	660,070	673,270
Johnson Street Parkade	1,040,000	1,060,800	1,082,020	1,103,660	1,125,730
View Street Parkade	1,320,000	1,346,400	1,373,330	1,400,800	1,428,820
Parking Meters and Lots	10,140,000	10,328,000	10,494,260	10,663,840	10,836,820
Parking Services Administration	5,055,000	5,055,000	5,055,000	5,055,000	5,055,000
Total Revenues/Funding Sources	20,652,000	20,949,140	21,226,730	21,509,860	21,798,670
% Change		1.44%	1.33%	1.33%	1.34%
Expenditures/Transfers to Reserve					
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	1,979,180	2,038,220	2,078,820	2,120,340	2,162,870
Parking Meters and Lots	838,610	857,500	874,620	892,120	909,960
Parking Services Administration	5,848,280	5,723,950	5,589,570	5,286,390	5,295,810
Total Expenditures/Transfers to Reserve	10,715,030	10,712,470	10,677,690	10,476,210	10,589,450
% Change		(0.02%)	(0.32%)	(1.89%)	1.08%
Net Base Budget Total	9,936,970	10,236,670	10,549,040	11,033,650	11,209,220



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.

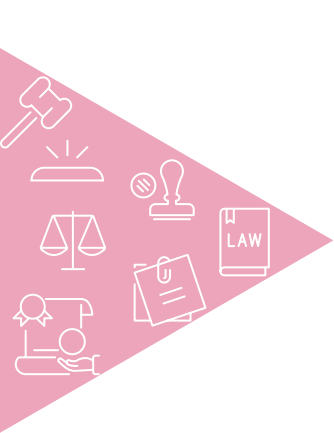
Core Services

- **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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
One Time	0	0	0	0	0.00%
Total	0	0	0	0	0.00%
Expenditures/Transfers to Reserve					
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%
Base Budget	4,639,835	5,837,350	6,543,170	705,820	12.09%
One Time	0	0	0	0	0.00%
Total	4,639,835	5,837,350	6,543,170	705,820	12.09%
Net Base Budget	(4,639,835)	(5,837,350)	(6,543,170)	705,820	12.09%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	6,543,170	6,851,640	6,959,870	7,113,630	7,225,870
% Change		4.71%	1.58%	2.21%	1.58%
Net Base Budget Total	(6,543,170)	(6,851,640)	(6,959,870)	(7,113,630)	(7,225,870)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
One Time	0	0	0	0	0.00%
Total	0	0	0	0	0.00%
Expenditures/Transfers to Reserve					
Office of the City Solicitor	1,012,770	1,078,090	1,381,960	303,870	28.19%
Base Budget	1,012,770	1,078,090	1,381,960	303,870	28.19%
One Time	0	0	0	0	0.00%
Total	1,012,770	1,078,090	1,381,960	303,870	28.19%
Net Base Budget	(1,012,770)	(1,078,090)	(1,381,960)	303,870	28.19%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Office of the City Solicitor	1,381,960	1,410,530	1,438,750	1,467,490	1,496,830
Total Expenditures/Transfers to Reserve	1,381,960	1,410,530	1,438,750	1,467,490	1,496,830
% Change		2.07%	2.00%	2.00%	2.00%
Net Base Budget Total	(1,381,960)	(1,410,530)	(1,438,750)	(1,467,490)	(1,496,830)



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.

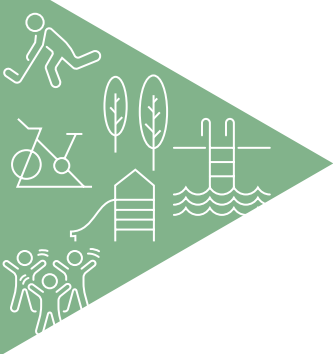
Core Services

- **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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Legislative Services	56,002	375,000	60,000	(315,000)	(84.00%)
Base Budget	56,002	375,000	60,000	(315,000)	(84.00%)
One Time	0	0	0	0	0.00%
Total	56,002	375,000	60,000	(315,000)	(84.00%)
Expenditures/Transfers to Reserve					
Legislative Services	1,674,158	2,011,550	1,788,270	(223,280)	(11.10%)
Base Budget	1,674,158	2,011,550	1,788,270	(223,280)	(11.10%)
One Time	0	95,000	0	(95,000)	(100.00%)
Total	1,674,158	2,106,550	1,788,270	(318,280)	(15.11%)
Net Base Budget	(1,618,156)	(1,636,550)	(1,728,270)	91,720	5.60%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Legislative Services	60,000	60,000	60,000	480,000	60,000
Total Revenues/Funding Sources	60,000	60,000	60,000	480,000	60,000
% Change		0.00%	0.00%	700.00%	(87.50%)
Expenditures/Transfers to Reserve					
Legislative Services	1,788,270	1,829,820	1,863,600	2,318,070	1,933,250
Total Expenditures/Transfers to Reserve	1,788,270	1,829,820	1,863,600	2,318,070	1,933,250
% Change		2.32%	1.85%	24.39%	(16.60%)
Net Base Budget Total	(1,728,270)	(1,769,820)	(1,803,600)	(1,838,070)	(1,873,250)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Parks	682,633	651,500	661,700	10,200	1.57%
Recreation	1,182,537	2,467,240	2,697,290	230,050	9.32%
Facilities	53,711	5,300	5,300	0	0.00%
Base Budget	1,918,881	3,124,040	3,364,290	240,250	7.69%
One Time	0	19,240	19,240	0	0.00%
Total	1,918,881	3,143,280	3,383,530	240,250	7.64%
Expenditures/Transfers to Reserve					
Parks	10,319,684	11,673,180	12,350,910	677,730	5.81%
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%
Facilities	6,721,520	6,923,250	7,850,400	927,150	13.39%
Base Budget	23,817,893	26,578,780	29,028,730	2,449,950	9.22%
One Time	0	130,000	20,800	(109,200)	(84.00%)
Total	23,817,893	26,708,780	29,049,530	2,340,750	8.76%
Net Base Budget	(21,899,013)	(23,454,740)	(25,664,440)	2,209,700	9.42%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Parks	661,700	662,610	663,530	664,470	665,430
Recreation	2,697,290	2,751,260	2,806,270	2,862,420	2,919,670
Facilities	5,300	5,410	5,520	5,630	5,740
Total Revenues/Funding Sources	3,364,290	3,419,280	3,475,320	3,532,520	3,590,840
% Change		1.63%	1.64%	1.65%	1.65%
Expenditures/Transfers to Reserve					
Parks	12,350,910	12,681,200	12,923,220	13,170,130	13,421,950
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
Facilities	7,850,400	8,050,800	8,211,820	8,376,030	8,543,520
Total Expenditures/Transfers to Reserve	29,028,730	29,779,630	30,363,550	30,959,110	31,566,600
% Change		2.59%	1.96%	1.96%	1.96%
Net Base Budget Total	(25,664,440)	(26,360,350)	(26,888,230)	(27,426,590)	(27,975,760)

Parks

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Park Operations	680,633	606,210	616,410	10,200	1.68%
Urban Forestry	2,000	45,290	45,290	0	0.00%
Base Budget	682,633	651,500	661,700	10,200	1.57%
One Time	0	19,240	19,240	0	0.00%
Total	682,633	670,740	680,940	10,200	1.52%
Expenditures/Transfers to Reserve					
Park Design & Development	389,312	442,580	582,670	140,090	31.65%
Park Operations	7,628,023	8,317,520	8,715,700	398,180	4.79%
Urban Forestry	2,302,349	2,913,080	3,052,540	139,460	4.79%
Base Budget	10,319,684	11,673,180	12,350,910	677,730	5.81%
One Time	0	20,000	20,800	800	4.00%
Total	10,319,684	11,693,180	12,371,710	678,530	5.80%
Net Base Budget	(9,637,052)	(11,021,680)	(11,689,210)	667,530	6.06%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Park Operations	616,410	616,410	616,410	616,410	616,410
Urban Forestry	45,290	46,200	47,120	48,060	49,020
Total Revenues/Funding Sources	661,700	662,610	663,530	664,470	665,430
% Change		0.14%	0.14%	0.14%	0.14%
Expenditures/Transfers to Reserve					
Park Design & Development	582,670	598,350	610,310	622,530	634,970
Park Operations	8,715,700	8,942,000	9,109,280	9,279,900	9,453,960
Urban Forestry	3,052,540	3,140,850	3,203,630	3,267,700	3,333,020
Total Expenditures/Transfers to Reserve	12,350,910	12,681,200	12,923,220	13,170,130	13,421,950
% Change		2.67%	1.91%	1.91%	1.91%
Net Base Budget Total	(11,689,210)	(12,018,590)	(12,259,690)	(12,505,660)	(12,756,520)

Parks, Recreation and Facilities Administration

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
One Time	0	0	0	0	0.00%
Total	0	0	0	0	0.00%
Expenditures/Transfers to Reserve					
Parks, Recreation and Facilities Administration	2,014,665	2,123,730	2,099,200	(24,530)	(1.16%)
Base Budget	2,014,665	2,123,730	2,099,200	(24,530)	(1.16%)
One Time	0	0	0	0	0.00%
Total	2,014,665	2,123,730	2,099,200	(24,530)	(1.16%)
Net Base Budget	(2,014,665)	(2,123,730)	(2,099,200)	(24,530)	(1.16%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Parks, Recreation and Facilities Administration	2,099,200	2,144,330	2,187,250	2,230,950	2,275,570
Total Expenditures/Transfers to Reserve	2,099,200	2,144,330	2,187,250	2,230,950	2,275,570
% Change		2.15%	2.00%	2.00%	2.00%
Net Base Budget Total	(2,099,200)	(2,144,330)	(2,187,250)	(2,230,950)	(2,275,570)

Recreation

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
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%
Base Budget	1,182,537	2,467,240	2,697,290	230,050	9.32%
One Time	0	0	0	0	0.00%
Total	1,182,537	2,467,240	2,697,290	230,050	9.32%
Expenditures/Transfers to Reserve					
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%
Base Budget	4,762,024	5,858,620	6,728,220	869,600	14.84%
One Time	0	110,000	0	(110,000)	(100.00%)
Total	4,762,024	5,968,620	6,728,220	759,600	12.73%
Net Base Budget	(3,579,487)	(3,391,380)	(4,030,930)	639,550	18.86%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
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
Total Revenues/Funding Sources	2,697,290	2,751,260	2,806,270	2,862,420	2,919,670
% Change		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	6,728,220	6,903,300	7,041,260	7,182,000	7,325,560
% Change		2.60%	2.00%	2.00%	2.00%
Net Base Budget Total	(4,030,930)	(4,152,040)	(4,234,990)	(4,319,580)	(4,405,890)

Facilities

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Facility Development	48,212	0	0	0	0.00%
Facility Operations	5,499	5,300	5,300	0	0.00%
Base Budget	53,711	5,300	5,300	0	0.00%
One Time	0	0	0	0	0.00%
Total	53,711	5,300	5,300	0	0.00%
Expenditures/Transfers to Reserve					
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%
Base Budget	6,721,520	6,923,250	7,850,400	927,150	13.39%
One Time	0	0	0	0	0.00%
Total	6,721,520	6,923,250	7,850,400	927,150	13.39%
Net Base Budget	(6,667,809)	(6,917,950)	(7,845,100)	927,150	13.40%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Facility Operations	5,300	5,410	5,520	5,630	5,740
Total Revenues/Funding Sources	5,300	5,410	5,520	5,630	5,740
% Change		2.08%	2.03%	1.99%	1.95%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	7,850,400	8,050,800	8,211,820	8,376,030	8,543,520
% Change		2.55%	2.00%	2.00%	2.00%
Net Base Budget Total	(7,845,100)	(8,045,390)	(8,206,300)	(8,370,400)	(8,537,780)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
One Time	0	25,000	0	(25,000)	(100.00%)
Total	0	25,000	0	(25,000)	(100.00%)
Expenditures/Transfers to Reserve					
Health, Safety and Rehabilitation	709,763	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%
Base Budget	2,324,540	3,048,890	4,214,190	1,165,300	38.22%
One Time	0	129,280	0	(129,280)	(100.00%)
Total	2,324,540	3,178,170	4,214,190	1,036,020	32.60%
Net Base Budget	(2,324,540)	(3,048,890)	(4,214,190)	1,165,300	38.22%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Health, Safety and Rehabilitation	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
Total Expenditures/Transfers to Reserve	4,214,190	5,089,540	5,191,350	5,295,120	5,400,990
% Change		20.77%	2.00%	2.00%	2.00%
Net Base Budget Total	(4,214,190)	(5,089,540)	(5,191,350)	(5,295,120)	(5,400,990)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
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%
Base Budget	1,950,825	1,601,720	1,736,720	135,000	8.43%
One Time	0	0	0	0	0.00%
Total	1,950,825	1,601,720	1,736,720	135,000	8.43%
Expenditures/Transfers to Reserve					
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%
Base Budget	1,892,725	1,875,300	1,902,030	26,730	1.43%
One Time	0	0	0	0	0.00%
Total	1,892,725	1,875,300	1,902,030	26,730	1.43%
Net Base Budget	58,101	(273,580)	(165,310)	(108,270)	(39.58%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
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
Total Revenues/Funding Sources	1,736,720	1,916,150	1,959,910	1,999,110	2,039,080
% Change		10.33%	2.28%	2.00%	2.00%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	1,902,030	2,007,410	2,052,970	2,094,040	2,135,940
% Change		5.54%	2.27%	2.00%	2.00%
Net Base Budget Total	(165,310)	(91,260)	(93,060)	(94,930)	(96,860)



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
 - **Heritage:** Review, design and administer policies and programs that identify, protect and revitalize heritage assets
 - **Housing:** Review, update and implement policies and regulations for housing affordability and availability; and administer the Housing Reserve Fund
 - **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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Community Planning and Housing	272,296	0	0	0	0
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%
Base Budget	7,783,404	3,867,270	5,850,000	1,982,730	51.27%
One Time	0	862,330	110,040	(752,290)	(87.24%)
Total	7,783,404	4,729,600	5,960,040	1,230,440	26.02%
Expenditures/Transfers to Reserve					
Community Planning and Housing	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%
Base Budget	10,250,494	7,255,980	7,740,600	484,620	6.68%
One Time	0	1,116,490	118,770	(997,720)	(89.36%)
Total	10,250,494	8,372,470	7,859,370	(513,100)	(6.13%)
Net Base Budget	(2,467,090)	(3,388,710)	(1,890,600)	(1,498,110)	(44.21%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
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
Total Revenues/Funding Sources	5,850,000	5,967,000	6,086,340	6,208,060	6,332,230
% Change		2.00%	2.00%	2.00%	2.00%
Expenditures/Transfers to Reserve					
Community Planning and Housing	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
Total Expenditures/Transfers to Reserve	7,740,600	8,024,910	8,185,010	8,348,750	8,515,520
% Change		3.67%	2.00%	2.00%	2.00%
Net Base Budget Total	(1,890,600)	(2,057,910)	(2,098,670)	(2,140,690)	(2,183,290)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Emergency Management	94,973	0	0	0	0.00%
Fire - Administration	21,226	0	0	0	0.00%
Fire - Operations	361,705	46,500	58,500	12,000	25.81%
Base Budget	477,904	46,500	58,500	12,000	25.81%
One Time	0	0	0	0	0.00%
Total	477,904	46,500	58,500	12,000	25.81%
Expenditures/Transfers to Reserve					
Emergency Management	462,689	596,790	597,510	720	0.12%
Fire - Administration	898,312	1,066,480	1,175,900	109,420	10.26%
Fire - Operations	16,954,910	17,074,310	17,380,500	306,190	1.79%
Base Budget	18,315,911	18,737,580	19,153,910	416,330	2.22%
One Time	0	26,000	0	(26,000)	(100.00%)
Total	18,315,911	18,763,580	19,153,910	390,330	2.08%
Net Base Budget	(17,838,007)	(18,691,080)	(19,095,410)	404,330	2.16%
Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Fire - Operations	58,500	58,620	58,740	58,860	58,990
Total Revenues/Funding Sources	58,500	58,620	58,740	58,860	58,990
% Change		0.21%	0.20%	0.20%	0.22%
Expenditures/Transfers to Reserve					
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
Total Expenditures/Transfers to Reserve	19,153,910	19,224,840	19,289,610	19,357,700	19,427,130
% Change		0.37%	0.34%	0.35%	0.36%
Net Base Budget Total	(19,095,410)	(19,166,220)	(19,230,870)	(19,298,840)	(19,368,140)



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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Fiscal	3,779,838	3,490,000	4,787,500	1,297,500	37.18%
Corporate Resources	21,398,050	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%
Citizen's Assembly	0	250,000	250,000	0	0.00%
Base Budget	33,756,551	25,588,920	28,346,950	2,758,030	10.78%
COVID19 Safe Restart	4,695,480	1,740,000	0	(1,740,000)	(100.00%)
One Time	0	4,838,270	1,563,300	(3,274,970)	(67.69%)
Total	38,452,031	32,167,190	29,910,250	(2,256,940)	(7.02%)
Expenditures/Transfers to Reserve					
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%
Corporate Resources	72,950	361,310	1,851,800	1,490,490	412.52%
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	28,794,490	728,570	2.60%
Citizen's Assembly	0	250,000	250,000	0	0.00%
Office of Equity, Diversity and Inclusion	262,607	415,950	392,280	(23,670)	(5.69%)
Youth Bus Pass Program	571,000	525,000	475,000	(50,000)	(9.52%)
Contingencies	0	(1,249,490)	2,650,000	3,899,490	(312.09%)
Base Budget	45,465,254	38,289,820	45,614,270	7,324,450	19.13%
Mitigation Strategies	0	(3,725,000)	(3,500,000)	225,000	6.04%
One Time	0	854,660	0	(854,660)	(100.00%)
Total	45,465,254	35,419,480	42,114,270	6,694,790	18.90%
Net Base Budget	(11,708,703)	(12,700,900)	(17,267,320)	4,566,420	35.95%
Five Year Forecast					
	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Fiscal	4,787,500	4,787,500	4,787,500	4,787,500	4,787,500
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
Citizen's Assembly	250,000	0	0	0	0
Total Revenues/Funding Sources	28,346,950	28,202,130	28,314,080	28,354,010	28,467,120
% Change		(0.51%)	0.40%	0.14%	0.40%
Expenditures/Transfers to Reserve					
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
Corporate Resources	1,851,800	1,878,240	1,893,980	1,910,040	1,926,420
Overnight Sheltering	1,358,000	0	0	0	0
Transfers to Own Funds	28,794,490	30,234,260	31,681,370	33,122,880	34,430,230
Youth Bus Pass Program	475,000	475,000	475,000	475,000	475,000
Citizen's Assembly	250,000	0	0	0	0
Office of Equity, Diversity and Inclusion	392,280	404,000	412,070	420,310	428,710
Contingencies	2,650,000	3,470,000	4,180,000	4,740,000	5,300,000
Mitigation Strategies	(3,500,000)	(1,250,000)	(1,000,000)	(500,000)	0
Total Expenditures/Transfers to Reserve	42,114,270	45,047,200	47,289,830	49,843,370	52,268,830
% Change		6.96%	4.98%	5.40%	4.87%
Net Base Budget Total	(10,267,320)	(15,595,070)	(17,975,750)	(20,989,360)	(23,801,710)

Fiscal

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
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 Penalty	691,734	425,000	725,000	300,000	70.59%
Base Budget	3,779,838	3,490,000	4,787,500	1,297,500	37.18%
One Time	0	0	0	0	0.00%
Total	3,779,838	3,490,000	4,787,500	1,297,500	37.18%
Expenditures/Transfers to Reserve					
Various Fees and Charges	182,804	190,000	255,000	65,000	34.21%
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%
Debt Repayments	2,678,028	2,697,030	2,491,580	(205,450)	(7.62%)
Base Budget	8,194,960	7,940,580	8,688,930	748,350	9.42%
One Time	0	0	0	0	0.00%
Total	8,194,960	7,940,580	8,688,930	748,350	9.42%
Net Base Budget	(4,415,122)	(4,450,580)	(3,901,430)	(549,150)	(12.34%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
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
Total Revenues/Funding Sources	4,787,500	4,787,500	4,787,500	4,787,500	4,787,500
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Various Fees and Charges	255,000	259,500	264,090	268,770	273,550
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
Debt Repayments	2,491,580	2,512,090	2,361,600	2,383,730	2,406,730
Total Expenditures/Transfers to Reserve	8,688,930	8,654,740	8,448,830	8,453,510	8,458,290
% Change		(0.39%)	(2.38%)	0.06%	0.06%
Net Base Budget Total	(3,901,430)	(3,867,240)	(3,661,330)	(3,666,010)	(3,670,790)

Corporate Resources

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Business Licences	1,407,556	1,455,000	1,455,000	0	0.00%
Various Licences and Fees	927,347	443,000	443,000	0	0.00%
Bus Shelter Advertising	130,530	150,000	150,000	0	0.00%
EV Charging Revenue	38,180	0	0	0	0.00%
Tax Certificate	156,680	130,000	130,000	0	0.00%
Bonus Density	0	0	0	0	0.00%
Downtown Core Area Public Realm	17,500	0	0	0	0.00%
Arena Funding	361,172	530,870	590,060	59,190	11.15%
Crest Levy	261,953	400,000	400,000	0	0.00%
DGV Online Accommodation Platform	1,339,402	0	0	0	0.00%
Traffic Fine Revenue Sharing	2,205,321	1,855,000	2,000,000	145,000	7.82%
Grants	2,607,516	0	0	0	0.00%
Canada Community-Building Fund	7,501,751	3,833,000	3,998,000	165,000	4.30%
Fortis	536,523	535,000	665,000	130,000	24.30%
Local Government Climate Action Program	0	0	310,000	310,000	100.00%
Water/Sewer Utility Overhead Recovery	2,544,750	2,595,640	2,977,150	381,510	14.70%
Police Overhead Recovery	890,980	908,800	928,350	19,550	2.15%
Stormwater Utility Overhead Recovery	470,890	480,310	489,920	9,610	2.00%
Base Budget	21,398,050	13,316,620	14,536,480	1,219,860	9.16%
One Time	0	0	0	0	0.00%
Total	21,398,050	13,316,620	14,536,480	1,219,860	9.16%
Expenditures/Transfers to Reserve					
Consulting and Professional Services	534,007	131,000	422,000	291,000	222.14%
Supplies and Miscellaneous	617,264	631,000	479,800	(151,200)	(23.96%)
Tax Appeals	(705,204)	550,000	550,000	0	0.00%
CREST Levy	261,953	400,000	400,000	0	0.00%
Recoveries and Services	(1,350,690)	(1,350,690)	0	1,350,690	(100.00%)
Transfer to Carry Forward	715,621	0	0	0	0.00%
Base Budget	72,950	361,310	1,851,800	1,490,490	412.52%
One Time	0	0	0	0	0.00%
Total	72,950	361,310	1,851,800	1,490,490	412.52%
Net Base Budget	21,325,100	12,955,310	12,684,680	270,630	2.09%

Corporate Resources

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

Payment in Lieu of Taxes

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Federal Payments-in-lieu	1,520,967	1,521,000	1,600,000	79,000	5.19%
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%
BC Housing	435,472	436,000	513,500	77,500	17.78%
BC Hydro	758,206	758,000	810,000	52,000	6.86%
ICBC	116,499	117,000	120,000	3,000	2.56%
CRD	11,544	12,000	12,000	0	0.00%
Base Budget	7,070,215	7,071,800	7,317,500	245,700	3.47%
One Time	0	0	0	0	0.00%
Total	7,070,215	7,071,800	7,317,500	245,700	3.47%
Expenditures/Transfers to Reserve					
One Time	0	0	0	0	0.00%
Total	0	0	0	0	0.00%
Net Base Budget	7,070,215	7,071,800	7,317,500	(245,700)	(3.47%)

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Federal Payments-in-lieu	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
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
BC Housing	513,500	513,500	513,500	513,500	513,500
BC Hydro	810,000	826,200	842,720	859,570	876,760
ICBC	120,000	120,000	120,000	120,000	120,000
CRD	12,000	12,000	12,000	12,000	12,000
Total Revenues/Funding Sources	7,317,500	7,333,700	7,350,220	7,367,070	7,384,260
% Change		0.22%	0.23%	0.23%	0.23%
Expenditures/Transfers to Reserve					
Total Expenditures/Transfers to Reserve	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Net Base Budget Total	7,317,500	7,333,700	7,350,220	7,367,070	7,384,260

Transfers to Own Funds

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Cost-sharing	34,806	35,500	37,470	1,970	5.55%
Base Budget	34,806	35,500	37,470	1,970	5.55%
One Time	0	4,838,270	1,563,300	(3,274,970)	(67.69%)
Total	34,806	4,873,770	1,600,770	(3,273,000)	(67.16%)
Expenditures/Transfers to Reserve					
Transfer to Capital	11,290,000	11,640,000	11,640,000	0	0.00%
Transfer to Stormwater Utility	1,326,510	1,353,040	1,380,100	27,060	2.00%
Buildings & Infrastructure Reserve	5,269,182	4,521,190	5,025,130	503,940	11.15%
SOFMC Reserve	149,916	153,740	172,120	18,380	11.96%
Climate Action Reserve	209,811	0	0	0	0.00%
Tax Sale Lands Reserve	50,000	50,000	50,000	0	0.00%
Vehicle & Heavy Equipment Reserve	1,244,331	1,500,000	1,500,000	0	0.00%
Debt Reduction Reserve	3,161,788	3,147,370	3,161,560	14,190	0.45%
Affordable Housing Reserve	2,016,902	660,000	660,000	0	0.00%
HR & Fringe Benefit Stabilization Reserve	100,000	100,000	100,000	0	0.00%
Gas Tax Reserve/Canada Community Building Reserve	7,501,751	3,833,000	3,998,000	165,000	4.30%
Public Art Reserve	150,000	150,000	150,000	0	0.00%
Tree Conservation Reserve	164,900	0	0	0	0.00%
Specialty Equipment Reserve	1,006,494	957,580	957,580	0	0.00%
Base Budget	33,641,584	28,065,920	28,794,490	728,570	2.60%
One Time	0	270,660	0	(270,660)	0.00%
Total	33,641,584	28,336,580	28,794,490	457,910	1.62%
Net Base Budget	(33,606,778)	(28,030,420)	(28,757,020)	726,600	2.59%
Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Cost-sharing	37,470	38,210	38,980	39,780	40,550
Total Revenues/Funding Sources	37,470	38,210	38,980	39,780	40,550
% Change		1.97%	2.02%	2.05%	1.94%
Expenditures/Transfers to Reserve					
Transfer to Capital	11,640,000	12,140,000	12,640,000	13,140,000	13,640,000
Transfer to Stormwater Utility	1,380,100	1,407,700	1,435,850	1,464,570	1,493,870
Buildings & Infrastructure Reserve	5,025,130	5,526,630	6,028,160	6,529,720	7,031,310
SOFMC Reserve	172,120	175,560	185,610	189,320	193,110
Tax Sale Lands Reserve	50,000	50,000	50,000	50,000	50,000
Vehicle & Heavy Equipment Reserve	1,500,000	1,900,000	2,300,000	2,700,000	3,100,000
Debt Reduction Reserve	3,161,560	3,168,790	3,176,170	3,183,690	3,191,360
Affordable Housing Reserve	660,000	660,000	660,000	660,000	660,000
HR & Fringe Benefit Stabilization Reserve	100,000	100,000	100,000	100,000	100,000
Gas Tax Reserve/Canada Community Building Reserve	3,998,000	3,998,000	3,998,000	3,998,000	3,998,000
Public Art Reserve	150,000	150,000	150,000	150,000	15,000
Specialty Equipment Reserve	957,580	957,580	957,580	957,580	957,580
Total Expenditures/Transfers to Reserve	28,794,490	30,234,260	31,681,370	33,122,880	34,430,230
% Change		5.00%	4.79%	4.55%	3.95%
Net Base Budget Total	(28,757,020)	(30,196,050)	(31,642,390)	(33,083,100)	(34,389,680)

Grants

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
Other Grants	308,286	0	0	0	0.00%
Base Budget	308,286	0	0	0	0.00%
One Time	0	0	0	0	0.00%
Total	308,286	0	0	0	0.00%
Expenditures/Transfers to Reserve					
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	628,120	913,860	285,740	45.49%
Strategic Plan Grants	477,100	512,160	542,890	30,730	6.00%
Base Budget	5,560,234	4,701,880	5,247,090	545,210	11.60%
One Time	0	857,540	0	(857,540)	(100.00%)
Total	5,560,234	5,559,420	5,247,090	(312,330)	(5.62%)
Net Base Budget	(5,251,948)	(4,701,880)	(5,247,090)	545,210	11.60%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
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	913,860	916,120	918,420	920,780	923,190
Strategic Plan Grants	542,890	553,750	564,830	576,130	587,650
Total Expenditures/Transfers to Reserve	5,247,090	5,306,080	5,366,300	5,427,660	5,490,360
% Change		1.12%	1.13%	1.14%	1.16%
Net Base Budget Total	(5,247,090)	(5,306,080)	(5,366,300)	(5,427,660)	(5,490,360)



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^wəŋx^wəŋ təŋəx^w 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

Budget Summary	2021 Actual	2022 Budget	2023 Budget	Change	% Change
Revenues/Funding Sources					
One Time	0	0	0	0	0.00%
Total	0	0	0	0	0.00%
Expenditures/Transfers to Reserve					
Greater Victoria Public Library	5,645,873	5,680,000	5,764,350	84,350	1.49%
Base Budget	5,645,873	5,680,000	5,764,350	84,350	1.49%
One Time	0	0	0	0	0.00%
Total	5,645,873	5,680,000	5,764,350	84,350	1.49%
Net Base Budget	(5,645,873)	(5,680,000)	(5,764,350)	84,350	1.49%

Five Year Forecast	2023	2024	2025	2026	2027
Revenues/Funding Sources					
Total Revenues/Funding Sources	0	0	0	0	0
% Change		0.00%	0.00%	0.00%	0.00%
Expenditures/Transfers to Reserve					
Greater Victoria Public Library	5,764,350	5,881,440	6,000,970	6,122,980	6,247,520
Total Expenditures/Transfers to Reserve	5,764,350	5,881,440	6,000,970	6,122,980	6,247,520
% Change		2.03%	2.03%	2.03%	2.03%
Net Base Budget Total	(5,764,350)	(5,881,440)	(6,000,970)	(6,122,980)	(6,247,520)

Capital Summary

Project Name	2023	2024	2025	2026	2027	2028 – 2042	Total
Transportation							
Major Street Rehabilitation	5,690,000	7,280,000	7,426,000	7,574,000	7,725,000	137,187,000	172,882,000
Local Street Rehabilitation	4,270,000	6,240,000	6,365,000	6,492,000	6,622,000	116,795,000	146,784,000
Multi-Modal Corridor Improvements	3,250,000	3,315,000	3,381,000	3,449,000	3,518,000	26,676,000	43,589,000
New Traffic Signal Installations	550,000	550,000	650,000	650,000	800,000	13,344,000	16,544,000
Traffic Signal Modernization	800,000	900,000	1,000,000	1,100,000	1,300,000	29,324,000	34,424,000
Crosswalk Installations/Upgrades	550,000	550,000	550,000	550,000	650,000	10,846,000	13,696,000
Pedestrian Network Improvements	850,000	867,000	884,000	902,000	920,000	16,229,000	20,652,000
Sidewalk Rehabilitation Program	309,000	315,000	321,000	327,000	334,000	5,897,000	7,503,000
David Foster Harbour Pathway	100,000	TBD	TBD	TBD	TBD	TBD	100,000
Government Street Refresh – Pedestrian Priority	0	1,500,000	1,500,000	TBD	TBD	0	3,000,000
Traffic Calming Initiatives	350,000	350,000	350,000	350,000	450,000	7,939,000	9,789,000
Cycling Network Improvements	250,000	255,000	260,000	265,000	270,000	4,770,000	6,070,000
Transit Network Improvements	100,000	102,000	104,000	106,000	108,000	1,881,000	2,401,000
Surface Infrastructure Program	316,000	322,000	328,000	334,000	340,000	5,943,000	7,583,000
Street Lighting Replacement	400,000	450,000	500,000	550,000	600,000	13,094,000	15,594,000
Street Light Fixture Replacement	0	0	0	0	0	4,515,000	4,515,000
Transportation Total	17,785,000	22,996,000	23,619,000	22,649,000	23,637,000	394,440,000	505,126,000
Structures							
Under-Sidewalk Basement Remediation	260,000	265,000	270,000	275,000	281,000	4,963,000	6,314,000
Retaining Wall Condition Assessment	75,000	50,000	0	0	0	0	125,000
Bridge Asset Management Planning	80,000	0	0	0	0	0	80,000
Retaining Wall Rehabilitation Program	760,000	TBD	TBD	TBD	TBD	TBD	760,000
Ship Point Master Plan Implementation	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Structures Total	1,175,000	315,000	270,000	275,000	281,000	4,963,000	7,279,000
Parks							
Park Furnishing Dedication Program	32,000	32,000	32,000	32,000	32,000	TBD	160,000
Peter Pollen Waterfront Park (sḱəmaθən)	0	600,000	TBD	0	0	0	600,000
Park Infrastructure Improvement Program	871,000	787,000	803,000	819,000	835,000	4,433,000	8,548,000
Urban Forest Improvement Program	250,000	255,000	260,000	266,000	272,000	TBD	1,303,000
Playground Improvement Program	0	800,000	TBD	TBD	TBD	TBD	800,000
Dogs in Parks Program	400,000	TBD	TBD	TBD	TBD	TBD	400,000
Natural Areas Restoration Program	261,000	265,000	269,000	273,000	277,000	TBD	1,345,000
Park Redevelopment Program	628,000	TBD	TBD	TBD	TBD	TBD	628,000
Park Technical and Environmental Studies	80,000	TBD	TBD	TBD	TBD	TBD	80,000
Parks Total	2,522,000	2,739,000	1,364,000	1,390,000	1,416,000	4,433,000	13,864,000
Facilities							
Crystal Pool and Fitness Centre – Lifecycle Renewal and Repairs	300,000	204,000	208,000	212,000	216,000	TBD	1,140,000
Facilities Infrastructure Improvement Program	565,000	1,610,000	TBD	TBD	TBD	TBD	2,175,000
VCC – Life Cycle Renewal and Repairs	250,000	350,000	TBD	TBD	TBD	TBD	600,000
SOFMC (Arena) – Life Cycle Renewal and Repairs	350,000	TBD	TBD	TBD	TBD	TBD	350,000

Project Name	2023	2024	2025	2026	2027	2028 – 2042	Total
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
Parkade Infrastructure Improvement Program	750,000	TBD	TBD	TBD	TBD	TBD	750,000
Corporate Workplace Modernization Program	450,000	300,000	306,000	312,000	318,000	TBD	1,686,000
Facilities – Technical Studies and Asset Management	178,000	607,000	302,000	307,000	312,000	TBD	1,706,000
Public Washroom Improvements	860,000	900,000	972,000	1,050,000	1,134,000	7,186,000	11,242,000
Community Centres – Life Cycle Renewal and Repairs	70,000	215,000	155,000	35,000	TBD	TBD	475,000
Property Management Program	0	200,000	250,000	TBD	TBD	TBD	450,000
Facilities Total	5,273,000	6,886,000	3,193,000	1,916,000	1,980,000	7,186,000	26,434,000
Neighbourhoods							
Wayfinding	75,000	TBD	TBD	TBD	TBD	TBD	75,000
Neighbourhoods Total	75,000	TBD	TBD	TBD	TBD	TBD	75,000
Equipment – Arts, Culture and Events							
Seasonal Animation	101,000	124,000	81,000	70,000	84,000	1,277,000	1,737,000
Festival Equipment Asset Replacement	64,000	65,000	66,000	67,000	33,000	615,000	910,000
Equipment – Arts, Culture and Events Total	165,000	189,000	147,000	137,000	117,000	1,892,000	2,647,000
Equipment – Corporate							
Corporate Application Support	650,000	TBD	TBD	TBD	TBD	TBD	650,000
Corporate IT Infrastructure	835,000	795,000	862,000	919,000	1,093,000	15,454,000	19,958,000
Corporate Equipment Replacement	230,000	235,000	240,000	245,000	250,000	4,405,000	5,605,000
Asset Management/GIS System Development	206,000	114,000	0	0	0	0	320,000
Equipment – Corporate Total	1,921,000	1,144,000	1,102,000	1,164,000	1,343,000	19,859,000	26,533,000
Equipment – Fire							
Fire Equipment	202,000	206,000	210,000	214,000	218,000	3,805,000	4,855,000
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	100,000	128,000	104,000	106,000	108,000	1,881,000	2,427,000
Equipment – Fire Total	313,000	345,000	325,000	331,000	337,000	8,251,000	9,902,000
Equipment – Parking Services							
Parking Equipment/Technology Upgrade	275,000	281,000	287,000	293,000	299,000	5,266,000	6,701,000
Electric Vehicle Infrastructure	2,596,000	2,716,000	2,366,000	2,253,000	1,642,000	855,000	12,428,000
Equipment – Parking Services Total	2,871,000	2,997,000	2,653,000	2,546,000	1,941,000	6,121,000	19,129,000
Equipment – Public Works							
Vehicle and Heavy Equipment Replacement	9,812,000	5,500,000	5,610,000	5,722,000	5,837,000	102,952,000	135,433,000
Small Equipment and Tools	321,000	328,000	335,000	342,000	349,000	6,151,000	7,826,000
Zero Waste Streets	300,000	250,000	150,000	100,000	100,000	TBD	900,000
Public Works Equipment	61,000	62,000	63,000	64,000	65,000	1,110,000	1,425,000
Equipment – Public Works Total	10,494,000	6,140,000	6,158,000	6,228,000	6,351,000	110,213,000	145,584,000
Equipment – VCC							
Equipment	284,000	51,000	52,000	53,000	54,000	930,000	1,424,000
Equipment – VCC Total	284,000	51,000	52,000	53,000	54,000	930,000	1,424,000
Total Equipment Categories	16,048,000	10,866,000	10,437,000	10,459,000	10,143,000	147,266,000	205,219,000
Waterworks							
New Services	550,000	550,000	550,000	550,000	550,000	8,250,000	11,000,000
Mains Replacement	5,463,000	5,718,000	6,004,000	6,303,000	6,618,000	129,106,000	159,212,000
System Planning and Assessment	0	250,000	0	0	0	1,050,000	1,300,000
Capital Equipment	104,000	46,000	47,000	48,000	49,000	855,000	1,149,000
Waterworks Total	6,117,000	6,564,000	6,601,000	6,901,000	7,217,000	139,261,000	172,661,000

Project Name	2023	2024	2025	2026	2027	2028 – 2042	Total
Sanitary Sewers							
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000	6,000,000
Mains Replacement	2,429,000	2,550,000	2,678,000	2,812,000	2,953,000	66,934,000	80,356,000
Inflow and Infiltration	1,379,000	1,449,000	1,522,000	1,597,000	1,678,000	38,018,000	45,643,000
System Planning	0	250,000	0	0	0	1,050,000	1,300,000
System Assessment	276,000	282,000	288,000	294,000	300,000	5,301,000	6,741,000
System Upgrades	3,153,000	3,216,000	3,280,000	3,346,000	3,413,000	32,863,000	49,271,000
Capital Equipment	289,000	18,000	19,000	20,000	21,000	435,000	802,000
Sanitary Sewers Total	7,826,000	8,065,000	8,087,000	8,369,000	8,665,000	149,101,000	190,113,000
Stormwater							
New Services	300,000	300,000	300,000	300,000	300,000	4,500,000	6,000,000
Stormwater Quality	323,000	329,000	336,000	343,000	350,000	6,171,000	7,852,000
Mains Replacement	3,396,000	3,566,000	3,744,000	3,931,000	4,128,000	87,313,000	106,078,000
Brick Main Rehabilitation	2,234,000	2,279,000	2,325,000	2,372,000	2,419,000	42,643,000	54,272,000
System Planning and Assessment	250,000	250,000	250,000	470,000	250,000	4,470,000	5,940,000
Capital Equipment	285,000	14,000	15,000	16,000	17,000	375,000	722,000
Stormwater Total	6,788,000	6,738,000	6,970,000	7,432,000	7,464,000	145,472,000	180,864,000
Contingency							
Contingency Fund	350,000	357,000	364,000	371,000	378,000	6,691,000	8,511,000
Contingency Total	350,000	357,000	364,000	371,000	378,000	6,691,000	8,511,000
Victoria Police							
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
Victoria Police Total	1,480,000	1,508,000	1,536,000	1,564,000	1,594,000	27,765,000	35,447,000
Total	65,439,000	67,034,000	62,441,000	61,326,000	62,775,000	1,026,578,000	1,345,593,000

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, particularly young and elderly travellers, 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 Program
- Sidewalk Condition Assessment

Area	What We Have
Major Roads	• 106 km
Local Roads	• 173 km
Traffic Signal System	Traffic signals devices • 187 traffic signal intersections • 12 flashing red beacons Traffic signal communications and street lighting underground system • Fibre optic cable • Communications and street lighting conduit
Crosswalks	• 289 marked crosswalks at un-signalized intersections
Walking pathways, malls, squares and greenways	• Songhees Pathway • David Foster Harbour Pathway • Numerous park pathways and multi-use trails • Designated greenways
Sidewalks	• 467 km
Cycling Infrastructure	• 98.4 lane km of various cycling infrastructure

Area	What We Have
Street Lighting	• ~ 7,000 LED street lights • ~ 4,600 metal arm street lights on wood poles • ~600 decorative lights • ~ 3,900 metal poles (signal and street lights) • 903 cluster poles

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 regional transit providers. Pavement asset management is a strategic approach for the management, operation, preservation and enhancement of the asset to meet the needs of current and future customers.

Each road rehabilitation project is reviewed using a complete streets lens to consider benefits for pedestrians, cyclists, transit users and the mobility impaired. Construction is coordinated with other programs such as underground utilities, bicycle/pedestrian master plan implementation, crosswalks and traffic signal upgrades to minimize public disruption due to construction and reduce overall costs to the City.

Deliverables:

- An annual program of roadway restoration to maintain the existing arterial, collector and downtown roadways. Includes ongoing large patch repairs to extend life of roadways until larger restoration can be undertaken. Typically, a larger restoration is delayed until the project can be coordinated with necessary underground utility upgrades, a nearby development or transportation initiative can be completed. 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	5,690,000	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	4,270,000	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 set up to replace the previous Bicycle Master Plan capital program to reflect the scale and scope of corridor improvements which serve the City's safety, accessibility, asset renewal and sustainable mode share goals globally, rather than within a single business unit focused on cycling.

This program focuses on multi-modal transportation upgrades and improvements to support road safety, liveability, 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 (Ross Lane 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 repaving, road safety improvements including painted 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	3,250,000	3,315,000	3,381,000	3,449,000	3,518,000	26,676,000

New Traffic Signal Installations

Overview:

New traffic signals are funded within this program. This 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	550,000	550,000	650,000	650,000	800,000	13,344,000

Transportation

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 system requires ongoing repairs, upgrading and renewal to ensure continued safe and efficient operation.

The program includes the following investment areas:

System Renewal and Modernization

Many traffic signals have end-of-life traffic signal controllers. As well as 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. Many traffic signals are unable to adapt to changing traffic patterns, which results in suboptimal traffic movement, increased congestion and road user frustration.

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

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. Planning work has started for a Traffic Management Centre that will act as the strategic hub to make informed decisions about operations in the network through a growing deployment of intersection traffic cameras and monitoring devices.

Transportation Monitoring

There is an increased 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.

Accessibility improvements such as audible signals provide an enhanced user experience for people who are blind or have low vision to safely navigate the intersection.

Deliverables:

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

	2023	2024	2025	2026	2027	2028-2042
Traffic Signal Modernization	800,000	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:

- Upgrade existing crosswalks to Rectangular Rapid Flashing Beacons (RRFB): approximately 10 locations in 2023
- Install new marked crosswalks: approximately five locations in 2023
- Install new crosswalks with RRFB: approximately five locations in 2023
- Accessibility and safety upgrades such as curb ramp and streetlighting are funded as part of each location as required with this program

	2023	2024	2025	2026	2027	2028-2042
Crosswalk Installations/Upgrades	550,000	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	850,000	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	309,000	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, VanCity 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 pathway repairs at the Harbourside Pond System location
- Priorities in future years are to be determined and based on several factors including private land redevelopment activities and grant funding opportunities

	2023	2024	2025	2026	2027	2028-2042
David Foster Harbour Pathway	100,000	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. The full-time closure of Government Street between Humboldt and Courtney Streets will also be implemented on a trial basis using consistent materials and delivery methods to earlier phases of the Pedestrian Priority Street.

	2023	2024	2025	2026	2027	2028-2042
Government Street Refresh - Pedestrian Priority	0	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	350,000	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	250,000	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	100,000	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 testing and improved 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	400,000	450,000	500,000	550,000	600,000	13,094,000

Street Light Fixture Replacement

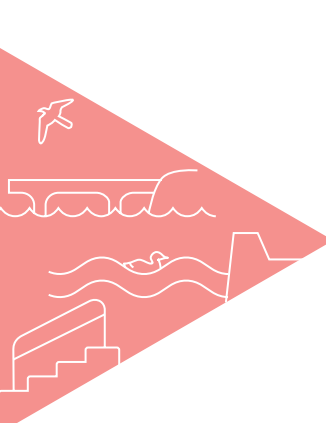
Overview:

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



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	• 170 Under-sidewalk basements
Retaining Walls	• Retaining walls • Seawalls • Bedrock outcrops
Bridges	• 5 Major bridges • 14 Pedestrian bridges
Marine Structures	• Piers • Wharves • Docks

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 the design and remediation of under-sidewalk basements throughout the city. Projects are selected based on coordination opportunities with other capital programs, partnership funding with building owners and any emerging safety concerns.

Deliverables:

- Design and construction for the remediation of the basement of the Yarrow Building, located on Broad Street between Fort and Broughton Streets. This is a high priority as the City installed temporary wooden scaffolding over a decade ago, which is now in need of upgrading to ensure public safety on the sidewalk above

	2023	2024	2025	2026	2027	2028-2042
Under-Sidewalk Basement Remediation	260,000	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	75,000	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	80,000	0	0	0	0	0

Structures

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

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	TBD	TBD	TBD	TBD	TBD	TBD



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	• 254 hectares of parkland • 138 parks • 15 dog leash-optional areas • 2 skate parks • 2 bike parks • 2 spray parks
Sport Fields	• 45 ball diamonds and soccer fields
Sport Courts	• 34 sport courts (tennis, pickleball, basketball and lacrosse)
Playgrounds and Outdoor Fitness Equipment	• 40 playgrounds • 5 outdoor fitness equipment locations
Crystal Pool and Fitness Centre	• Pools • Fitness centre • Multipurpose rooms
Royal Athletic Park	• Outdoor stadium with grass field
Save-On-Foods Memorial Centre	• 7,000 seat arena facility
Furnishings	• 38 drinking fountains • Over 700 park benches (350 memorial) • 130 picnic tables • 77 bleachers • 380 garbage cans
Cemetery	• Ross Bay Cemetery

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 associated 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 (s̓c̓ əmaθən)

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.

From 2019 to 2020, staff engaged the Songhees and Esquimalt Nations, local community stakeholders and the public to inform a concept design for s̓c̓ əmaθən - Peter Pollen Waterfront Park. From 2021 to 2022, the City continued to collaborate with the Songhees and Esquimalt Nations on further development of cultural and educational elements that are to be 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 (s̓c̓ əmaθən)	0	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

2024 - 2032 Projects:

- Infrastructure renewals

	2023	2024	2025	2026	2027	2028-2042
Park Infrastructure Improvement Program	871,000	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 Master Plan.

The 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

Parks

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 neighbourhood), Raynor Park and Vic West Park (Victoria West neighbourhood) and Cecelia Ravine Park (Burnside-Gorge neighbourhood).

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

- 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	0	800,000	TBD	TBD	TBD	TBD

Dogs in Parks Program

Overview:

The City maintains 15 leash-optional areas in parks throughout the municipality. Council directed staff to include funding in the Draft 2023 Financial Plan for a fulsome review of the Dogs in Parks program. This complex project will require third party support and will consist of public consultation, research, and technical analysis, including assessment of existing and potential new leash-optional areas across the city, design options, operating hours, benefits, risk mitigation and recommendations for program improvements, as well as an implementation plan.

Deliverables:

- 2023 - 2024 Project:
- Dogs in Parks Review

	2023	2024	2025	2026	2027	2028-2042
Dogs in Parks Program	400,000	TBD	TBD	TBD	TBD	TBD

Parks

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	261,000	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 the 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:

- 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

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	628,000	TBD	TBD	TBD	TBD	TBD

Parks

Park Technical and Environmental Studies

Overview:

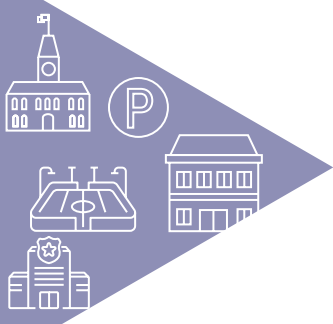
This program funds technical environmental and archaeological studies required to facilitate projects in City parks. Because many of the City's parks are located along the waterfront, on former wetlands or on lands formerly used for other purposes, these types of studies and investigations are often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

Deliverables:

2023 Project:

- Allowance for emergent studies, as required

	2023	2024	2025	2026	2027	2028-2042
Park Technical and Environmental Studies	80,000	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
- Facilities Condition Assessment Report
- Facilities Preventative Maintenance Program
- Victoria City Hall Practical Conservation Plan

Area	What We Have
Recreation Buildings	• Crystal Pool and Fitness Centre • Royal Athletic Park (stadium) • Buildings in Beacon Hill Park • 7 Recreation clubs • Sports field change rooms
Victoria Conference Centre	• Victoria Conference Centre • Crystal Gardens
Entertainment and Exhibition Buildings	• Save-On-Foods Memorial Centre • Visitor Centre • Greater Victoria Public Library (GVPL) – sɔːwəŋxˈwəŋ tənəxˈw James Bay Branch • Cameron Bandshell • McPherson Theatre
Public Safety Buildings	• Police station • 3 Fire stations
Parkades	• View Street • Centennial Square • Johnson Street • Broughton Street • Bastion Square
City Administration Buildings	• City Hall campus • Public Works yard • Parks yard • Pandora administration building
Public Washrooms	• 21 public washrooms

Area	What We Have
Community and Senior Centres	• Oaklands Community Centre • Vic West Community Centre • Quadra Village Community Centre • James Bay New Horizon Seniors Centre • Cook Street Village Activity Centre • Fairfield Gonzales Community Centre • Fernwood Community Centre • Burnside Gorge Community Centre • James Bay Community Centre

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) and 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	300,000	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 Projects:

- City Hall - Exterior Remediation Program (Construction)

	2023	2024	2025	2026	2027	2028-2042
Facilities Infrastructure Improvement Program	565,000	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 for 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 Project:

- Crystal Garden – Building Decarbonization Systems Design

2024 Project:

- Roof Renewal (Construction)

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	250,000	350,000	TBD	TBD	TBD	TBD

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	350,000	TBD	TBD	TBD	TBD	TBD

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

Parkade Infrastructure Improvement Program

Overview:

This program covers repairs, 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 Project:

- Johnson Street Parkade – Electrical Service Upgrade (Construction)

	2023	2024	2025	2026	2027	2028-2042
Parkade Infrastructure Improvement Program	750,000	TBD	TBD	TBD	TBD	TBD

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	450,000	300,000	306,000	312,000	318,000	TBD

Facilities

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 greenhouse gas (GHG) reduction programs.

Deliverables:

- Asset Management and Administration
- Technical Studies

	2023	2024	2025	2026	2027	2028-2042
Facilities - Technical Studies and Asset Management	178,000	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 community 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:

- Public Washroom Accessibility Improvements
- New Sidewalk Washrooms

	2023	2024	2025	2026	2027	2028-2042
Public Washroom Improvements	860,000	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	70,000	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:

2024 Project:

- 812 Wharf Street - Fire Alarm Upgrade

2025 Project:

- Crystal Garden - Exterior Improvements

	2023	2024	2025	2026	2027	2028-2042
Property Management Program	0	200,000	250,000	TBD	TBD	TBD

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

Guiding Principles

- ## Guiding Plans

- | Area | What We Have |
|--------------------------|--|
| Arts, Culture and Events | Performance and Festival Infrastructure <ul style="list-style-type: none"> • 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 |
| Corporate | <ul style="list-style-type: none"> • Offices/workstations – 415 • Meeting space – 35 |
| Fire | <ul style="list-style-type: none"> • 2 Fire boats • Fire equipment – confined space rescue, self-contained breathing apparatus, ladders, auto extrication equipment, marine equipment, rescue response equipment, fire hoses etc. • Furniture/fixtures • Protective firefighting clothing |
| Parking | <ul style="list-style-type: none"> • Pay stations • Security cameras • Space counter signs |
| Public Works | <ul style="list-style-type: none"> • Vehicle and heavy equipment including pick-ups/chassis cabs, cars, sedans, vans, specialized operations vehicles, trailers, excavators, heavy duty equipment • Small equipment and tools includes all restricted and non-plated mechanical equipment (ride-along mowers, tractors) and tools • Telematics – wireless transmission for vehicles |
| Recreation | <ul style="list-style-type: none"> • 4 powered treadmills • 1 self-powered treadmill • 3 elliptical trainers • 1 ascent trainer • 23 exercise bikes (upright, recumbent, spin) • 2 rowers • 2 total body recumbents • 2 steppers • 1 crank cycle (accessible equipment) • Strength training machines |

Area	What We Have
Victoria Conference Centre	• Chairs – Victoria Conference Centre (folding, boardroom, stools) • Chairs – Crystal Garden (folding, wicker) • Pre-function furniture (couches, benches, coffee tables) • LCD screens (8 x 80") • Podiums • Tables (rounds, mighty lites, granite, cocktail) • Kiosks (bars, registrations, signage) • Easels (wood and metal) • Crowd control stanchion and folding partitions • Staging (carpeted risers, wood deck, stairs, skirting, hand rails, chair rails, theatre catwalk, backdrops, dance floor) • Tradeshow (pipe and pole, banjo drape, electrical, poster boards) • Shop tools • Vehicle ramp • Moving equipment – Scissor lift VCC – Scissor lift CG – Walkie stacker – Tow motor – Pallet jacks • Pavilions • Canopies

Equipment: Arts, Culture and Events

Seasonal Animation

Overview:

Projects related to downtown seasonal decorations and animation including Chinatown lighting and seasonal ornamentation, summer banner design, winter decorations and lighting, and other capital projects that provide seasonal animation and colour to the downtown core.

Deliverables:

- Improved seasonal lighting infrastructure and equipment including addition of projections to animate key downtown locations 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, marquis 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	64,000	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	650,000	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	835,000	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	230,000	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	206,000	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:

Requirements for efficient service delivery dependent 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	202,000	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 the community 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	100,000	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	275,000	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	2,596,000	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

	2023	2024	2025	2026	2027	2028-2042
Vehicle and Heavy Equipment Replacement	9,812,000	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	321,000	328,000	335,000	342,000	349,000	6,151,000

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	300,000	250,000	150,000	100,000	100,000	TBD

Equipment: Public Works

Public Works Equipment

Overview:

Purchase of equipment and tools for Public Works.

Deliverables:

- Purchase of miscellaneous equipment and tools

	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
- 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	• 349 km of water mains¹ • 1 pump station • 1,806 fire hydrants • 10 PRV stations
Sanitary Sewers	• 237 km of sanitary mains • 11 pump stations
Stormwater	• 260 km of storm drain mains • 4 pump stations • 7,216 catch basins
Water Connections	• 20,883²
Sewer Connections	• 13,775
Storm Connections	• 10,767

¹ Includes Esquimalt

² Includes Esquimalt. Based on water meter numbers.

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	5,463,000	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	104,000	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	2,429,000	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	1,379,000	1,449,000	1,522,000	1,597,000	1,678,000	38,018,000

Sanitary Sewers

System Planning

Overview:

Periodic reviews and updates to the Sanitary Sewer Master Plan. The Master Plan allows for simulation and analysis of the sanitary sewer system using computer software, and the determination of sewage flows, including inflow and infiltration flows, forecasting of future development flows, assessment of the conveyance system capacity, impacts of climate changes and evaluation of upgrade scenarios. It also allows staff to make informed, economical decisions about the system for future construction activities.

The Master Plan provides a prioritized, multi-year plan for system-wide improvements, including a list of priorities and cost estimates. It incorporates Closed Circuit Television (CCTV) condition assessment data and coordinates upgrades with other infrastructure master plans.

A request for proposal for specialty engineering services to develop the Master Plan will be prepared and a consultant with expertise in this field will be selected. The consultant will be provided with the existing hydraulic model, infrastructure data, as well as planning and development information. Detailed design criteria and land use information for generation of flows will be developed and incorporated into the Master Plan. Generally, the Master Plan is updated every five years.

Deliverables:

- Sanitary Sewer System Master Plan

	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	276,000	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	3,153,000	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	289,000	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	323,000	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	3,396,000	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	2,234,000	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	250,000	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	285,000	14,000	15,000	16,000	17,000	375,000

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