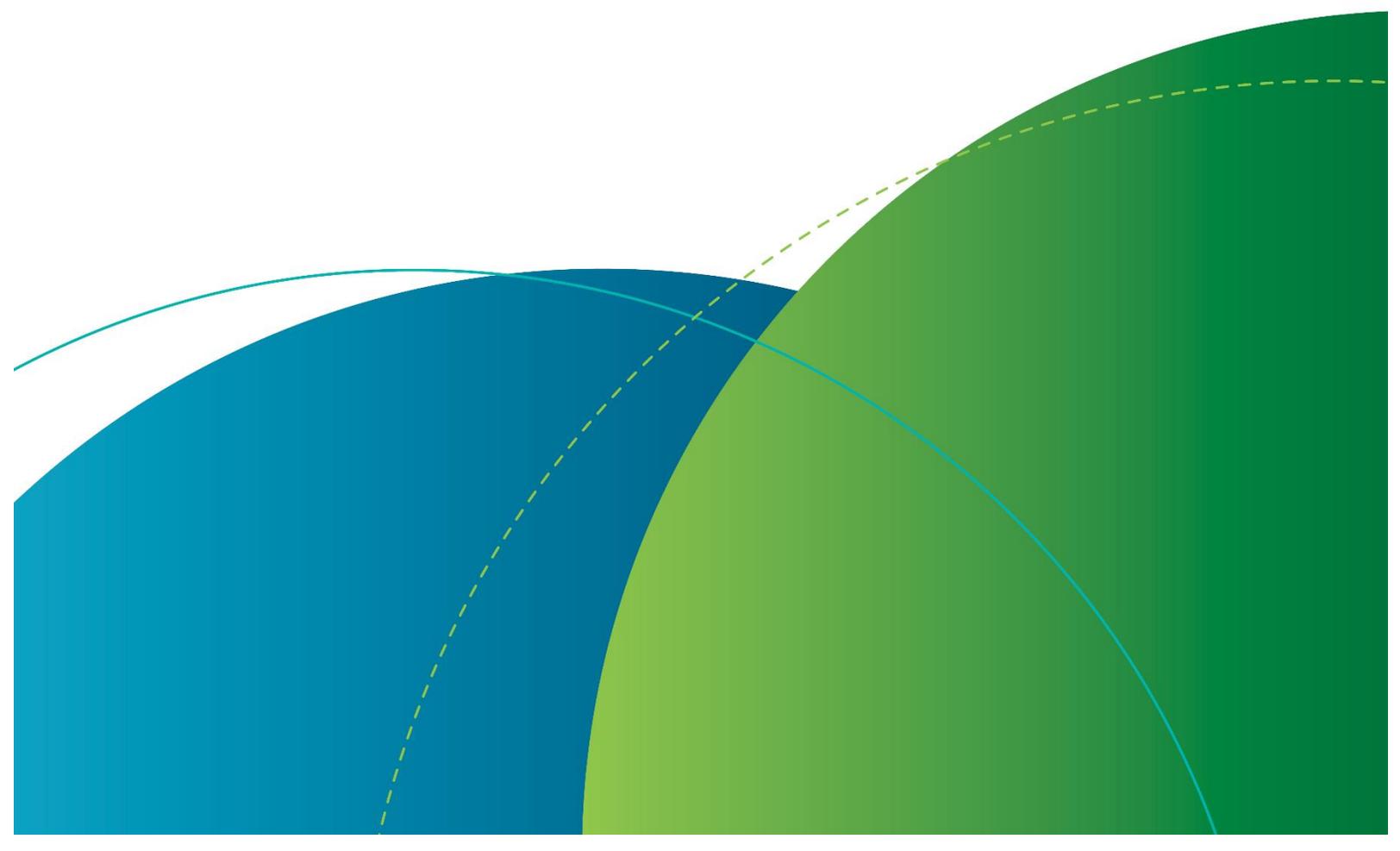




Financial Plan 2024-2028

May 13, 2024





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Corporation of the District of Saanich
British Columbia**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director

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EXECUTIVE SUMMARY

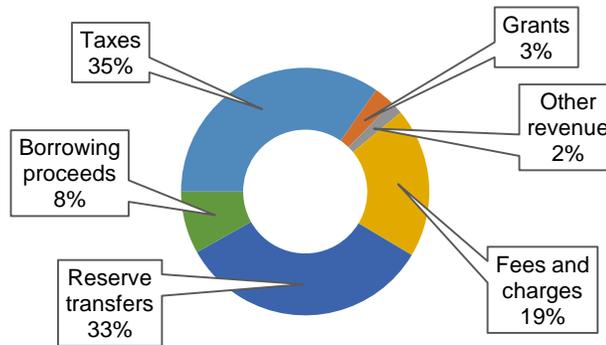
The Community Charter requires that the District of Saanich approve a Five Year Financial Plan bylaw each year prior to the adoption of the annual property tax bylaw. This document provides the supporting details to the 2024-2028 Financial Plan Bylaw, which was adopted by Council on May 13, 2024. An overview of the Financial Plan can be viewed in the [2024 Budget in Brief](#).

1. Consolidated Financial Plan Summary

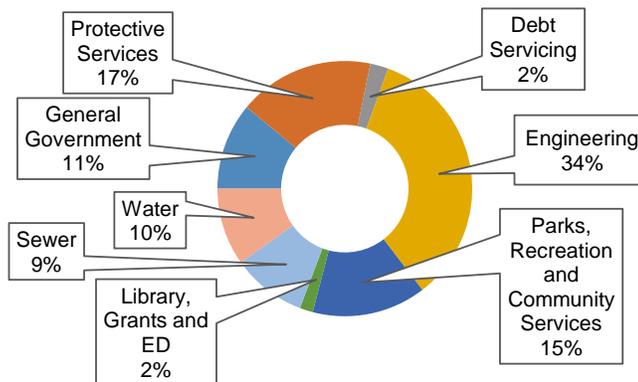
Local governments in British Columbia are required through provisions in the Community Charter to have balanced financial plans. Current revenue, including transfers from reserves, must be sufficient to support current expenditures for each of the three funds: general operating, sewer and water.

Saanich's consolidated financial plan for 2024 balances \$520,104,100 in revenues and transfers with \$520,104,100 in expenditures.

Consolidated Revenue



Consolidated Expenditure



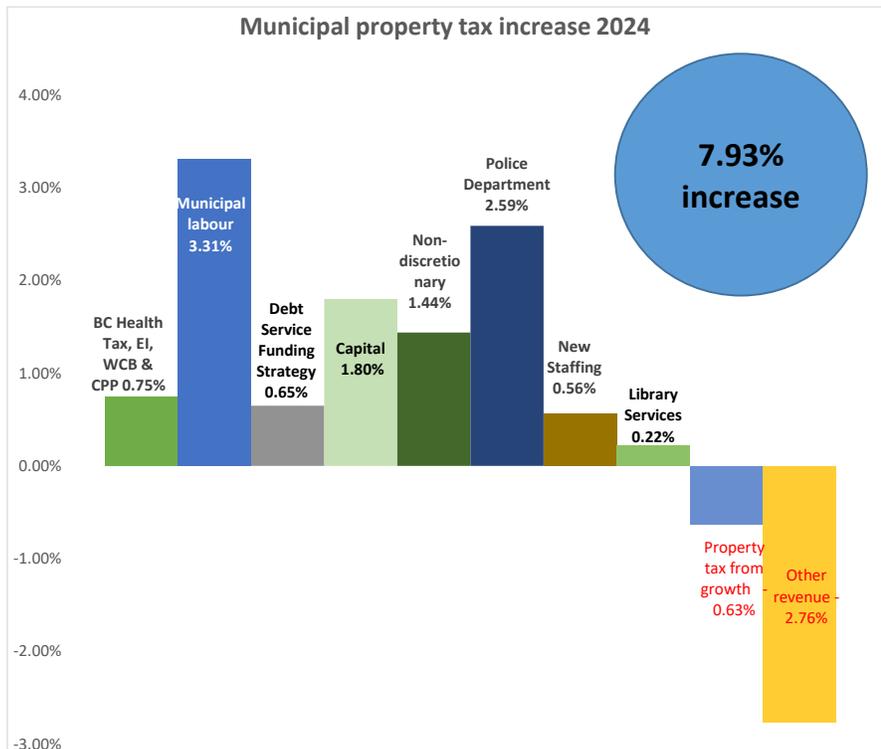
The budget is based on:

1. A municipal property tax increase of 3.32% (\$113.49) for core operations net of revenues and non-discretionary costs including new resources approved this year to advance Strategic Plan Goals, 1.80% (\$61.53) for capital infrastructure, 2.59% (\$88.54) for Police Board, and 0.22% (\$7.52) for the Greater Victoria Public Library. This totals 7.93% or \$271.08 to the average single family homeowner.
2. Sewer Utility rates approved in December 2023 of \$2.149 per cubic meter for the Capital Regional District Sewer Usage Charge and \$1.698 per cubic meter for the Saanich Sewer Usage Charge.
3. Water Utility rates approved in December 2023 of \$2.112 per cubic meter for Regular Retail rate.
4. Garbage Utility rates approved in December 2023 of \$165.60 for base fee, \$35.25 for 80 litre Organics Cart Fees, \$49.35 for 120 litre Organics Cart Fees, \$98.70 for 240 litre Organics Cart Fees, \$31.50 for 120 litre Garbage Cart Fees and \$47.25 for 180 litre Garbage Cart Fees.

Including all municipal taxes and utilities, an average homeowner is projected to pay about \$373 more in 2024:

	<u>2023</u>	<u>2024</u>	<u>Increase</u>
Property Taxes	\$ 3,419	\$ 3,690	\$271
Sewer	635	662	27
Water	506	537	31
Refuse Collection *	<u>228</u>	<u>246</u>	<u>18</u>
	<u>\$ 4,788</u>	<u>\$ 5,135</u>	<u>\$ 347</u>

* base fee plus 120L of each organics and garbage cart fees



Summary of Consolidated Financial Plan Changes from 2023 To 2024

Additional revenues from taxation, reserves and user fees will be used to fund non-discretionary increases in 2024 operating programs, new infrastructure maintenance and increased capital replacement. Grants from senior levels of government and some reserves will also be used to fund large capital projects such as the Shelbourne Street Improvement project:

Consolidated Revenue							
Source	General Operating	General Capital	Sewer & Water Utility	2024 Budget Total	2023 Budget Total	2023 Actuals Total	2022 Actuals Total
Taxes	151,582,900	23,990,600	-	175,573,500	161,745,000	161,384,500	149,848,800
Grants	5,658,500	7,815,300	-	13,473,800	15,852,600	10,364,700	7,705,900
Other revenue	8,564,800	-	-	8,564,800	5,970,600	17,110,700	15,279,600
Fees and charges	40,216,900	-	59,965,100	100,182,000	88,955,000	93,583,400	83,274,800
Reserve transfers	13,423,400	123,161,900	39,177,000	175,762,300	163,391,100	51,091,400	48,444,000
Borrowing proceeds	-	44,347,700	2,200,000	46,547,700	25,926,900	15,387,400	3,565,000
Total	219,446,500	199,315,500	101,342,100	520,104,100	461,841,200	348,922,100	308,118,100

Consolidated Expenditure							
Function	General Operating	General Capital	Sewer & Water Utility	2024 Budget Total	2023 Budget Total	2023 Actuals Total	2022 Actuals Total
Council, Administration and Legal Services	2,226,500	-	-	2,226,500	6,051,000	3,050,400	4,062,200
Corporate Services	6,826,800	-	-	6,826,800	4,540,100	5,306,500	2,846,500
Information Technology	8,224,800	8,802,500	-	17,027,300	27,090,000	13,353,000	11,256,600
Finance	4,326,900	1,300,000	-	5,626,900	3,664,000	5,122,200	4,454,000
Corporate Revenues and Expenses	6,646,600	-	-	6,646,600	7,735,100	4,210,300	5,265,400
Fiscal Services	10,359,000	-	1,356,400	11,715,400	9,855,200	10,298,300	9,538,200
Legislative and Protective Services	11,674,700	-	-	11,674,700	8,785,000	9,765,700	5,810,200
Fire Protection	26,547,000	6,391,100	-	32,938,100	30,704,200	26,429,300	27,147,100
Emergency Program	520,700	86,900	-	607,600	617,400	725,500	564,000
Planning	6,061,900	-	-	6,061,900	5,888,300	4,267,100	4,094,100
Engineering	30,530,900	147,975,200	99,985,700	278,491,800	241,816,400	145,818,400	132,785,300
Parks, Recreation and Community Services	43,991,100	33,008,100	-	76,999,200	58,674,600	55,844,700	44,238,600
Police Services	52,488,900	1,751,700	-	54,240,600	47,946,400	48,212,400	45,014,600
Library, Grants and Economic Development	9,020,700	-	-	9,020,700	8,473,500	8,445,400	8,007,000
Total	219,446,500	199,315,500	101,342,100	520,104,100	461,841,200	340,849,200	305,083,800

Note: The above total figure for General Operating is \$42,535,300 less than the total amount on page 27 due to the removal of the inter-departmental recoveries and the allocation of the capital expenditure funded by property taxes to the General Capital Fund.

Consolidated Revenue level in 2023	\$ 461,841,200
Revenues were increased because:	
Increased General Taxes	13,828,500
Decreased use of grant revenue mainly for infrastructure spending	(3,048,100)
Increased use of COVID-19 Safe Restart Grant	669,300
Increased fees and charges from recreation	1,891,500
Increased fees and charges from water and sewer programs	3,507,800
Increased fees fees and charges from other programs	8,421,900
Increased borrowing for infrastructure	20,620,800
Increased use of reserve funds (including Work in Progress)	12,371,200
New Consolidated Revenue level for 2024	\$ 520,104,100

Consolidated Expenditures level in 2023	\$ 461,841,200
Expenses were increased because:	
Increased General Operating costs	21,117,900
Increased gross General Capital costs	28,831,300
Increased Water System operating and gross capital costs	3,219,600
Increased Sewer System operating and gross capital costs	5,094,100
New Consolidated Expenditure level for 2024	\$ 520,104,100

2. 2024 Consolidated Fund Balance Summary

Municipal activities are accounted for on a fund basis. Under the Community Charter municipalities are required to have a balanced budget with expenditures not exceeding revenues. With the exception of reserve funds, all funds are budgeted to remain at 2023 levels. Reserve funds are expected to decrease in 2024 as funds are appropriated for equipment replacement, capital projects and estimated land purchases.

Fund Balances						
	<u>General Operating</u>	<u>General Capital</u>	<u>Sewer Utility</u>	<u>Water Utility</u>	<u>Reserve Fund</u>	<u>Total</u>
Fund Balance, January 1	48,817,200	33,011,800	26,554,600	22,442,900	160,929,100	291,755,600
Total Revenues	261,981,800	199,315,500	51,122,000	50,220,100	22,754,800	585,394,200
Total Expenditures	(261,981,800)	(199,315,500)	(51,122,000)	(50,220,100)	(88,682,300)	(651,321,700)
Fund Balance, December 31	48,817,200	33,011,800	26,554,600	22,442,900	95,001,600	225,828,100

3. General Operating Fund Summary:

This budget provides for the annual operation of the municipality in 2024 based on a 3.32% increase for core operations including (.65% of this increase is for a new Debt Funding Strategy), resource requests and non-discretionary costs to both maintain and enhance services over 2023 service levels, 1.80% for capital funding, 2.59% for Police Board and an increase of 0.22% for the Greater Victoria Public Library.

This tax revenue funds the net cost to maintain services at 2023 levels, fund resource requests approved in the prior year that address Saanich’s strategic plans and continues past practice of gradually increasing tax funded capital programs to address any funding deficits.

A refuse collection fee of \$246 (based on base fee plus cart sizes of 120 Litre each for garbage and organic) per household is charged on the utility bill to fund refuse, garden and kitchen waste collection and disposal. The increase of \$18 over prior year is attributable to increase in tonnage for compost,

increase in compost hauling and processing fee, vehicle operation and maintenance, wage increments and Solid Waste's share of Engineering and corporate support.

4. Water Utility Fund Summary:

The Water Utility Budget provides for all operations and capital funding to support the water system. In December 2023 an 6.80% annual increase in water rates was approved to address contracted increases to labour costs, inflationary cost of materials, water utility's share of engineering and corporate support and capital infrastructure replacement funding. The rate increase also covers an increase in CRD bulk water purchase rates of 5.14%. Cost to the average homeowner increased by \$31 from \$506 to \$537 per year.

5. Sewer Utility Fund Summary:

The Sewer Utility Budget provides for all operations and capital to support the sewage disposal system. In December 2023 a 4.25% increase in sewer rates was approved to support CRD operating costs of the Wastewater Treatment Plant which came online in 2021, contracted increases to the District's labour costs, inflationary increase in materials and hired equipment, sewer utility's share of engineering and corporate support and capital infrastructure replacement funding. Annual cost to the average homeowner increased by \$27 from \$635 to \$662 per year.

6. General Capital Fund Summary:

The 2024 General Capital Program provides for \$199 million program of infrastructure and equipment replacement funded from a mixture of property taxation, debt, reserves, grants and development cost charges. Significant new capital projects in 2024 include \$14.5 million for Shelbourne Street improvement, \$3.7 million for sidewalk installation program, \$3.1 million for cycling infrastructure program, \$550,000 for new Fowler Park pickleball courts and \$26.5 million in facility projects.

The Capital Plan matches the District's needs for investment in capital with available financial resources. Replacement of aging infrastructure is given priority in balancing capital requirements with funding. Funding is being gradually increased to support replacement of information technology assets and facility infrastructure through transfers to capital reserves. Council also recently approved a 1.5% annual property tax increase to assist the District in reaching sustainable infrastructure replacement funding targets in 15 years for the General Capital Program.

Total capital funding has risen from \$11 million in 2007 to an annual average of over \$49.5 million in the last three years demonstrating Council's commitment to infrastructure replacement.

7. Reserve Fund Summary:

Reserve Funds are projected to decrease from \$160,929,100 in 2023 to \$95,001,600 in 2024 as work progresses to complete capital projects planned in previous years and funding is provided for from the various reserves to fund those continuing and new projects.

8. Debt Summary:

Overall debt levels are projected to increase to \$87.6 million in 2024. This remains well below Council policy of \$120 million in general debt. Current outstanding debt, interest rates and maturity dates are listed below. Temporary borrowing when paid off will be replaced by long term borrowing approved by Council in the last financial plan. The short-term borrowing is used for financing equipment purchases and smaller renovation costs that range from one to five years.

Over the 5-year term of the financial plan, \$3 million in debt servicing will become available to apply to other borrowing needs.

BY-LAW NUMBER	LOAN TYPE	GENERAL \$	SEWER \$	TOTAL \$	SERVICING COST \$	INTEREST RATE %	MATURITY DATE D / M / Y
4319	Long Term	138,857		138,857	136,276	1.97%	09.10.2024
3968	Long Term	284,518		284,518	271,898	3.00%	14.10.2024
3726	Long Term	293,881		293,881	154,365	3.35%	01.10.2025
3726	Long Term		193,738	193,738	76,454	1.28%	06.10.2025
4361	Long Term	285,254	0	285,254	140,544	0.91%	02.10.2025
3771	Long Term	2,059,275		2,059,275	737,133	3.65%	29.09.2026
3051	Long Term	460,780		460,780	77,554	3.90%	03.06.2028
4163	Long Term	376,484		376,484	98,641	3.41%	10.04.2028
3968	Long Term	1,225,857	1,001,903	2,227,760	377,722	3.00%	14.10.2029
4061	Long Term	3,163,208	1,650,001	4,813,209	627,628	2.60%	19.04.2031
4163	Long Term	1,826,204		1,826,204	228,946	2.80%	07.04.2032
4199	Long Term	1,432,135	978,324	2,410,459	315,128	3.15%	04.10.2032
4283	Long Term	3,468,397	100,758	3,569,154	370,088	2.66%	09.04.2034
4319	Long Term	3,092,492	1,488,116	4,580,609	450,145	2.24%	09.10.2034
4361	Long Term	1,341,123	779,246	2,120,369	175,722	0.91%	02.10.2035
4400	Long Term	5,045,328	1,327,718	6,373,045	582,397	2.41%	15.04.2036
4438	Long Term	2,832,465		2,832,465	245,083	1.98%	27.09.2036
4504	Long Term	4,413,754	663,722	5,077,477	496,543	4.09%	23.09.2037
4563	Long Term	9,024,400	1,300,000	10,324,400	1,044,248	4.97%	12.10.2038
4563	Long Term	1,925,400		1,925,400	131,779	4.97%	12.10.2053
9972	Temporary	2,000,000		2,000,000	512,200	5.61%	29.12.2028
9973	Temporary	1,450,130		1,450,130	371,378	5.61%	29.12.2028
Resolution	Short Term	100,000		100,000	45,610	5.61%	16.06.2028
Resolution	Short Term	458,350		458,350	117,383	5.61%	29.12.2028
Resolution	Short Term	440,000		440,000	134,684	5.61%	15.05.2028
Resolution	Equip Financing	11,851		11,851	12,775	5.96%	31.12.2024
Resolution	Equip Financing	6,975		6,975	3,321	5.96%	31.12.2025
Resolution	Equip Financing	133,049		133,049	42,120	5.96%	31.12.2026
Resolution	Equip Financing	245,336		245,336	42,036	5.96%	30.04.2028
Resolution	Equip Financing	137,511		137,511	20,620	5.96%	31.05.2028
Resolution	Equip Financing	503,600		503,600	233	5.96%	31.12.2028
Resolution	Equip Financing	150,000		150,000	69	5.96%	31.12.2028
Resolution	Equip Financing	170,000		170,000	79	5.96%	31.12.2028
		(188,401)	(55,895)	(244,296)		Accrued Actuarial Gains	
TOTAL		<u>48,308,212</u>	<u>9,427,630</u>	<u>57,735,842</u>	<u>8,040,801</u>		

* Temporary and Short Term loans interest are based on the daily CDOR rates. The above rate is as of December 31st, 2023.

Moving the Strategic Plan forward in 2024

The 2023 budget saw a renewed commitment to moving our community forward. In 2024 Council has continued to take strides towards implementing Saanich's Strategic Plan goals and initiatives by allocating the following funds in the Financial Plan.



Climate Action and Environmental Leadership

- \$4,018,200 for park, playground, and other park infrastructure replacement
 - Maynard, Claremont Goddard playgrounds
 - Rithet's Bog Washroom addition
 - Fowler Park Pickleball Courts addition
 - Investment in various natural areas, urban forestry
- \$3,140,000 for bikeway improvements
- \$300,000 for Parkland acquisition



Housing

- \$4,170,000 for asbestos cement and cast-iron water main replacement
- \$4,907,000 for asbestos cement sewer main replacement



Economic Development

- \$131,800 annual operating budget for addition of an Economic Development Coordinator



Community Well-being

- \$2,377,200 for replacement of Fire and police vehicles and equipment
- \$420,000 for bus stops, signals, poles and streetlights
- \$150,000 active and safe route to school plan implementation



Transportation

- \$938,000 for roads
- \$185,000 for bridges and infrastructure condition assessment
- \$9,824,000 for complete streets



Organizational Excellence

- \$3,420,500 for new Business Systems initiatives

INTRODUCTION

COMMUNITY PROFILE

Population

Saanich's population was reported to be 117,735 in the 2021 census making Saanich the ninth largest municipality in British Columbia.

Age Distribution

The population is distributed among age groups similar to other cities in the province. Saanich's population is slightly older than that of the provincial average, with a higher percentage of its population in the highest two age groups.

Age and Gender Distribution

Ages	Male	Female	Total	Percent	BC
0 to 14	7,765	7,275	15,040	13.7%	15.5%
15 to 24	7,955	7,625	15,580	14.2%	12.6%
25 to 44	12,565	13,060	25,625	23.3%	26.3%
45 to 64	15,635	17,815	33,450	30.5%	30.0%
65+	9,010	11,035	20,045	18.3%	15.6%
Total	52,930	56,810	109,740	100.0%	100.0%

History

The District of Saanich lies within the territories of the lək̓ʷəŋən (lay-kwung-gen) peoples represented by the Songhees and Esquimalt Nations and the WSÁNEĆ (weh-saanich) peoples represented by the Tsartlip (Sart-Lip), Pauquachin (Paw-Qua-Chin), Tsawout (Say-Out), Tseycum (Sigh-Come) and Malahat (Mal-a-hat) Nations.

Since incorporation on March 1, 1906, Saanich has become a major residential area in the Capital Regional District. The history of Saanich and its pattern of settlement are still evident in many of the old buildings and structures located throughout the district. Geographically, elevations range from sea level to 213 meters, and the municipality is complemented by 817.49 hectares of freshwater lakes and 30 km of marine shoreline.

Saanich's appealing, clean environment, its recreation and parks amenities, skilled workforce & responsive public service make the municipality a great community to live, work & do business in.

Today, Saanich is the largest of the municipalities in Greater Victoria, with an area of 10,334 hectares and a population of 117,735. Located in a core position within the metropolitan area – the Trans-Canada Highway enters from the west and the Pat Bay Highway enters from the north, converging within the Municipality and running parallel into the City of Victoria. Traditionally, Saanich has been the bedroom community or “gateway” to the downtown core of Victoria, by virtue of its location and strong historical rural roots.

Saanich is a thriving community that benefits from strong infrastructure and a wide range of community-based services for youth, families, adults, and seniors. This infrastructure helps sustain local economic development, while meeting or exceeding social and environmental commitments.

Business and Industry

Saanich is home to a wide variety of community-based business and industries. Statistical information of principal taxpayers and top industries of employment can be viewed in the [Annual Report](#).

ORGANIZATION PROFILE

The District of Saanich has a motto in Latin – "*Populo Serviando*" – which means serving the people. It is a message that all Councillors and staff take to heart in their respective roles.

Saanich Council

The Saanich municipal council represents the citizens of Saanich and provides leadership as the legislative and policy-making body for the organization. Saanich Council is made up of a Mayor and eight Councillors who are elected for four-year terms. Saanich Council is currently comprised of the following members:

Mayor:	Dean Murdock	
Councillors:	Susan Brice	Karen Harper
	Judy Brownoff	Teale Phelps Bondaroff
	Nathalie Chambers	Colin Plant
	Zac de Vries	Mena Westhaver

Senior Management Team

The Chief Administrative Officer (CAO) leads a senior management team responsible for providing recommendations to Council and ensuring effective provision of municipal services through their departmental staff. The senior management team also provides leadership throughout the organization to support implementation of Council’s Strategic Plan initiatives. As illustrated in the following diagram, the senior management team consists of the CAO, Directors of the municipal departments, the Fire Chief and the Chief Constable.



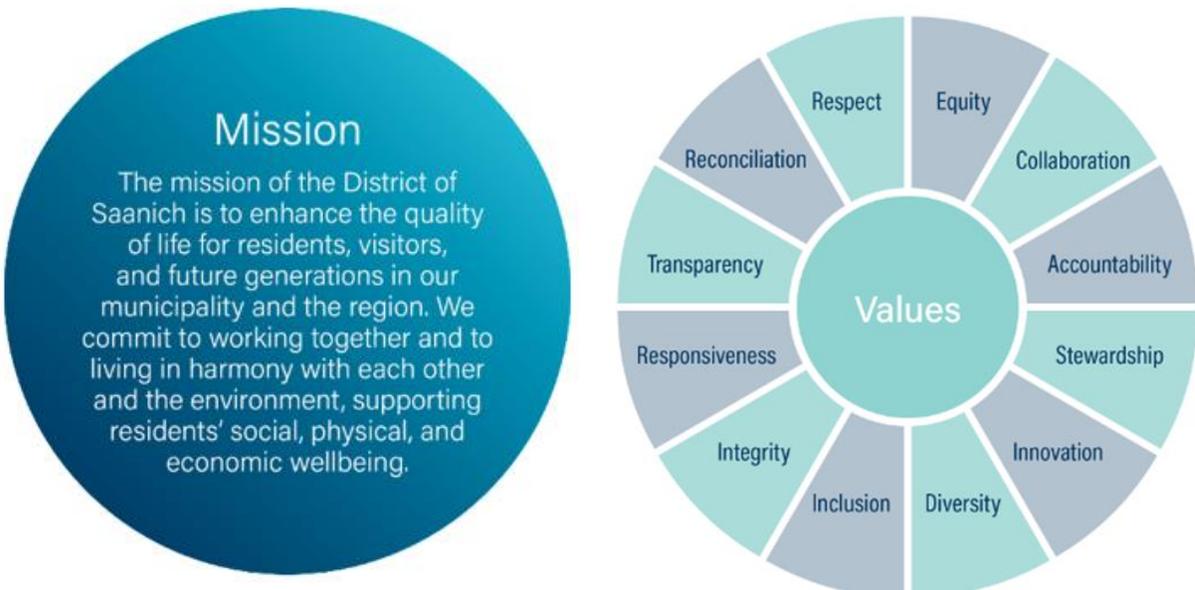
Saanich Vision

The Official Community Plan (Saanich Vision) expresses the fundamental values and goals of our community and describes a future view of our community that we are committed to achieving. The OCP embraces three themes that Council and the community identified as core focus areas for Saanich over the next 20 years, including environmental integrity, social well-being and economic vibrancy.



Mission and Values

Our mission describes both our purpose and our practices. It acknowledges that Saanich serves many stakeholders, and all of their interests are important to us. Our mission also speaks directly to our employees, without whose tremendous effort and contributions we can never achieve our goals. Both our OCP and mission are founded on the values that guide all our actions and decisions.



STRATEGIC CONTEXT

1. Strategic Plan

The Saanich Strategic Plan offers a framework to focus and measure progress towards the preferred future as a municipality. Specifically, moving towards and achieving the Saanich Vision. The development of the plan is based on public consultation involving council, citizens and staff. The plan identifies the goals of this Council which are aligned with Saanich’s Official Community Plan.

Climate Action and Environmental Leadership	Community well-being	Housing	Transportation	Economic Development	Organizational Excellence
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The Strategic Plan is used to:

- define the municipality’s priorities, processes, and short and long term plans;
- guide work priorities through departmental plans;
- prioritize budget and resource allocations through the five-year financial plan;
- provide context for staff reports to Council; and
- evaluate achievement of Saanich goals.



Ultimately, the success of the Strategic Plan is moving toward our vision.

2. Financial Planning Process

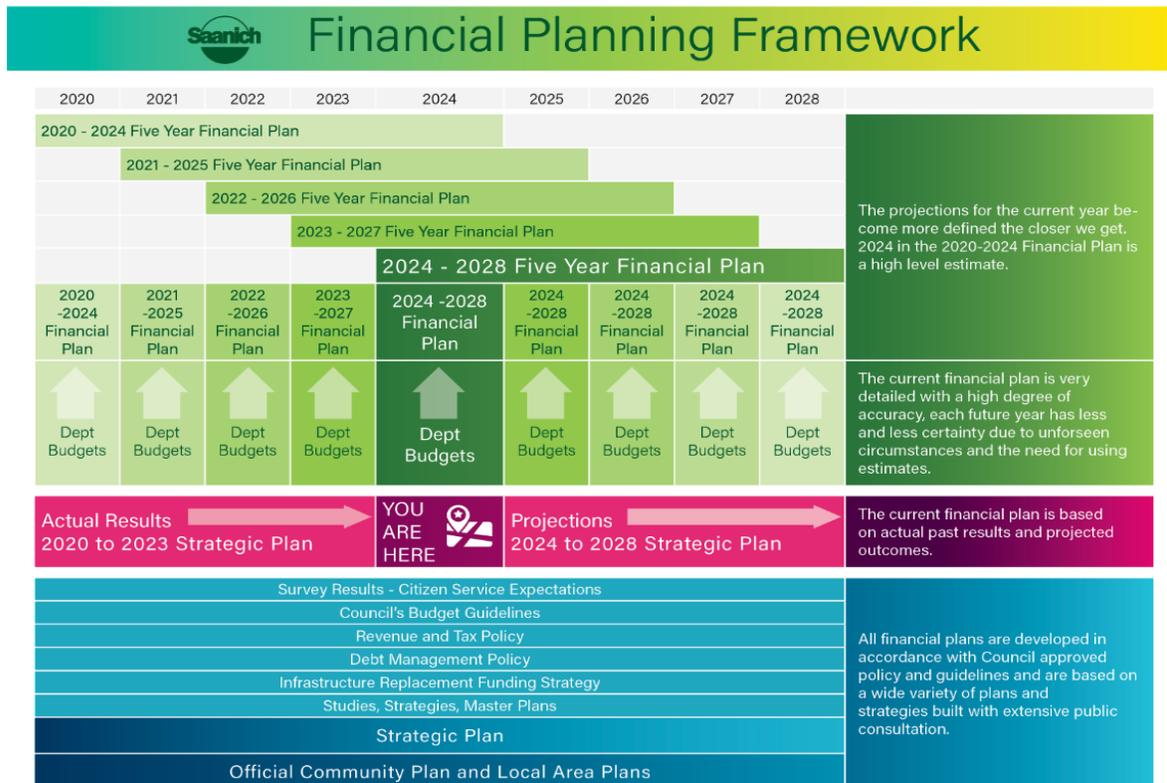
Financial planning is an on-going year round process. The cycle begins in June and continues until the following May when the plan is adopted by Council:

July - August	Council develops Budget Guidelines
September – October	Departmental Financial Plans
November – January	Draft Financial Plan is prepared
January - February	Senior Management Review
March – April	Public Budget Meetings
May	Final Financial Plan and bylaws adopted

Each department prepares a work plan that contains major activities to accomplish in the coming year, including those initiatives contained in the Strategic Plan. Based on those activities and while adhering to the budget guidelines (page14), departmental budgets are provided outlining expected costs and associated revenue. The departmental budgets are compiled to create a draft financial plan which is reviewed by the Director of Finance and the Chief Administrative Officer.

Upon finalization of the draft financial plan public meetings are scheduled where each department presents its portion of the financial plan, allowing Council review and for public scrutiny and input. Additional meetings related to grants, resource requests and other matters relevant to current circumstances are scheduled thereafter to allow further public input for Council’s consideration.

As input is received from the public and Council discusses financial plan priorities, the proposed financial plan is revised until a final version is reached. This becomes the document the District uses to develop the Financial Plan Bylaw. The property tax revenue requirement established in the Financial Plan Bylaw forms the basis for the tax rates approved through the property tax bylaw. The financial plan may be amended by bylaw at any time. The Financial Planning Framework shown below demonstrates how layers of public process, plans, strategies and policies from the past and into the future inform the development of the five year financial plan.



BUDGET GUIDELINES FOR 2024

Council Approved Budget Guidelines

At the August 21, 2023, meeting of Council, the following motion was passed:

Preliminary 2024 departmental net budget totals will be limited to a 0.0 percent increase over the 2023 adopted net budget totals, exclusive of existing personnel costs, phased in funding for positions approved by Council in the prior year, core capital increases, and non-discretionary increases;

Final year of funding for salary and benefits costs arising from the Job Evaluation (JE) changes from the Exempt Job Evaluation process will be incorporated into the budget;

Capital expenditures funded from current taxation revenue (Core Capital) will be increased by a minimum of 4.0%; new capital asset replacement funding strategy and new debt servicing budget to support future borrowing needs will be determined by Council in Q4 of 2023;

Provision will be made for the addition of \$327,000 to continue reinstating the Facilities Reserve Fund transfer that was reduced in the 2020 budget;

Provision will be made for Corporate Information Technology replacement with an annual addition of \$500,000 to capital and/or operating budgets until such time as annual sustained funding is achieved;

Provision will be made to transition \$500,000 in funding for acceleration of the Active Transportation Plan from borrowing to taxation;

Resource requests for additional operating budgets (including one-time projects) and new tax funded personnel will be considered for critical capacity issues, for implementation of the long-term staffing plan or where upfront investment will result in longer term savings;

Council will consider any outstanding resourcing needs for strategic initiatives from the 2023-2027 Strategic Plan;

Council will consider resourcing needs to implement the Climate Action Plan;

Council will consider budget reduction scenarios of 1% of the proposed Tax increase.

BUDGET POLICY AND PRINCIPLES

1. Financial Plan Policies and Assumptions

Balanced Financial Plan

The District of Saanich, under the Community Charter, is required to have a balanced financial plan. Expenditures may not exceed the total of revenues, transfers from reserves and proceeds from debt.

Financial performance is monitored through quarterly budget variance analysis at the department level and monthly at division and section levels.

Accounting

The accounting policies of the District conform to Canadian generally accepted accounting principles for local governments and the Consolidated Financial Statements are prepared as prescribed by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada.

The District uses various funds to account for its revenue and expenditures. The revenue in each fund may be spent only for the purpose specified by the fund. Each fund belongs to one of three categories: operating, capital, or reserve. Operating funds are used for day-to-day operations. Capital funds pay for physical assets with a life of more than two years. Reserve funds accumulate revenue and interest that will be used to pay for major capital expenses in future years.

All funds (general, water utility, sewer utility and reserves) are accounted for on the accrual basis. Sources of revenue are recognized when earned. Revenue unearned in the current period is reported on the balance sheet as deferred revenue. All funds are appropriated for specific purposes as follows:

General Operating Fund - used to account for all general operating revenues and expenses of the Municipality other than water and sewer operations.

Water Utility Fund - provides for all revenues and expenses related to the operation of the municipal water system. Revenues are collected through water billing based on volume of water consumed.

Sewer Utility Fund - community sewage disposal system revenues and expenditure are accounted for separately. Revenues are primarily recovered from consumption based utility billings.

General Capital Fund (Capital Programs) - used to account for all general capital expenditures.

Statutory Reserve Fund - used to account for all statutory reserve revenues and transfers.

Basis of Budgeting

The budget is prepared using the accrual method of accounting. This is consistent with PSAB requirement when preparing audited financial statements. PSAB requires all inter fund activities be eliminated and capital expenditures be capitalized as asset. For budgeting purpose, those are included as part of the financial plan to provide a balanced budget.

The operating component of the Five Year Financial Plan is focused on 2024 but includes a general forecast for the balance of the five year horizon based on the following:

1. 0% annual inflation factor applied to most expenditures.
2. 1% annual inflation factor applied to fees and charges.
3. 1.5% tax allocation per year for non-discretionary operating costs.
4. Increase property taxes by .65% (2024 – 2027), 1% (2028 – 2031) and reduce to .65% thereafter as related to Debt Funding Strategy approved in principle.
5. Wage and benefit costs per collective agreement commitments or estimates if agreements not finalized.
6. Increase in staffing as per the approved implementation of the Fire Services Review.

The capital component of the Five Year Financial Plan focuses on maintaining funding for infrastructure replacement. This forecast is based on the following assumptions:

1. Increase property taxes annually by 1.5% to reach sustainable infrastructure replacement funding targets in 15 years.
2. Augment annual water and sewer rate increases by 3.3% and 3% respectively to reach sustainable infrastructure replacement target in 10 years.
3. Debt servicing budget levels maintained within current policy.
4. Federal gas tax funding allocated to transportation and drainage projects.
5. New infrastructure funding mainly relies on modest debt room, government grants, community contributions and operating budgets.
6. All figures shown in current year (2024) dollars – no inflation allowance.

2. Revenue and Tax Policies

Proportion of Total Revenue: The Municipality will continue to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The objective is to continue maintaining a reasonable tax burden by maximizing other revenue sources and shifting the burden to user fees and charges where feasible.

Distribution of Property Taxes: The Municipality will continue to set tax rates to ensure tax stability by maintaining uniform annual tax increases between the classes.

	Tax Rate <u>2023</u>	Tax Rate <u>2024</u>	% Property <u>Tax Levy</u>	Tax <u>Multiple</u>
Residential	2.6134	2.8633	75.99%	1.0000
Utilities	25.0078	24.6215	0.33%	8.5990
Supportive Housing	2.6134	2.8633	0.00%	1.0000
Light Industry	6.1794	6.0316	0.17%	2.1065
Business/Other	6.1798	13.5922	23.39%	4.7470
Rec/Non Profit	9.4523	11.0995	0.12%	3.8765
Farm	0.5000	0.5000	0.00%	0.1746

Permissive Tax Exemptions: The District of Saanich will continue to focus on supporting local organizations through permissive tax exemptions. The objective is to consider exemptions individually on their merits, in context with the Saanich Strategic Plan, consistent with the other Saanich policies and the principles of accountability, reasonableness, equality/fairness, inclusiveness, and accessibility.

3. Expenditure Policies

Debt Limit Policy

The Community Charter sets a limit on the amount of debt a Local Government may carry. The limit states that no additional debt may be issued if it would result in the total annual debt servicing costs exceeding 25% of the revenue collected in the previous year. At the end of 2024, the legal debt limit is such that average annual servicing costs cannot exceed \$61.2 million or total debt of 648 million.

The municipality limits debt internally to a maximum of 7% of the property tax revenue collected in the previous year. At the end of 2023 this limits annual debt servicing costs to no more than \$11.3 million or total debt of \$120 million.

Debt principal repayments are charged to financial activities when payments are made.

4. Relationship Between Funds and District’s Departments

While the District’s finances are structured according to funds, its daily activities are structured by functional departments (e.g., Engineering Services, Fire, Police, etc.). Funds and departments overlap somewhat with some departments using all funds.

- G - General
- R - Reserves
- W - Water Utility
- S - Sewer Utility
- GC - General Capital
- WC - Water Capital
- SC - Sewer Capital

<i>Use of Funds by Departments</i>							
<i>Department</i>	<i>Operating Fund</i>			<i>Capital Fund</i>			<i>Reserve Fund</i>
	<i>G</i>	<i>W</i>	<i>S</i>	<i>GC</i>	<i>WC</i>	<i>SC</i>	<i>R</i>
Council, Administration, and Legal Services	✓						
Corporate Services	✓			✓			✓
Information Technology	✓			✓			✓
Finance	✓						
Legislative and Protective Services	✓						
Fire Protection	✓			✓			✓
Emergency Program	✓			✓			✓
Planning	✓						
Engineering	✓	✓	✓	✓	✓	✓	✓
Parks, Recreation and Community Services	✓			✓			✓
Police Services	✓			✓			✓
Library, Grants and Economic Development	✓						

5. Staffing Level In 2024 Between 2023 and 2024, total full-time equivalent (FTE) positions are *expected to increase by 35.84 FTE or 2.89%*. *Temporary FTE's hired based on one time funding are not included. Details listed below.*

Full time Equivalent (FTE) Employees				
Department	2022	2023	2024	FTE Change
Administration	7.18	7.18	6.18	(1.00)
	Reallocated a Director's Position to Legislative & Protective Services.			
Corporate Services	35.57	39.91	42.68	2.77
	Full year budgeting of prior year's approved positions including three HR Advisors, increase in hours of a Graphic Designer and Print Room Tech, offset by reduction in full year budgeting of an Administrative Assistant, a Communications Manager, and reallocation of .16 of an FTE. Partial year funding of			
Information Technology	27.59	29.32	34.11	4.79
	Added five FTE's funded from Capital, reallocated budget from Information Technology Assistant and Financial Assistant to Finance Department for Financial Analyst. Added ERP System Specialist previously under Planning.			
Finance	49.77	51.71	53.19	1.48
	Reallocated budget from IT for a Financial Analyst, to increase Stores Stockperson position by .28 (from .22 to .5), and increase Purchasing Office Assistant by .2 (.8 to 1.0).			
Legislative and Protected Services	48.87	51.06	53.30	2.24
	Repurposed a Director's position from Administration to a Real Estate Manager and Deputy Manager, budgeting reallocations for one Customer Service File Clerk and part-time Building/Plumbing Official. Partial year funding for Enterprise Document & Records Management System (EDRMS) Coordinator.			
Fire Protection	137.80	144.00	145.00	1.00
	Full year budgeting for a Public Information Officer approved by Council in 2021 as part of the 2020 Fire Services Review.			
Emergency Program	3.00	3.00	3.00	-
Planning	31.14	32.14	32.14	-
	ERP System Specialist position moved from Planning to IT. Partial year funding for Planning Technician and Senior Planner.			
Engineering (includes utilities)	286.42	294.95	306.37	11.42
	Full year budgeting of a Building Service Worker I and Facilities Technical Services Supervisor. And a net increase of 1.20 FTE in Fleet Services, Mechanic position and Solid Waste, Refuse Truck Operator and Supervisor Position. In addition, full year funding for four Engineering positions funded from Capital. Project Coordinators, Survey Manager, Project Manager and 4.48 for Water Capital during implementation for connection fees - Utility Operator I, Utility Operator II, Utility Operator IV and Assistant Utility Operator. Partial year funding for Manager of Operations and Asset Management Advisor.			
Parks, Recreation & Community Services	317.00	331.85	339.47	7.62
	Full year budgeting of prior year's approved positions of Facility Technician, Parks Worker II, GIS analyst, Parks Asset Management Technician, Facilities Allocation Clerk, Shop Service Person, Financial Assistant Programmer, Disability Inclusion Services Programmer, Recreation Therapist & Health Engagement Programmer, Braefoot program staff; increases in recreation program staff. Partial year funding of Parks Clerk II.			
Police Services	253.23	252.68	258.43	5.75
	Partial year funding for 10 positions (six Constables, three administrative positions, one IT Support Technician), full year budgeting for IT Support Technician, increased Police Service Representative position to full-time from .75.			
Total	1,197.57	1,237.81	1,273.87	36.06

6. Change in Carbon Footprint

In January 2020, Council approved the Climate Plan, which commits to reducing greenhouse gas (GHG) emissions from municipal operations to 50% of 2007 levels by 2025 and net-zero by 2040.

The latest 2023 corporate GHG emissions inventory shows a 27% reduction in Saanich’s GHG emissions since our 2007 baseline (Figure 1 and Table 1). This is a 6% decrease compared with 2022. Building emissions saw an 11% decrease over the last year, mainly due to savings from projects implemented in 2022, preventative maintenance, some large facility shutdowns, and a resumption of normal ventilation levels following COVID. Fleet emissions also saw a slight decrease (5%) compared to 2022. While this change is within normal variations in fleet operations, it may have been influenced by staff shortages, vehicle shortages, more efficient engines in new vehicles acquired in 2023, and ongoing fleet electrification.

While we are moving in the right direction, we should have seen a 44% reduction in emissions by 2023 compared to our baseline. The area in yellow on Figure 1 demonstrates our emissions overshoot during this time and the importance of reaching or targets earlier to compensate. Multiple projects outlined in Figure 1 are projected to take us close to, or meet, our 2025 target. However, despite considerable provincial and federal grant success, their implementation will be dependent upon key building retrofit and Electric Vehicle (EV) charging infrastructure resource requests submitted as part of the 2024 budget.

Figure 1: District of Saanich Corporate GHG Emissions

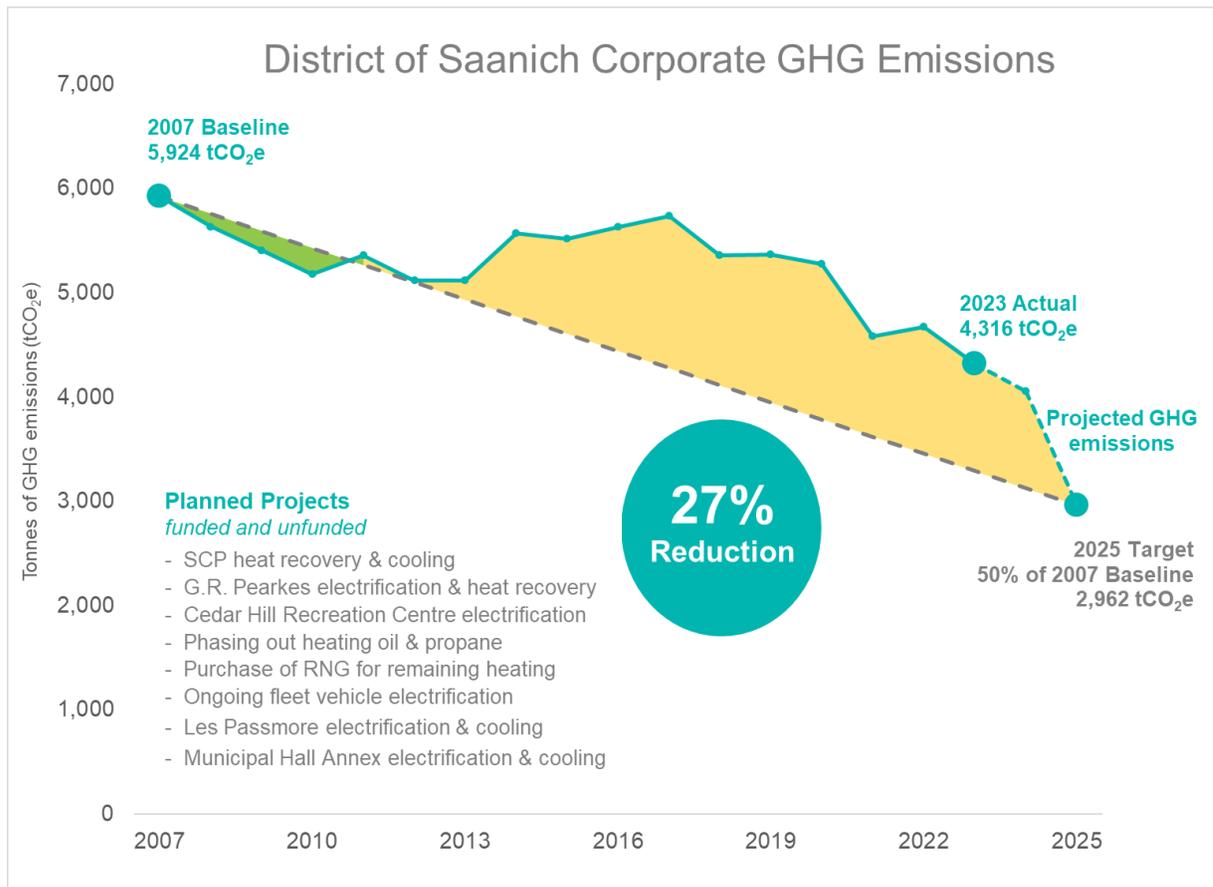


Table 1: District of Saanich Corporate GHG Emissions Inventory 2022 and 2023

Source	GHG Emissions (tCO ₂ e)			Description of change
	2022	2023*	Change 2022-23	
Stationary	2,124	1,870	-253	
Key Buildings				
Saanich Commonwealth Place	1,131	735	-395	Natural gas boiler shutdowns during biomass boiler installation and periods where the pool was unheated reduced natural gas use considerably. Significant GHG savings anticipated in 2024 and 2025 as a result of the new biomass system.
G.R. Pearkes	372	419	+47	Increased natural gas use due to continued aging HVAC equipment and minor leak.
Cedar Hill Recreation Centre	193	150	-43	Drop in natural gas use likely due to less ventilation in tennis courts.
Public Safety Building	81	85	+4	No significant change.
Public Works	104	199	+95	Almost doubling of natural gas use with aging facilities.
Cedar Hill Golf Course	29	68	+39	Reopened after water leaks and COVID-19 pandemic resulting in increased heating and natural gas use.
Annex Building	24	24	0	No significant change.
Les Passmore	25	24	-1	New roof with extra insulation reduced natural gas use.
3500 Blanshard	24	25	+1	No significant change.
Gordon Head Recreation Centre	20	22	+3	No significant change.
Fire Hall 3	15	18	+4	The slight increase in natural gas usage is partially due to a change in the use of the bay doors.
Municipal Hall	7	9	+2	No significant change.
Other buildings	33	30	-3	No significant change.
Street Lighting	43	40	-3	No significant change.
Underground Services	23	22	-1	No significant change.
Mobile	2,547	2,446	-101	
Municipal & Police Fleet (includes fire fuelling at SOC)	2,033	1,940	-93	Some new electric vehicles (EV) and new Internal Combustion Engine (ICE) vehicle replacements with more efficient engines reduced fuel use.
Contractors	293	293	0	No significant change.
Fire Fleet (excludes fuelling at SOC)	152	144	-8	No significant change.
Reimbursed in-city travel	24	24	0	2023 data not yet available, so 2022 data used.
Gold Course Equipment	45	45	0	No significant change.
Total	4,670	4,316	-354	

*12-month period between November and October

Biogenic emissions are non-fossil fuel emissions of carbon dioxide, methane, and nitrous oxide from biomass combustion including from wood, ethanol, biodiesel, and renewable natural gas. These emissions must be reported separately from fossil fuel emissions. In 2023, our corporate biogenic emissions were 776 tBioCO₂ compared with a 2007 baseline of 108 tBioCO₂.

BUDGET PLANNING ISSUES

1. 2024 Financial Planning Issues

Preparation of the 2024 budget proposal has taken into account the following financial planning issues:

Inflationary pressure – For the past several years inflationary pressures have been experienced in infrastructure maintenance and capital replacement costs. For three years inflation has also impacted household consumption. Costs of everything from oil, food, base metals, semiconductor chips, international shipping, housing and labour market have gone up dramatically and in response the central banks across the world have increased the interest rates to combat inflation. While the current inflation is transitory, it is unknown how persistent it will be and what its final impact on goods and supplies will be. For 2024, \$719,119 is being added to all operating budgets to offset some of the inflationary cost increases.

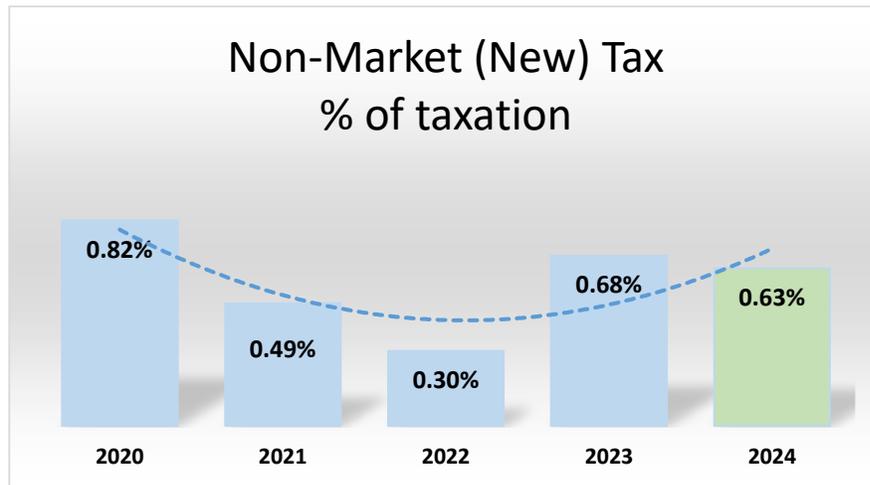
Infrastructure – Replacement of aging infrastructure continues to be a priority. An increase of 1.8% is recommended to address capital funding deficits. This percentage includes Council's recently approved infrastructure funding replacement strategy increase of 1.5%. Utility charges have also been increased for both Sewer and Water to provide appropriate annual funding to ensure timely replacement of aging infrastructure in light of increasing construction costs.

Debt Servicing Funding Strategy – in January, Council approved in principle increasing annual property taxes by .65% for the years 2024 to 2027 to meet future requirements identified in April 2018 for the Strategic Facilities Management plan.

Wage and benefit costs – The IAFF (Fire) contract ended in December 2022. Contingency estimates for IAFF have been included for any increases that will arise from upcoming negotiations. CPP costs continue to increase for all employees due to the Federal CPP Enhancement program. WCB rates have increased for all employees as the maximum earning amount at which the base rate is applied has gone up by \$3,900 and the base rate itself was increased mainly due to higher payments made for mental health claims. It is anticipated the base rate will increase by 20% in the next year. Extended health and dental benefits premiums have also increased with a range of increases per group over prior year. Other benefit costs increased marginally over last year.

Resource Requests – For 2024, a 0.94% tax increase was implemented to provide final funding for key positions approved by Council in 2023 to support implementation of adopted strategies.

Growth – The District has been experiencing low growth with the 5 year historical average for new taxable properties trending well below 1% of taxation.



Non-discretionary expenditures – For 2024, 1.44% of the proposed tax increase is for non-discretionary items as listed:

Cost driver	Budget Increase
New Asset Maintenance	\$ 391,065
Contracts and Leases	\$ 123,585
Health and Safety	\$ 50,650
Inflationary Costs	\$ 719,119
Property Insurance	\$ 150,000
IT Licensing and Maintenance	\$ 100,000
Policy	\$ 366,610
Service Levels	\$ 226,788
Services and Supplies	\$ 202,014
Total	\$ 2,329,831
Tax Impact	1.44%

Water costs – A large proportion of water costs (39.47% for 2024) are bulk water purchases from the CRD. These costs are subject to change each year dependant on CRD regional infrastructure work and operating costs. In 2024 the CRD bulk water rate went up 5.14%.

Sewer costs – A significant proportion of overall sewer costs are from CRD regional Sewage Treatment (52.5% for 2024). CRD sewer charges increased marginally over last year due to increase in operational cost offset by reduction in debt payments of the regional sewer treatment plant which commenced operations in 2021.

Various action plans and operational reviews – The District continues to improve operations through development of plans and strategies that are considered and adopted by Council. The most recent plans with significant financial implications are the Strategic Facility Master Plan, Active Transportation Plan, Climate Plan, Fire Services Review, Development Process Review and Housing Strategy. These plans and strategies identify the current and future needs of the District and what resources are needed to

implement them. There are a number of resource requests that Council will be considering in this year's budget that will address this year's implementation costs.

2. 2025 – 2028 Financial Planning Issues

Future year budget planning will take into account the following more significant issues:

Economic uncertainty – Economic impact on the local community continues with supply chain issues and higher interest rates being used to control inflationary increases. This has impacted commodity costs which the District uses for both construction and maintenance of its infrastructure. It is unknown whether inflationary increases to construction material and labour will continue to be higher than average in future years.

Provincial grants uncertainty – Unconditional operating grants of \$1.5 million (\$1.3 million in 2023) is paid annually by the Province of BC based on sharing of traffic fine revenues. It is uncertain whether this grant will continue in the long term given the current economic climate. Should the grant be discontinued, the equivalent effect would be a .93% tax increase on property taxes or an equivalent reduction in programs or services that are funded by this grant.

Wage costs uncertainty – The IAFF (Fire) contract ended in December 2022. The extent of possible wage cost impact is uncertain for the future years.

Benefit costs increases – Based on historical trends and future outlook from benefit providers, all benefits will be experiencing increases in the long term due to aging workforce, longer life spans and rising health care costs. CPP costs will continue to increase for majority of employees as the Federal enhancement continues to 2025. WCB's base rate for municipalities and law enforcement are also expected to increase over 20% annually for the foreseeable future.

Active Transportation Plan (ATP) – In 2018 Council adopted the ATP which is used to guide Saanich's investments in active transportation over the next 30 years. The plan establishes a vision, goals and targets to improve active transportation, along with a series of strategies and actions related to three overarching themes: Connections, Convenience, and Culture. The Active Transportation Plan also includes an implementation and monitoring plan to prioritize investments and actions over the short-, medium-, and long-term and to monitor progress in achieving the Plan's goals.

The strategies and actions in the Active Transportation Plan are designed to double the proportion of all trips made by walking, cycling and transit by 2036. The financial impact on the District's capital funding requirements is significant as new funds are needed to expand the sidewalk, biking and transit infrastructure. Continued increases in operating budgets will also be needed to maintain and fund future replacement of these new assets.

Strategic Facility Master Plan (SFMP) – In April 2018, Council adopted the SFMP. The plan looks at the strategic management of the District's publicly owned facility based assets over the next twenty years with the goal of maintaining and improving services that residents rely on. The plan takes into account the District's anticipated population and demographic growth trends along with changes in services, standards and practices, building codes and the wear and tear that the facilities experience on a daily basis. The result is a comprehensive plan that prioritizes facility projects to ensure that funds are properly allocated.

Climate Plan: 100% Renewable and Resilient Saanich – Council declared a Climate Emergency on March 25, 2019 and adopted the Climate Action Plan in early 2020. The plan outlines options for achieving the ambitious climate targets necessary to stay below 1.5 °C of global warming and preparing the community for the anticipated climate change in response to the latest climate science and increasing public concern.

The Climate Plan identifies a total of 131 actions to be implemented over the coming years, of which 99 were due to be initiated by 2023. Of these, 19 actions (19%) are currently behind schedule or on hold and several additional actions are due to start in 2024. The implementation of these actions requires new resources and funding and increased capacity in the organization.

Fire Services Review – The Fire Department conducted this review through 2019 and the recommendations were presented to Council in 2020. The Saanich Fire Department (SFD) initiated this review to determine its future requirements as the last review was done in 2007. Since that time the population of the District has continued to grow, the number of incidents has increased, and the regulatory framework is in flux. The review has identified operational needs that require additional staffing in suppression, training and other positions over the next nine years. Council has committed to reach the service levels identified in the review by increasing Fire services funding on an annual average of \$500,000.

Development Process Review – On July 5, 2021 Council endorsed the Development Process Review Report to improve the efficiency and effectiveness of the District's processes. These include: updating the Planning policy framework to address gaps and overlaps and provide clear direction to all on the District's development-related priorities; further streamlining applications by complexity to accelerate application review times; exploring opportunities for additional delegation to empower Staff and reduce administrative burdens; building on Information Technology work and tools to enable Staff to meet goals and timelines and improve application quality. Further funding will be needed in future years to advance process improvements.

Housing Strategy – On January 31, 2022 Council adopted the Housing Strategy 10 year implementation plan. The 10-year plan provides direction on how the District can achieve greater housing supply, affordability and diversity and accommodate a broad range of community housing needs now and in the future. The main elements of the Strategy are based on six guiding principles, seven focus areas and twenty-two strategies which accumulate to seventy-three interconnected actions. Council approved two new positions to begin the work on the implementation in 2022. Further funding is required in future years to implement the full Strategy.

Water purchases – Water sale volumes in the municipality have increased to pre-pandemic consumption levels. The cost of bulk water purchases from the CRD is projected to increase as the CRD has projected an average increase to its rates of 8.75% for the next four years, fluctuating between 7.61% to 10.16% in any given year.

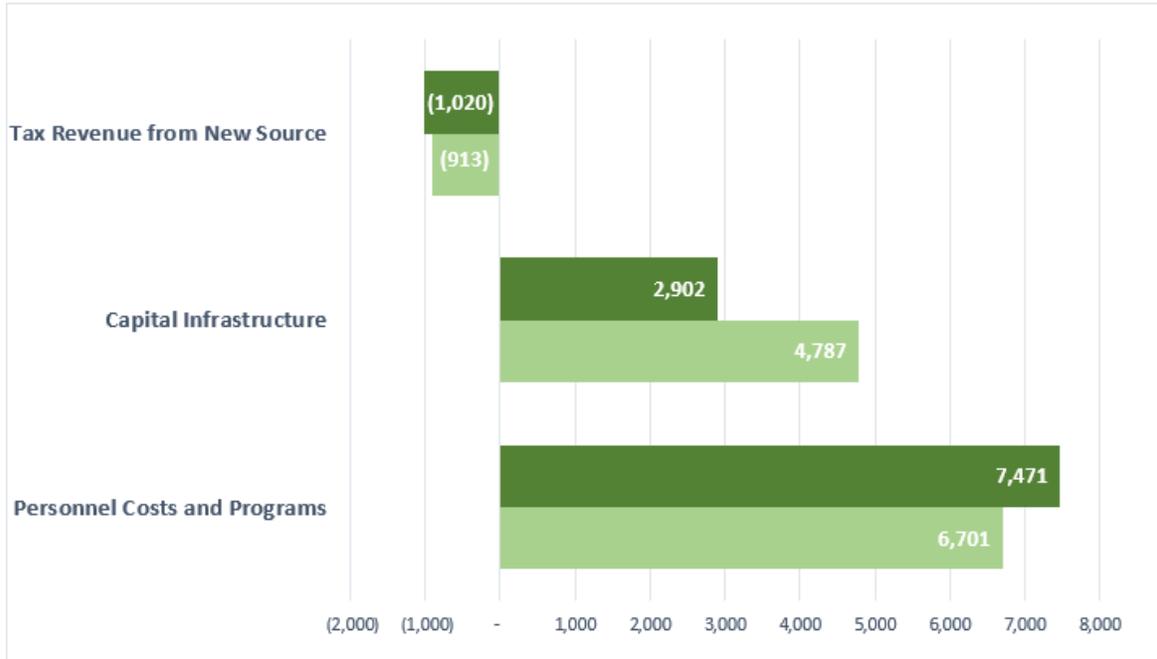
Sewer costs – With the provincially mandated regional sewer treatment system starting operations this past year the future increases to the CRD's requisition from its participating municipalities is projected to keep up with inflationary costs of operations. The projected average increase in costs is 4.81% for the next four years, fluctuating between 2.92% to 6.51% in any given year.

Infrastructure Replacement – Continue to increase capital funding for Information Technology and major facility repairs to reach sustainable levels. On January 29, 2024, Council approved IFRS resulting in an annual property tax increase of 1.5% to assist the district in reaching sustainable infrastructure replacement funding targets for general capital in 15 years. The annual property tax increase relating to the Debt Servicing Funding Strategy will increase to 1% from .65% starting in 2028 until 2031.

Water and sewer rates will receive additional annual increases of 3.3% and 3% to reach the initial 10-year infrastructure replacement funding targets for both water and sewer master plans.

3. 2024 Budget Changes

The proposed financial plan goes through cycles of Council discussions and amendments before it reaches the final version of adopted financial plan. The following graph shows a summary of major changes in budget increases (\$000) between the 2024 proposed to adopted budget.



General Operating Fund

The total tax levy for the General Operating Fund is proposed to increase by \$13,828,500 or 7.93%.

The increase in property tax revenue this year is made up of a 3.32% increase for core Municipal, approved resource requests and non-discretionary costs, 1.80% in infrastructure replacement funding, 2.59% for Police Board and an increase of 0.22% for the Greater Victoria Public Library.

BUDGET SUMMARY	
2024 Tax Levy	\$ 175,553,500
2023 Tax Levy	\$ 161,725,000
Net Change	\$ 13,828,500
Average Single Family Homeowner Increase %	7.93%
2024 FTE	1,194.24
2023 FTE	1,163.15
FTE Change	31.09
FTE Change %	2.67%

Saanich 2024 Financial Plan	Budget Increase \$	Tax Increase %
Operating Increases		
Core budget		
Existing personnel costs - municipal	6,579,640	4.06%
New positions and program funding	891,500	0.56%
Debt Servicing	1,051,200	0.65%
Non-discretionary increases	2,329,800	1.44%
General Municipal Core Operating Increase	\$ 10,852,140	6.71%
Increase in non-tax revenue	\$ (4,460,100)	-2.76%
Tax revenue from new sources (non-market)	\$ (1,020,050)	-0.63%
Core Operating Increase to Existing Taxpayers	\$ 5,371,990	3.32%
Increase for Capital Infrastructure	2,902,900	1.80%
Total General Municipal Increase	\$ 8,274,890	5.12%
Police Board Budget Submission	\$ 4,182,400	2.59%
Greater Victoria Public Library	\$ 359,700	0.22%
General Municipal, Police and Library	\$ 12,816,990	7.93%

BUDGET SUMMARY BY OBJECT

Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2022	2023	2023	2024	2024/2023
Personnel (1)	118,686,900	135,189,800	137,408,610	150,778,300	9.73%
Goods and Services (6)	55,070,800	54,809,500	50,668,590	51,388,400	1.42%
Debt Payment and Bank Charges (2)	5,288,800	6,678,000	5,419,400	9,029,900	66.62%
Grants, Overheads & Transfers	13,849,900	16,187,700	23,520,100	26,794,600	13.92%
Capital (tax funded portion only) (3)	19,370,200	21,090,700	21,096,400	23,990,600	13.72%
TOTAL	212,266,600	233,955,700	238,113,100	261,981,800	10.02%
REVENUES AND RECOVERIES					
Property Taxation	(149,828,800)	(161,364,500)	(161,725,000)	(175,553,500)	8.55%
Parcel Tax	(20,000)	(20,000)	(20,000)	(20,000)	0.00%
Other Corporate Revenues (4)	(10,921,200)	(13,531,000)	(10,833,400)	(13,396,500)	23.66%
Other Departmental Revenues (5)	(31,651,300)	(37,172,700)	(32,497,700)	(40,216,900)	23.75%
Inter-Departmental Recoveries (6)	(13,165,700)	(16,019,200)	(18,688,100)	(18,544,700)	(0.77%)
Transfer from Reserves (6)	(9,560,800)	(10,797,000)	(13,568,900)	(13,423,400)	(1.07%)
COVID-19 Safe Restart Grant (7)	(165,100)	(463,700)	(520,000)	(149,300)	(71.29%)
Other Grants (7)	(967,800)	(854,600)	(260,000)	(677,500)	160.58%
TOTAL	(216,280,700)	(240,222,700)	(238,113,100)	(261,981,800)	10.02%
NET OPERATIONS	(4,014,100)	(6,267,000)	-	-	0.00%

- Personnel costs - increase in wage increment and addition of new positions.
- Debt Payment and Bank Charges – increase in borrowing and funding as per Debt Servicing Funding Strategy outlined on page 24.
- Property tax based capital funding - increased to continue progress to sustainable funding levels as per Infrastructure Replacement Funding Strategy on page 24.
- Other Corporate Revenues – increase in Investment revenue and Grants in Lieu from senior government.
- Other Departmental Revenues – continued recreation revenue recovery post COVID-19 closures.
- Grants, Overheads and Transfers – increased transfer to Facilities Replacement reserve as well as funding of one-time grants.
- COVID-19 Safe Restart Grant and Other Grants – decrease in one-time provincial funding to offset losses and reimburse for additional costs related to the pandemic and decrease in program related grants.

Budget Summary by Function:

Operating Budget	Actual	Actual	Budget	Budget	% Change
ALL DEPARTMENTS	2022	2023	2023	2024	2024/2023
Property Taxation	(149,828,800)	(161,364,500)	(161,725,000)	(175,553,500)	8.55%
Parcel Tax	(20,000)	(20,000)	(20,000)	(20,000)	0.00%
Utility and Hotel Tax	(1,885,800)	(1,982,500)	(1,819,500)	(1,819,500)	0.00%
Grants In Lieu	(3,183,100)	(3,387,400)	(3,362,800)	(3,451,700)	2.64%
Interest and Penalties	(3,872,900)	(6,345,100)	(3,865,600)	(6,437,400)	66.53%
Other Revenues	(582,700)	(503,000)	(285,400)	(307,900)	7.88%
Capital Contribution	19,370,200	21,090,700	21,096,400	23,990,600	13.72%
Net Departmental Cost	135,989,000	146,244,800	149,981,900	163,599,400	9.08%
SURPLUS/DEFICIT	(4,014,100)	(6,267,000)	-	-	0.00%

Property Taxation - The largest single source of revenue for the Municipality is property taxes. Property taxes are levied on owners of property situated in Saanich based on the assessed value of their property. This core budget provides for a 7.93% increase in municipal property taxes to the average single family

homeowner with an assessed value of \$1,289,000 and to average business properties. The remaining increase in property tax revenue is from new tax revenues on construction completed during the previous year.

Utility and Hotel Tax - This includes the 1% revenue tax from utilities such as Fortis, Shaw, BC Hydro and Telus and 2% hotel revenue tax on hotels that operate within Saanich. Utility Taxes are projected to continue to increase in the future as tax base grows and a 2.7 percent rate increase approved by BC Utilities Commission.

Grants in Lieu - Grants in Lieu are similar to property taxes and are paid by Federal and Provincial Crown Agencies. Because these agencies are exempt from property taxation by law, they pay the Municipality a grant in lieu of the property taxes they would otherwise pay. These grants are projected to increase in the future in line with assessment changes.

Interest and Penalties - The majority of revenues are collected in July whereas expenses are paid throughout the year. Until expenses are incurred, funds are available to invest. Revenue from these investments is an important source of operating funds and reduces the amount needed from property taxes. Investment returns have almost doubled since 2022 and are projected to stay similar to 2023 levels due to Bank of Canada increasing interest rates to manage inflation arising from COVID-19 related disruption to the supply chain. Property owners who do not pay their property taxes by the deadline are assessed penalties and interest based on provincial legislation and the District's tax scheme bylaw. Property tax penalties and interest income are trending back to pre COVID-19 years.

Other Revenues - This includes a mixture of sundry revenues such as early payment discounts, corporate credit card usage (rebates), refund of worker's compensation payments and school tax collection commissions.

COVID-19 Safe Restart Grant - The Province provided the District with a one-time grant of \$7,453,000 late 2020. These funds are to be used to offset increased operating costs and lower revenue due to COVID-19. It is provided to ensure that local governments can continue to deliver the services people depend on in their communities. The grant was used to cover losses and expenses experienced in the 2020 – 2023 budget years and will be used again in 2024 as needed.

Capital Contribution - A portion of the capital program is funded from property taxation. The capital budget is increased by annually to keep up with increasing construction costs. A total increase of 1.8% of property taxes is being implemented to support capital funding. This amount includes Council's recently adopted Infrastructure Replacement Funding Strategy (IRFS).

Ongoing Resource Requests

Requests approved for 2024

2024 APPROVED RESOURCES				
Department or Division	Resource	FTE	2024 Budget	2025 Estimate
Planning	Planning Technician	1.00	\$ 63,790	\$ 124,910
Planning	Senior Planning - Current	1.00	\$ 83,210	\$ 169,180
PRCS	Parks Clerk II	1.00	\$ 56,650	\$ 120,710
Engineering	Manager, Operations (Utilities)	1.00	\$ -	\$ -
Engineering	Asset Management Advisor	1.00	\$ 88,070	\$ 150,030
Engineering	Lease/Office Space	non-staff	\$ 425,000	\$ 851,000
Corporate Services	Economic Development Coordinator	1.00	\$ 69,000	\$ 131,820
Corporate Services	Manager, Equity Office (IRR & ADEI)	1.00	\$ 105,820	\$ 232,300
Total Budget Requirement		7.00	\$ 891,540	\$ 1,779,950

One Time Resource Requests

Approved Allocation of 2023 Annual Surplus, Reserves, Short Term and Long Term Debt for One Time Resources	Funding Source				Future Operating Increase
	Annual Surplus	Reserves	Short Term Debt	Long Term Debt	
Operating:					
Council & Strategic Plan					
Funding Parks Land Acquisition Reserve	150,000				
Resident Pulse Survey	30,000				
Asset Management Strategy Implementation (General Fund's share)	236,000				
Cultural Art Strategy & Plan Development	125,000				
Older Adult Strategy Implementation	95,000				
Community Mural Grant Program Development	7,500				
People, Pets, and Parks Strategy - Setup and Implementation	1,241,890				
Heat Pump Financing Program Extension	150,000				
Building Retrofit Strategy Implementation	115,000				
Corporate EV Charging Infrastructure	180,000				
Economic Development Strategy Implementation	68,000				
Centre, Corridor, Village Plans - Development & Implementation	250,000				
Agriculture and Food Security Planner (Part Time .5 FTE)	181,470				
Climate Resiliency Project Phase 2	450,000				
Support for South Island PowWow	10,000				
Funding Facility Replacement Reserve	1,200,000				
Departmental/Corporate					
CAO 360 Review	35,000				
Fire Hall #1 & #3 Turnout Gear Storage	45,570				
Retaining Parks Refuse Truck	16,000				
Golf Pathway Paving for Holes 11, 12 & 17	118,000				
Braefoot Centre Upgrades	90,000				
Change Management Training	35,000				
Upfitting 3 New Fleet Vehicles	122,100				
Upfitting Snow & Ice Control Equipment on 4 New Vehicles	197,000				
Multi-use Roll-off Truck	288,740				
Occupational Health & Safety					
Fall Protection Safety Improvements	235,000				
SCP Biomass Safety Equipment	21,500				
Loading Service bay and Driveway upgrades to Lambrick Park	25,000				
Replacement of AED Units	7,000				
Subtotal - operating	\$ 5,725,770				
Capital:					
Corporate Buildings Climate Retrofits				2,265,000	217,300
SCP Waterslide Replacement				950,000	91,100
Leasehold Improvements and Outfitting of New Office Space			1,125,000		287,325
Mobile Devices for Field Asset Data Collection		700,000			
Fowler Park Pickleball Courts				550,000	52,800
Subtotal - capital		\$ 700,000	\$ 1,125,000	\$ 3,765,000	\$ 648,525
Other:					
Swan Lake Xmas Hill Nature Sanctuary	13,600				
Spectrum School Community Turf Project	300,000				
Accumulated Surplus	227,620				
Subtotal - other	\$ 541,220				
Total approved allocation of annual surplus and short term debt	\$ 6,266,990		\$ 1,125,000	\$ 3,765,000	\$ 648,525

Net Departmental Cost

Net departmental operating costs include total expenditure less revenues or recoveries generated by the departments. The net departmental costs are projected to rise by \$13,617,000 or 9.08% in 2024.

Specific details for each department have been provided in the departmental budget section later in this document.

Net Department Budget	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Council, Administration and Legal Services	1,931,000	2,175,800	2,103,700	2,072,600	(31,100)	(1.48%)
Corporate Services	2,996,300	3,865,400	4,423,400	5,310,600	887,200	20.06%
Information Technology	6,684,600	6,588,400	7,561,400	7,997,800	436,400	5.77%
Finance	4,044,300	4,727,900	5,349,000	5,847,100	498,100	9.31%
Corporate Revenues and Expenses	1,904,200	442,000	(972,800)	(1,925,900)	(953,100)	(97.97%)
Fiscal Services	8,052,400	8,694,600	8,433,600	9,789,300	1,355,700	16.07%
Legislative and Protected Services	2,070,100	3,034,400	3,334,600	4,117,100	782,500	23.47%
Fire Protection	22,500,200	23,053,700	24,013,000	25,969,000	1,956,000	8.15%
Emergency Program	471,100	430,900	497,300	512,200	14,900	3.00%
Planning	2,866,400	3,548,500	3,884,800	4,146,600	261,800	6.74%
Engineering	14,048,500	16,946,500	17,088,200	18,523,400	1,435,200	8.40%
Parks, Recreation and Community Services	20,530,500	21,977,200	24,716,300	26,937,200	2,220,900	8.99%
Police Services	40,009,600	42,464,100	41,431,300	45,733,800	4,302,500	10.38%
Library, Grants and Economic Development	7,879,800	8,295,400	8,118,100	8,568,600	450,500	5.55%
TOTAL	135,989,000	146,244,800	149,981,900	163,599,400	13,617,500	9.08%

Council, Administration and Legal Services

This budget provides for the operation of Municipal Council and corporate administration.

The **Council Section** provides for the direct costs of Council.

The **Administration Section** is responsible for corporate leadership for all municipal operations and providing strategic advice to Council.

The **Legal Services Division** provides legal services to the municipality and is responsible for providing advice to Council and staff, preparing legal documents, negotiating contracts, and managing legal proceedings.

BUDGET SUMMARY	
2024 Net Budget	\$ 2,072,600
2023 Net Budget	\$ 2,103,700
Net Change	\$ (31,100)
Change by %	(1.48%)
2024 FTE	6.18
2023 FTE	7.18
FTE Change	(1.00)
FTE Change %	(13.99%)

2024 BUDGET CHALLENGES

- Supporting District needs to meet provisional housing targets.
- Continuing to meet the demand for legal services.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Organizational excellence

- Support the Citizens Assembly process.
- Continue to support relationship building with First Nations.
- Guide improvements to the development process to support Provincial housing targets.

Priority Departmental Initiatives include:

Legal Services

- Providing support and advice to Departments and Council operations, projects and initiatives.
- Assisting with risk management by providing advice to mitigate and manage risk.
- Facilitating the preparation, negotiation, and review of legal documents.
- Drafting templates to allow Departments to be efficient and consistent in providing services.
- Manage external counsel on litigation matters.

CORE BUDGET

The Department's 2024 net core budget of \$2,072,600 represents a 1.48% decrease over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Council	604,100	667,300	629,100	692,900	63,800	10.14%
Administration	475,200	565,400	531,200	608,600	77,400	14.57%
Legal Services	851,700	943,100	943,400	771,100	(172,300)	(18.26%)
Total	1,931,000	2,175,800	2,103,700	2,072,600	(31,100)	(1.48%)

- Council – indemnities and benefit.
- Administration – 2024 exempt wage increments and benefit reflected at the beginning of budget year as per new policy versus in the prior year where the annual increase resided in contingency until the rates were determined by November of that year.
- Legal Services – one exempt position reallocated to Legislative Services.

Corporate Services

The **Corporate Services Department** is comprised of six distinct divisions including Communications, Human Resources, Occupational Health and Safety, Sustainability and Economic Development. We are the organizational connector enabling internal clients to achieve their best business outcomes and service delivery to residents.

The **Communications Division** raises awareness, builds understanding and helps to achieve organizational goals through effective communications and engagement planning tailored for both internal and external audiences.

Communications oversees the Saanich website, intranet, social media, media relations, issues management, the Visual Identity Program, graphic design for print and digital publications and supports public participation activities. The division also provides print and mail services for the organization.

The **Planning and Reporting Section** manages and supports Council's strategic planning and progress reporting and conducts the resident and business surveys.

The **Human Resources Division (HR)** enables the people vision throughout the organization by providing professional consultation, building effective business partnerships and developing and delivering critical programs and services. All are designed to enhance the employee experience and foster an accountable and productive workforce. Programs, strategies, policies and consulting span topic areas such as workforce and workplace consulting, recruitment and selection, training and development, employee recognition, disability management, workforce planning, employee and labour relations, collective bargaining, job evaluation, compensation and benefits management and employee records management.

The **Occupational Health and Safety Division (OHS)** provides support to the organization in keeping with Saanich's OHS Program and Workplace Injury Management (WIM) Program, both of which are "COR" certified by WorkSafeBC. The OHS program includes risk assessment, hazard identification and control, training and certification, safety inspections, incident investigations, sub-programs and support for Saanich's Joint Health and Safety Committees. The WIM program supports employees who have sustained an occupational injury or illness and facilitates timely return to work.

The **Sustainability Division** works with Council, residents, staff and a range of stakeholders on implementing the goals and objectives of the 2020 Climate Plan. The work is both corporate and community in nature with the overarching objective of reducing GHG emissions and making our community and region more resilient to the effects of Climate Change. The Division's work and success relies heavily on partnerships with other local governments, institutions, and community organizations. The Division provides professional advice to Council, the public, staff, and a broad range of stakeholders on sustainability and climate change matters and regulatory documents.

The **Economic Development Office** is responsible for the creation and implementation of the District's Economic Development Strategy and program. Working with Council, staff, residents, the local business community, senior level governments, and various agencies and stakeholder groups the Office pursues activities that support business attraction, retention, and expansion in the District.

BUDGET SUMMARY	
2024 Net Budget	\$ 5,310,600
2023 Net Budget	\$ 4,423,400
Net Change	\$ 887,200
Change by %	20.06%
2024 FTE	42.68
2023 FTE	39.91
FTE Change	2.77
FTE Change %	6.93%

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- Technology – Lagging or insufficient systems increase manual workflow processes. Several new systems and approaches are currently being considered.
- Demand for talent – The demand for talent is increasing due to expanded or new legislative requirements and to meet operational needs. This is further compounded in some administrative areas which have lagged in staffing allocations.
- Recruitment – Challenges exist due to the competitive market, inflation, limited housing, and high cost of living on Vancouver Island.
- Organizational change – Multiple change initiatives across the organization requiring additional change management, training, communications and transition supports.
- Competing demand for resources to implement initiatives - Resources are required to implement all of the initiatives on various Corporate plans including the Accessibility Plan, Climate Plan, DEI Framework, Economic Development Strategy, Health and Safety Plan and the Workforce Plan.

2024 KEY PRIORITIES

Priority strategic initiatives include:

Community well-being

- Launch and implement DEI Strategic Report and Action Framework.
- Create and implement an Accessibility Action Plan and Policy.

Organizational excellence

- Create a Saanich Workforce Plan.
- Create a Learning and Development Framework.

Sustainability and climate change

- Continue to find ways to reduce municipal GHG emissions.

Economic development

- Continue pursuing activities that support business attraction, retention and expansion.

Priority departmental initiatives include:

- Providing corporate wide Accessibility and DEI training.
- Creating a YES Survey action plan.
- Creating a Health and Safety Action Plan.
- Enhancing automated data analytics and service delivery through sourcing and securing new systems and supports, including:
 - a public engagement platform,
 - a performance management system,
 - an applicant tracking system,
 - a learning management system,
 - a disability management system, and
 - automated process of all requests via a ticketing system.

CORE BUDGET

The Department's 2024 net core budget of \$5,310,600 represents a 20.06% increase over prior year.

Net Budget By Function	Actual 2022	Actual 2023	Budget 2023	Budget 2024	\$ Change 2024/2023	% Change 2024/2023
Corporate Services	1,132,800	1,162,700	1,287,600	1,411,200	123,600	9.60%
Human Resources	1,605,500	2,075,800	2,274,900	2,700,700	425,800	18.72%
Economic Development	175,100	164,500	204,000	267,300	63,300	31.03%
Equity Office (IRR & ADEI)	-	-	-	104,300	104,300	100.00%
Sustainability	270,400	583,000	656,900	750,400	93,500	14.23%
Occupational Health/Safety						
Revenue	(628,700)	(817,200)	(855,200)	(868,000)	(12,800)	1.50%
Expense	441,200	696,600	855,200	944,700	89,500	10.47%
Total	(187,500)	(120,600)	-	76,700	76,700	0.00%
Total	2,996,300	3,865,400	4,423,400	5,310,600	887,200	20.06%

- Corporate Services – full year budgeting of a Graphic Designer and Printing Specialist hours.
- Human Resources – full year budgeting of three HR Advisor positions, one of each for Respectful Workplace Program Investigator, ED&I Cultural Safety Associate and Learning & Development Consultant.
- Equity Office – partial year budgeting of a Manager, Indigenous Relations and Reconciliation and Diversity, Equity, and Inclusion.
- Economic Development - partial year funding of an Economic Development Coordinator.
- Sustainability – full year budgeting of a Sustainable Specialist position.
- Occupational Health/Safety – partial year budgeting of a Manager, Occupational Health & Safety Prevention.

Information Technology

The Information Technology Department responds to demand for digital products by designing, implementing, and supporting digital solutions that enhance employee productivity and citizen engagement with the district. Solutions include collaboration and productivity software, end-user devices, infrastructure, commercial applications, network and internet access, web-services and supporting processes. Six IT divisions work together to support approximately 1600+/- employees, across ten Departments, in fifteen different locations.

The **Administration and Security Division** provides the leadership, governance, financial and strategic planning services necessary for the department to function efficiently and cost-effectively while maintaining alignment with council’s strategic goals. Also included is the administration of a district-wide security program, annual security testing and related assessment services.

The **Service Delivery Client Services Division** provides front-line support for all district staff including the management of system access to district applications, manages IT incidents and related communications, manages and deploys end-user devices (computers, mobile phones, tablets, printers etc.) and provides instructional support to ensure end users are functional and stay productive.

The **Service Delivery Operations and Infrastructure Division** manages all back-end infrastructure including servers, storage, network, intra-office connectivity, internet, and related monitoring. They provide system patching, regular security testing, and conduct proactive capacity upgrades to ensure district information assets are available, perform as expected and are secure.

The **Service Management – Engineering and Emergency Services Division** partners with Fire, Police, Engineering and Public Works departments to provide application support and new solutions within the portfolio. Services include tier 2 application support, managing the intake and delivery of new solutions on a priority basis, and providing project management and business analysis for new and active projects.

The **Service Management – Planning, Parks, Recreation and Legislative Division** partners with Parks & Recreation, Planning, Permitting, Bylaw and Legislative Services to provide application support and new solutions within the portfolio. Services include tier 2 application support, managing the intake and delivery of new solutions on a priority basis, and providing project management and business analysis for new and active projects. This division also provides Geographic Information System (GIS Saanich Map) services to the district by managing a vast repository of objects.

The **Service Management – Corporate Services and Security Division** partners with Strategic Human Resources, Information and Records Management, Communications, Payroll, and Labor Relations to provide application support and new solutions within the portfolio. Services include tier 2 application support, managing the intake and delivery of new solutions on a priority basis, and providing project management and business analysis for active projects.

BUDGET SUMMARY	
2024 Net Budget	\$ 7,997,800
2023 Net Budget	\$ 7,561,400
Net Change	\$ 436,400
Change by %	5.77%
2024 FTE	34.11
2023 FTE	29.32
FTE Change	4.79
FTE Change %	16.34%

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- Significant growth in demand for new or improved digital services with only modest incremental capital investment to enable new services. The IT department is well funded through 2024 however future years will experience pressure if incremental capital investment is not increased relative to demand.
- New products and services implemented are shifting to subscription-based fees, away from using one-time capital expenditure. This places pressure on operational budgets as systems (and related subscription contracts) are replaced.
- In pursuit of meeting Provincial Housing Targets, IT has re-organized to ensure a dedicated team is in place to make the necessary changes. For 2024 IT has absorbed these resources through re-allocation, however sustained focus in this area will require additional resources in 2025 and beyond.

2024 KEY PRIORITIES

Priority strategic initiatives include:

Climate action and environmental leadership

- Upgrade fuel management software.
- Discovery - water meter refresh.
- Upgrade Inframap and Implement ruggedized field worker mobile devices.

Community well-being

- Implement ECOM-911 improvements.
- Upgrade emergency operations center network.
- Implement recreation scheduling tool and digitize LIFE application process.
- Implement occupational health and safety and MSDS management system.
- Implement field worker email and E-Link access.
- Buildout Braefoot office (Phase 2).

Housing

- Integrate with Provincial building code compliance tool (when ready).
- Implement digital markup software throughout Planning and Engineering.
- Complete My-City and electronic application improvements.
- Implement back-office process improvements for permitting applications.

Transportation

- Implement SCADA upgrades.
- Install mobile devices and docks in command vehicles.

Economic development

- Upgrade traffic signal software.
- Implement city engine and urban pilot.
- Replace bonfire procurement tool.
- Implement district open-data portal.
- Conduct Intelligent Community Forum assessment.

Organizational excellence

- Discovery - asset management program.
- Discovery - Police HR/Scheduling system replacement.

- Upgrade E-Link (Saanich intranet).
- Discovery - learning management system.
- Upgrade council agenda management system.
- Prototype employee self-serve access to paystub, timesheet, and employee record.
- Discovery – HRIS (talent management, acquisition, onboarding).
- Implement IT security awareness program.
- Reorganize file folders and Active Directory.
- Implement performance development system.

Priority departmental initiatives include:

Information Technology

- Implement ServiceNow Service Request and Incident Management.
- Replace current device management system with Microsoft In-Tune.
- Implement secure print to newly installed multi-function devices.
- Fully implement network stabilization and upgrade program.
- Implement multi-factor authentication.
- Conduct district WIFI assessment for 2024 Budget cycle.
- Conduct district wide security review and penetration test.
- Prototype digital in/out boards to support mobile workforce.
- Upgrade GIS to v 11.1 and complete related database upgrade.
- Migrate district email to M365 Exchange cloud services.

CORE BUDGET

The Department's 2024 net core budget of \$7,997,800 represents a 5.77% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
IT Administration	343,700	382,800	487,200	538,800	51,600	10.59%
Operations	2,147,900	2,589,400	3,091,200	3,371,100	279,900	9.05%
Licensing & Maintenance	4,193,000	3,616,200	3,983,000	4,087,900	104,900	2.63%
Total	6,684,600	6,588,400	7,561,400	7,997,800	436,400	5.77%

- IT Administration – full year budgeting of the Information Security Manager position offset by transfer of budget to Financial Planning.
- Operations – wage increments and benefits.

Finance

The Finance Department is comprised of: Financial Services, Purchasing Services, Revenue Collection, and the JDE Program section. The Department is responsible for the overall management of the financial affairs of the municipality and the procurement of all required goods and services.

The **Financial Services Division** provides a complete range of budgeting, accounting, payroll and purchasing services to all a departments.

- **Accounting Services** provides accounting and audit services for approximately \$457 million in annual expenses and revenues; cash management of over \$282 million in investments to maximize the returns and provide additional income to both operating and reserve funds and accounts payable processing over 37,190 invoices annually. The division also performs financial policy development, as well as the preparation of the financial statements which are audited by an independent accounting firm.
- **Payroll Services** coordinates the time sheet entries for the District, the production of five different payroll groups paid on a bi-weekly basis and maintains benefits records for over 1,826 staff.
- **Financial Planning** supports departments with their financial analysis and coordinates the annual budgeting process.

The **Purchasing Services Division** centralizes the procurement of goods and services to all departments. 191 procurement processes including quotations, tenders, direct awards and requests for proposals with an estimated total of \$21 million dollars are managed and processed in a year.

The **Revenue Collection Division** processes all revenues including property taxes, utility bills, dog licenses, business licenses and recreation programs. Around 121,885 utility bills and 44,867 tax notices are produced annually. This section also manages a pre-approved instalment tax payment system and a web based online payment system.

The **JDE Program Section** supports the financial enterprise software of the District by creating a multi-year roadmap for ongoing implementation, maintenance and operations of the JDE system which will enhance efficient operations within the District. The Section also project manages the enhancement work and the ongoing support and training strategy to ensure the organization and end users are successful.

BUDGET SUMMARY	
2024 Net Budget	\$ 5,847,100
2023 Net Budget	\$ 5,349,000
Net Change	\$ 498,100
Change by %	9.31%
2024 FTE	53.19
2023 FTE	51.71
FTE Change	1.48
FTE Change %	2.86%

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- Resources and tools for payroll, accounting, and financial planning to keep up with both increasing staffing and activities undertaken to achieve Council strategic plans.
- Resources and tools to support the organization with procurement services.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Organizational excellence

- Review various payment methods available to residents and businesses.
- Finalize Purchasing Policy and signing authorities bylaw.
- Review implementation of digital capture of purchasing cards and cheque requisition receipts.

Priority Departmental Initiatives include:

- Improve reporting and ease of use of the financial software and improve productivity of all departments who use the system.
- Continue phase 2 of budget software implementation which includes resource request module.
- Support departments with financial analysis.
- Advance public engagement on budget.

CORE BUDGET

The Department's 2024 net core budget of \$5,847,100 represents an 9.31% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Accounting & Payroll	1,857,800	2,135,900	2,189,600	2,360,300	170,700	7.80%
Financial Planning	274,800	225,200	514,500	701,500	187,000	36.35%
Revenue Collections						
Revenue	(653,100)	(682,500)	(687,700)	(724,800)	(37,100)	5.39%
Expense	<u>1,340,100</u>	<u>1,548,200</u>	<u>1,667,200</u>	<u>1,768,000</u>	<u>100,800</u>	<u>6.05%</u>
Total	687,000	865,700	979,500	1,043,200	63,700	6.50%
Stores	369,700	427,400	405,500	438,000	32,500	8.01%
Purchasing	855,000	1,073,700	1,259,900	1,304,100	44,200	3.51%
Total	4,044,300	4,727,900	5,349,000	5,847,100	498,100	9.31%

- Accounting & Payroll – full year budgeting of the Payroll Administrator position.
- Financial Planning – full year budgeting of the Accounting Clerk and transfer of position from IT Administration.
- Revenue Collections – full year Property Tax Specialist position.
- Stores – reallocation of casual hours from Accounting & Payroll.

Corporate Revenues and Expenses

The Finance Department also manages budget allocations related to the corporation as a whole.

These include the following:

Corporate contingency –

- general contingency of \$700,000 for unforeseen events or emerging opportunities.
- contingency amounts for wage and benefit increases anticipated for the year pending allocation to departmental budgets.

Administrative recoveries –

- recoveries of overhead charges from water and sewer functions to the general operating fund.
- recoveries of overhead charges from developers.

Government services –

- provision for retirement severance pay.
- municipal dues to other organizations.

2024 Budget Challenges

- Ensuring adequate contingency to react to unforeseen emergencies.

CORE BUDGET

Net Budget By Function	Actual		Budget		\$ Change	% Change
	2022	2023	2023	2024		
Corporate Contingency	2,315,600	1,340,900	432,100	(316,200)	(748,300)	(173.18%)
Administrative Recoveries	(2,010,300)	(2,254,000)	(2,241,400)	(2,505,600)	(264,200)	(11.79%)
Government Services	1,598,900	1,355,100	836,500	895,900	59,400	7.10%
COVID-19 Expenditure	165,100	43,700	100,000		(100,000)	(100.00%)
COVID-19 Safe Restart Grant	(165,100)	(43,700)	(100,000)		100,000	(100.00%)
Total	1,904,200	442,000	(972,800)	(1,925,900)	(953,100)	(97.97%)

- Corporate Contingency – allocation of previous year's benefit contingency to all departments.
- Administrative Recoveries – increase in costs recovered from the utility functions.

BUDGET SUMMARY	
2024 Net Budget	\$ (1,925,900)
2023 Net Budget	\$ (972,800)
Net Change	\$ (953,100)
Change by %	(97.97%)
FTE	n/a

Fiscal Services

Under the Community Charter, all long-term debenture financing is coordinated by the Capital Regional District through the Municipal Finance Authority which has a triple A Standard & Poor's (S&P) rating. There are two debenture issues per year, spring and fall. To authorize the financing request, a Council resolution is required.

BUDGET SUMMARY	
2024 Net Budget	\$ 9,789,300
2023 Net Budget	\$ 8,433,600
Net Change	\$ 1,355,700
Change by %	16.07%
FTE	n/a

As of December 2023, the total outstanding debt in the general operating fund is approximately \$48.3 million. This is projected to increase by \$25 million during the year, bringing total outstanding general operating debt to about \$73.3 million (\$82.7 million including utilities) by December 2024. This remains well within Council policy of a maximum of 7% of property tax revenue.

\$9.6 million in annual debt servicing cost is 4.97% of prior year's property tax revenue and about \$101.5 million in total debt at current rates. The total legal borrowing limit for Saanich is \$648 million.

The average homeowner's share of servicing debt per capita is \$63.10 per year (\$37 in 2023).

The debt servicing budget is maintained each year within Debt Policy levels. The debt service room is used each year for capital projects through expenditure or transfer to reserves until such time as it is needed. In 2024, transfers will support technology infrastructure and various equipment replacement reserves.

Royal Oak Burial Park debt servicing costs of \$89,930 per year are 100% recovered.

CORE BUDGET

The Core budget has increased to accommodate the future debt servicing needs. The transfer to capital reserves is budgeted lower to accommodate the increase in interest and principal payments for new borrowing. Funds that are not needed in 2024 for debt servicing are transferred to capital reserves to support current and future capital asset replacement.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Interest	1,061,600	1,618,600	1,306,400	3,091,100	1,784,700	136.61%
Principal	2,891,500	3,193,700	3,051,100	4,338,000	1,286,900	42.18%
Transfer to Climate Action Reserve	190,500	210,500	194,300	198,200	3,900	2.01%
Transfer to Capital Reserves	3,908,800	3,671,800	3,881,800	2,162,000	(1,719,800)	(44.30%)
Total	8,052,400	8,694,600	8,433,600	9,789,300	1,355,700	16.07%

- Interest – interest payments for 2024 capital borrowing.
- Principal – principal payments for 2024 capital borrowing.
- Transfer to Capital Reserves – funding for information technology, infrastructure facilities, major repair and replacement reserve and various equipment replacement reserves.

Legislative and Protective Services

The Legislative and Protective Services Department has seven sections: Building and Inspections, Bylaw, Business Licensing, Lands, Legislative Services, Records and Information Services and Risk Management. The Department provides a diverse variety of external and internal customer services and is responsible for overseeing regulatory compliance in the municipality.

The **Building and Inspections Services** section is responsible for overseeing the construction, alteration, repair and demolition of buildings in the District by ensuring that construction complies with bylaw requirements, the BC Building Code and applicable regulations. The sections process a broad range of building applications for residential, commercial, institution and industrial use and provide professional advice to Council, the public, staff, and a broad range of stakeholders on building matters.

The **Bylaw Services** section is responsible for the enforcement of municipal bylaws. The Section responds to public complaints and enquiries and conducts investigations related to alleged bylaw violations. The Section provides professional advice on enforcement matters, educates the public and stakeholders with regard to bylaw and regulatory requirements and works to ensure compliance with bylaws across the District.

The **Business Licensing** section administers the issuing of business licenses. Over 4,600 business licenses are produced annually. The Section also responds to customer complaints and enquiries and conducts investigations regarding possible bylaw violations.

The **Legislative Services** section under the direction of the Corporate Officer, carries out duties related to the statutory responsibility as outlined in the *Community Charter*. Responsible for organizing, preparing agendas and minutes for Council meetings, Public Hearings, Council Advisory Committees, Advisory Design Panel, and the Board of Variance. The division processes and safekeeps municipal bylaws and coordinates the receipt and distribution of Council correspondence. As well, they also conduct the local government elections, referenda, and elector approval processes.

The **Real Estate Services** section acquires, manages, and disposes of real property on behalf of the municipality. The Section negotiates, prepares and registers municipal rights-of-way, and supports the subdivision process. The Section manages the rental housing stock and the communication facilities located at PKOLS and Mt. Tolmie.

Records and Information Services has three key programs: Records and Information Management Program, Information Access and Privacy Management Program, and Archives. The Records and Information Management Program guides and directs the creation, distribution, use and disposition of recorded information (i.e., physical records, electronic documents, and data) ensuring the effective management of this information across the organization. The Information Access and Privacy Management Program ensures accountability to the public and protection of personal privacy under the Freedom of Information and Protection of Privacy Act (FIPPA). Archives collects and preserves the documentary heritage of Saanich and makes this information available through public reference room services, website resources, and public outreach.

The **Risk Management** section promotes policies and procedures designed to prevent incidents causing loss. The section is also responsible for managing an insurance program that sustains the municipality's ability to deliver services to the community. The Section receives, investigates, and adjusts claims filed by citizens or businesses and assists with recovery of costs when the Municipality suffers a loss as a result of a third party.

BUDGET SUMMARY	
2024 Net Budget	\$ 4,117,100
2023 Net Budget	\$ 3,334,600
Net Change	\$ 782,500
Change by %	23.47%
2024 FTE	53.30
2023 FTE	51.06
FTE Change	2.24
FTE Change %	4.39%

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- Provide exceptional internal and external customer service in an increasingly fast paced, high volume business units with an increasing demand on current staff resources.
- Increased costs for external contractors, equipment and supplies.
- Staff and other resource challenges to meet Provincially mandated housing targets.
- Support for the standing and ad hoc committees.
- Support the Citizens' Assembly process.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Community well-being

- Ensure that all life/safety complaints are addressed while minimizing corporate liability.
- Ensure a health and safe community through guidance of the Bylaw Enforcement Policy.
- Ensure all buildings constructed in Saanich are meeting minimum health and safety standards in compliance with the BC Building Code.

Organizational excellence:

- Support the Citizens' Assembly process.
- Increase online resources on Archives website including digitized archival documents, and an opportunity to create online history exhibits.
- Assessment of access to information and protection of privacy controls, implementation of online learning opportunities.
- Continue to advance the records and information management framework from paper-centric to an enterprise document management system (EDRMS) in collaboration with the IT Department.
- Continue to ensure citizen engagement in Council proceedings.

Priority Departmental Initiatives include:

Business Licensing

- Address the increase in demand for service for the License Bylaw Officer.
- Review future enforcement of short-term rentals and the potential of business licenses for secondary suites.
- Proactively identifying unlicensed businesses while enforcing the Business Licence Bylaw through voluntary compliance and creating additional Business Licence revenue.

Building and Inspections

- Manage Provincial mandate for increased housing and current complex development projects.
- Digitization of permitting plans to enhance the services to residents.

Bylaw

- Continued support for Bylaw Enforcement Officers to enhance service delivery.

Real Estate Services

- Finalizing Phase 2 and commencing Phase 3 of the Shelbourne Street Improvements Project.
- Replacing the PKOLS Telecommunications tower.
- Streamlining management and maintenance of District owned properties.

Legislative Services

- Implement the Council agenda management system with voting dashboard.
- Review the organization, access and storage needs for agreements. Develop inventory of executed agreements and plan for access and storage.

Records and Information Services

- Update the records management policy to a Records and Information Management Policy inclusive of physical records, electronic documents, and data and establishes an information governance committee.
- Advance the SaanichIM project: Enterprise Document and Records Management System (EDRMS) readiness and implementation, in collaboration with the IT Department.
- Select departments inventory of physical records, located in offices and offsite storage, for digitization and automation purposes.

Archives

- Continue to provide additional online resources on Archives website.
- Commence education and research in preparation for digital archives, including software requirements.
- Review and update the Mandate and Collections Policy.

Freedom of Information and Protection of Privacy

- Develop a self-study PowerPoint presentation for new employees and/advanced topics on FIPPA w/Q&A.
- Review and update Information Access and Privacy Training Plan.
- Personal Information Inventory (PII) Phase Two - Project involving all program areas and Records Management and update the locations personal information is stored.

Risk Management

- Continue implementation of the Enterprise Risk Management program with the development of departmental risk registers.
- Manage the insurance portfolio to ensure the most cost-effective coverage for the Municipality.
- Ensure the equitable resolution of third-party injury/damage claims and recovery for first party damage claims.

CORE BUDGET

The Department's 2024 net core budget of \$4,117,100 represents a 23.47% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Risk Management	296,300	316,300	340,900	345,700	4,800	1.41%
Insurance and Claims	1,057,000	2,209,400	1,221,100	1,371,100	150,000	12.28%
Bylaw and Parking Enforcement	1,002,200	1,442,200	1,516,400	1,507,300	(9,100)	(0.60%)
Inspections						
Revenues	(2,972,300)	(4,017,700)	(3,161,400)	(3,250,100)	(88,700)	2.81%
Expenses	<u>1,721,100</u>	<u>2,041,100</u>	<u>2,076,900</u>	<u>2,335,700</u>	<u>258,800</u>	<u>12.46%</u>
Total	<u>(1,251,200)</u>	<u>(1,976,600)</u>	<u>(1,084,500)</u>	<u>(914,400)</u>	<u>170,100</u>	<u>(15.68%)</u>
Business License						
Revenue	(522,700)	(528,400)	(510,500)	(525,000)	(14,500)	2.84%
Expense	<u>163,200</u>	<u>148,900</u>	<u>192,200</u>	<u>195,900</u>	<u>3,700</u>	<u>1.93%</u>
Total	<u>(359,500)</u>	<u>(379,500)</u>	<u>(318,300)</u>	<u>(329,100)</u>	<u>(10,800)</u>	<u>3.39%</u>
Lands/Property Management						
Revenue	(633,800)	(737,000)	(665,300)	(739,900)	(74,600)	11.21%
Expense	<u>549,600</u>	<u>624,800</u>	<u>601,800</u>	<u>732,800</u>	<u>131,000</u>	<u>21.77%</u>
Total	<u>(84,200)</u>	<u>(112,200)</u>	<u>(63,500)</u>	<u>(7,100)</u>	<u>56,400</u>	<u>(88.82%)</u>
Archives	144,900	144,600	164,800	170,300	5,500	3.34%
Legislative Services	1,250,400	1,344,300	1,506,400	1,889,000	382,600	25.40%
Elections						
Revenue	(620,800)	-	-	-	-	0.00%
Expense	<u>620,800</u>	<u>25,000</u>	<u>25,000</u>	<u>50,000</u>	<u>25,000</u>	<u>100.00%</u>
Total	-	<u>25,000</u>	<u>25,000</u>	<u>50,000</u>	<u>25,000</u>	<u>100.00%</u>
Various Committees	14,200	20,900	26,300	34,300	8,000	30.42%
Total	2,070,100	3,034,400	3,334,600	4,117,100	782,500	23.47%

- Insurance and Claims – non-discretionary for insurance rates increases.
- Bylaw and Parking Enforcement – wage increment offset by revenue increases.
- Inspections – wage increment and conversion of casual employees to permanent offset by revenue increases.
- Lands/Property Management – increase to both revenue and expenditure for newly acquired properties.
- Legislative Services – full year budgeting for the Records & Information Management Analyst position and reallocation of budget from Legal Services.
- Elections – non-discretionary increase to budget to achieve future sustainable annual funding.
- Various Committees – non-discretionary increase to advisory committee meeting budgets.

Fire Protection

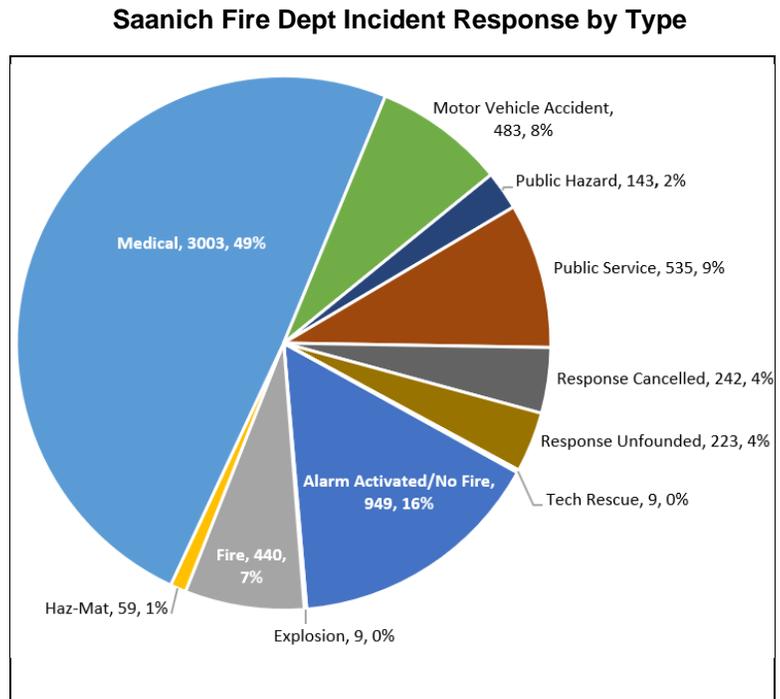
The Fire Department provides high quality, efficient and caring emergency response, fire prevention, education and emergency management services that help keep our community and citizens safe. Saanich Fire responds to a range of emergency incidents including fire suppression, medical response, vehicle extrication, land and marine rescue, mutual aid requests, hazardous materials incidents, and requests for public service.

The Department also provides fire safety inspections, public education, fire apparatus, mechanical and high angle rescue services. Fire dispatch services, including emergency and non-emergency call receiving, processing, and dispatching are provided to two client municipalities (Central Saanich and Oak Bay), and the Capital Regional District and its participants, including the Districts of Highlands, Metchosin, Sooke and the Juan de Fuca, Salt Spring Island and Southern Gulf Islands Electoral Areas.

The Fire Department employs 140 uniformed personnel and 5 support staff working out of 3 fire stations.

BUDGET SUMMARY	
2024 Net Budget	\$ 25,969,000
2023 Net Budget	\$ 24,013,000
Net Change	\$ 1,956,000
Change by %	8.15%
2024 FTE	145.00
2023 FTE	144.00
FTE Change	1.00
FTE Change %	0.69%

Population served	124,639 (est)
Protection area in square kilometres	103.8 (est)
Incident responses	6,086
Emergency incident responses	4,862
Number of fire related	Fatalities: 1 Injuries: 6
Estimated total dollar fire loss	\$3,004,987
Estimated value of property saved	\$115,452,038
Public building inspections	3,476
Incidents dispatched to Saanich and clients	12,857



For 12-month period ending September 30, 2023

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- Inflation significantly impacting cost of equipment, supplies and services.
- Increased labour costs due to negotiated contracts.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Community well-being

- Implement fire-rescue service expansion in 2026 to include operationalizing of a second fully staffed ladder unit in the No. 3 fire station response area for 24/7 service delivery.
- Increased collaboration among four core fire services (Saanich, Victoria, Oak Bay & Esquimalt) and identify fire service integration opportunities within those municipalities.
- Implementation of Next Generation 9-1-1 – Working with E-Comm to implement this Federally mandated initiative to modernize Canada's 30-year-old 9-1-1 telecommunications technology network.

Priority Departmental Initiatives include:

- Complete construction of Fire Station No. 2 improving critical services to residents and enhancing training quality for fire fighters for 2026.
- Transition of temporary accommodations from Fire Station No. 2 to No. 3 to accommodate increased response capacity for 2026.
- Develop an implementation plan for the modernized Fire Safety Act. Modernized features include: the implementation of a risk-based compliance monitoring systems to identify higher-risk buildings; an administrative penalty system to incentivize owner compliance; and more efficient enforcement of the fire legislation and codes.
- Continue discussions with the University of Victoria on potential development or relocation of Fire Station No. 3. and co-location opportunities with BC Ambulance Service.
- Continue to work with industry partners and Saanich Sustainability in the greening and electrification of zero emission apparatus, vehicles, equipment and supplies.
- Ensure fire fighter training plans continue to meet new training standards established by the Office of the Fire Commissioner.
- Provide professional development opportunities and succession planning through Chief Fire Officer Development Program and continue to recruit and retain a skilled and diverse workforce.
- Develop a new recruitment strategy with a focus on diversity, equity, and inclusion.
- Continue to implement the recommendations of the Community Wildfire Protection Plan to improve safety and reduce the risk of damage to property from wildfires.

CORE BUDGET

The Department's 2024 net core budget of \$25,969,000 represents an 8.15% increase over prior year.

	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Administration	2,195,500	2,344,300	2,361,600	2,507,100	145,500	6.16%
Suppression and Rescue	15,715,800	16,089,500	16,917,700	18,137,300	1,219,600	7.21%
Dispatch						
Revenues	(444,300)	(502,600)	(456,600)	(456,600)	-	0.00%
Expenses	<u>2,144,700</u>	<u>2,091,900</u>	<u>2,050,100</u>	<u>2,393,000</u>	<u>342,900</u>	<u>16.73%</u>
Total	1,700,400	1,589,300	1,593,500	1,936,400	342,900	21.52%
Prevention	981,700	1,026,800	1,113,000	1,343,400	230,400	20.70%
Staff Development	560,500	600,000	645,700	667,400	21,700	3.36%
Equipment Maintenance	1,153,100	1,198,600	1,224,200	1,212,400	(11,800)	(0.96%)
Building Maintenance	193,200	205,200	157,300	165,000	7,700	4.90%
Total	22,500,200	23,053,700	24,013,000	25,969,000	1,956,000	8.15%

- Administration – wage increments, wage contingency and non-discretionary increase for building maintenance services and CREST Emergency Services.
- Suppression and Rescue – wage increments, wage contingency and non-discretionary increases for training.
- Dispatch – wage increments, wage contingency and non-discretionary increase for Ecomm 911 Levy.
- Prevention – wage increments, wage contingency and full year of budgeting for Public Information Officer as per the Fire Services Review approved plans.
- Building Maintenance – non-discretionary inflationary increase to utilities.

Emergency Program

The Saanich Fire Department is responsible for administration of Saanich’s Emergency Program (SEP). The program provides for continuity in government and preservation of life and property through a coordinated response by elected officials, municipal departments, volunteer services and outside agencies who are able to assist during a major emergency or disaster.

The Deputy Fire Chief is the Emergency Program Coordinator and is responsible for maintaining Saanich’s emergency plan and ensuring key municipal staff and departments are trained in emergency management practices and ready to respond should a major emergency or disaster unfold.

BUDGET SUMMARY	
2024 Net Budget	\$ 512,200
2023 Net Budget	\$ 497,300
Net Change	\$ 14,900
Change by %	3.00%
2024 FTE	3.00
2023 FTE	3.00
FTE Change	0.00
FTE Change %	0.00%

Complementing the Emergency Program and Saanich’s emergency response and recovery capacity are 119 municipal staff trained in Emergency Operations Center (EOC) response procedures and Incident Command System (ICS). There are also 74 dedicated Emergency Program volunteers who support the community through emergency support services (ESS), emergency radio communications (COMMS) and neighbourhood emergency preparedness programs (NEPP).

The Emergency Program employs 1 uniformed personnel and 2 support staff.

2024 BUDGET CHALLENGES

- SEP continues to experience cost increases/inflation for all purchases required, from utility expenses, public education print materials or renovation costs.
- The Emergency Program Act has been repealed and replaced by the Emergency and Disaster Management Act (October 3, 2023). New regulations are expected to take effect in 2024 and it is anticipated funding will be required to ensure alignment with the updated provincial legislation. (e.g. recovery planning, business continuity planning, etc.). SEP will endeavour to offset these costs with grant funding where applicable.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Community well-being

- Provide Emergency Operations Centre and Emergency Management training on updated Municipal Response and Recovery to build proficiency across District staff.

Priority Departmental Initiatives include:

- Operationalize the Emergency Operations Centre following a significant renovation and audio-visual enhancements. Train and exercise District staff to build proficiency in the modernized space.
- Update the Recovery Plan.
- Conduct a public survey to assess perceptions and preparedness regarding disasters and major emergencies in their community. The survey will inform SEP’s long term planning and how best to engage with Saanich residents to enhance preparedness and resiliency.
- Implement recommendations from the Community Risk Assessment.
- Coordinate and support Emergency Operations Centre and Incident Command System training and exercises of municipal staff assigned to the Emergency Operations Centre and working at key municipal facilities.

- Facilitate joint emergency activation exercises with District departments and staff.
- Continue working with provincial government and stakeholders to implement the Regional Emergency Management Partnership to enhance emergency management across the Capital Region.
- Continue working with provincial government and stakeholders to implement the Regional Emergency Management Partnership to enhance emergency management across the Capital Region.

CORE BUDGET

The Department's 2024 net core budget of \$512,200 represents a 3.00% increase over prior year.

Net Budget By Function	Actual 2022	Actual 2023	Budget 2023	Budget 2024	\$ Change 2024/2023	% Change 2024/2023
Program Administration	463,300	410,500	474,600	491,000	16,400	3.46%
Training Programs	5,700	12,200	15,100	13,600	(1,500)	(9.93%)
Neighbour Helping Neighbour	2,100	8,200	7,600	7,600	-	0.00%
Total	471,100	430,900	497,300	512,200	14,900	3.00%

- Training Programs –budget transfer to Program Administration.

Planning

The Planning Department is comprised of two divisions Community Planning and Current Planning.

The Community Planning Division collaborates with Council, residents, and a range of stakeholders on plans and policies that guide growth and change in the community. The Division’s work includes comprehensive plans such as Centers, Corridors and Villages plans, the recently completed Uptown-Douglas Plan, and more focused projects such as the Community Amenity Contribution policy and agriculture and long-term food security initiatives. The Housing Division of Community Planning provides support to staff and Council on housing policy and planning. The implementation of the Housing Strategy and achievement of mandated Provincial Housing Targets is a central component of the Housing Division’s work in an effort to better address community housing needs. The Division also collaborates with the regional community on cross border issues such as mobility, land use, economic matters, health issues and housing. The Division provides professional advice to Council, the public staff, and a broad range of stakeholders on community planning matters and regulatory documents.

BUDGET SUMMARY	
2024 Net Budget	\$ 4,146,600
2023 Net Budget	\$ 3,884,800
Net Change	\$ 261,800
Change by %	6.74%
2024 FTE	32.14
2023 FTE	32.14
FTE Change	0.00
FTE Change %	0.00%

The Current Planning Division oversees a broad range of development related applications such as: Rezoning, Development Permits, Variances, Subdivision; building stratification, Agricultural Land Reserve, Liquor and Antennas. Current Planning is actively engaged in policy development and implementation initiatives with external organizations and other divisions and departments including Community Planning, Sustainability and Climate Change and the Engineering and Parks, Recreation and Community Services Departments. The Division provides professional advice to Council, the public, staff, property owners, the development community, and other stakeholders on a range of land use and development matters and regulatory documents.

Within the department, Planning Administration provides all administrative and graphical support to the Planning department, as well as the Sustainability & Strategic Initiatives department. Key functions of Planning Administration include facilitating all general, application and department project inquiries; providing front line customer service and supporting department initiatives with graphical, technical and communications presentations for community engagement and long-range planning Action Plans.

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- The alignment of Council and Community objectives and expectations with the resources required to meet those service levels.
- Recruitment and retention of professional staff within the context of national shortages of qualified planners and technical staff and the resources needed to onboard new staff so they can perform to their full ability.
- Implementation of new technology with ongoing support continues to be an issue for the Department.
- Response to Provincial housing directives, including achievement of 5-year housing targets, updates of zoning to align with Small Scale Multi-Unit Housing Regulations and implementation of Transit-Oriented Area legislation.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Climate action and environmental leadership

- Implement key initiatives from the Agriculture and Food Security Plan.

Community well-being

- Update the CAC framework on a regular basis to ensure adequate amenities for communities and the reflect market conditions.

Housing

- Update the Zoning Bylaw to modernize standards for vehicle parking, bicycle parking and end of trip facilities.
- Complete the Strategic Official Community Plan Update to incorporate recently adopted Council policy, update the land use framework, support achievement of provincial housing targets, integrate One Planet Saanich principles and enhance complete communities' content.
- Complete Corridor Plans for McKenzie Avenue and Quadra Street that support improved housing density and sustainable transportation choices while reducing reliance on vehicle trips.
- Initiate a Centre, Corridor and Village Plan for the Tillicum, Burnside, and Gorge area.
- Undertake Phase 1 of the Neighbourhood Homes project to bring zoning into alignment with Provincial Small Scale Multi-Unit Housing legislation by June 30, 2024.
- Implement regulatory changes to support the rapid deployment of non-market housing.

Organizational excellence

- Ongoing and continuous implementation of the Development Process Review recommendations.

Priority Departmental Initiatives include:

Community Planning

- Conduct a one-year review and update of the Community Amenity Contribution and Inclusionary Housing Policy.
- Support Parks in updating the concept plan for Panama Flats.
- Work with the CRD and other regional stakeholders to implement the Regional Farmland Trust.
- Initiate an update to the Shelbourne Valley Action Plan.
- Establish a monitoring framework for the Official Community Plan in alignment with corporate reporting and monitoring.
- Formalize and enhance policy and procedures related to the Saanich Affordable Housing Fund.
- Initiate Phase 2 of the Neighbourhood Homes project to explore secondary corridors and neighbourhood hubs.

Current Planning

- Provide an update to Council on Garden Suite regulations and Bylaw amendments to update the program.
- Working with Sustainability to complete the Saanich Development Permit Area Guidelines and to implement Zoning Bylaw changes to support these changes.

CORE BUDGET

The Department’s 2024 net core budget of \$4,146,600 represents a 6.74% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Planning Administration	1,092,900	924,200	967,600	943,800	(23,800)	(2.46%)
Housing Program	181,300	279,400	408,200	431,100	22,900	5.61%
Community Planning	829,500	1,113,100	1,140,000	1,176,400	36,400	3.19%
Current Planning						
Revenues	(203,600)	(256,000)	(168,000)	(352,100)	(184,100)	109.58%
Expenses	<u>923,400</u>	<u>1,264,600</u>	<u>1,260,600</u>	<u>1,649,700</u>	<u>389,100</u>	<u>30.87%</u>
Total	719,800	1,008,600	1,092,600	1,297,600	205,000	18.76%
Subdivision						
Revenues	(44,900)	(39,300)	(57,200)	(46,200)	11,000	(19.23%)
Expenses	<u>87,800</u>	<u>262,500</u>	<u>333,600</u>	<u>343,900</u>	<u>10,300</u>	<u>3.09%</u>
Total	42,900	223,200	276,400	297,700	21,300	7.71%
Total	2,866,400	3,548,500	3,884,800	4,146,600	261,800	6.74%

- Planning Administration – reallocated Tempest Systems Specialist position to IT.
- Housing Program – wage increment.
- Current Planning – full year budgeting of a Senior Planning Technician, partial year budgeting for Planning Technician and Senior Planner.

Engineering

The Engineering Department is responsible for policy development, design, delivery, construction and management for services and infrastructure on and under public streets and in rights-of-way. In addition, the Department is responsible for the design, construction, and maintenance of the major facility buildings. The Department is comprised of four divisions: Transportation and Development Services, Water Resources, Public Works, and Municipal Facilities; and also has an Asset Management office.

The **Transportation and Development Services Division** is responsible for the planning, design and implementation of all aboveground infrastructure and transportation systems. In addition, the Division processes, accepts and inspects of all works installed by private developers that become municipal assets.

The **Water Resources Division**, is responsible for managing the municipal water, sanitary sewer and storm drainage systems by undertaking systems planning and analysis; engineering designs and overseeing the construction of infrastructure improvement and replacement programs. As part of the Division, Water Resources also provides surveying services to all engineering divisions and other departments; and is responsible for collecting, housing and publishing the infrastructure digital records and providing mapping services through a department-based GIS team.

The **Public Works Division** is responsible for the operations and maintenance of roads, bridges, traffic signals, streetlights, sidewalks, bus shelters, residential refuse collection, leaf pick up, roadside litter control, garden waste drop off and disposal, storm drainage, creeks and waterways maintenance, wastewater collection including sewer lift station maintenance, water distribution, water quality, water systems maintenance including hydrants, valves, meters water reservoirs and pressure regulating stations. Management of fleet services and administration round out the Public Works functional responsibilities.

The **Municipal Facilities Division** is responsible for ensuring the safe and uninterrupted operations and services delivery through municipally owned facilities. The stewardship of these assets includes strategic planning, design, construction, commissioning, operational efficiency management, maintenance, repair as well as minor and major modifications as required. The portfolio includes the Municipal Hall and Annex, Police headquarters and satellite offices, three Fire stations, four Recreation Centres, and the Saanich’s Operation Centre. The Division also provides building support services to four libraries within Saanich.

BUDGET SUMMARY	
2024 Net Budget	\$ 18,523,400
2023 Net Budget	\$ 17,088,200
Net Change	\$ 1,435,200
Change by %	8.40%
2024 FTE	226.74
2023 FTE	220.29
FTE Change	6.45
FTE Change %	2.93%

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- Maintaining full staffing complement levels and recruitment. Hiring skilled and qualified staff continues to be a challenge.
- Completing core operational objectives while balancing the needs of several competing strategic initiatives.
- Implementation of the provincial housing order will stretch our process, staff resources and infrastructure capacity.

- The high cost of construction is diminishing the number of projects that can be implemented by the capital funding envelope.

2024 KEY PRIORITIES

Priority Strategic initiatives include:

Community well-being

- Strengthen transportation safety for all road users by implementing initiatives from the Active Transportation Plan that improve transportation safety through infrastructure improvements, policy development, and education and public outreach programs. Staff continue to implement initiatives from the Active Transportation Plan (ATP) that improve transportation safety. In addition, staff are working to implement Council's Quick Build active transportation projects.
- Collaborate with the Ministry of Transportation and Infrastructure and BC Transit to identify and undertake safety improvements and advance active transportation initiatives. Input and collaboration is underway on the following projects: Road Safety Action Plan, Active Transportation Plan Update, Uptown Multi-modal Transit Hub and the McKenzie Transit Corridor Study.

Affordable housing, land use and infrastructure management

- Complete the Integrated Stormwater Management Plan (ISMP) for Cordova Bay and advance the development of a municipal-wide drainage model.
- Complete a District-wide asset management strategy that promotes sustainable service delivery and integrates climate change in the lifecycle management of physical assets, including engineered and natural assets.

Climate action and environmental leadership

- Complete the update to Schedule H (engineering specifications) of the Subdivision Bylaw, considering the impacts of climate change on the drainage systems.
- Undertake construction of Phase II and complete detailed design of Phase III for the Shelbourne Street Improvement Project (SSIP)
- Construction of Fire Station #2 Redevelopment will see realization of District's first Net Zero Energy and Mass Timber constructed facility.
- Support BC Transit by participating in the development of a Rapid Bus Implementation Strategy for the Region and by participating in discussions advancing the Uptown Multi-Modal Transit Hub. This includes a joint McKenzie Ave corridor study is underway and expected to be complete in 2023

Priority Departmental Initiatives include:

Transportation and Development Services:

- Begin implementation of the updated Active Transportation Plan.
- Complete the development of the Road Safety Action Plan that aligns with Vision Zero and Safe Systems approaches.
- Implement Phase 2 of the Speed Limit Establishment Policy.
- Construct new walking and cycling infrastructure along with asset renewal on Shelbourne Street (Phase III), and Sinclair Road.
- Complete updates to the Engineering Specifications.
- Move to a fully digital submission review and acceptance process for development works.

Water Resources:

- Complete the Integrated Stormwater Management Plan (ISMP) for Cordova Bay and advance the development of a municipal-wide drainage model in parallel with Colquitz Creek ISMP works.
- Develop a flow monitoring program and deploy monitors at key locations.
- In collaboration with Finance, develop a funding strategy for dedicated drainage funding through either a user fee, parcel tax or other tool.

Public Works:

- Ongoing Succession Planning.
- Sidewalk Condition Assessment.
- Creating a healthy and positive workplace and culture.
- Ongoing Yard & Garden Waste Site Review.

Facilities:

- Construction beginning for Fire Station #2 Redevelopment.
- Beginning of Phase II work of Feasibility Study for the Saanich Operations Centre Redevelopment project. Specifically, the District will work to secure contractual agreement with the engagement of a private sector developer.
- Update to Strategic Facilities Master Plan.
- Complete mechanical system renewal at Saanich Commonwealth Place.
- Enhance accessibility and electrification of Cedar Hill Recreation Centre.
- Start major energy retrofits at G.R. Pearkes Recreation Centre.

CORE BUDGET

The Department's 2024 net core budget of \$18,523,400 represents a 8.40% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
ALL DIVISIONS	2022	2023	2023	2024	2024/2023	2024/2023
Engineering Administration	(739,400)	(1,209,300)	(919,400)	(1,089,500)	(170,100)	18.50%
Transportation & Development Services	2,156,400	2,219,300	2,603,300	2,618,900	15,600	0.60%
Water Resources	1,698,300	2,224,100	2,474,800	2,564,100	89,300	3.61%
Facility Operations	2,734,500	3,522,300	2,811,100	3,401,900	590,800	21.02%
Public Works	8,198,700	10,190,100	10,118,400	11,028,000	909,600	8.99%
Total	14,048,500	16,946,500	17,088,200	18,523,400	1,435,200	8.40%

Engineering Services

The Division's net core budget of \$4,093,500 represents a 1.57% decrease over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
ALL DIVISIONS	2022	2023	2023	2024	2024/2023	2024/2023
Engineering Administration						
Revenue	(1,954,800)	(2,551,200)	(2,171,400)	(2,457,800)	(286,400)	13.19%
Expense	1,215,500	1,341,900	1,252,000	1,368,300	116,300	9.29%
Total	(739,400)	(1,209,300)	(919,400)	(1,089,500)	(170,100)	18.50%
Transportation & Development Services	2,156,400	2,219,300	2,603,300	2,618,900	15,600	0.60%
Water Resources	1,698,300	2,224,100	2,474,800	2,564,100	89,300	3.61%
Total	3,115,300	3,234,100	4,158,700	4,093,500	(65,200)	(1.57%)

- Engineering Administration – increases in cost recovery from utilities for engineering services.

Facility Operations

The Division's net core budget of \$3,401,900 represents a 21.02% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Administration	415,800	597,000	689,900	663,900	(26,000)	(3.77%)
Minor Facility Repair	690,900	1,055,200	599,900	656,800	56,900	9.48%
Les Passmore Building	187,000	222,400	197,600	220,500	22,900	11.59%
Municipal Hall Building	671,300	771,700	680,200	752,600	72,400	10.64%
Municipal Annex	170,000	232,600	158,100	181,200	23,100	14.61%
Other Buildings	161,500	193,000	149,300	590,800	441,500	295.71%
Public Safety Building						
Revenues	(604,700)	(669,000)	(669,000)	(793,300)	(124,300)	18.58%
Expenses	994,000	1,032,300	1,005,100	1,129,400	124,300	12.37%
Total	389,300	363,300	336,100	336,100	-	0.00%
Public Works and Parks						
Revenues	(327,900)	(344,300)	(344,300)	(389,700)	(45,400)	13.19%
Expenses	376,600	431,400	344,300	389,700	45,400	13.19%
Total	48,700	87,100	-	-	-	100.00%
Total	2,734,500	3,522,300	2,811,100	3,401,900	590,800	21.02%

- Administration – full year budgeting of a Building Service Worker offset by interdepartmental recovery of facility operations and technical services.
- Minor Facility Repair – office furniture for new positions.
- Other Buildings – cost of leasing, modifying, furnishing, and operating property for additional staffing needs related to new housing development targets.
- All other – non-discretionary increases to utility costs and facilities materials and supplies.

Public Works

The Public Works Division provides diverse services to the community from above ground services such as roads, bridges and refuse collection to underground services such as waterworks, drainage and sewer collection. The Division's net core budget of \$11,028,000 increased by 8.99% over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Administration	548,400	849,700	945,500	1,010,500	65,000	6.87%
Fleet						
Revenue	(6,894,200)	(6,430,400)	(6,835,800)	(6,310,600)	525,200	(7.68%)
Expense	<u>6,894,200</u>	<u>6,424,400</u>	<u>6,835,800</u>	<u>6,310,600</u>	<u>(525,200)</u>	<u>(7.68%)</u>
Total	-	(6,000)	-	-	-	0.00%
Solid Waste Services						
Revenue	(7,718,300)	(8,220,200)	(8,241,600)	(8,968,200)	(726,600)	8.82%
Expense	<u>8,029,400</u>	<u>8,707,400</u>	<u>9,090,700</u>	<u>10,104,800</u>	<u>1,014,100</u>	<u>11.16%</u>
Total	311,100	487,200	849,100	1,136,600	287,500	33.86%
Storm Drains	2,180,300	2,068,400	2,304,300	2,467,000	162,700	7.06%
Street Operations	5,158,900	6,790,800	6,019,500	6,413,900	394,400	6.55%
Total	8,198,700	10,190,100	10,118,400	11,028,000	909,600	8.99%

- Administration – wage increment and non-discretionary increase to fleet rental charges.
- Fleet – wage increment and inflationary increase to supplies and reserve transfer.
- Solid Waste Services – non-discretionary increases in costs to garbage disposal and compost hauling and processing fees, to bike lane maintenance costs and to fleet rental charges.
- Storm Drains – wage increment and non-discretionary inflationary increase to material and contract costs.
- Street Operations – wage increment and non-discretionary inflationary increase to material and contract costs and increases to costs for new asset maintenance.

Parks, Recreation and Community Services

The Parks, Recreation and Community Services Department is committed to achieving a Healthy Saanich for residents and their families; community organizations and their volunteers; businesses and their employees; and the natural environment.

The Department does this by fostering and supporting Healthy Nature, Healthy People and a Healthy Community through social, mental and physical well-being programs and services; helping Saanich residents connect with nature, themselves, their neighbours and with others throughout the region, including the Lkwungen peoples, represented by the Songhees and SXIMELEĒ (Esquimalt) Nations and the WSÁNEĆ peoples known today as WJOLEĒP (Tsartlip), BOKEĆEN (Pauquachin), STÁUTW (Tsawout), WSIKEM (Tseycum) and MÁLEXĒ (Malahat) Nations, in whose territories Saanich resides.

BUDGET SUMMARY	
2024 Net Budget	\$ 26,937,200
2023 Net Budget	\$ 24,716,300
Net Change	\$ 2,220,900
Change by %	8.99%
2024 FTE	339.47
2023 FTE	331.85
FTE Change	7.62
FTE Change %	2.30%

The Department is organized into three divisions:

The **Parks Division (Healthy Nature)** stewards healthy nature through planning, designing, constructing, managing, programming and maintaining the District's 171 parks (ranging from neighbourhood parks, to multi-sport athletic parks to natural areas and open spaces) covering more than 825 hectares with more than 100 kilometres of trails, effectively making the Division the District's largest land-owner. Parks' work is environmental stewardship and protection, which is integrated into all the Division's work, whether providing outdoor sports facilities using best-of-class environmental practices or providing trail or nature restoration opportunities. Biodiversity does not recognize fence lines, so caring for and protecting nature on private lands is as important as public lands. The Division's lands are biologically diverse, offering residents a spectrum of active living experiences and opportunities to connect with nature.

The **Recreation Division (Healthy People)** supports healthy people by planning, coordinating and delivering a continuum of active living recreation and wellness programs and services spanning all ages and abilities, and by planning, managing and maintaining the District's four recreation centres (Cedar Hill, Gordon Head, G.R. Pearkes and Saanich Commonwealth Place), the Cedar Hill Golf Course and Braefoot Park Centre. The facilities, welcoming more than one million visitors annually and generating more than \$12 million in revenues, offer a range of activity areas including: aquatics; arenas; gymnasiums; racquet sport courts, weight rooms; multi-purpose activity spaces; arts and cultural studios and public assembly areas.

The **Community Services Division (Healthy Community)** creates healthy community by coordinating and supporting a wide variety of programs specific to Saanich's underserved and marginalized populations. These include municipal and community special events, volunteerism, financial accessibility services for low-income citizens, disability inclusion services, youth programs and teen centres, summer playground camps, older adult and active aging initiatives, social drop-ins for youth and older adults, community arts, a public art program, free outdoor concerts and inclusive programs that celebrate the diverse cultural demographic of Saanich. The division supports the creation of local initiatives that provide opportunities for citizens to lead a healthy, active lifestyle and to be engaged in their community. It strives to maximize resources by working alongside citizens, schools, non-profit organizations, social service agencies, health care providers, and neighbourhood committees to decrease the barriers many families and individuals experience when accessing services.

2023 PERFORMANCE MEASURE

The details of the departmental past accomplishments and results are published in our [Annual Report](#).

2024 BUDGET CHALLENGES

- Lack of capacity including staffing, office space, program space and resources including vehicles
- Lack of capital investment related to Asset Management and Capacity.
- Climate change adaptation and mitigation response – reliance and emergency response.
- Increase inflation and recession fears creates uncertainty for patrons.
- Continued difficulties in recruiting and retaining technical and specialized staff.
- Exponential increased use and desire for spaces, programs and services that outstrip demand.

2024 KEY PRIORITIES

Priority Strategic initiatives include:

Community well-being

- Implement the 2023 DEI Strategic Report and Action Framework.
- Undertake the ten-year PRCS Strategic Direction and Actions Plan.
- Implement the relevant pieces of the People, Pets and Parks Strategy.
- Undertake a Parks Sportsfield Strategy.
- Continue implementing the ÁTOL,NEUEL (“Respecting One Another”) MEMORANDUM OF UNDERSTANDING.
- Expand support for Urban Indigenous in Saanich through partnerships with Victoria Native Friendship Centre and the BC Metis Federation.
- Install Indigenous Art at Municipal Hall and expand exhibition opportunities for First Nations, Urban Indigenous and Metis artists.
- Initiate the Lambrick Park Site-wide Integrated Planning Process.

Economic Development

- Undertake updating the 2002 Comprehensive Arts Policy.

Climate action and environmental leadership

- Implement key priorities from the Biodiversity Conservation Strategy.
- Implement the key priorities from the Urban Forest Strategy.
- Implement the Environmental Policy Framework.
- Start developing a Natural Asset Management Plan.
- Develop and implement an up-to 10,000 Trees per year program.
- Undertake the Cedar Hill Green and Accessible Project/Pearkes Mechanical Upgrade.

Priority Departmental Initiatives include:

Community well-being

- Expanding programs beyond the ‘bricks and mortar’ of recreation centres.
- Planning for maximized use of recreation and parks campuses.
- Complete planned improvement for PKOLS (Mount Douglas Park) following formal naming ceremony.
- Continue modernizing partnership and user group agreements throughout PRCS.

Housing

- Implement Phase 2 of the KPMG development process review and implement process changes outlined in the Berlineaton process review to improve development service delivery and timelines.

Active Transportation

- Develop design guidelines to incentivize tree retention and/or tree planting/replacement.

CORE BUDGET

The Department’s 2024 net core budget of 26,937,200 represents an 8.99% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
ALL FUNCTIONS	2022	2023	2023	2024	2024/2023	2024/2023
Parks & Rec. Administration	1,087,700	1,003,600	1,124,000	1,254,000	130,000	11.57%
Parks Division	9,994,400	11,010,900	11,041,200	12,248,800	1,207,600	10.94%
Community Services Division	1,569,900	1,861,700	2,296,600	2,424,600	128,000	5.57%
Cedar Hill Recreation Centre	1,042,600	1,002,400	1,280,700	1,190,000	(90,700)	(7.08%)
Gordon Head Recreation Centre	1,766,900	2,091,700	2,556,800	2,729,700	172,900	6.76%
G R Pearkes Recreation Centre	1,449,100	1,609,500	1,901,400	2,064,300	162,900	8.57%
Saanich Commonwealth Place	3,851,600	3,656,700	4,460,300	4,983,600	523,300	11.73%
Cedar Hill Golf Course	(231,700)	(259,300)	55,300	42,200	(13,100)	(23.69%)
Total net cost	20,530,500	21,977,200	24,716,300	26,937,200	2,220,900	8.99%

Parks and Recreation Administration

Parks and Recreation administration provides management, marketing, volunteer and support services. It oversees the department’s parks and recreation registration software (ActiveNet) and coordinates department-wide initiatives and services.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Administration	868,700	789,600	919,700	959,500	39,800	4.33%
Marketing						
Revenues	(159,800)	(196,900)	(197,000)	(197,000)	-	0.00%
Expenses	378,800	410,900	401,300	491,500	90,200	22.48%
Total	219,000	214,000	204,300	294,500	90,200	44.15%
COVID-19 Safe Restart Grant		-	-	-	-	0.00%
Total	1,087,700	1,003,600	1,124,000	1,254,000	130,000	11.57%

- Administration – wage increments.
- Marketing – wage increments and budget reallocation from Saanich Commonwealth Place Administration for increased Marketing Assistant hours.

Parks Division

The Parks Division works in partnership with the community to support healthy lifestyles, well-being, and protection and stewardship of the natural environment on both public and private land. This is achieved by providing parks, trails and natural areas that meet a variety of community needs. The Division is responsible for planning, designing, developing and operating 171 parks covering more than 825 hectares and over 100 km of trails. It is also responsible for maintaining and stewarding Saanich's parks natural areas and the urban forest. This includes caring for trees in parks and on boulevards, overseeing the Tree Protection Bylaw, developing, and implementing environmental policies for private and public lands. Parks applies relevant policies and bylaws when conducting development reviews, bylaw enforcement, issuing tree permits, developing a mapping and tracking system for Saanich's green assets. Community stewardship is foundational to maintaining the health of Saanich's natural environment and the community's social and physical well-being. As Saanich's major roads are redeveloped, the Parks Division responsibilities have expanded to assume maintaining and caring for tree related green infrastructure such as tree planting and landscaping on boulevards and in rain gardens.

The Division's net core budget of \$12,248,800 represents a 10.94% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Administration	1,149,100	1,043,000	1,069,200	1,192,600	123,400	11.54%
Parks Operations	6,375,900	7,290,700	7,199,500	8,055,800	856,300	11.89%
Design and Development	1,387,700	1,418,200	1,471,000	1,636,900	165,900	11.28%
Community Development & Business Systems	1,081,700	1,259,000	1,301,500	1,363,500	62,000	4.76%
Total	9,994,400	11,010,900	11,041,200	12,248,800	1,207,600	10.94%

- Administration – partial year budgeting for Parks Clerk II, wage increments.
- Parks Operations – full year budgeting of the Parks Equipment Technician, Parks GIS Analyst part-time position and Parks Worker II positions, non-discretionary inflationary increases to utility, materials, and supplies.
- Design and Development –full year of budgeting for Parks Asset Management Coordinator position, non-discretionary inflationary increases for materials and supplies.
- Community Development & Business Systems –full year of budgeting for Parks Allocation Specialist position, and wage increments.

Community Services Division

The Community Services Division of the Parks, Recreation and Community Services department focuses on providing equitable and meaningful programs, events and opportunities for any Saanich resident who is experiencing a barrier to participation whether due to financial, social, cultural, age or ability-based factors. Our staff are all specialists in providing these services to ensure that in Saanich, everyone belongs.

- Implement the DEI Strategy and Framework.
- Respond to increasing numbers of residents who fall below the poverty line and who will now qualify for LIFE subsidy.
- Support a rapidly expanding and diversifying population that expects culturally safe programs.
- Install a large-scale, site-specific public art piece during the redesign of Firehall #2.
- Undertake the creation of a new Cultural Arts Strategy for the District.
- Mobilize Saanich’s Public Art Program and create a maintenance plan for the existing collection.
- Respond to the increased community need for mental health and wellbeing programs for all ages.
- Respond to provincial mandate to enhance the accessibility of PRCS services and programs.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Programming	819,000	1,014,600	1,080,300	1,149,100	68,800	6.37%
Programs						
Revenues	(264,800)	(427,000)	(302,800)	(444,500)	(141,700)	46.80%
Expenses	1,015,700	1,274,100	1,519,100	1,720,000	200,900	13.22%
Total	750,900	847,100	1,216,300	1,275,500	59,200	4.87%
Total	1,569,900	1,861,700	2,296,600	2,424,600	128,000	5.57%

- Programming – wage increment, full year budgeting for Disability Inclusion Programmer, Financial Development Programmer and Recreation Therapist & Health Engagement positions.
- Programs – increase in program revenue and related program expenditures and reallocation of Volunteer Coordinator position from programming to program function.

Cedar Hill Recreation and Arts Centre and Golf Course

Cedar Hill Community Recreation Centre is centrally located at the corner of Finlayson and Cedar Hill Road, on the border of Saanich and Victoria, within Cedar Hill Park. Park at Cedar Hill for easy access to the very popular 3.5km (2.2 mile) walking trail surrounding the Cedar Hill Golf Course. Inside the main entrance to the building, The Gallery Lounge area provides a welcoming, social environment for participants as well as community members to meet, gather and enjoy some conversation. Cedar Hill offers a wide variety of programs and services serve all ages of the Saanich community.

Cedar Hill is home to the Arts Centre at Cedar Hill, home to two purpose-built visual arts studios, a ceramics studio, with both registered and community drop-in programs as well as a dance studio for the performing arts. Two gallery spaces serve as a venue for local artists to display their work. The Family Day Arts Festival special event takes place each year and invites community to view visual and performing arts as well as participate in art activities.

Cedar Hill has an enduring partnership with the Cedar Hill Squash Club that allows for enhanced services to residents. Four indoor squash courts compliment the four indoor tennis courts to allow participants a chance to practice tennis and squash year-round. In the gymnasium, badminton, pickleball and table tennis round out the racquet sport offerings at Cedar Hill.

The weight room, other multi-purpose spaces and gymnasium host fitness and wellness programs, an older adults club, sports activities and community rentals.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Programming & Reception						
Revenues	(19,200)	(54,400)	(29,300)	(19,300)	10,000	(34.13%)
Expenses	<u>1,097,200</u>	<u>1,276,300</u>	<u>1,202,300</u>	<u>1,229,400</u>	<u>27,100</u>	<u>2.25%</u>
Total	1,078,000	1,221,900	1,173,000	1,210,100	37,100	3.16%
Programs						
Revenues	(1,692,800)	(2,051,700)	(1,618,700)	(1,862,600)	(243,900)	15.07%
Expenses	<u>843,600</u>	<u>1,023,700</u>	<u>846,800</u>	<u>951,600</u>	<u>104,800</u>	<u>12.38%</u>
Total	(849,200)	(1,028,000)	(771,900)	(911,000)	(139,100)	18.02%
Maintenance	813,800	808,500	879,600	890,900	11,300	1.28%
Total	1,042,600	1,002,400	1,280,700	1,190,000	(90,700)	(7.08%)

- Programs – increases to program and partner program revenues as well as pass sales, court rentals and corresponding expenditures.

Cedar Hill Golf Course features a player-friendly 18-hole, 5,200-yard, par 67 course, with picturesque views of the Olympic Mountains, surrounded by a 3.5km trail. Cedar Hill Golf Course is conveniently located only 10 minutes from downtown Victoria. Located on Derby Road off Cedar Hill Road, the Cedar Hill Golf Course provides “close to home” golf for beginners and experienced players. CPGA instruction, pro shop retail, a short iron practice range, licensed concession and banquet and meeting rental services are all available. The golf course has been accepted into the Audubon Co-operative Sanctuary Program for Golf Courses and has received a Certificate of Recognition for Environmental Planning. The course has been operating for over 100 years and has repeatedly been named as the best course in Victoria by the Times Colonist Reader Awards.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Golf Revenues	(2,001,400)	(2,352,600)	(1,950,000)	(2,155,800)	(205,800)	10.55%
Administration	237,700	326,700	339,300	366,700	27,400	8.08%
Pro Shop	121,200	128,000	128,500	131,500	3,000	2.33%
Facility Maintenance	218,700	259,000	323,700	386,900	63,200	19.52%
Grounds Maintenance	1,192,100	1,379,600	1,213,800	1,312,900	99,100	8.16%
Total	(231,700)	(259,300)	55,300	42,200	(13,100)	(23.69%)

- Golf Revenues – more rounds and higher green fees anticipated.
- Administration – wage increments.
- Facility Maintenance – wage increment, non-discretionary maintenance and repair relating to Clubhouse becoming fully operational after 2021 flood.
- Grounds Maintenance – wage increment, non-discretionary increases in grounds maintenance hours and inflationary materials and supplies increases.

Gordon Head Community Recreation Centre

Gordon Head Community Recreation Centre, located in Lambrick Park off Feltham Road in the heart of Gordon Head, provides community access to a wide variety of activities which promote healthy lifestyles for preschoolers, youth, families, adults and seniors. Facilities include a 25-metre pool with climbing wall and lifts to assist people with disabilities, a river pool, leisure and tot pools, steam room and sauna and accessible and universal change rooms. The Centre also supports a Youth Activity Centre and Lambrick Skate Park. In addition, Gordon Head has a highly accessible weight room, multipurpose rooms and auditorium. The Centre provides many community programs that focus on fitness, arts and culture, and multicultural programming. In addition, a new partnership with Island Health provides outpatient neuro services from the Centre. Martial Arts and gymnastics programming are offered at Bert Richman building onsite, and wellness activities/rentals at the Annex. A vast number of community rentals ensures the facility is well-utilized and accessible.

A partnership with School District 61 at Gordon Head Middle School also provides valuable community recreation program space for Saanich.

Net Budget By Function	Actual 2022	Actual 2023	Budget 2023	Budget 2024	\$ Change 2024/2023	% Change 2024/2023
Programming & Reception						
Revenues	(62,500)	(166,700)	(78,000)	(83,600)	(5,600)	7.18%
Expenses	<u>1,335,900</u>	<u>1,654,100</u>	<u>1,570,400</u>	<u>1,670,400</u>	<u>100,000</u>	<u>6.37%</u>
Total	1,273,400	1,487,400	1,492,400	1,586,800	94,400	6.33%
Programs						
Revenues	(1,941,200)	(2,716,000)	(1,951,700)	(2,368,700)	(417,000)	21.37%
Expenses	<u>1,291,200</u>	<u>1,949,200</u>	<u>1,671,900</u>	<u>2,008,600</u>	<u>336,700</u>	<u>20.14%</u>
Total	(650,000)	(766,800)	(279,800)	(360,100)	(80,300)	28.70%
Maintenance	1,287,100	1,492,500	1,465,600	1,503,000	37,400	2.55%
One Time Funding for Shutdown	(143,600)	-	-	-	-	100.00%
COVID-19 Safe Restart Grant	-	(121,400)	(121,400)		121,400	(100.00%)
Total	1,766,900	2,091,700	2,556,800	2,729,700	172,900	6.76%

- Programming & Reception – wage increment, transfer of budgeted position from Programs offset by increase in revenues.
- Programs – continued programming increases in both budgeted expenditure and revenues post renovation closure.

G. R. Pearkes Community Recreation Centre

G.R. Pearkes Community Recreation Centre, located adjacent to the Tillicum Mall, offers a variety of community programs for all ages, focusing on fitness, preschool and family activities, skating, and physical literacy. The facility hosts a number of District special events and major trade shows, which attract participants from around the region. The facility is home to two indoor ice arenas, indoor multi-use sport courts/fieldhouse, a fitness centre, meeting rooms and a Youth Activity Centre.

The partnership with Saanich Neighbourhood Place provides licensed preschool programs and family support opportunities for residents. Further partnerships are in place with the Greater Victoria Public Library (location of the Saanich Centennial Branch), Burnside Gorge After School Care and Kids Klub, as each organization has facilities and services on. Programs and services are also offered at Colquitz Middle School in partnership with School District 61. The Saanich Archives is located within the facility.

Pearkes is home to a number of community and sports associations including: the Gorge Tillicum Community Association, Capital Region Female Minor Hockey, Victoria Minor Hockey, Saanich Predators Jr. B Hockey Club, Spectrum High School Hockey Academy, Saanich Figure Skating Club, Saanich Lacrosse and the Greater Victoria Minor Ball Hockey Association.

Braefoot Park Centre

Braefoot Park Centre is located on Mackenzie Avenue in Braefoot Park, adjacent to grass and turf outdoor fields, lacrosse box, and playground. After completion of significant renovation work in 2022, the centre is a multi-purpose community centre space, comprised of office space, meeting rooms, kitchen, storage spaces and a large multipurpose room.

The Centre offers a number of programs and services to the community, including movie afternoons, yoga, birthday parties, cultural performances and events, changerooms and outdoor washrooms for field sport users, and community meeting space. In addition, the Centre hosts a long-term tenant offering culturally safe daycare for the community.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Programming & Reception						
Revenues	(1,244,700)	(1,389,400)	(1,114,500)	(1,306,900)	(192,400)	17.26%
Expenses	<u>1,154,200</u>	<u>1,297,300</u>	<u>1,400,400</u>	<u>1,441,600</u>	<u>41,200</u>	<u>2.94%</u>
Total	(90,500)	(92,100)	285,900	134,700	(151,200)	(52.89%)
Programs						
Revenues	(883,100)	(1,156,500)	(981,900)	(1,117,600)	(135,700)	13.82%
Expenses	<u>612,200</u>	<u>823,100</u>	<u>646,700</u>	<u>794,900</u>	<u>148,200</u>	<u>22.92%</u>
Total	(270,900)	(333,400)	(335,200)	(322,700)	12,500	(3.73%)
Maintenance	1,810,500	2,035,000	1,950,700	2,252,300	301,600	15.46%
Total	1,449,100	1,609,500	1,901,400	2,064,300	162,900	8.57%

- Programs – continued programming increases in both budgeted expenditure and revenues post COVID-19 closures.
- Maintenance – full year budgeting of the Facility Technician position and non-discretionary increases to materials, supplies and utility budgets. Additional increase related to wage rate error in previous budget worksheet.

Saanich Commonwealth Place

Saanich Commonwealth Place, built for the 1994 Commonwealth Games, is located on Elk Lake Drive in the Royal Oak/Broadmead area and serves both local residents and the larger community, with its world class aquatics facilities. These include a 50-metre competitive pool, which can be used for international level events, a dive tank, leisure pool, wave pool and waterslide. Other facilities include two specially equipped accessible, change rooms, universal change rooms, a gymnasium, hot tub, steam room, dry sauna, dance studio, fitness centre, multi-purpose rooms, pro shop. Saanich Commonwealth Place sees 55% of all Access Pass Scans from all four centres.

The Centre leases space to a Café (Kattia's Kitchen), the Victoria offices of Pacific Sport, 94Forward and the Bruce Hutchison Branch of the Greater Victoria Library.

An integral component of the Centre's programming occurs off site at Royal Oak Middle School through the Department's agreement with School District #63. Saanich Commonwealth Place also offers an outdoor classroom preschool program that runs at capacity with over 140 registrations generating almost \$80,000 in revenue.

At both the Centre and the off-site locations, numerous programs and activities are offered for all ages and abilities. Several health service partnerships are also in place including physiotherapy, massage and rehabilitative therapy.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Programming & Reception						
Revenues	(396,500)	(551,500)	(691,000)	(629,900)	61,100	(8.84%)
Expenses	<u>2,169,800</u>	<u>2,555,200</u>	<u>2,725,700</u>	<u>2,689,800</u>	<u>(35,900)</u>	<u>(1.32%)</u>
Total	1,773,300	2,003,700	2,034,700	2,059,900	25,200	1.24%
Programs						
Revenues	(3,618,800)	(4,836,200)	(4,000,000)	(4,754,700)	(754,700)	18.87%
Expenses	<u>3,130,600</u>	<u>3,927,200</u>	<u>3,865,800</u>	<u>4,684,200</u>	<u>818,400</u>	<u>21.17%</u>
Total	(488,200)	(909,000)	(134,200)	(70,500)	63,700	(47.47%)
Maintenance	2,566,500	2,860,600	2,858,400	3,143,500	285,100	9.97%
COVID-19 Safe Restart Grant	-	(298,600)	(298,600)	(149,300)	149,300	(50.00%)
Total	3,851,600	3,656,700	4,460,300	4,983,600	523,300	11.73%

- Programs – continue programming increases in both budget expenditure and revenues post pandemic closures.
- Maintenance – wage increment, non-discretionary inflationary costs to materials, supplies and utility budgets, first full year budgeting for the Boiler Mass system and related Facility Technician position.
- COVID-19 Safe Restart Grant – continued challenges with aquatic staffing due to COVID-19 disruption to hiring and training.

Police Services

The Mission of the Saanich Police is to provide quality service by working with the community to keep Saanich Safe.

The police department consists of the Saanich Police Board providing civilian oversight to the Office of the Chief Constable, which is responsible for delivering services through the following divisions: Administration, Community Engagement, Detectives, Patrol, Professional Standards, and Staff Development.

The 2023-2026 Saanich Police Strategic Plan identifies policing priorities and goals, and guides decisions, especially in relation to resource acquisition and allocation. It also reinforces the strong community-focused services of the Saanich Police and responds to feedback received from the department's extensive community and employee consultation process.

BUDGET SUMMARY	
2024 Net Budget	\$ 45,733,800
2023 Net Budget	\$ 41,431,300
Net Change	\$ 4,302,500
Change by %	10.38%
2024 FTE	258.43
2023 FTE	252.68
FTE Change	5.75
FTE Change %	2.28%

2023 PERFORMANCE MEASURE

The details of Police Services' past accomplishments and results are published in their [Annual Report](#).

CORE BUDGET

The Saanich Police Board 2024 net core budget is \$45,733,800 which represents a 10.38% overall increase over prior year and 9.74% increase in expenditures alone.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Executive Administration						
Revenues	(1,396,700)	(1,313,000)	(1,500,000)	(1,380,000)	120,000	(8.00%)
Expenses	6,461,800	6,754,400	6,303,600	6,545,900	242,300	3.84%
Total	5,065,100	5,441,400	4,803,600	5,165,900	362,300	7.54%
Staff Development	1,640,600	1,769,900	1,619,200	2,152,300	533,100	32.92%
General Administration	7,244,700	7,600,700	7,509,800	8,724,500	1,214,700	16.17%
Uniform Division	15,890,100	16,475,000	15,928,100	17,568,300	1,640,200	10.30%
Community Liaison	2,351,400	2,646,200	2,790,500	2,952,400	161,900	5.80%
Detectives	7,817,700	8,530,900	8,780,100	9,170,400	390,300	4.45%
Total	40,009,600	42,464,100	41,431,300	45,733,800	4,302,500	10.38%

- Traffic Fine revenues are received as an unconditional grant to defray the cost of police services.

The provisional [Saanich Police Board 2024 Budget](#) is available on the Saanich website. The provisional budget reflects a 9.74% expenditure increase and explains the changes between the two budget years.

Library, Grants and Economic Development

Library Services are provided by the Greater Victoria Public Library in accordance with the Library Operating Agreement at the downtown main branch and at four branches located in Saanich: Bruce Hutchison, Nellie McClung, Emily Carr and Centennial Library. Maintenance of the branch libraries is performed by Saanich staff.

BUDGET SUMMARY	
2024 Net Budget	\$ 8,568,600
2023 Net Budget	\$ 8,118,100
Net Change	\$ 450,500
Change by %	5.55%
FTE	n/a

Grants and Agreements provide financial support to non-profit associations and organizations for services, projects or events that contribute toward the District's vision described in the Official Community Plan and align with Council's Strategic Plan.

Economic Development funding is provided to non-profit organizations such as Destination Greater Victoria and Regional Economic Development to leverage regional funding in promoting both Tourism and business development for the District.

2023 PERFORMANCE MEASURE

The details of Library Services' past accomplishments and results are published in their [Annual Report](#).

2024 BUDGET CHALLENGES

- Maintain funding for library services and grants in an uncertain economic climate.

CORE BUDGET

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
Library						
Greater Victoria Public Library	6,019,500	6,372,200	6,372,200	6,731,900	359,700	5.64%
Branch Libraries Lease and Maintenance	288,100	306,900	309,000	322,000	13,000	4.21%
Total	6,307,600	6,679,100	6,681,200	7,053,900	372,700	5.58%
Grants & Agreements						
Grants	551,700	573,100	565,200	565,200	-	0.00%
Swan Lake Christmas Hill Nature House	387,600	387,600	387,600	457,300	69,700	17.98%
Total	939,300	960,700	952,800	1,022,500	69,700	7.32%
Economic Development						
MRD Tax (Tourism)	450,000	468,100	300,000	300,000	-	0.00%
South Island Prosperity Partnership	182,900	187,500	184,100	192,200	8,100	4.40%
Total	632,900	655,600	484,100	492,200	8,100	1.67%
Total	7,879,800	8,295,400	8,118,100	8,568,600	450,500	5.55%

- Greater Victoria Public Library – increased expenditure in 2024 due to library materials, building occupancy costs and wages and benefits.
- Swan Lake Christmas Hill Nature Sanctuary – increase to annual management fees.
- MRD Tax (Tourism) – All hotel tax revenues from both online accommodation platforms and regular hotels are transferred on to Destination Greater Victoria as per agreement to promote more tourism.

- South Island Prosperity Partnership – increase in funding as per agreement.
- The complete [Greater Victoria Public Library Budget](#) is available on the Saanich website.

General Capital Program

The Capital Plan matches the District's needs for investment in capital with its available financial resources. Replacement of ageing infrastructure is the primary factor in determining capital requirements in Saanich. Saanich infrastructure spending is gradually addressing this need, increasing from \$11.0 million in the year 2007 to an annual average of over \$49.5 million in the last three years for general capital.

The focus is replacement of existing infrastructure. The estimates outlined in each section are based on the following assumptions:

1. A net 1.8% increase in tax funded core capital over 2023 budget.
2. A 1.5% annual property tax increase to reach sustainable infrastructure replacement funding targets in 15 years.
3. A 0.20% property tax allocation to the Facilities Major Repair & Replacement Reserve.
4. A 0.31% property tax allocation to fund accelerated Active Transportation Plan.
5. A 0.19% property tax allocation for parkland acquisition.
6. A 0.31% property tax allocation for IT Capital Requirements.
7. Current Council debt management policy.
8. All figures shown in 2024 dollars – no inflation allowance.

Budgeted Expenditures			Budget	Budget
	2023 Projects In Progress	2024 Capital Projects	Total 2024	2023
Vehicles, Equipment & Technology	12,447,700	14,457,700	26,905,400	37,533,000
Land Acquisition	-	27,800,000	27,800,000	4,904,800
Transportation	29,896,600	22,937,700	52,834,300	48,652,900
Drainage	14,267,900	8,725,100	22,993,000	30,614,700
Parks	9,925,800	5,298,000	15,223,800	12,651,900
Recreation & Community Facilities	22,334,800	31,224,200	53,559,000	36,126,900
	88,872,800	110,442,700	199,315,500	170,484,200
Source of Funding			Budget	Budget
	2023 Projects In Progress	2024 Capital Projects	Total 2024	2023
General Operating (Core Capital)	-	23,990,600	23,990,600	21,096,400
General Capital Reserves	14,508,100	28,787,700	43,295,800	43,517,000
Gas Tax Reserve	14,543,200	12,364,000	26,907,200	23,601,900
Capital Carryforward Reserve	32,871,300	3,000,000	35,871,300	28,034,900
Lands Sale Reserve	-	-	-	314,000
Development Cost Charges	5,237,600	908,700	6,146,300	9,843,600
Equipment Replacement Reserve	7,259,600	3,681,700	10,941,300	11,039,700
Grants & Contributions	6,345,300	1,470,000	7,815,300	10,209,800
Borrowing	8,107,700	36,240,000	44,347,700	22,826,900
	88,872,800	110,442,700	199,315,500	170,484,200

The capital projects listed in the following tables are a representative list of projects planned to commence during the year. As many of these budget estimates are at a "Class D" level, budget transfers occur between projects during the year.

Five Year General Capital Projection

The following is a projection of infrastructure and facility capital replacement by program:

Description of Program	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Notes:
Vehicles, Equipment & Technology						
Police	1,571,600	1,385,900	1,397,200	1,408,800	1,420,500	1
Fire	805,600	1,870,000	100,000	2,730,000	90,000	
Emergency Program	-	45,000	-	20,000	-	
Fleet Replacement	3,224,700	6,753,200	4,428,400	3,145,000	3,115,400	
Parks & Recreation	599,200	435,200	483,600	390,000	621,500	
Information Technology	8,196,600	6,189,000	4,090,000	3,865,100	4,176,000	2
	14,457,700	16,678,300	10,499,200	11,558,900	9,423,400	
Park & Land Acquisition	27,800,000	2,050,000	2,200,000	2,350,000	2,350,000	3
Transportation						
Complete Streets	11,575,500	11,116,000	15,101,500	6,591,000	1,473,000	1
Roads Improvement (includes sidewalk and bikeways components)	10,707,200	4,184,500	4,953,500	7,983,900	13,044,000	
Bus Stops Improvement	220,000	120,000	110,000	60,000	40,000	5
Street Lights/Traffic Signals Improvement	200,000	600,000	1,050,000	250,000	250,000	
Bridges Repair / Replacement	85,000	185,000	250,000	350,000	175,000	1
Studies, Design & Other	150,000	1,607,500	1,535,000	1,607,500	1,607,500	6
	22,937,700	17,813,000	23,000,000	16,842,400	16,589,500	
Drainage						
Wood Stave Replacement	-	183,000	795,000	260,000	5,864,000	5
Sub-standard Drain	7,368,100	5,193,000	4,420,000	5,411,000	5,041,000	
Replacement	35,000	75,000	75,000	75,000	75,000	
Other	1,322,000	1,426,000	1,482,000	1,929,000	1,506,000	
Transfer to Capital Reserve	-	1,600,800	2,147,200	1,726,400	-	
	8,725,100	8,477,800	8,919,200	9,401,400	12,486,000	
Sub Total	73,920,500	45,019,100	44,618,400	40,152,700	40,848,900	

Notes:

- 1 – Based on age and condition assessment
- 2 – Based on replacement schedule
- 3 – Based on the OCP, LAPs and opportunity
- 4 – Based on need and ROW acquisition
- 5 – Annual program
- 6 – Safe route to school and planning and design costs

Five Year General Capital Projection (Continued)

Description of Program	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Notes:
Parks						
Playground Replacement	785,000	685,000	820,000	910,000	1,033,700	1
Sports Field & Hard Court Replacement	885,000	450,000	285,000	340,000	335,000	
Parking Replacement	400,000	400,000	200,000	400,000	400,000	
Irrigation Replacement	100,000	100,000	100,000	100,000	100,000	
Bridges & Structures Replacement	824,500	540,900	543,000	555,100	544,800	
Trails Replacement	141,500	144,300	674,500	109,800	184,800	
Buildings & Washroom Replacement and Addition	-	437,100	574,300	512,100	555,700	
Replacement	593,000	-	-	-	-	
Natural Areas and Urban Forestry	765,600	605,000	605,000	605,000	605,000	
Other	803,400	908,500	964,000	1,074,600	1,190,500	
	5,298,000	4,270,800	4,765,800	4,606,600	4,949,500	
Recreation & Community Facilities						
Electrical	139,000	120,000	230,000	-	-	1
Mechanical	1,425,000	1,819,000	2,827,000	-	-	
HVAC	523,000	208,000	-	2,057,000	-	
Building Envelope	655,000	1,161,000	1,280,000	3,408,000	3,665,000	
Building Interior	4,818,900	2,152,900	748,700	778,700	887,800	
Parking, Signage & Grounds	163,000	85,000	-	-	-	
Building Replacement	15,000,000	34,250,000	29,300,000	51,500,000	65,000,000	
Transfer to Major Facilities Repair & Future Replacement Reserve	3,673,000	2,800,000	2,800,000	2,800,000	2,800,000	
Planning & Other	4,827,300	238,500	360,000	437,900	439,600	
	31,224,200	42,834,400	37,545,700	60,981,600	72,792,400	
Grand Total	110,442,700	92,124,300	86,929,900	105,740,900	118,590,800	

Notes:

1 – Based on age and condition assessment

Vehicles, Equipment and Technology

Saanich vehicles, equipment and information technology includes fleet vehicles for parks, public works, police and fire, computer and telephone hardware and software for all departments and a variety of equipment from fitness machines to lawn mowers.

Ensuring that there are sufficient funds to replace these items as they complete their useful life is of primary concern. The replacement priority of these assets is based on either their working condition or the end of their useful life, whichever is soonest. We will need to investigate if existing equipment are required to be replaced in the future and ensure that all major equipment and technology purchased have adequate funds set aside in a reserve for future replacement.

Police Vehicles, Equipment and Technology

Police Services	Source of Funds					Budget
	Core	Capital Carryover	Reserves	Grants & Other	Borrowing	2024
REPLACEMENTS						
Annual Vehicle Replacement	298,500		58,300			356,800
Comptuer Hardware and Software	42,200		496,500			538,700
Office Equipment	115,000					115,000
Investigative Equipment	31,200					31,200
Officer & Public Safety Equipment	67,900		462,000			529,900
Total	554,800	-	1,016,800	-	-	1,571,600

Fire Vehicles, Equipment and Technology

Fire Protection	Source of Funds			Budget
	Core	Reserves	Borrowing	2024
REPLACEMENTS				
Pickups Replacement		90,000		90,000
Cut Away Van Replacement		180,000		180,000
Engine 1 Replacement		1,265,500		1,265,500
Rescue 1 Replacement		1,850,000		1,850,000
Full Size SUV	60,800	29,200		90,000
Wildland Firefighting Skid		350,000		350,000
Water Rescue Boat & Equipment		45,000		45,000
Mini Van		50,000		50,000
SVI Mobile Command Unit		75,000		75,000
SCBA Equipment		100,000		100,000
Turnout Gear Storage		45,600		45,600
Decontamination Trailer & Equip		50,000		50,000
Total	60,800	4,130,300	-	4,191,100

Emergency Program

Emergency Program	Source of Funds			Budget
	Core	Reserves	Borrowing	2024
REPLACEMENTS				
EP Equipment, IT & Audio Visual			86,900	86,900
Total	-	-	86,900	86,900

Fleet Vehicles

The Fleet division has developed a long term vehicle replacement program for over 135 vehicles to stabilize the costs of replacement from year to year. An equipment replacement reserve is funded by annual contributions of approximately \$1,503,000 from the Fleet Division and Fiscal Services.

Vehicle Equipment Replacement Program	Source of Funds				Budget
	Core	Capital Carryover	Reserves	Borrowing	2024
REPLACEMENTS					
Fleet Vehicle Replacements		240,900	5,611,000		5,851,900
Subtotal	-	240,900	5,611,000	-	5,851,900
NEW INITIATIVES					
Four Pick Up Trucks				134,000	134,000
Surveys Electric Van				103,000	103,000
Roads Construction Crew Trailer				186,000	186,000
Upfitting 3 New Fleet Vehicles			122,100		122,100
Upfitting Snow & Ice Equipment			197,000		197,000
Multi-use Roll-off Truck			288,700		288,700
Subtotal	-	-	607,800	423,000	1,030,800
Total	-	240,900	6,218,800	423,000	6,882,700

Vehicles to be purchased in 2024 include three vans, two freightliners, two trucks, one caterpillar and 9 trailers.

Parks and Recreation Equipment

This is the annual replacement of capital equipment used in the delivery of Parks & Recreation services.

Equipment Replacement	Source of Funds				Budget
	Core	Capital Carryover	Reserves	Borrowing	2024
REPLACEMENTS					
Golf Course Equipment Replacement	132,500				132,500
Recreation Equipment Replacement			305,600		305,600
Parks Equipment Replacement	161,100	151,300			312,400
Total	293,600	151,300	305,600	-	750,500

Engineering Equipment

Replacement of equipment for Engineering Services.

Equipment Replacement	Source of Funds				Budget
	Core	Capital Carryover	Reserves	Borrowing	2024
REPLACEMENTS					
Garbage Totes			60,000		60,000
CCTV Video Camera Van			500,000		500,000
Total	-	-	560,000	-	560,000

Park & Land Acquisition & Funding

The District acquires land mainly for parkland and natural areas but also for corporate use. Parkland acquisition decisions are guided by the Official Community Plan, Parks and Recreation Master Plan and the Development Cost Charge Program.

Park & Land Acquisition & Funding	Source of Funds				Budget
	Core	DCC	Reserves	Borrowing	2024
NEW INITIATIVES					
Land Acquisition		500,000	500,000		1,000,000
874 Hyacinth				900,000	900,000
4088, 4094, & 4098 Lochside Drive				25,000,000	25,000,000
Transfer to Park DCC Assist Reserve	600,000				600,000
Transfer to Parks Acquisition Reserve	150,000		150,000		300,000
Total	750,000	500,000	650,000	25,900,000	27,800,000

Corporate Infrastructure

Equipment Replacement	Source of Funds				Budget
	Core	Reserves	Grants & Other	Borrowing	2024
REPLACEMENTS					
PKOLS Mount Doug Transmitter		1,300,000			1,300,000
Total	-	1,300,000	-	-	1,300,000

Information Technology

Hardware and software replacement including project implementation costs.

Information Technology	Source of Funds			Budget
	Core	Capital Carryover	Reserves	2024
REPLACEMENTS				
Business Systems:				
Minor Projects		7,500	140,000	147,500
Agenda Management		185,900		185,900
IT Infrastructure:				
Minor Projects			125,000	175,000
District Technology Reshresh			100,000	100,000
System Tools - ServiceNow			135,000	135,000
Network Capabilities & Capacity (WAN/LAN)			60,000	60,000
Network Wifi Phase II (Discovery)			125,000	125,000
System Tools - Intune			125,000	125,000
Divisional Capital	54,000			54,000
Transfer to Computer Hardware & Software Reserve	2,912,100			2,912,100
Subtotal	2,966,100	243,400	810,000	4,019,500
New Initiatives				
Business Systems:				
Minor Projects			225,000	225,000
Tempest Enhancements			150,000	150,000
IT Discoveries		200,200		200,200
JDE Enhancements			250,000	250,000
Electronic Records Management			150,000	150,000
Budgeting S/W			50,000	50,000
Procurement Tool			125,000	125,000
RMS Replacement (Fire)			150,000	150,000
PMO Modernization			125,000	125,000
M365 Adoption Phase I			75,000	75,000
M365 Adoption - Sharepoint			250,000	250,000
HR Personnel Records Management			250,000	250,000
Learning Management System			200,000	200,000
LIFE Application Program			150,000	150,000
Emerging Priorities			225,000	225,000
IT Infrastructure:				
Minor Projects			405,000	405,000
Security Program			100,000	100,000
Mobile Devices for Field Asset Data Collection			700,000	700,000
IT Staff Project - New Capital Resources			600,000	600,000
Cloud Hosting Strategy			120,000	120,000
Emerging Priorities			120,500	120,500
Subtotal	-	200,200	4,420,500	4,620,700
Total	2,966,100	443,600	5,230,500	8,640,200

Transportation

Saanich transportation infrastructure includes 178 km of major or collector roads, 370 km of residential roads, 176 km of bike lanes, 289 km of sidewalks and 32 bridges.

We will continue to renew and maintain the current infrastructure and focus on expanding the active transportation network within the District.

Transportation	Source of Funds							Budget
	Core	DCC	Gas Tax	Capital Carryover	Reserves	Grants & Other	Borrowing	2024
REPLACEMENTS								
Roads:								
Minor Projects				269,700		4,900		274,600
Transportation Data Monitoring Program	75,000			160,700		27,300		263,000
Pavement Renewal Program	138,000			11,300	900,000			1,049,300
Sidewalks:								
Corner Ramp Program		54,300		3,000				57,300
Sidewalk Rehab Program	50,000			1,300			250,000	301,300
Bridges								
Minor Projects	85,000		119,000	65,100				269,100
Bridge Repair			1,100,000	410,900	900,000			2,410,900
Durrance Road Bridge Replacement			816,800					816,800
Bus Stops, Signals, Street Lights:								
Traffic Signal Assessment and Timing Updates			89,000					89,000
Street Light Program	100,000			163,500			100,000	363,500
Subtotal	448,000	54,300	2,124,800	1,085,500	1,800,000	32,200	350,000	5,894,800
MIX OF REPLACEMENT AND CAPACITY BUILDING								
Complete Streets:								
Shelbourne Street Improvement Project	1,744,000	1,592,600	9,390,400	434,600		1,005,000		14,166,600
Wilkinson Interurban Intersection Review		135,100	423,900					559,000
Gorge (Admirals to Tillicum)				11,100			383,000	394,100
Wilkinson Road (Greenlea to Quick's Bottom Pk Trail)					1,615,400			1,615,400
Cordova Bay/Wilkinson/Richmond Design				308,900				308,900
Cordova Bay Road - Walema to Rambler		1,796,900	2,673,100		230,000			4,700,000
Gorge Rd (Tillicum Rd to Harriet Rd)			2,125,000	196,900				2,321,900
Sinclair Road Improvements Design		1,137,000	3,650,300	171,300	7,500		715,100	5,681,200
Richmond - Newton to Adanac Construction			1,350,000					1,350,000
Roads:								
Minor Projects	50,000	48,300	51,700	367,200				517,200
Mount DougSlopeside Restoration				273,600				273,600
Wayfinding Program	60,000	108,900		236,100				405,000
Crosswalk Installation Program	50,000			32,200	280,500	7,000	250,000	619,700
Active and Safe Route to School Plans Implementation	150,000			289,800				439,800
Transportation Design					391,000			391,000
Project Administration	600,000			87,700			250,000	937,700
Transportation Emerging Priorities	959,200			40,100				999,300
Sidewalks:								
Minor Projects				163,400			119,000	282,400
Albina-Maddock-Orillia Project		28,800	75,000	148,800				252,600
Elk Lk Dr WS N Marsett					235,000			235,000
Sidewalk Installation Program	220,000		2,515,000				1,000,000	3,735,000
Bikeways Improvements:								
Cycling Infrastructure Program	40,000			748,700	2,100,000		1,000,000	3,888,700
Carey Glanford Tillicum T/S				243,300		60,100		303,400
Bike Facilities	250,000						250,000	500,000
Bus Stops, Signals, Street Lights:								
Intersections and Traffic Signal Program		73,300		373,100				446,400
Transit Infrastructure Improvement Program	205,000	81,500		151,400	15,000			452,900
Other:								
Short Term Solutions to Advance Active Transportation				103,000		62,300	732,700	898,000
Infrastructure Condition Assessment	100,000			56,000				156,000
Active Transportation Plan Update				43,700		65,000		108,700
Subtotal	4,428,200	5,002,400	22,254,400	4,480,900	4,874,400	1,199,400	4,699,800	46,939,500
Total	4,876,200	5,056,700	24,379,200	5,566,400	6,674,400	1,231,600	5,049,800	52,834,300

Drainage

Saanich storm drainage infrastructure dates back to the 1950's and includes 600 km of pipe, 25,000 service connections, 14,000 catch basin structures, 1 pump station and over 300 outfalls.

Engineering's asset replacement strategy remains focussed on addressing replacement of wood stave pipes, and sub-standard drains that are a result of historical, unregulated ditch enclosures or have been found to have condition and capacity constraints.

We continue to advance data gathering on asset condition to further refine our priorities for maintenance and replacement into the future; as well as ongoing efforts towards a district-wide stormwater model to support capital project decisions, development application servicing requirements and informing the Integrated Stormwater Management Plans (ISMP).

Drainage	Source of Funds						Budget
	Core	DCC	Gas Tax	Capital Carryover	Reserves	Borrowing	2024
REPLACEMENTS							
Wood Stave Replacement:							
Cadboro Bay Rd, 3912-3922 Cadboro Bay Rd				190,000	120,000		310,000
Sub-standard Drain Replacement:							
Minor Projects	266,000			1,113,100			1,379,100
Adelaide Ave - 2823 Adelaide to Cowper				1,233,400			1,233,400
Albina-Gorge Utility Upgrades and Geotechnical Remediation			650,000				650,000
Cantebury Rd and Seven Oaks Rd					762,000		762,000
Carey Rd (4053-4073 Carey Rd)				81,500		458,000	539,500
Cedar Hill Rd, Gregory PI Culvert inlet, and 3831 Cedar Hill Rd to 3868 Cedar Hill Rd	232,000						232,000
Colquitz Ave (Gorge Rd to 2875 Colquitz)			550,000	486,400		418,000	1,454,400
Gorge Drainage Improvements				128,500			128,500
Hodgson PI, 4060 Hodgson PI to Kenneth St						240,000	240,000
Homer Rd and Kamloops Ave Loop to Seaton St						493,000	493,000
Inez Dr, Gorge Rd W to 2890 Inez Dr	504,000						504,000
Jamaica Rd SRW, Rear Yard 1461 to 1467 Jamaica Rd, and Side Yard 1467 Jamaica Rd	120,000					166,000	286,000
Marigold Rd (SRW 901 Marigold Rd)				189,000		100,000	289,000
Neil St, Dean Ave to Foul Bay Rd	467,000						467,000
Reynolds Rd-Lasalle St (1248 Reynolds to CH X Rd)						324,000	324,000
Mt Doug Creek				383,000			383,000
Roy Rd, 1161 Roy to Colquitz Creek				257,000			257,000
Shelbourne - Drain Construction Phase 2			850,000	1,502,700	1,140,300	650,000	4,143,000
Sinclair Rd, Haro Rd to Hobbs St			478,000	138,600			616,600
Albina/Maddock/Orilla	234,000					151,000	385,000
Tattersal Dr, 1149 Tattersal to Salsbury Way				579,600			579,600
Wascana St, Maddock Ave to Burnside Rd W	700,000						700,000
Wray Creek	200,000			300,000			500,000
Drains Emerging Priorities	1,173,100			19,600			1,192,700
Other Programs:							
Minor Projects	95,000			177,700			272,700
Drain House Connection Replacement	35,000			236,400			271,400
CCTV Inspection & Assessment	155,000			124,700			279,700
Storm Drainage Detailed Design	372,000			908,600			1,280,600
Drainage Planning & Asset Mgmt Initiatives				507,000			507,000
Project Administration	272,000			216,000			488,000
Storm Drainage Model Development	250,000	114,000		755,800	725,000		1,844,800
Total	5,075,100	114,000	2,528,000	9,528,600	2,747,300	3,000,000	22,993,000

Park and Trail Structures

Parks and Trails structures include over 40 hard courts, 62 sport fields, 56 playgrounds, 50 pedestrian bridges and 100 km of trails.

We will continue repairing high priority items as they become known and continue utilizing grants and contributions from external sources (including sports organizations) to replace aging fields and playgrounds.

Parks	Source of Funds						Budget
	Core	DCC	Capital Carryover	Reserves	Grants & Other	Borrowing	2024
REPLACEMENTS							
Minor Projects & Emerging Priorities	310,000	181,400	1,075,500	315,500	113,200	100,000	2,095,600
Bridges & Structures - Furniture & Minor Structure Replacement	274,500					200,000	474,500
Cedar Hill (Derby) Paving Lot	200,000					200,000	400,000
Rithet's Bog Washroom	350,000						350,000
PKOLS Mt. Douglas Park Summit/Parking/Plaza				200,000			200,000
PKOLS Mount Douglas - Creek, Trail Rebuilding & Stairs				200,800			200,800
Planning and Design	60,000		235,600	24,100			319,700
Sports/Tennis Courts Minor Projects	85,000		265,000				350,000
Wedgewood Tennis Court			161,000			200,000	361,000
Bridges, Structures and Furnishings Program			182,700			550,000	732,700
Signage Program	100,000	38,200	274,000				412,200
Trails Program	75,000	34,100	188,200			100,000	397,300
Rutledge Playground Replacement & Splash Pad			548,800	10,000	674,000		1,232,800
Lochside Tennis Rehab/Relocation			250,000				250,000
Lochside/Fowler Park Renewal Phase 1			139,000			450,000	589,000
Maynard Playground	250,000					100,000	350,000
Lochside (Playground Redevelopment)		99,200	100,800			100,000	300,000
Claremont Goddard Playground	350,000						350,000
Landsdowne Trails			300,000				300,000
Fowler Park - Renewal		74,400	201,100			100,000	375,500
Viewmont Tennis Court Reconstruction	150,000	48,300				50,000	248,300
Natural Areas	335,000		895,900				1,230,900
Urban Forestry	270,000			50,000			320,000
Emerging Priorities	431,800		926,700				1,358,500
Subtotal	3,241,300	475,600	5,744,300	800,400	787,200	2,150,000	13,198,800
NEW INITIATIVES							
Rutledge Park Washroom Addition			357,000				357,000
People, Pets and Parks Strategy - Fencing, Pop-up Dogs Parks and Signage				593,000			593,000
Fowler Park Pickleball Courts						550,000	550,000
Gorge Waterway Park Electrical Upgrade						60,000	60,000
Tripp Station Bike Park Crosswalk						70,000	70,000
Single Vault Washroom Addition (2 at Mt Doug; 1 at Outerbridge)			395,000				395,000
Subtotal	-	-	752,000	593,000	-	680,000	2,025,000
Total	3,241,300	475,600	6,496,300	1,393,400	787,200	2,830,000	15,223,800

Community and Recreation Facilities

Saanich owns and operates a variety of facilities: the Municipal Hall, Public Safety Building, libraries, fire halls, operation centre, many park structures, several recreation centres and a golf course. Total square footage is in excess of 590,000 square feet.

The Strategic Facilities Master Plan is instructing the requirements for future improvements or replacements of the major facilities and we will continue repairing high priority items as they become known.

Given that the majority of facility replacement expenditures are for large one time projects, a significant portion of annual funding is transferred to the Facilities Reserve Fund for future use.

Community Facilities	Source of Funds					Budget
	Core	Capital Carryover	Reserves	Grants & Other	Borrowing	2024
REPLACEMENTS						
Minor Projects	98,000	469,800	100,800		128,000	796,600
SOC EV Charges			122,200			122,200
Municipal Hall - Business Case/Feasibility Study			125,000			125,000
Facilities Roof Replacement	150,000					150,000
Facility Accessibility Assessment		24,600		90,000		114,600
Fire Hall #3 - Renovation		132,400				132,400
PSB EV Chargers		173,000				173,000
GHRC - Fire Alarm System	139,000			97,900		236,900
Pearkes - RTU Replacement	451,000	787,800		2,738,800		3,977,600
SCP - Replace Mechanical Systems - Phases 1A & 1B	1,370,000	1,484,800	2,225,600	45,000		5,125,400
Saanich Operation Centre Redevelopment		4,500,000	1,357,300			5,857,300
Lochside Renovations and Development			222,000			222,000
Saanich Operations Centre - EV Charging			1,100,000			1,100,000
Police Trailer Relocation			200,000			200,000
Green and Inclusive CHRC	100,000	720,900		2,162,500	1,890,000	4,873,400
Municipal Hall Concrete Repair	170,000	352,200				522,200
Municipal Hall Cooling, Ventilation & Climate Upgrades Design			198,600			198,600
Annex - HVAC Upgrades	72,000				247,000	319,000
Police Building - Project Planning			250,000			250,000
Fire Hall #2 - Redevelopment		3,000,000	14,141,900			17,141,900
Vault and Office reno and restructure			13,000		200,000	213,000
Administration Office Renovation			40,000		288,000	328,000
Parks Office Trailer			250,000			250,000
Project Administration	201,000					201,000
Fall Protection Safety Improvements			235,000			235,000
SCP Waterslide Replacement					950,000	950,000
Leasehold Improvements & New Office Space Outfitting					1,125,000	1,125,000
Emerging Priorities	212,100					212,100
Sustainability Related Projects			1,100,000	500,000		1,600,000
Total	2,963,100	11,645,500	21,681,400	5,634,200	4,828,000	46,752,200
RESERVE TRANSFERS						
Major Facilities Repair & Future Replacement Reserve	2,473,000		1,200,000			3,673,000
Total	2,473,000	-	1,200,000	-	-	3,673,000

Recreation Facilities

Recreation	Source of Funds					Budget
	Core	Capital Carryover	Reserves	Grants & Other	Borrowing	2024
REPLACEMENTS						
CHRC - Minor Projects	95,000	171,200				266,200
CHRC - Minor Facility Renovations	45,000	97,100				142,100
CHRC - Front Desk Modifications		143,400				143,400
CHRC - Ceramics Ventilation		122,300				122,300
SCP - Minor Facility Renovations	161,000	35,100	28,500			224,600
SCP - Aquatic Office Construction		111,600				111,600
SCP - Construction of Mezzanine Fitness	60,000	371,700				431,700
SCP - Front Desk/Aquatic Expansion South Side Design Work	100,000					100,000
GHRC - Minor Facility Renovations	123,000	50,200	71,000			244,200
Pearkes - Minor Facility Renovations		193,300	26,000			219,300
Pearkes Electrical Upgrades		121,900				121,900
Pearkes - Field House Curtain System Replacement		8,000	133,000			141,000
CHGC - Minor Facility Renovations	44,400	144,100				188,500
CHGC - Fairway Netting Replacement			102,000			102,000
Emerging Priorities	-	19,500				19,500
Subtotal	628,400	1,589,400	360,500	-	-	2,578,300
NEW INITIATIVES						
Exterior Digital Signs		135,000				135,000
Braefoot Centre Upgrades			90,000			90,000
CHGC - Golf Pathway Paving Holes 11, 12, & 17			118,000			118,000
SCP Pool Expansion Joint Replacement					30,000	30,000
Golf Pathways Paving for Holes 2 & 8		4,700				4,700
Wayfinding and Signage Strategy Implementation		69,600				69,600
Recreation - Project Management	108,200					108,200
Subtotal	108,200	209,300	208,000	-	30,000	555,500
Total	736,600	1,798,700	568,500	-	30,000	3,133,800

Water Utility Fund

The Water Utility system is comprised of over 550 km of water mains and four (4) reservoirs. Bulk water is purchased from the Capital Regional District and then distributed to Saanich customers via the municipal water system.

The utility provides potable water in accordance with applicable health standards and the Drinking Water Protection Act. It is also designed to support emergency uses for firefighting capability.

The system is self-financed from water charges on a user pay basis. The user charges cover the cost of CRD bulk water purchase, Saanich operations and maintenance activities, and the capital infrastructure replacement program.

BUDGET SUMMARY	
2024 Utility Charges	\$ 27,637,800
2023 Utility Charges	\$ 26,350,900
Net Change	\$ 1,286,900
Change by %	4.88%
2024 FTE	52.81
2023 FTE	47.84
FTE Change	4.97
FTE Change %	10.39%

2024 BUDGET CHALLENGES

- The impacts of short term, high population growth that will result from the Provincial Housing Targets was not contemplated in network planning. System analyses are needed to understand impacts, focus capital replacement projects to address immediate/high risk issues to maintain sound service delivery. This will add further strain our resources.
- Changes to Contaminated Soil Regulation (CSR) has increased project schedules for preliminary investigations, soils testing and disposal planning. In turn this had added additional cost to capital projects, eroding our replacement funding and increasing project complexity.
- Hiring skilled and qualified staff continues to be a challenge.
- External service providers are also challenged to hire/maintain qualified staff and Saanich is in competition for services. As a result, costs are rising and lead times for deliverables are delaying project implementation.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Climate action and environmental leadership

- Develop a strategy to implement bulk meter installations identified in the 2022 Water Supply Master Plan update. Deploying bulk meters throughout the distribution system will support an increased understanding of areas where water conservation can be enhanced through system repairs. This information can also be applied to future system planning for water storage.
- Complete residential Water Meter pilot project.
- Develop options for updating the Water Utility consumption rates to promote water conservation and strengthen program funding in support of the corporate goal for a formalized, baseline Water Asset Management Plan.

Priority Departmental Initiatives include:

- Complete residential Water Meter pilot project.
- Continue replacement of assets to maintain service levels.

- Complete engineering designs for the replacement of the watermain under Highway 17 (Patricia Bay).
- Investigate water main condition assessment technology.
- Optimizing field response through utilizing upgraded technology and procedures.

CORE BUDGET

The 2024 gross budget of \$50,220,100 represents a 6.85% increase in gross expenditures over prior year, including a net capital program of \$9,616,000. Water revenues are projected to increase to \$27,637,800 or 4.88%.

Net Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2022	2023	2023	2024	2024/2023
Personnel (1)	2,823,200	3,448,000	3,225,700	3,517,400	9.04%
Goods and Services (2)	11,691,600	12,446,900	12,005,400	12,692,400	5.72%
Overheads and Transfers (3)	2,220,400	2,347,000	2,816,500	3,174,900	12.73%
Gross Capital Program (4)	17,006,700	17,368,200	28,952,900	30,835,400	6.50%
Total	33,741,900	35,610,100	47,000,500	50,220,100	6.85%
REVENUES AND RECOVERIES					
Utility Charges	(24,060,400)	(26,628,300)	(26,350,900)	(27,637,800)	4.88%
Non-Rate Revenues (5)	(677,300)	(1,205,100)	(534,700)	(922,900)	72.60%
Surplus Appropriation	(250,000)	-	(350,000)	(440,000)	25.71%
DCC Contribution (4)	(652,600)	(652,600)	(814,200)	(242,700)	(70.19%)
Transfer from Reserves (4)	(7,545,000)	(7,545,000)	(18,950,700)	(20,976,700)	10.69%
Total	(33,185,300)	(36,031,000)	(47,000,500)	(50,220,100)	6.85%
NET OPERATIONS	556,600	(420,900)	-	-	0.00%

1. Personnel – wage increment and non-discretionary labour increase for new asset maintenance.
2. Goods and Services – increase in water purchase from the CRD. One time expenditure for asset management implementation strategy funded by appropriated surplus.
3. Overheads and Transfers – increase in transfers to general operating for Engineering and general corporate services, and contribution to fiscal services for the Saanich Operations Centre project.
4. Gross Capital Program/DCC Contribution/Transfers from Reserves- unfinished 2023 projects funded from Transfers from Reserves and an increase in capital funding in line with inflation in construction costs. One time expenditure for capital equipment funded by appropriated surplus.
5. Non-Rate Revenues – increase in investment income.

NET BUDGET BY FUNCTION

The summary below highlights the major cost centres and indicates that they are within our guideline including the capital program policy increase in replacement spending and contingency.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
General Administration	2,132,300	2,415,300	2,347,000	2,675,400	328,400	13.99%
Operations	4,049,800	4,876,500	4,343,800	4,631,300	287,500	6.62%
Water Purchases	10,097,200	10,910,300	10,710,000	11,300,000	590,000	5.51%
Contingency	278,600	-	430,300	418,500	(11,800)	(2.74%)
Net Capital Program	8,809,100	9,170,600	9,188,000	9,616,000	428,000	4.66%
Total	25,367,000	27,372,700	27,019,100	28,641,200	1,622,100	6.00%

- General Administration – Water Utility share of Engineering and corporate support including contributions to the Saanich Operations Centre project.
- Operations – wage increment and inflationary increase to materials and contract costs.
- Water Purchases – increase in volume and cost of water purchase from the CRD. CRD rates increased by 5.14% over prior year.
- Net Capital Program – construction inflation increases.

Five Year Water Capital Projection

Saanich potable water infrastructure has been in existence since the early 1900's. Engineering's asset replacement strategy remains focussed on renewal of the oldest mains and those mains made of asbestos cement or cast iron where age/condition is driving replacement need. The capital program also continues to build a robust system to a meet fire flow demand. In the coming year, staff will be responding to the need for services to support Provincial Housing Targets through system analysis, updating replacement priorities in future budget years and supporting the other Corporate teams with system information.

The following is a projection of the infrastructure capital replacement by program:

Notes:

Description of Program	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Notes:
Water Capital						
Asbestos Cement & Cast Iron Main Replacement	9,075,800	5,346,000	6,555,000	5,779,000	6,962,000	1
Valves	587,000	-	587,000	-	587,000	2
Pump Station Replacement	-	1,760,000		1,760,000	-	3
Meter Replacement	600,000	1,827,300	2,619,400	3,151,700	4,149,000	
Service Connection Replacement	100,000	100,000	100,000	100,000	100,000	
Hydrant Replacement	60,000	60,000	60,000	60,000	60,000	
Other	1,960,000	1,402,000	1,470,000	1,486,000	1,476,000	
	12,382,800	10,495,300	11,391,400	12,336,700	13,334,000	

1 – Based on condition assessment

2 – System improvements as per condition assessments and consultant recommendations

3 – Annual Program

WATER CAPITAL

The capital projects listed in the preceding tables are a representative list of projects planned to commence during the year. As many of these budget estimates are at a “Class D” level, budget transfers may be required between projects.

Water Utility	Source of Funds				Budget
	Core	DCC	Capital Carryover	Reserves	2024
Asbestos Cement & Cast Iron Main					
Minor Projects	145,000		540,800		685,800
Shelbourne Street Improvement Project	1,100,000		1,350,300	1,500,000	3,950,300
Quadra St. (Cook to Holmes)	125,000		296,400		421,400
Sinclair Rd, Finnerty Rd to Cadboro Bay	400,000		1,755,100		2,155,100
Burnside Rd E. (Harriet to Duplin)			596,100		596,100
Cedar Hill X Rd (Borden to McKenzie)			368,700		368,700
Reynolds Rd (Cumberland to Cedar Hill X)	214,000		532,000		746,000
Pat Bay Hwy Watermain Lining			1,395,600	563,000	1,958,600
Knight Ave (McRae to Richmond)		190,400	643,800		834,200
Tyndall Ave (El Sereno-Ash, Hillcrest-Serenity)			588,000		588,000
Tattersall (Quadra to Salisbury)			575,300		575,300
Cadboro Bay, Maynard Rd to Tudor Ave			865,000		865,000
Carey Rd, Ravine Way to 3600 Carey			375,500		375,500
Claremont Ave, Lochside Dr to Cordova Bay Rd			264,000		264,000
Douglas St - Saanich Rd to Audley St	245,000		367,000		612,000
Homer Rd and Kamloops Ave Loop to Seaton St			154,000	602,000	756,000
Mountfield St, Raymond St S to End			220,000		220,000
Rutledge St, Cloverdale Ave to Tolmie			332,300		332,300
Cedar Hill, Garnet Rd to Mortimer St, Phase 1			475,400		475,400
Saanich Rd, Vernon Ave to Lodge Ave - Phase 1			873,000		873,000
Cedar Hill, Mortimer St to Cedar Hill X Rd, and Cedar Hill, Garnet Rd to McKenzie Ave	625,000				625,000
Del Monte Ave, Walema Ave to Del Monte Pl	378,000				378,000
Harriet Rd, Cadillac Ave to Carey Rd, and Carey Rd, Harriet Rd to Ravine Way	657,000				657,000
Piedmont Dr, Santa Clara Ave to Del Monte Ave	473,000				473,000
Sherwood Rd, Arbutus Rd to MacDonald Dr E, and MacDonald Rd W, Sherwood Rd to Queenswood Dr	1,068,000				1,068,000
Wascana St, Obed Ave to Burnside Rd W	824,000				824,000
Pump Stations:					
PRV Replacement - Wilkinson & Ferrie		52,300	1,073,400	550,000	1,675,700
PRV Replacement - Foul Bay at Lansdowne	587,000				587,000
Other Programs:					
Minor Projects	425,000		321,200		746,200
Detailed Design-Water			1,178,600		1,178,600
Machinery and Equipment Replacement	60,000				60,000
Scada Phase III			279,000		279,000
Small Water Meter Replacement			1,605,200		1,605,200
Large Meter & Pump Motor Replacement	100,000		520,000		620,000
Meters	500,000				500,000
SCADA - Radio Replacements	250,000				250,000
Project Administration	438,000		216,000		654,000
Emerging Priorities	1,002,000				1,002,000
Total Capital	9,616,000	242,700	17,761,700	3,215,000	30,835,400

Sewer Utility Fund

The Sewer Utility collects and conveys wastewater for Saanich residents within the sewer service area and transports the effluent to the Capital Regional District trunk sewer system for treatment.

The system is comprised of over 570 kms of sewer mains and 36 pumping stations. The majority of the system was constructed between 1953 and the early 1970's using asbestos cement materials.

The system is self-financed from sewer charges on a user pay basis. The user charges cover the cost of CRD sewage conveyance and treatment, Saanich operations and maintenance, and the infrastructure replacement program.

BUDGET SUMMARY	
2024 Utility Charges	\$ 29,832,900
2023 Utility Charges	\$ 28,721,600
Net Change	\$ 1,111,300
Change by %	3.87%
2024 FTE	26.82
2023 FTE	26.82
FTE Change	0.00
FTE Change %	0.00%

2024 BUDGET CHALLENGE

- The impacts of short term, high population growth that will result from the Provincial Housing Targets was not contemplated in network planning. System analyses are needed to understand impacts, focus capital replacement projects to address immediate/high risk issues to maintain sound service delivery. This will add further strain our resources.
- Changes to Contaminated Soil Regulation (CSR) has increased project schedules for preliminary investigations, soils testing and disposal planning. In turn this had added additional cost to capital projects, eroding our replacement funding and increasing project complexity.
- Hiring skilled and qualified staff continues to be a challenge.
- External service providers are also challenged to hire/maintain qualified staff and Saanich is in competition for services. As a result, costs are rising and lead times for deliverables are delaying project implementation.

2024 KEY PRIORITIES

Priority Strategic Initiatives include:

Climate action and environmental leadership

- Develop a plan to protect or relocate the Cordova Bay sewer trunk main.
- Develop options for updating the Sewer Utility rates reflective of water conservation efforts and to strengthen program funding in support of the corporate goal for a formalized, baseline Sewer Asset Management Plan.

Priority Departmental Initiatives include:

- Advance the Albina lift station replacement project
- Develop a strategy to complete multiple lift station replacement projects in next 5 years
- Continue to build a database of asset condition information through the CCTV program

CORE BUDGET

The 2024 gross budget of \$51,122,000 represents a 11.07% increase in gross expenditures over prior year, including a net capital program of \$7,207,800. Sewer revenues are projected to increase to \$29,832,925 or 3.87%.

Net Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2022	2023	2023	2024	2024/2023
Personnel (1)	1,857,700	1,807,700	2,008,000	2,191,700	9.15%
Goods and Services	15,900,600	15,846,200	16,659,700	16,966,400	1.84%
Fiscal Services (2)	1,336,400	1,110,900	952,700	1,356,400	42.37%
Overheads and Transfers (3)	2,120,600	2,440,800	2,896,300	3,242,100	11.94%
Gross Capital Program (4)	11,862,600	12,133,400	23,511,200	27,365,400	16.39%
Total	33,077,900	33,339,000	46,027,900	51,122,000	11.07%
REVENUES AND RECOVERIES					
Utility Charges	(27,063,500)	(28,739,200)	(28,721,600)	(29,832,900)	3.87%
Non-Rate Revenues (5)	(499,600)	(1,043,200)	(350,100)	(552,500)	57.81%
Surplus Appropriation	(150,000)	-	(150,000)	(579,000)	286.00%
DCC Contribution (4)	(205,700)	(205,700)	(634,200)	(76,500)	(87.94%)
Transfer from Reserves (4)	(4,035,900)	(4,035,900)	(13,072,000)	(17,881,100)	36.79%
Borrowing (4)	(700,000)	(700,000)	(3,100,000)	(2,200,000)	(29.03%)
Total	(32,654,700)	(34,724,000)	(46,027,900)	(51,122,000)	11.07%
NET OPERATIONS	423,200	(1,385,000)	-	-	0.00%

1. Personnel – wage increment and non-discretionary increase in labour for new asset maintenance.
2. Goods and Services, Fiscal Services – One time expenditure for asset management implementation strategy funded by appropriated surplus, debt servicing payments for new borrowing for capital in 2023.
3. Gross Capital Program/DCC Contribution, Transfers from Reserves and Borrowing – combination of carrying forward unfinished 2023 projects funded from Transfers from Reserves and Borrowing and the annual capital funding increase in line with inflation in construction costs. One time expenditure for capital equipment funded by appropriated surplus.
4. Non-Rate Revenues – increase in investment revenue.

NET BUDGET BY FUNCTION

The summary below highlights the major cost centres and indicates that they are within our guideline including the capital program policy increase in replacement spending and contingency.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2022	2023	2023	2024	2024/2023	2024/2023
General Administration	2,219,300	2,498,300	2,369,600	2,767,600	398,000	16.80%
Operations	2,654,400	2,543,200	2,663,700	2,914,300	250,600	9.41%
CRD Services	15,373,400	15,147,100	15,686,400	16,131,100	444,700	2.83%
Debt Charges & Reserve Transfer	1,452,000	1,451,900	1,452,000	1,452,000	-	0.00%
Contingency	51,200	100,000	250,000	247,700	(2,300)	(0.92%)
Net Capital Program	6,386,000	6,656,800	6,705,000	7,207,800	502,800	7.50%
Total	28,136,300	28,397,300	29,126,700	30,720,500	1,593,800	5.47%

- General Administration – Sewer Utility share of Engineering and corporate support including contributions to the Saanich Operations Centre project.
- Operations – wage increment and inflationary increase to materials and contract costs.
- Net Capital Program – construction inflation increases.

Five Year Sewer Capital Projection

Saanich sanitary sewer infrastructure dates back to the 1950's. Engineering's asset replacement strategy remains focussed on renewal of the oldest mains and those mains made of asbestos cement where condition is driving replacement need. With the completion of the Lift Station Condition Assessment study in 2020, staff are advancing efforts on the lift station maintenance and priority repairs. Full lift station replacements for several stations around the District are rising in priority for attention and will be a major component in the 5-year capital plan. All of these efforts contribute to the District's pursuit of the regional Liquid Waste Management Plan objectives for system wide Inflow and infiltration reduction by 2030.

In the coming year, staff will be responding to the need for services to support Provincial Housing Targets through system analysis, updating replacement priorities in future budget years and supporting the other Corporate teams with system information.

The following is a projection of the infrastructure capital replacement by program:

Description of Program	Budget 2024	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Notes:
Sewer Capital						
Asbestos Cement Main Replacement	5,686,000	6,108,000	4,985,500	6,804,000	9,474,400	1
Pressure Mains	2,021,000	-	1,300,000	-	-	
Pump Station Replacement	1,200,000	500,000	1,200,000	1,692,000	-	
Service Connections	50,000	-	-	-	-	
Manhole Replacement	-	50,000	50,000	50,000	50,000	2
Other	2,332,800	1,429,000	1,479,000	1,447,000	1,501,000	
	11,289,800	8,087,000	9,014,500	9,993,000	11,025,400	

Notes:

- 1 – Based on condition assessment
- 2 – Annual program

SEWER CAPITAL

The capital projects listed in the preceding tables are a representative list of projects planned to commence during the year. As many of these budget estimates are at a “Class D” level, budget transfers may be required between projects.

Sewer Utility	Source of Funds					Budget
	Core	DCC	Capital Carryover	Reserves	Borrowing	2024
REPLACEMENTS						
Asbestos Cement Main Replacement:						
Minor Projects	93,000		433,000			526,000
Shelbourne Street Improvement Project			1,079,800	2,500,000	600,000	4,179,800
Arena Rd (340 Ker Ave to Dysart Rd)			1,037,000			1,037,000
Sinclair Rd (Haro Rd to Hobbs St)	500,000		180,200		400,000	1,080,200
Beckwith PI (ROW Beckwith-Harford)			306,000			306,000
Colquitz (Gorge to 7825 Coluitz)			448,800			448,800
Madock Ave (Wascana to Harriet)			299,700		800,000	1,099,700
Saanich Rd (Blanshard-Short, Saanich-Blanshard)	484,000		693,000			1,177,000
Tattersall Dr (1149 Tattersall to Salsbury)			530,100			530,100
Arbutus Trunk Main in ROW, Sage Lane to 2211 Arbutus Cove Lane	427,000					427,000
Foul Bay Sewer Services, Carnavan St to Haultain St	205,000					205,000
Garnet Rd to Cedar Hill Rd to Shelbourne St (part of the Cedar Hill project)	415,000					415,000
Harriet Rd, Cadillac Ave to Carey Rd	231,000					231,000
Jamaica Rd SRW, Parkside Cres to 4288 Cedar Hill Rd	484,000					484,000
Neil St, Dean Ave to Foul Bay Rd	347,000					347,000
Pump Stations:						
2017 Pump & Motor Replacement	50,000		351,000			401,000
Lift Station Replacement (Albina/Brett/Portage)			1,542,400			1,542,400
ArcFlash	200,000					200,000
Arbutus Lift Station - Kiosk & Backup Generator	200,000					200,000
Ash Lift Station - Electrical Upgrades and SCADA	400,000					400,000
Wilkinson Lift Station	400,000					400,000
Other Programs:						
Minor Projects	103,000	76,500	411,300			590,800
Machinery and Equipment	70,000					70,000
Manhole Improvements			406,100			406,100
Detailed Design			1,142,500			1,142,500
Sanitary Planning & Asset Mgmt Initiatives	50,000		156,900			206,900
Albina-Gorge Utility Upgrades	1,621,000		3,144,800		400,000	5,165,800
Cadboro Bay Rd, 3891 CB Rd to Tudor Ave			237,000			237,000
Cantebury Rd and Seven Oaks Rd			322,000			322,000
Inez Dr, Gorge Rd W to 2872 Inez			421,000			421,000
Kenmore Rd SRW, 1650 Kenmore to 1651 Tasco			201,000			201,000
Roy Road, Roy Rd-Elizabeth St-Wilkinson ROW			393,000			393,000
Project Administration	272,000		216,000			488,000
SCADA Replacement	210,000		155,500			365,500
Sanitary Emerging Priorities	445,800		1,273,000			1,718,800
Total	7,207,800	76,500	15,381,100	2,500,000	2,200,000	27,365,400

Reserve Funds

The Municipality maintains statutory and other general reserve funds for a variety of purposes. Revenues are contributed to each reserve as they are received. These revenues could include contributions from the general operating fund for a future project, investment income earned on the reserve balance, revenues from the sale of land, development cost charges received or other fees and contributions.

A work in progress reserve is used to bring funding forward for projects that take more than one year to complete. In addition, we identify a contingency allocation from the insurance reserve of \$1,000,000 in each year for use in the event claims are made. In 2024 we project a decrease in reserves to \$95,001,600 while funding a variety of initiatives.

	January 1 2024 Estimate	2024 Contributions	2024 Appropriations	December 31 2024 Estimate
Land Sales	58,800	-	-	58,800
Public Safety and Security	2,491,400	852,800	1,023,100	2,321,100
Carbon Neutral	279,800	-	271,200	8,600
Sub Regional Parks	1,176,700	-	250,000	926,700
Equipment Replacement	14,600,100	3,030,100	10,941,300	6,688,900
Capital Works	56,450,900	5,613,900	35,660,000	26,404,800
Commonwealth Pool HP Repair	294,400	10,000	40,000	264,400
Sayward Gravel Pit	218,100	-	209,700	8,400
Development Cost Charges	15,605,400	3,200,000	6,465,500	12,339,900
DCC Program Municipal Responsibility	1,800,000	600,000	-	2,400,000
Specific Area Capital Projects	2,339,000	-	1,850,400	488,600
Facilities Major Repair & Replacement	16,850,400	4,073,000	19,634,600	1,288,800
Computer Hardware & Software	13,076,200	4,574,100	5,230,500	12,419,800
Urban Forest	446,000	250,000	190,000	506,000
Climate Action	776,300	250,900	951,000	76,200
Water Capital	6,058,600	-	3,215,000	2,843,600
Sewer Capital	12,920,000	-	2,500,000	10,420,000
Park Lands Acquisition	44,400	300,000	250,000	94,400
Growing Communities Fund	15,242,600	-	-	15,242,600
Prospect Lake Reserve Fund	200,000	-	-	200,000
Capital Reserves for Future Expenditure	63,005,400	42,000,000	63,005,400	42,000,000
Insurance	2,000,000	-	1,000,000	1,000,000
Total	225,934,500	64,754,800	152,687,700	138,001,600

Land Sales:

All revenues from the sale of land are mandated under the Community Charter to be placed in this reserve and used for land and property development purposes.

Public Safety and Security:

This reserve is funded mainly from taxation. The main projects being funded from this reserve in 2024 are: vehicle replacement and IT equipment replacement.

Carbon Neutral:

This reserve fund provides was established for projects that help reduce carbon emissions from municipal operations. This fund will be drawn down in favour of the Climate Action Fund.

Sub Regional Parks:

This reserve is funded from contributions made by developers during the subdivision process and may be used to purchase or develop parks of this type.

Equipment Replacement:

This reserve provides for the annual replacement of fleet and fire vehicles, public works and recreation equipment. Annual contributions from departmental core budgets accumulate in this account and are used to replace equipment based on long term replacement plans.

Capital Works:

This reserve has four components: a General Infrastructure Reserve accumulated from planned transfers, a Gas Tax Reserve from transfer of revenues under the federal Community Works Fund, Mount Douglas Reserve for the purchase of parkland and site renovations and a Future Improvement Reserve which has been accumulated from revenues received from developers for specific projects.

Commonwealth Pool High Performance (HP) Area Repair and Replacement:

This reserve was established to fund the repair or replacement of equipment and improvement of the high performance area of the SCP Aquatic Pool. Contributions are received from high performance user groups.

Sayward Gravel Pit:

This fund was established from the sale proceeds of the Sayward Pit in the 1990's. Funds from this reserve are used annually to offset the costs of aggregate purchases for both transportation and drainage operations and capital projects.

Development Cost Charges (DCC):

The Municipality has established a development cost charge program that requires the payment of DCC's from developers during the development approval process. These funds are collected and held for a variety of specific purposes and used for capital projects and parkland purchase as required.

DCC Program Municipal Responsibility:

This fund is established to accumulate the municipal benefit and assist portion of park acquisition and development projects that are on the DCC project list.

Specific Area Capital Projects:

This fund was established in 2017 to hold funds transferred from certain DCC reserves for projects to be completed under the 5 Year Capital Plan.

Facilities Major Repairs and Replacement:

This reserve fund was established to fund major repair, upgrading, expansion or replacement of municipal buildings and ancillary structures.

Computer Hardware and Software:

The reserve fund was established to fund corporate information technology infrastructure and enterprise software.

Urban Forest:

This reserve fund is established to fund projects that support the goals and objectives of the Urban Forest Strategy.

Climate Action:

This reserve fund is established to fund projects that support the goals and objectives of Council to become 100% carbon neutral by 2040.

Water Capital:

This reserve fund is established for significant water capital projects requiring multi-year funding.

Sewer Capital:

This reserve fund is established for significant sewer capital projects requiring multi-year funding.

Park Lands Acquisition:

This reserve fund is established to fund land acquisitions for parkland.

Growing Communities Fund:

This reserve fund was established in 2024 with one-time grant funding from the Provincial Government. Funding can be used to support the delivery of infrastructure projects necessary to enable greater housing supply needed for community growth.

Prospect Lake Reserve Fund:

This reserve fund was established in 2023 with a one-time deposit of funding to be used for the purposes of maintaining and supporting the health of Prospect Lake.

Capital Reserves for Future Expenditure:

Each year funding for the balance of approved projects that are not completed by year end are reserved and carried forward to the following year to complete the projects. These funds will be used by end of the current year and a new reserve set up for projects to be carried forward to 2024.

Insurance:

The municipality maintains a self-insurance appropriation to fund insurance claims. \$1,000,000 of this reserve is brought into revenue each year as a contingency even though it is not expected to be used.

General Operating Fund Estimates 2024 - 2028

The Municipality is required under the provisions of the Community Charter to adopt a five year financial plan bylaw on or before May 15. This plan must include five year operating estimates. Given the dynamic nature of the municipal environment, five year estimates are prepared on a broad brush basis with adjustments made for significant cost factors where they are known with some certainty.

GENERAL OPERATING FUND BUDGET ESTIMATE SUMMARY	
2024 Tax Levy	\$ 175,553,500
2025 Tax Levy	\$ 190,238,600
2026 Tax Levy	\$ 205,451,700
2027 Tax Levy	\$ 221,336,600
2028 Tax Levy	\$ 237,653,600
Annual Increase to Average Homeowner	7.37%

The projected net budget funded from property taxation is projected to increase from \$175,553,500 to \$237,653,600 in 2028 or an average 7.37% annual increase to the average homeowner.

The 2024 - 2028 operating estimates have been prepared using the following criteria:

1. 0% increase per year in operating costs.
2. Wage and benefit costs per collective agreement commitments or estimates where contracts are pending including estimated payroll tax increases.
3. Increase in staffing as per the approved implementation of the Fire Services Review.
4. 1.5% annual increase in property taxes to reach sustainable infrastructure replacement funding targets in 15 years
5. Increase property taxes by .65% (2024 – 2027), 1% (2028 – 2031) and reduce to .65% thereafter as related to Debt Funding Strategy approved in principle.
6. 1.5% tax allocation per year for non-discretionary operating costs.
7. \$327,000 annual reinstatement to the Facilities Major Repair & Replacement Reserve to get to the \$2,800,000 annual transfer with 2025 being the final year.
8. Annual \$500,000 increase from 2024 to 2028 in Transportation Capital funding for Active Transportation Plan projects to shift from debt to tax funding as per Council direction.
9. Annual amount of \$ 150,000 dedicated to debt servicing or direct acquisition of land identified for park use to reach \$750,000 by 2027.
10. Average increase in property taxation revenues of 0.50% per year from new construction.

Water Utility Fund Estimates 2024 - 2028

Water Utility expenditures are expected to be influenced over the next five years by the cost to purchase bulk water from the Capital Regional District, capital funding of infrastructure replacement, inflation and personnel costs.

The balance of five year estimates are prepared on a broad brush basis with adjustments made for significant cost factors where they are known with some certainty.

WATER UTILITY BUDGET ESTIMATE SUMMARY	
2024 Fees & Charges	\$ 27,637,800
2025 Fees & Charges	\$ 29,741,200
2026 Fees & Charges	\$ 31,897,900
2027 Fees & Charges	\$ 34,442,900
2028 Fees & Charges	\$ 37,218,300
Annual Increase to Average Homeowner	7.72%

The projected net budget funded from water user charges is projected to increase from \$27,637,800 to \$37,218,300 in 2028 or by an average 7.72% increase per year to the average homeowner.

The 2024 - 2028 operating estimates have been prepared using the following criteria:

1. 0% increase per year in operating costs.
2. Wage and benefit costs per collective agreement commitments or estimates where contracts are pending.
3. Augment annual water rate increase by 3.3% by borrowing to achieve the 10-year expenditure in the approved Water Master Plan.
4. An average increase in CRD water rates of 8.75% per year.

Sewer Utility Fund Estimates 2024 - 2028

Sewer Utility expenditures during the next five years will be influenced by increases to the CRD regional treatment system operating costs and capital funding of infrastructure replacement.

The projected net budget funded from sewer user charges is projected to increase from \$29,839,900 to \$38,598,900 in 2028 or by an average of 6.66% annual increase to the average homeowner.

SEWER UTILITY BUDGET ESTIMATE SUMMARY	
2024 Fees & Charges	\$ 29,832,900
2025 Fees & Charges	\$ 32,264,100
2026 Fees & Charges	\$ 34,442,700
2027 Fees & Charges	\$ 36,335,300
2028 Fees & Charges	\$ 38,598,900
Annual Increase to Average Homeowner	6.66%

The 2024 – 2028 operating estimates have been prepared using the following criteria:

1. 0% increase per year in operating costs.
2. Wage and benefit costs per collective agreement commitments or estimates where contracts are pending.
3. Annual sewer rate increase of 3.3% to achieve the 10 year expenditure in the approved Sewer Master Plan.
4. An average increase in CRD regional treatment plant operating costs of 4.81% per year.

Glossary

A	Accrual	An accounting method which measures the financial performance and position of an organization by recognizing economic events when they happen, regardless of when the related cash actually changes hands.
	Appropriated	When a fund is appropriated, it is subject to certain restrictions on what its assets can be used for.
	Asset	Anything you own that has monetary value plus any money you are owed.
B	Balanced budget	A financial plan where current revenue, including transfers from operating reserves, equals current operating expenditures.
C	Capital asset	General capital assets are those in excess of \$10,000 with a useful life of two or more years (e.g. land, buildings).
	Capital budget	A financial plan outlining projected expenditures on capital assets during a given fiscal period.
	Capital project	Creation or improvement of infrastructure assets.
	Carbon footprint	Amount of carbon dioxide (CO₂e) that is emitted by the municipality.
	CARIP	The Climate Action Revenue Incentive Program (CARIP) is a conditional grant program that typically provides funding to local governments that have signed the B.C. Climate Action Charter equal to 100 percent of the carbon taxes they pay directly to support local government operations. The program encourages investments in climate action.
	CDOR rates	CDOR is the recognized financial benchmark in Canada for banker's acceptances (Bas) with a term of maturity of one year or less. It is the rate at which banks are willing to lend to companies.
	Community charter	The provincial legislation governing local governments. This legislation replaced the Local Government Act in 2003.
	COR	Certificate of Recognition is given to organizations that meet and exceed the legal requirements for an occupational health and safety program and an occupational injury management / return to work program.
	Council	The eight councillors elected at large that represent the municipality as a whole and the Mayor.
	CUPE	Canadian Union of Public Employees.

D	Development cost charge (DCC)	A fee paid by a developer to help fund cost related to developing a property. Often these fees are used for parks and streets, and for infrastructure used to provide water, sanitary sewer and storm drainage services.
	Development permit	A permit that allows development of a property subject to certain conditions such as the timing or sequence of construction, density of development, alteration of specific requirements of the zoning of the property etc.
E	EMBC	Emergency Management BC is the province's lead coordinating agency for all emergency management activities, including response, planning, training, testing and exercising. This work is done in collaboration with local governments and other government and non-government entities.
F	Fee	A fee is a charge to recover the cost of providing a service.
	Financial plan	This term is used interchangeably with "budget".
	Full-time equivalent (FTE) staff	A statistic used to compare staffing levels between departments or organizations, and is calculated by dividing the total number of hours one full-time staff member is scheduled to work in a year.
	Fund	A pool of money normally set apart for a specific purpose.
	Fund balance	The excess of assets over liabilities in a fund.
G	GHG	Green House Gases are gasses generated from fossil fuel burning, released into the atmosphere and linked to climate change.
	Grant	Funds given to an organization from another organization (senior government to local government) which may have conditions attached to it and require specific spending to occur or goal to be accomplished in order to retain the funds.
	GVDA	Greater Victoria Development Agency facilitates and promotes the development of a strong economic base in Greater Victoria.
H	Hotel tax	A compulsory financial levy imposed on hotel room rentals. Funds collected are utilized on tourism initiatives.
I	Infrastructure	Physical structures that form the foundation for development. Infrastructure includes: wastewater and waterworks, electric power, communications, transit and transportation facilities and oil and gas pipelines and associated facilities.
	IAFF	International Association of Fire Fighters.
L	Liability	A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honoured by that entity.

M	MRDT	The Municipal and Regional District Tax is a tax imposed by the province on the purchase of accommodation imposed in specific geographical areas of the province of behalf of municipalities and regional districts.
O	OH&S	Occupational Health and Safety is a program that is run by the District to meet the requirements of the Workers Compensation Act.
	Operating budget	A financial plan outlining projected revenue and expenditures for the on-going, day-to-day activities of an organization during a given fiscal period.
R	Revenue	The money collected in exchange for providing a product or service.
	RFP	A Request For Proposal is issued at an early stage in a procurement process, where an invitation is presented for suppliers to submit a proposal on a commodity or service.
	RTW	Return to Work is a program that is run by the District to meet the requirement of the Workers Compensation Act in helping employees return to work either partially or fully.
S	Sanitary sewer	The sewage system that carries substances requiring sanitation treatment.
	Sustainability	In terms of community development, sustainability is that which meets the needs of the present without compromising the ability of future generations to meet their own needs.
T	Tax	A compulsory financial contribution imposed by a government to raise revenue.
U	Utility	A business organization performing a public service and subject to special governmental regulation.
	Utility tax	A financial contribution imposed by Provincial legislation to substitute taxation based on assessment for applicable utility companies. Tax calculation based on gross revenues.
V	VIIMCU	A regional force whose acronym stands for Vancouver Island Integrated Major Crime Unit.
W	WHIMS	Workplace Hazardous Materials Information System is Canada's national hazard communication standard.

Adopted Financial Plan Bylaw

THE CORPORATION OF THE DISTRICT OF SAANICH

BYLAW NO. 10020

TO ADOPT THE FINANCIAL PLAN FOR THE PERIOD 2024 TO 2028

WHEREAS the Municipal Council has caused to be prepared the Financial Plan for the period 2024 to 2028 in accordance with the provisions of Section 165 of the Community Charter;

NOW THEREFORE the Municipal Council of The Corporation of the District of Saanich enacts as follows:

1. The Financial Plan for the period 2024 to 2028 being Schedule "A" - General; Schedule "B" - Water Utility; Schedule "C" - Sewer Utility; and, Schedule "D" – Revenue and Tax Policy Disclosure; all attached to this Bylaw, is hereby adopted.
2. This Bylaw may be cited for all purposes as the "**FINANCIAL PLAN BYLAW, 2024, NO. 10020**".

Read a first time this 6th day of May, 2024.

Read a second time this 6th day of May, 2024.

Read a third time this this 6th day of May, 2024.

Adopted by Council, signed by the Mayor and Corporate Officer and sealed with the Seal of the Corporation on the 13th day of May, 2024.

"Angila Bains"

Corporate Officer

"Dean Murdock"

Mayor

THE CORPORATION OF THE DISTRICT OF SAANICH

FINANCIAL PLAN
BYLAW NO. 10020
SCHEDULE "A"
GENERAL

	2024	2025	2026	2027	2028
	\$	\$	\$	\$	\$
REVENUES					
TAXATION					
Property Taxes	175,553,500	190,238,600	205,451,700	221,336,600	237,653,600
Parcel Taxes	20,000	20,000	20,000	20,000	20,000
Utilities & Other	1,819,500	1,855,900	1,893,000	1,930,900	1,969,500
	<u>177,393,000</u>	<u>192,114,500</u>	<u>207,364,700</u>	<u>223,287,500</u>	<u>239,643,100</u>
Fees and Charges	40,216,900	41,423,400	41,837,600	42,256,000	42,678,600
Sub Regional Parks	250,000	-	-	-	-
Development Cost Charges	6,146,300	681,200	2,000,100	646,600	1,409,900
Other Revenues	25,741,100	19,736,900	18,500,700	20,218,800	18,687,000
TOTAL	<u>249,747,300</u>	<u>253,956,000</u>	<u>269,703,100</u>	<u>286,408,900</u>	<u>302,418,600</u>
EXPENSES					
Operating Purposes	224,180,700	227,725,100	240,144,000	253,031,100	266,307,000
Debt Interest	1,445,400	1,717,800	2,534,800	2,992,700	4,449,300
TOTAL	<u>225,626,100</u>	<u>229,442,900</u>	<u>242,678,800</u>	<u>256,023,800</u>	<u>270,756,300</u>
OPERATING SURPLUS	24,121,200	24,513,100	27,024,300	30,385,100	31,662,300
ADD BACK NON CASH ITEM					
Amortization Expense	18,681,800	19,429,000	20,206,100	21,014,400	21,855,000
CASH SURPLUS	<u>42,803,000</u>	<u>43,942,100</u>	<u>47,230,400</u>	<u>51,399,500</u>	<u>53,517,300</u>
Borrowing Proceeds	44,347,700	31,290,000	32,120,000	56,007,000	68,450,000
Transfers from					
Reserve Funds	76,251,800	25,337,200	22,568,600	14,547,400	12,685,500
Reserve for Future Expenditures	53,852,800	6,070,300	7,393,100	3,937,400	3,937,400
	<u>174,452,300</u>	<u>62,697,500</u>	<u>62,081,700</u>	<u>74,491,800</u>	<u>85,072,900</u>
Capital Purposes	191,828,000	81,046,700	82,725,400	96,125,800	110,164,800
Debt Principal Repayment	6,153,400	8,667,900	10,590,000	11,848,700	15,437,800
Transfers to Reserve Funds					
Public Safety and Security	852,800	869,900	887,300	905,000	923,100
Carbon Neutral	250,000	255,100	260,200	265,400	270,700
Equipment Replacement	3,000,100	3,050,100	2,601,100	2,653,100	2,706,200
Capital Works	5,613,900	5,613,900	5,613,900	7,340,300	5,613,900
Commonwealth Pool HP Repair	10,000	10,000	10,000	10,000	10,000
DCC Assist Reserve	600,000	600,000	600,000	600,000	600,000
Facilities Major Repair & Replacement	4,073,000	2,800,000	2,800,000	2,800,000	2,800,000
Computer Hardware & Software	4,574,100	3,276,000	2,624,200	2,593,000	-686,300
	<u>217,255,300</u>	<u>106,639,600</u>	<u>109,312,100</u>	<u>125,891,300</u>	<u>138,590,200</u>
NET TRANSFERS TOTAL	(42,803,000)	(43,942,100)	(47,230,400)	(51,399,500)	(53,517,300)
FINANCIAL PLAN BALANCE	-	-	-	-	-

THE CORPORATION OF THE DISTRICT OF SAANICH

**FINANCIAL PLAN
BYLAW NO. 10020
SCHEDULE "B"
WATER UTILITY**

	2024	2025	2026	2027	2028
	\$	\$	\$	\$	\$
REVENUES					
Other Revenue	922,900	922,900	922,900	922,900	922,900
Fees and Charges	27,637,800	29,741,200	31,897,900	34,442,900	37,218,300
Development Cost Charges	242,700	30,000	30,000	30,000	30,000
TOTAL	28,803,400	30,694,100	32,850,800	35,395,800	38,171,200
EXPENSES					
Operating Purposes	22,072,200	23,375,000	24,748,600	26,465,900	28,366,300
TOTAL	22,072,200	23,375,000	24,748,600	26,465,900	28,366,300
OPERATING SURPLUS	6,731,200	7,319,100	8,102,200	8,929,900	9,804,900
ADD BACK NON CASH ITEM					
Amortization Expense	2,717,500	2,826,200	2,939,200	3,056,800	3,179,100
CASH SURPLUS	9,448,700	10,145,300	11,041,400	11,986,700	12,984,000
Transfers from					
Reserve Funds	3,215,000	550,000	-	-	-
Reserve for Future Expenditures	17,761,700	-	-	-	-
Accumulated Surplus	440,000	350,000	350,000	350,000	350,000
	21,416,700	900,000	350,000	350,000	350,000
Capital Purposes	30,835,400	11,045,300	11,391,400	12,336,700	13,334,000
	30,865,400	11,045,300	11,391,400	12,336,700	13,334,000
NET TRANSFERS TOTAL	(9,448,700)	(10,145,300)	(11,041,400)	(11,986,700)	(12,984,000)
FINANCIAL PLAN BALANCE	-	-	-	-	-

THE CORPORATION OF THE DISTRICT OF SAANICH

**FINANCIAL PLAN
BYLAW NO. 10020
SCHEDULE "C"
SEWER UTILITY**

	2024	2025	2026	2027	2028
	\$	\$	\$	\$	\$
REVENUES					
Other Revenue	552,500	558,000	563,600	569,200	574,900
Fees and Charges	29,832,900	32,264,100	34,442,700	36,335,300	38,598,900
Development Cost Charges	76,500	30,000	30,000	30,000	30,000
TOTAL	30,461,900	32,852,100	35,036,300	36,934,500	39,203,800
EXPENSES					
Operating Purposes	24,627,400	26,063,100	27,439,100	28,460,900	29,818,100
Debt Interest	339,200	416,200	402,700	402,700	402,700
TOTAL	24,966,600	26,479,300	27,841,800	28,863,600	30,220,800
OPERATING SURPLUS	5,495,300	6,372,800	7,194,500	8,070,900	8,983,000
ADD BACK NON CASH ITEM					
Amortization Expense	2,672,800	2,779,700	2,890,900	3,006,500	3,126,800
CASH SURPLUS	8,168,100	9,152,500	10,085,400	11,077,400	12,109,800
Borrowing Proceeds	2,200,000	-	-	-	-
Transfers from					
Reserve Fund	-	2,000,000	550,000	-	-
Reserve for Future Expenditures	17,881,100	-	-	-	-
Accumulated Surplus	579,000	150,000	150,000	150,000	150,000
	<u>20,660,100</u>	<u>2,150,000</u>	<u>700,000</u>	<u>150,000</u>	<u>150,000</u>
Capital Purposes	27,365,400	10,087,000	9,564,400	9,993,000	11,025,400
Transfers to Capital Reserve	445,600	79,900	115,400	128,800	128,800
Debt Principal	1,017,200	1,135,600	1,105,600	1,105,600	1,105,600
	<u>28,828,200</u>	<u>11,302,500</u>	<u>10,785,400</u>	<u>11,227,400</u>	<u>12,259,800</u>
NET TRANSFERS TOTAL	(8,168,100)	(9,152,500)	(10,085,400)	(11,077,400)	(12,109,800)
FINANCIAL PLAN BALANCE	-	-	-	-	-

SCHEDULE "D"
REVENUE AND TAX POLICY DISCLOSURE

Proportions of Total Revenue

<u>Funding Sources</u>	
Property Taxes	33.41%
Fees and Charges	18.59%
Borrowing Proceeds	8.86%
Other Sources	39.14%
	100.00%

The Municipality will continue to pursue revenue diversification to minimize the overall percentage of revenue raised from property taxes wherever possible. The objective is to continue maintaining a reasonable tax burden by maximizing other revenue sources, lowering the cost of municipal services and shifting the burden to user fees and charges where feasible.

Distribution of Property Taxes

<u>Property Class</u>	
1 Residential	75.99%
2 Utilities	0.33%
3 Supportive Housing	0.00%
4 Major Industry	0.00%
5 Light Industry	0.17%
6 Business & Other	23.39%
7 Managed Forest	0.00%
8 Rec/Non-Profit	0.12%
9 Farm	0.00%
	100.00%

The Municipality will continue to set tax rates to ensure tax stability by maintaining uniform annual tax increases between the classes.

Non-market Change Revenue

Non-market change revenue reported on by BC Assessment will be allocated first to fund additional development-related staff and costs starting which will be used to support further growth and new construction in the District, with any remaining funds applied to reduce property taxes across all classes.

Permissive Tax Exemptions

The District of Saanich will continue to support local organizations through permissive tax exemptions. The objective is to consider exemptions individually on their merits, in context with the Saanich Strategic Plan, consistent with the other Saanich policies and the principles of accountability, reasonableness, equality/fairness, inclusiveness, and accessibility.

Learn about the financial planning process at Saanich

Shaping Saanich

Educational resources available

We heard from our residents that they want to participate in our strategic and financial planning processes, but they need more information before they can contribute.

In response, we launched Shaping Saanich as a public education campaign to ensure our residents understand the elements of municipal decision making. We are committed to providing accessible learning and public input opportunities.

We created an introductory video, How the future of Saanich takes shape, as well as a variety of fact sheets through Shaping Saanich:

- [Understanding how property assessments relate to property taxes](#)
- [Understanding How financial planning works in Saanich](#)
- [Saanich service delivery](#)
- [Saanich Strategic Plan](#)
- [How Saanich plans connect](#)



saanich.ca/budget.

