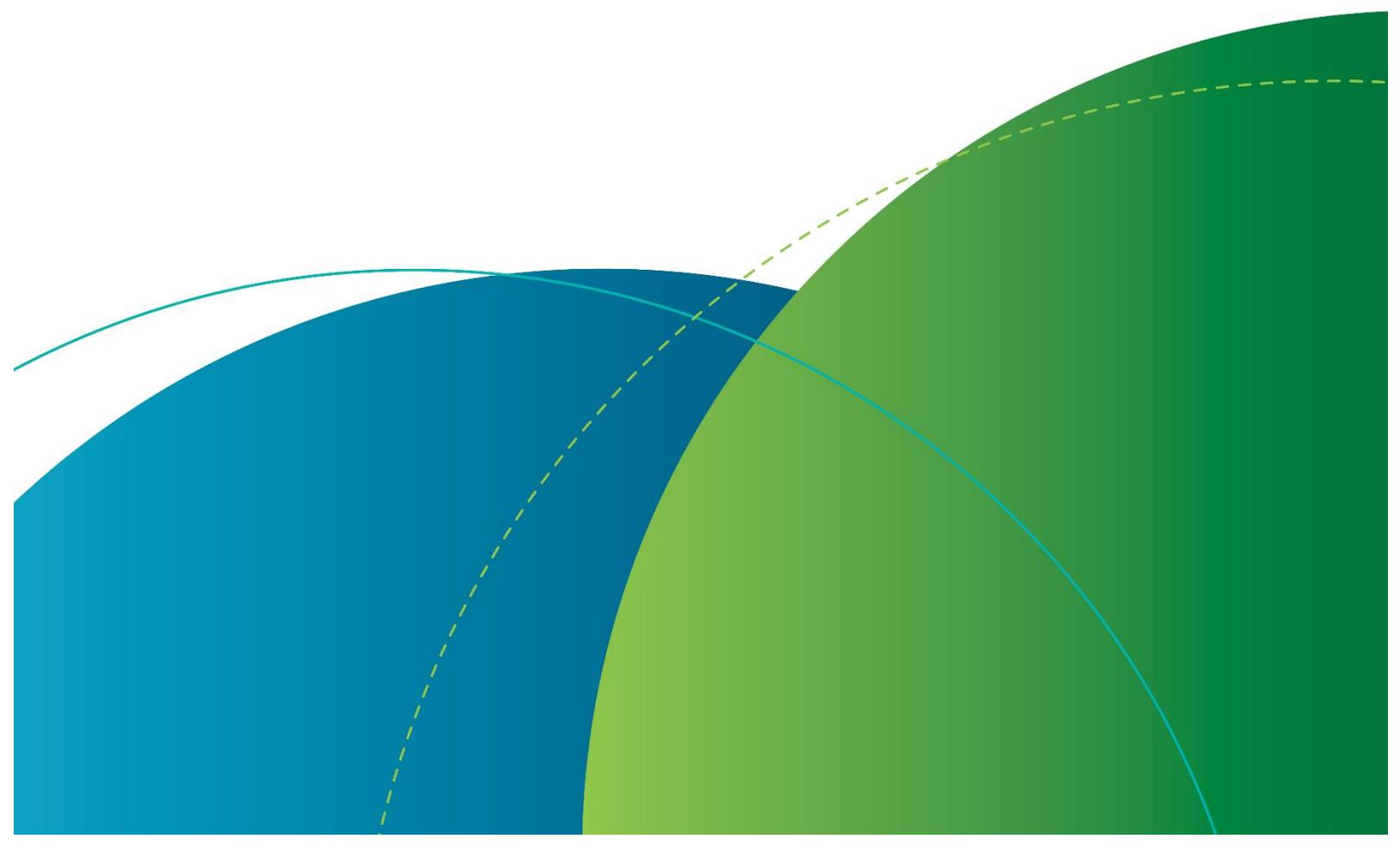




# Financial Plan 2025-2029

May 12, 2025





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, 2024**

*Christopher P. Morill*

Executive Director

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# EXECUTIVE SUMMARY

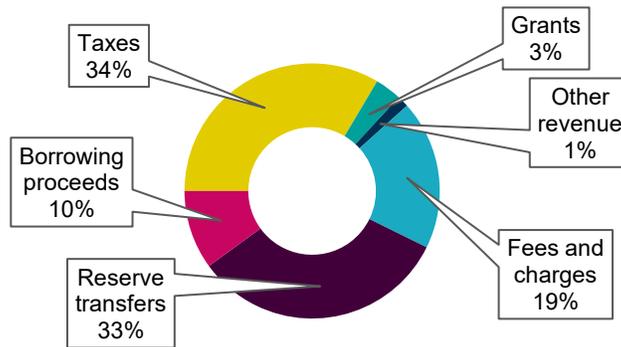
The Community Charter requires that the District of Saanich approve a Five-Year Financial Plan Bylaw each year prior to the adoption of the annual property tax bylaw. This document provides the supporting details to the 2025-2029 Financial Plan Bylaw, which was adopted by Council on May 12, 2025.

## 1. Consolidated Financial Plan Summary:

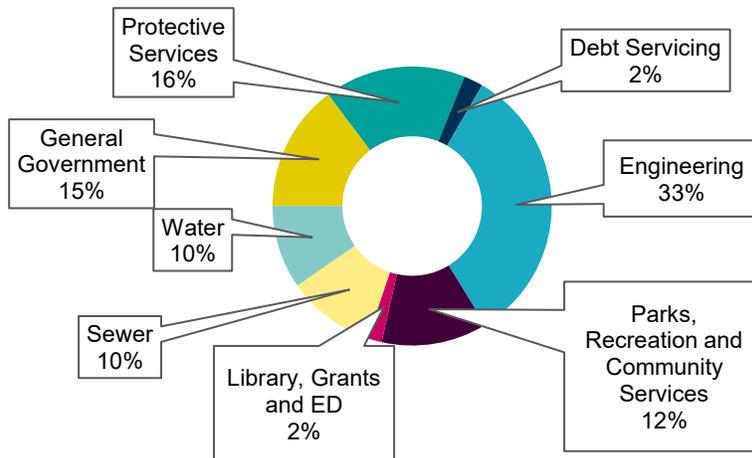
Local governments in British Columbia are required through provisions in the Community Charter to have balanced financial plans. Current revenue, including transfers from reserves, must be sufficient to support current expenditures for each of the three funds: general operating, sewer and water.

Saanich's consolidated financial plan for 2025 balances \$567,144,300 in revenues and transfers with \$567,144,300 in expenditures.

**Consolidated Revenue**



**Consolidated Expenditure**



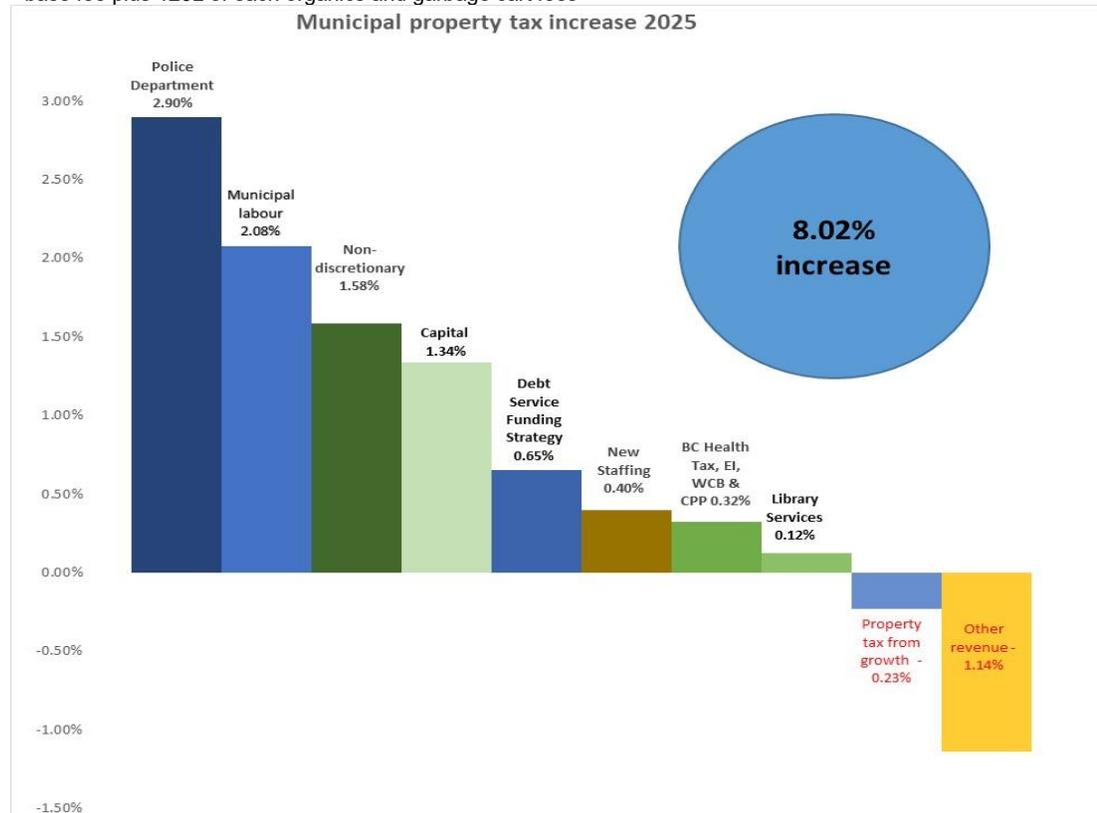
The budget is based on:

1. A municipal property tax increase of 3.66% (\$135.64) for core operations net of revenues and non-discretionary costs including new resources approved in prior year to advance Strategic Plan Goals, 1.34% (\$49.66) for capital infrastructure, 2.90% (\$107.47) for Police Board, and 0.12% (\$4.45) for the Greater Victoria Public Library. This totals 8.02% or \$297.22 to the average single-family homeowner.
2. Sewer Utility rates approved in December 2024. Capital Regional District and Saanich Sewer usage rates remain unchanged from the prior year. The universal monthly flat fee has increased by \$8.47 to \$11.05.
3. Water Utility rates approved in December 2024. The consumption rate remains unchanged from the prior year while the monthly flat fees were increased. The smallest connection size has increased by \$6.49 per month to \$10.24.
4. Garbage Utility rates approved in December 2024 of \$181.56 for base fee, \$36.21 for 120 litre Garbage Cart Fees and \$54.33 for 180 litre Garbage Cart Fees. Organics cart fees remain unchanged from the prior year.

Including all municipal taxes and utilities, an average homeowner is projected to pay about \$533 more in 2025:

	<u>2024</u>	<u>2025</u>	<u>Increase</u>
Property Taxes	\$ 3,706	\$ 4,034	\$328
Sewer	615	720	105
Water	524	603	79
Refuse Collection *	<u>246</u>	<u>267</u>	<u>21</u>
	<u>\$ 5,091</u>	<u>\$ 5,624</u>	<u>\$533</u>

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



### Summary of Consolidated Financial Plan Changes from 2024 to 2025

Additional revenues from taxation, reserves and user fees will be used to fund non-discretionary increases in 2025 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	2025 Budget Total	2024 Budget Total
Taxes	164,031,200	26,029,400	-	190,060,600	175,573,500
Grants	11,349,100	7,281,100	467,900	19,098,100	13,473,800
Other revenue	8,315,500	-	-	8,315,500	8,564,800
Fees and charges	42,041,600	-	65,353,800	107,395,400	100,182,000
Reserve transfers	13,979,400	124,760,200	46,781,100	185,520,700	175,762,300
Borrowing proceeds	-	55,354,000	1,400,000	56,754,000	46,547,700
<b>Total</b>	<b>239,716,800</b>	<b>213,424,700</b>	<b>114,002,800</b>	<b>567,144,300</b>	<b>520,104,100</b>

#### Consolidated Expenditures

Function	General Operating	General Capital	Sewer & Water Utility	2025 Budget Total	2024 Budget Total
Council, Administration and Legal Services	2,368,900	-	-	2,368,900	2,226,500
Corporate Services	7,051,500	-	-	7,051,500	6,826,800
Information Technology	8,894,400	14,872,600	-	23,767,000	17,027,300
Finance	3,209,200	18,796,400	-	22,005,600	3,604,900
Corporate Revenues and Expenses	8,668,600	-	-	8,668,600	8,668,600
Fiscal Services	11,217,900	-	1,452,000	12,669,900	11,715,400
Legislative and Protective Services	12,212,600	-	-	12,212,600	11,674,700
Fire Protection	28,851,700	4,603,600	-	33,455,300	32,938,100
Emergency Program	827,200	-	-	827,200	607,600
Planning	7,568,100	-	-	7,568,100	6,061,900
Engineering	33,119,500	153,380,700	112,550,800	299,051,000	278,491,800
Parks, Recreation and Community Services	49,285,700	20,302,600	-	69,588,300	76,999,200
Police Services	57,128,600	1,468,800	-	58,597,400	54,240,600
Library, Grants and Economic Development	9,312,900	-	-	9,312,900	9,020,700
<b>Total</b>	<b>239,716,800</b>	<b>213,424,700</b>	<b>114,002,800</b>	<b>567,144,300</b>	<b>520,104,100</b>

Note: The above total figure for General Operating is \$45,759,000 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.

<b>Consolidated Revenue level in 2024</b>	<b>\$ 520,104,100</b>
Revenues were increased because:	
Increased General Taxes	14,487,100
Increased use of grant revenue mainly for infrastructure spending	5,475,000
Increased use of COVID-19 Safe Restart Grant	149,300
Increased fees and charges from recreation	933,600
Increased fees and charges from water and sewer programs	5,388,700
Increased fees fees and charges from other programs	641,800
Increased borrowing for infrastructure	10,206,300
Increased use of reserve funds (including Work in Progress)	9,758,400
<b>New Consolidated Revenue level for 2025</b>	<b>\$ 567,144,300</b>

<b>Consolidated Expenditures level in 2024</b>	<b>\$ 520,104,100</b>
Expenses were increased because:	
Increased General Operating costs	20,270,300
Increased gross General Capital costs	14,109,200
Increased Water System operating and gross capital costs	4,559,700
Increased Sewer System operating and gross capital costs	8,101,000
<b>New Consolidated Expenditure level for 2025</b>	<b>\$ 567,144,300</b>

**2. 2025 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 2024 levels. Reserve funds are expected to decrease in 2025 as funds are appropriated for equipment replacement, capital projects and estimated land purchases.

	Fund Balances					Total
	<u>General Operating</u>	<u>General Capital</u>	<u>Sewer Utility</u>	<u>Water Utility</u>	<u>Reserve Fund</u>	
<b>Fund Balance, January 1</b>	<b>48,817,200</b>	<b>33,011,800</b>	<b>26,554,600</b>	<b>22,442,900</b>	<b>132,161,600</b>	<b>262,988,100</b>
Total Revenues	283,878,300	213,424,700	59,223,000	54,779,800	22,312,900	633,618,700
Total Expenditures	(283,878,300)	(213,424,700)	(59,223,000)	(54,779,800)	(91,013,900)	(702,319,700)
<b>Fund Balance, December 31</b>	<b>48,817,200</b>	<b>33,011,800</b>	<b>26,554,600</b>	<b>22,442,900</b>	<b>63,460,600</b>	<b>194,287,100</b>

**3. General Operating Fund Summary:**

This budget provides for the annual operation of the municipality in 2025 based on a 3.66% increase for core operations including (0.65% of this increase is for Debt Funding Strategy), resource requests approved in the prior year and non-discretionary costs to both maintain and enhance services over 2024 service levels, 1.34% for capital funding, 2.90% for Police Board and an increase of 0.12% for the Greater Victoria Public Library.

This tax revenue funds the net cost to maintain services at 2024 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.

In 2024 Council approved a phased strategy to freeze organic cart fees at 2024 rates and apply future applicable cart fee increases to garbage cart fees in subsequent years until organic fees are 50% of the cost of garbage cart fees. The 2025 refuse fees will result in a range of fees for homeowners using one of each cart from \$253.02 for the smallest sized carts to \$334.59 for the larger sized carts. The increase of \$6.98 to \$7.68 respectively 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 2024 Council approved apportioning the increased budget requirement for the 2025 Water rates to the flat portion of the rate, keeping the consumption rate unchanged. This is the first step in modernizing the utility rates from a 90:10 ratio of consumption to a more balanced 50:50 split to provide consistent funding for future expenditures. Over time this shift will align the District with most other municipalities.

In December 2024 a \$2.81 million increase for water was approved to address the rising cost of labour, inflationary cost of materials and equipment, full year funding for positions approved in the prior year, corporate overhead, as well as the Council approved Infrastructure Replacement Funding Strategy. The rate increase also covers an increase in CRD bulk water purchase rates of 6.63%. The average homeowner can expect to see an annual increase of \$79.

#### **5. Sewer Utility Fund Summary:**

The Sewer Utility Budget provides for all operations and capital funding to support the sewer system. In 2024 Council approved apportioning the increased budget requirement for the 2025 Sewer rates to the flat portion of the rate, keeping the consumption rate unchanged. This is the first step in modernizing the utility rates from a 90:10 ratio of consumption to a more balanced 50:50 split to provide consistent funding for future expenditures. Over time this shift will align the District with most other municipalities.

In December 2024 a \$2.86 million increase for sewer 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 Council approved Infrastructure Funding Replacement Strategy. The average homeowner can expect to see an annual increase of \$105 of which \$55 is related to the CRD increase.

#### **6. General Capital Fund Summary:**

The 2025 General Capital Program provides for a \$213 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 2025 include \$17.3 million for the Nellie McClung Library Project, \$5.8 million for Shelbourne Street and \$4.2 million for Sinclair Road Transportation improvements, \$3.34 million for sidewalk improvements, \$22 million for the Fire Hall #2 Project and \$8.4 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 \$65.7 million in the last three years demonstrating Council's commitment to infrastructure replacement.

**7. Reserve Fund Summary:**

Reserve Funds are projected to decrease from \$132,161,600 in 2024 to \$63,460,600 in 2025 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 \$136.2 million in 2025. This remains below Council policy of \$255 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, \$2.5 million in debt servicing will become available to apply to other borrowing needs.

**DEBT SUMMARY 2025**

BY-LAW NUMBER	LOAN TYPE	GENERAL			TOTAL	SERVICING COST	INTEREST RATE	MATURITY DATE
		GENERAL	SEWER	TOTAL				
		\$	\$	\$	\$	%	DI/M/Y	
3726	Long Term	149,361.35		149,361.35	154,365	3.35%	01.10.2025	
4361	Long Term	143,864.27		143,864.27	140,544	0.91%	02.10.2025	
3726	Long Term		98,535.01	98,535.01	76,454	1.28%	06.10.2025	
3771	Long Term	1,397,305.64		1,397,305.64	737,133	3.65%	29.03.2026	
4163	Long Term	292,820.50		292,820.50	95,788	3.41%	10.04.2028	
3051	Long Term	377,390.72		377,390.72	89,929	3.90%	03.06.2028	
3968	Long Term	1,041,044.70	850,853.79	1,891,898.49	377,722	3.00%	14.10.2029	
4061	Long Term	2,813,747.30	1,467,714.23	4,281,461.53	627,628	2.60%	19.04.2031	
4163	Long Term	1,646,443.74		1,646,443.74	228,946	2.80%	07.04.2032	
4199	Long Term	1,291,164.66	882,023.42	2,173,188.08	315,128	3.15%	04.10.2032	
4283	Long Term	3,197,592.98	92,890.95	3,290,483.93	370,088	2.66%	09.04.2034	
4319	Long Term	2,851,038.19	1,371,928.13	4,222,966.32	450,145	2.24%	09.10.2034	
4361	Long Term	1,239,715.70	720,324.08	1,960,039.78	175,722	0.91%	02.10.2035	
4400	Long Term	4,706,902.94	1,238,658.67	5,945,561.61	582,397	2.41%	15.04.2036	
4438	Long Term	2,642,471.82		2,642,471.82	245,083	1.98%	27.09.2036	
4504	Long Term	4,164,065.03	626,175.19	4,790,240.22	496,543	4.09%	23.09.2037	
4563	Long Term	8,560,151.48	1,233,123.19	9,793,274.67	1,044,248	4.97%	12.10.2038	
4563	Long Term	1,889,313.66		1,889,313.66	131,779	4.97%	12.10.2053	
9972	Temporary	2,000,000.00		2,000,000.00	481,000	4.05%	29.12.2028	
9973	Temporary	1,450,130.00		1,450,130.00	348,756	4.05%	29.12.2028	
9977	Temporary	25,000,000.00		25,000,000.00	6,012,500	4.05%	06.02.2029	
10112	Temporary	200,000.00		200,000.00	48,100	4.05%	27.12.2029	
10113	Temporary	518,000.00		518,000.00	124,579	4.05%	27.12.2029	
10114	Temporary	600,000.00		600,000.00	144,300	4.05%	27.12.2029	
10115	Temporary	600,000.00		600,000.00	144,300	4.05%	27.12.2029	
10116	Temporary	1,949,870.00		1,949,870.00	468,944	4.05%	27.12.2029	
Resolution	Short Term	330,000.00		330,000.00	79,365	4.05%	15.05.2028	
Resolution	Short Term	366,680.00		366,680.00	88,187	4.05%	29.12.2028	
Resolution	Short Term	800,000.00		800,000.00	192,400	4.05%	06.02.2029	
Resolution	Short Term	518,000.00		518,000.00	124,579	4.05%	27.12.2029	
Resolution	Equip Financing	3,951.36		3,951.36	3,321	4.05%	31.12.2025	
Resolution	Equip Financing	97,084.63		97,084.63	42,120	4.05%	31.12.2026	
Resolution	Equip Financing	193,972.17		193,972.17	63,054	4.05%	30.04.2028	
Resolution	Equip Financing	109,348.68		109,348.68	34,729	4.05%	31.05.2028	
Resolution	Equip Financing	122,434.78		122,434.78	34,800	4.05%	31.10.2028	
Resolution	Equip Financing	138,964.25		138,964.25	39,240	4.05%	31.10.2028	
Resolution	Equip Financing	412,114.90		412,114.90	115,800	4.05%	31.12.2028	
Resolution	Equip Financing	134,000.00		134,000.00	78	4.05%	31.12.2029	
Resolution	Equip Financing	375,900.00		375,900.00	219	4.05%	31.12.2029	
		(205,506)	(66,146)	(271,652)			Accrued Actuarial Gains	
TOTAL		74,119,339	8,516,081	82,635,420	14,930,011			

\* Temporary and Short-Term loans interest are based on the daily CDOR rates. The above rate is as of December 31<sup>st</sup>, 2024.

## **Consolidated 2025 Budget Highlights by Strategic Plan Goal Areas**

New funding for key initiatives has been allocated to each Strategic Plan Goals as follows:

### **Climate Action and Environment Leadership:**

- \$3,186,500 for park, playground, and other park infrastructure replacement
  - Blair Park and Maltwood playgrounds
  - Viewmont tennis court and Reynolds sport courts
  - Derby Rd Greenway Connector (Cedar Hill Park)
  - Investment in various natural areas and urban forestry
- \$200,000 for bikeway improvements

### **Community Well-Being:**

- \$4,603,600 for replacement rescue vehicle, fire equipment, and 1-Ton pickup
- \$2,293,000 for bus stops, signals, poles and streetlights

### **Housing**

- \$6,062,000 for asbestos cement and cast-iron water main replacement
- \$3,794,700 for asbestos cement sewer main replacement

### **Transportation**

- \$1,300,000 for roads
- \$370,000 for bridges and infrastructure condition assessment
- \$1,430,300 for complete streets
- \$2,000,000 for road safety action plan

### **Economic Development:**

- \$378,200 annual operating budget for Economic Development Section

### **Organizational Excellence:**

- \$2,918,700 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 lək'wəŋən (lay-kwung-gen) peoples represented by the Songhees and Esquimalt Nations and the W̱SÁNEĆ (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:

<b>Mayor:</b>	Dean Murdock	
<b>Councillors:</b>	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:



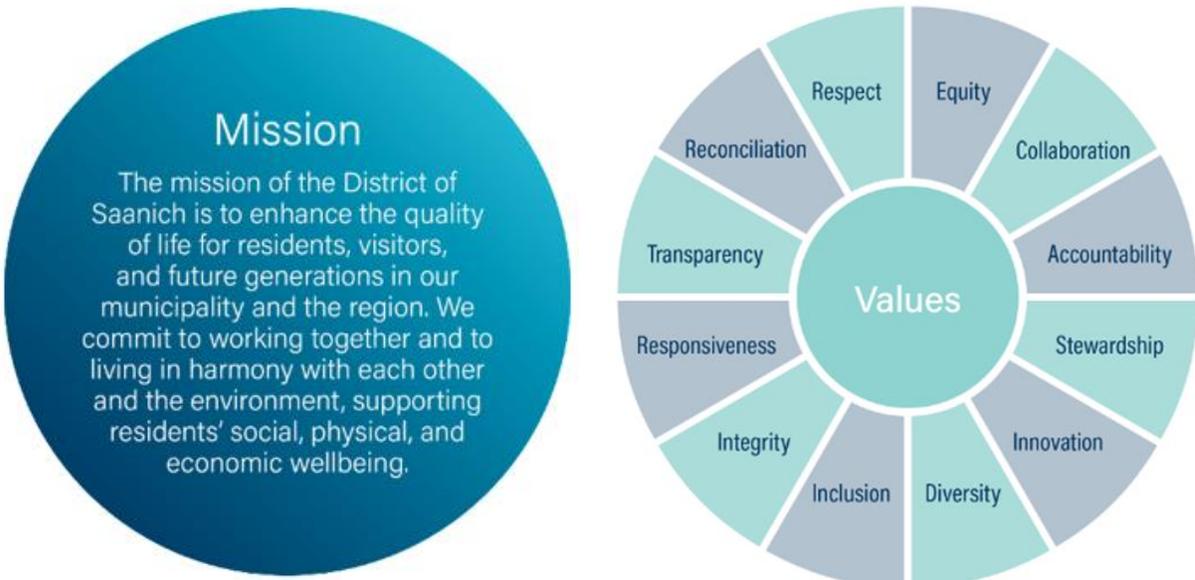
## Saanich Vision

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:

<b>Climate Action and Environmental Leadership</b>	<b>Community well-being</b>	<b>Housing</b>	<b>Transportation</b>	<b>Economic Development</b>	<b>Organizational Excellence</b>
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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

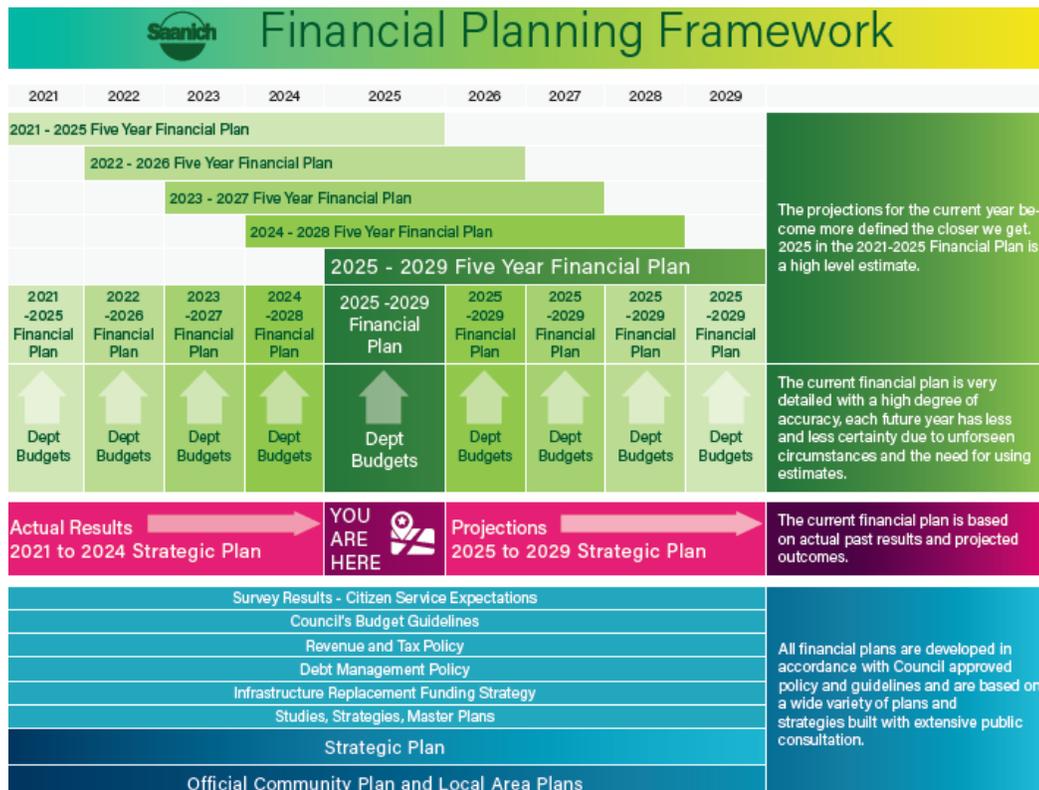
Financial planning is an on-going year round process. The cycle begins in June and continues until the following May when the plan is adopted by Council:

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 (page 14), 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 2025

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### Council Approved Budget Guidelines

At the August 19, 2024, Special Council meeting, the following motion was passed:

Preliminary 2025 departmental net budget totals will be limited to a 0.0 % increase over the 2024 adopted net budget totals, exclusive of existing personnel costs, phased in funding for positions approved by Council in a prior year, core capital increases, and non-discretionary increases.

The Infrastructure Replacement Funding Strategy (IRFS) approved by Council in January 2024 will increase property taxes by 1.5% annually to reach sustainable infrastructure replacement funding targets for general capital projects in 15 years.

The Debt Servicing Funding Strategy approved by Council in January 2024 will increase property taxes by 0.65% for years 2024 to 2027, by 1% for years 2028 to 2031 and then by 0.65% thereafter.

Provision will be made for an addition of \$327,000 for this year to complete the reinstatement of the Facilities Reserve Fund transfer that was reduced in the 2020 budget.

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

Provision will be made for an addition of \$300,000 in 2025 and then \$150,000 annually for two more years dedicated to debt servicing or direct acquisition of land identified for park use.

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

Council will consider resourcing needs for strategic initiatives from the 2023-2027 Strategic Plan.

Council will consider budget reduction scenarios of 1% and up to 2% of the proposed tax increase.

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## BUDGET POLICY AND PRINCIPLES

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### 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 2025 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 0.65% (2025 – 2027), 1% (2028 – 2031) and reduce to 0.65% 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 (2025) 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>2024</u>	Tax Rate <u>2025</u>	% Property <u>Tax Levy</u>	Tax <u>Multiple</u>
Residential	2.8633	3.11596	76.33%	1.0000
Utilities	24.6215	24.7360	0.34%	7.9216
Supportive Housing	2.8633	3.1160	0.00%	1.0000
Light Industry	6.0316	4.4022	0.15%	1.4127
Business/Other	13.5922	14.2690	23.06%	4.5796
Managed Forest	11.0995	21.4035	0.00%	-
Rec/Non Profit	9.4523	11.7960	0.12%	3.7857
Farm	0.5000	0.5000	0.00%	0.1605

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 2025, the legal debt limit is such that average annual servicing costs cannot exceed \$67.8 million or total debt of \$704 million.

The municipality limits debt internally to a maximum of 14% of the property tax revenue collected in the previous year. At the end of 2024 this limits annual debt servicing costs to no more than \$24.6 million or total debt of \$255.2 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	✓						
Corporate Services	✓			✓			✓
Information Technology	✓			✓			✓
Finance	✓						
Legislative and Protective Services	✓						
Police Protection	✓			✓			✓
Fire Protection	✓			✓			✓
Emergency Program	✓			✓			✓
Planning	✓						
Engineering	✓	✓	✓	✓	✓	✓	✓
Parks, Recreation and Community Services	✓			✓			✓
Library, Grants and Economic Development	✓						

## 5. Staffing Level In 2025

Between 2024 and 2025, total full-time equivalent (FTE) positions are expected to increase by 39.70 FTE or 3.11%. Temporary FTE's hired based on one time funding are not included. Details listed below:

Full time Equivalent (FTE) Employees				
Department	2023	2024	2025	FTE Change
Administration	7.18	6.18	6.18	-
Corporate Services	39.91	42.68	44.06	1.38
	Partial year funding of Economic Development Coordinator, Manager of OHS Prevention, and Manager of Indigenous Relations & Reconciliation and Accessibility, Diversity, Equity and Inclusion (IRR & ADEI) offset through reduction in Sustainability.			
Information Technology	29.32	34.11	34.61	0.50
	Partial year funding of an Administrative Assistant approved in prior year.			
Finance	51.71	53.19	53.19	-
Legislative and Protective Services	52.81	53.31	53.81	0.50
	Full year budgeting for an Electronic Data Records Management System (EDRMS) Coordinator approved as a prior year resource request.			
Fire Protection	144.00	145.00	147.63	2.63
	Full year budgeting for Fire Fighters 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	33.51	1.37
	Full year budgeting for a Planning Technician and a Sr. Planner approved as a prior year resource request. Also a conversion of contracted services for auxiliary budget.			
Engineering (includes utilities)	294.95	307.37	320.71	13.34
	Full year budgeting of an Asset Management Advisor and Operations Manager. A net increase of 3.94 FTE in Engineering Transportation, Public Works and Water Resources for Engineering Tech II, Utility Operator II & III, Backhoe Operator, Engineering Project Manager positions.			
	In addition, full year funding for 10.9 FTE's in various positions funded by Capital, including Engineering Tech V, Strategic Manager, Engineering Project Manager, Project Coordinator and Senior Project Lead due to increased demand of Capital Projects.			
Parks, Recreation & Community Services	331.85	339.47	350.95	11.48
	Full year budgeting of prior year's approved positions of Parks Clerk II, Parks Worker II and Facilities Technician. Pro-rated budget increase for Greenskeeper; increases in Recreation program staff funded through increased revenues. Two Capital FTE's added for an Asset Coordinator and Parks Senior Planner.			
Police Services	252.68	258.43	266.93	8.50
	Partial year funding for five sworn members, four civilians and four Community Safety Officers. Full year funding for two Constables in 2025			
<b>Total</b>	<b>1,238.55</b>	<b>1,274.88</b>	<b>1,314.58</b>	<b>39.70</b>

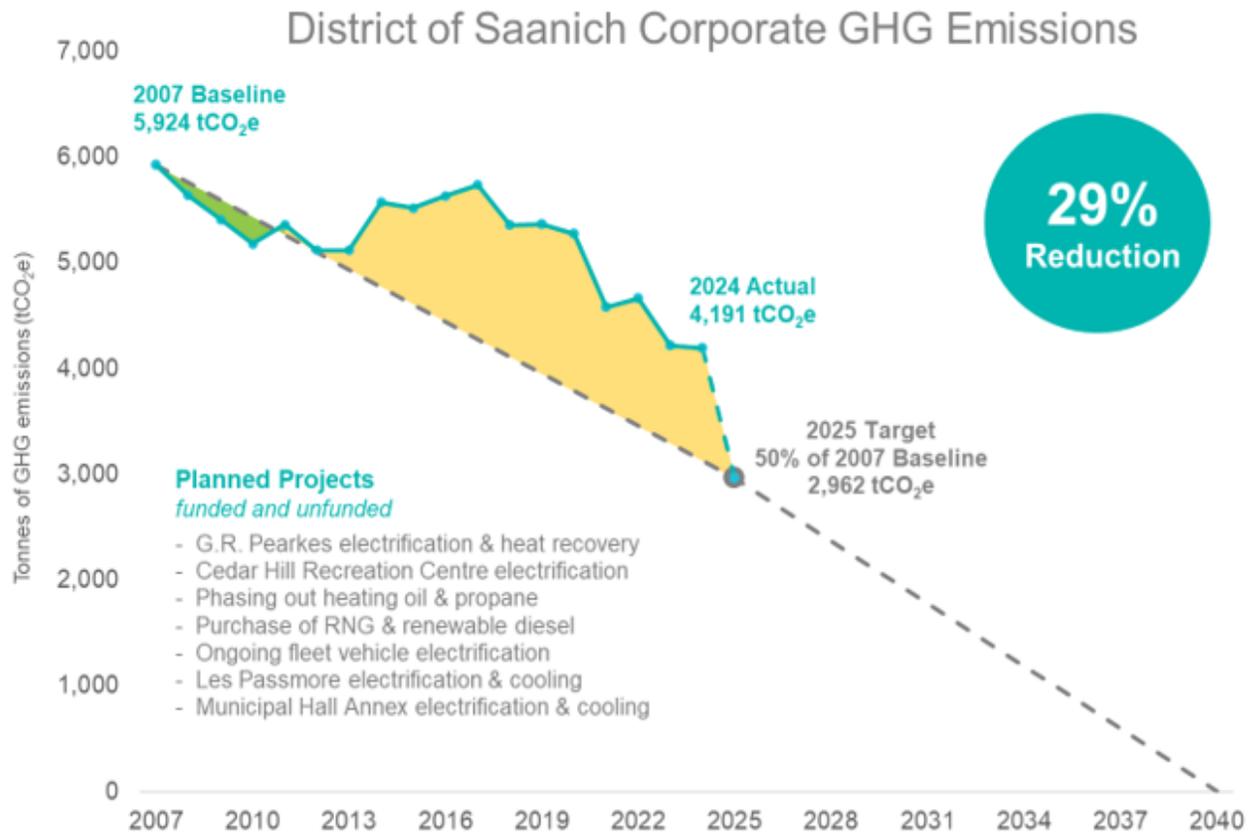
## 6. Change in Carbon Footprint

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 2024 corporate GHG emissions inventory shows a 29% reduction in Saanich's GHG emissions since our 2007 baseline (Figure 1 and Table 1). This is an additional 2% decrease compared with 2023. Building emissions saw a 21% decrease over the last year, mainly due to the transition from fossil fuels to electrification and heat recovery upgrades at G.R. Pearkes Recreation Centre and Cedar Hill Recreation Centre, and the switch over to biomass (with renewable natural gas as a back-up fuel) at Saanich Commonwealth Place. However, fleet emissions saw an increase of 10% compared to 2023. Although the consumption of fleet fuel was consistent with past years, the increase comes from a temporary delay in delivery of renewable diesel. The renewable diesel deliveries have now resumed, which is expected to bring overall fleet emissions down for the 2025 reporting year.

While we are moving in the right direction, we should have seen a 47% reduction in emissions by 2024 compared to our baseline if we were on a linear track to meet our targets. 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. While Saanich has achieved considerable provincial and federal grant success, continued decarbonization of fleet and buildings will be dependant upon ongoing budgetary support.

**Figure 1: District of Saanich Corporate GHG Emissions**



**Table 1: District of Saanich Corporate GHG Emissions Inventory 2023 and 2024 (pg 19)**

Source	GHG Emissions (tCO <sub>2</sub> e)			Description of change
	2023	2024*	Change 2023-24	
<b>Stationary</b>	<b>1,771</b>	<b>1,464</b>	<b>-307</b>	
<b>Key Buildings</b>				
Saanich Commonwealth Place Recreation Centre	735	466	-269	The new biomass boiler has reduced GHG emissions due to a reduction in natural gas at this facility, however the biomass plant is not yet performing at its full load resulting in natural gas consumption. The remaining natural gas was switched over to renewable natural gas in April 2024, resulting in additional GHG savings for the 2024 year, with further savings forecast for the 2025 year.
G.R. Pearkes Recreation Centre	419	394	-25	Building retrofits are underway, with some GHG savings realized in the 2024 year, with further savings forecast for the 2025 year.
Cedar Hill Recreation Centre	150	131	-19	Building retrofits are underway, with some GHG savings realized in the 2024 year, with further savings forecast for the 2025 year.
Public Safety Building	85	97	+12	No significant change.
Public Works	115**	106	-9	No significant change
Cedar Hill Golf Course	68	101	+33	Additional energy consumption from the new Maintenance Trailer Building.
Annex Building	24	0	-24	New heat pump installed last year.
Les Passmore	24	32	+8	No significant change
3500 Blanshard	25	21	-4	No significant change.
Gordon Head Recreation Centre	22	30	+8	No significant change.
Fire Hall 3	18	14	-4	No significant change
Municipal Hall	9	10	+1	No significant change.
Other buildings	15**	11	-4	No significant change.
Street Lighting	40	37	-3	No significant change.
Underground Services	22	14	-8	No significant change.
<b>Mobile</b>	<b>2,446</b>	<b>2,727</b>	<b>281</b>	
Municipal & Police Fleet (includes fire fuelling at SOC)	1,940	2,205	+265	Temporary decrease in renewable fuel delivery resulted in an increased in standard diesel consumption.
Contractors	293	293	0	This is only calculated every ~5 years, so the values are the same as the previous year.
Fire Fleet (excludes fuelling at SOC)	144	152	+8	No significant change.
Reimbursed in-city travel	24	26	+2	No significant change.
Golf Course Equip.	45	51	+6	No significant change.
<b>Total</b>	<b>4,217</b>	<b>4,191</b>	<b>-26</b>	

\*12-month period between November 2023 and October 2024

\*\*2023 values updated since 2023 Financial Plan due to minor corrections in greenhouse gas accounting.

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 2024, our corporate biogenic emissions were 876 tBioCO<sub>2</sub> compared with a 2007 baseline of 108 tBioCO<sub>2</sub>

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## BUDGET PLANNING ISSUES

### 1. 2025 Financial Planning Issues

Preparation of the 2025 budget proposal has taken into account the following financial planning issues:

Social and Inflationary pressure – Municipalities have been tasked with addressing the housing crisis and other unique challenges. While some initiatives have received grant funding from higher levels of government, others depend on additional tax revenue for support.

Inflation has increased infrastructure maintenance and replacement costs in recent years. While economic growth has recently improved due to interest rate cuts, trade tariff developments are causing uncertainty, affecting financial markets and business decisions. It is unknown at this time how much of an inflationary impact any of the proposed on and off again tariffs may have on goods and services that the District utilizes. For 2025, \$601,400 will be added to operating budgets to manage inflationary cost increases.

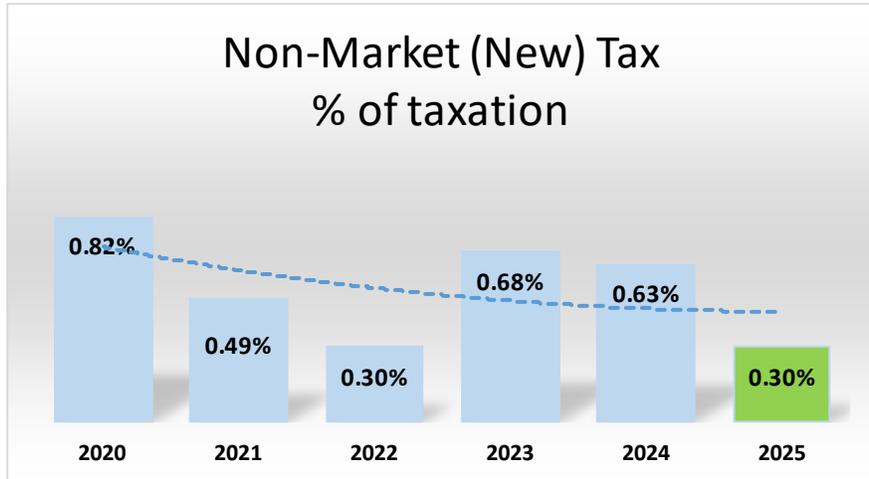
Infrastructure – Replacement of aging infrastructure continues to be a priority. An increase of 2.14% is recommended to address capital funding deficits. This percentage includes Council's recently approved infrastructure funding replacement strategy increase of 1.5%. Utility charges have also been increased 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 0.65% 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 and continues to be outstanding. Both Police and CUPE collective agreements expired at the end of 2024. Contingency estimates for all agreements 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. While WCB rates have decreased for all employees, the maximum earning amount at which the base rate is applied has gone up by \$4,800. It is anticipated the base rate will increase between 10% and 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 2025, a 0.39% tax increase was implemented to provide final funding for key positions approved by Council in 2024 to support implementation of adopted strategies. This percentage includes the partial funding of new 5.25 Fire Fighters under the District's 10-year Fire Services Review.

Growth – The District is experiencing a decline in new property tax revenue, with the 5-year average for new taxable properties remaining below 0.5% of taxation. Recent developments, where commercial properties are being converted into mixed-use properties with a focus on residential units, have led to an initial decline in new taxable revenue due to reallocation of land values from commercial to mixed use. Commercial assessed properties generate around 4.5 more taxes than residential assessed properties. It is expected that as these mixed use properties are developed new property tax revenue will increase proportionally.



Non-discretionary expenditures – For 2025, 1.58% of the proposed tax increase is for non-discretionary items as listed:

Cost driver	Budget Increase
Inflationary Costs	\$ 601,400
Policy	\$ 480,200
Contracts and Leases	\$ 424,700
Services and Supplies	\$ 388,300
Service Levels	\$ 321,100
New Asset Maintenance	\$ 281,700
Insurance	\$ 166,700
IT Licencing and Maintenance	\$ 100,000
Health and Safety	\$ 15,000
<b>Total</b>	<b>\$ 2,779,100</b>
<b>Tax Impact</b>	<b>1.58%</b>

Water costs – A large proportion of water costs (38.69% for 2025) 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 2025 the CRD bulk water rate went up 6.63%.

Sewer costs – A significant proportion of overall sewer costs are from CRD regional Sewage Treatment (52.5% for 2025). The remainder of the increase is due primarily to increase in capital funding as the District continues its asset replacement funding strategy of achieving sustainable funding for sewer in 10 years.

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, Food Safety Action Plan, Urban Forest Strategies and Biodiversity Conservation 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. 2026 – 2029 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. While the inflation rate is showing signs of decreasing, it is unknown whether inflationary increases to construction material and labour will continue to be fluctuate in future years.

Provincial grants uncertainty – Unconditional operating grants of \$1.36 million (\$1.38 million in 2024) 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 .77% 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 and both Police and CUPE union contracts expired at the end of 2024. The extent of possible wage cost impact is uncertain for the future years.

Benefit cost 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. WCB's base rate for municipalities and law enforcement are also expected to increase anywhere between 10% and 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 120 were due to be initiated by 2024. Of these, 103 (86%) are Ongoing, Achieved, or On Track and 17 (14%) are currently Behind Schedule or On Hold (Figure 7). Several of the 2025 budget items are intended to continue to support the implementation of the Climate Plan and address those actions that are behind schedule or on hold.

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.

Road Safety Action Plan – In 2022, Saanich adopted Vision Zero, aiming to eliminate road fatalities and serious injuries while promoting safe, healthy, and equitable mobility. This approach uses the Safe System Approach, focusing on safe speeds, road users, vehicles, design, post-crash care, and land use planning. Saanich's 2018 Active Transportation Plan (ATP) guides decisions on policies and infrastructure for walking, cycling, and transit, with a goal of building a comprehensive active mobility network over the next 26 years. Efforts also include reducing speed limits, implementing traffic calming, and supporting affordable housing. The 10-year Road Safety Action Plan (RSAP) includes 30 actions, requiring investment and collaboration to achieve Vision Zero. \$2 million was borrowed in 2025 to begin the Short-Term Implementation of the Road Safety Action Plan.

Urban Forest Strategy - On September 9, 2024, Council approved the updated Urban Forest Strategy, which aims to achieve a 44% canopy cover over the next 40 years. The strategy includes actions to protect and enhance the urban forest, such as revising planning and design processes to prioritize trees, creating a tree planting plan for public lands, improving natural forest connections, and encouraging tree planting and stewardship on private lands with incentives for property owners to preserve high-value trees. The urban forest encompasses trees across parks, private lands, commercial areas, highways, roads, trails, and open spaces in the community. This plan will require future funding.

Biodiversity Conservation Strategy - On June 17, 2024, Council approved the Environmental Policy Framework (EPF) and the Biodiversity Conservation Strategy (BCS), aiming to create a coordinated approach to preserve and enhance biodiversity in the area. The EPF outlines eight guiding principles and two goals to help align environmental policies with Saanich's sustainability goals. The BCS, based on a State of Biodiversity Report developed by Diamond Head Consulting, includes seven themes and over 130 actions for the next decade, focusing initially on land stewardship and park management. The strategy is the first of its kind to be approved by a local government on Vancouver Island. This plan will require future funding.

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 10.47% for the next four years, fluctuating between 6.63% to 11.81% 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 6.51% for the next four years, fluctuating between 4.04% to 8.97% 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.

Social and Economic pressures – Municipalities are taking on increasing responsibilities to address social issues and other unique challenges. While some grant funding has been secured for future initiatives, any new initiatives not covered by grants will lead to future property tax increases.

While inflation is improving, recent tariff developments are creating new challenges for the local economy. The change in the US government is expected to have long-lasting effects, contributing to economic uncertainty over the next four years. These uncertainties will impact supply chain and will have negative inflationary impact on cost of goods and supplies which will result in increased tax pressure in future years.

# General Operating Fund

The total tax levy for the General Operating Fund is proposed to increase by \$14,487,100 or 8.02%.

The increase in property tax revenue this year is made up of a 3.66% increase for core Municipal, prior year approved resource requests and non-discretionary costs, 1.34% in infrastructure replacement funding, 2.90% for Police Board and an increase of 0.12% for the Greater Victoria Public Library.

BUDGET SUMMARY	
2025 Tax Levy	\$ 190,040,600
2024 Tax Levy	\$ 175,553,500
Net Change	\$ 14,487,100
Average Single Family Homeowner Increase %	8.02%
2025 FTE	1,314.58
2024 FTE	1,274.88
FTE Change	39.70
FTE Change %	3.11%

Saanich 2025 Financial Plan	Budget Increase \$	Tax Increase %
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## Operating Increases

### Core budget

Existing personnel costs - municipal	4,212,800	2.40%
New positions and funding approved prior year	699,600	0.40%
Debt Servicing	1,141,100	0.65%
Non-discretionary increases	2,779,100	1.58%
<b>General Municipal Core Operating Increase</b>	<b>8,832,600</b>	<b>5.03%</b>
Increase in non-tax revenue	(1,992,000)	-1.13%
Tax revenue from new sources (non-market)	(400,100)	-0.24%
<b>Core Operating Increase to Existing Taxpayers</b>	<b>\$ 6,440,500</b>	<b>3.66%</b>
Increase for Capital Infrastructure	2,345,900	1.34%
<b>Total General Municipal Increase</b>	<b>\$ 8,786,400</b>	<b>5.00%</b>
Police Board Budget	5,086,800	2.90%
Greater Victoria Public Library	213,700	0.12%
<b>General Municipal, Police and Library</b>	<b>\$ 14,086,900</b>	<b>8.02%</b>

**Budget Summary by Object:**

Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2023	2024	2024	2025	2025/2024
Personnel (1)	135,189,800	144,352,700	148,222,500	162,847,200	9.87%
Goods and Services	54,809,500	219,077,100	62,234,300	68,790,000	10.53%
Debt Payment and Bank Charges (2)	6,678,000	9,196,600	8,935,900	9,399,700	5.19%
Grants, Overheads & Transfers (3)	16,187,700	17,791,500	15,348,300	16,812,000	9.54%
Capital (tax funded portion only) (4)	21,090,700	23,642,800	23,990,600	26,029,400	8.50%
<b>TOTAL</b>	<b>233,955,700</b>	<b>414,060,700</b>	<b>258,731,600</b>	<b>283,878,300</b>	<b>9.72%</b>
REVENUES AND RECOVERIES					
Property Taxation	(161,364,500)	(175,156,500)	(175,553,500)	(190,040,600)	8.25%
Parcel Tax	(20,000)	(20,000)	(20,000)	(20,000)	0.00%
Other Corporate Revenues	(13,531,000)	(15,655,300)	(13,782,300)	(13,329,800)	(3.28%)
Other Departmental Revenues (5)	(37,172,700)	(44,166,700)	(39,437,700)	(42,041,600)	6.60%
Inter-Departmental Recoveries	(16,019,200)	(177,513,200)	(16,288,200)	(18,132,100)	11.32%
Transfer from Reserves (6)	(10,797,000)	(2,283,600)	(12,823,400)	(13,979,400)	9.01%
COVID-19 Safe Restart Grant (7)	(463,700)	-	(149,300)	-	(100.00%)
Other Grants (7)	(854,600)	(2,453,300)	(677,200)	(6,334,800)	835.44%
<b>TOTAL</b>	<b>(240,222,700)</b>	<b>(417,248,600)</b>	<b>(258,731,600)</b>	<b>(283,878,300)</b>	<b>9.72%</b>
<b>NET OPERATIONS</b>	<b>(6,267,000)</b>	<b>(3,187,900)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

- Personnel costs - increase in wage increments and addition of new positions
- Debt Payment and Bank Charges – increase in borrowing and funding as per Debt Servicing Funding Strategy outlined on page 21
- Grants, Overheads & Transfers – decrease in Investment revenue and Grants in Lieu from senior government
- Property tax-based capital funding - increased to continue progress to sustainable funding levels as per Infrastructure Replacement Funding Strategy on page 25
- Other Departmental Revenues – continued recreation revenue recovery post COVID-19 closures
- Transfer from Reserves – increase in projects funded from one-time funding
- 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	2023	2024	2024	2025	2025/2024
Property Taxation	(161,364,500)	(175,156,500)	(175,553,500)	(190,040,600)	8.25%
Parcel Tax	(20,000)	(20,000)	(20,000)	(20,000)	0.00%
Utility and Hotel Tax	(1,982,500)	(1,824,900)	(1,819,500)	(1,865,000)	2.50%
Grants In Lieu	(3,387,400)	(3,485,000)	(3,451,700)	(3,654,300)	5.87%
Interest and Penalties	(6,345,100)	(8,700,100)	(6,437,400)	(6,276,100)	(2.51%)
Other Revenues	(503,000)	(306,300)	(307,900)	(174,400)	(43.36%)
Capital Contribution	21,090,700	23,642,800	23,670,500	26,029,400	9.97%
Net Departmental Cost	146,244,800	162,662,100	163,919,500	176,001,000	7.37%
<b>(SURPLUS) / DEFICIT</b>	<b>(6,267,000)</b>	<b>(3,187,900)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

**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 an 8.02% increase in municipal property taxes to the average single family homeowner with an assessed value of \$1,285,000 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 6.7 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 as well as interest rates are showing signs of decreasing from 2024 levels. 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.

**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 – 2024 budget years. The grant will be used in 2025 for capital expenditures related to plexiglass separation for cubicles.

**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 1.34% 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**

<b>2025 APPROVED RESOURCES</b>				
<b>Department</b>	<b>Resource</b>	<b>FTE</b>	<b>2025 Budget</b>	<b>2026 Estimate</b>
Planning	Senior Planning Technician - Current (Job Reclass)	0.00	\$ 8,300	\$ 14,900
PRCS	Sooty Bark Disease Tree	non-staff	\$ 20,000	\$ 40,000
PRCS	MOU WSÁNEĆ and Tsawout First Nations	non-staff	\$ 40,000	\$ 80,000
<b>Total Budget Requirement</b>		<b>0.00</b>	<b>\$ 68,300</b>	<b>\$ 134,900</b>

## One Time Resource Requests

Approved Allocation of 2024 Annual Surplus, Reserves, Short Term and Long Term Debt for One Time Resources	Funding Source			Future Operating Increase
	Annual Surplus	Short Term Debt	Long Term Debt	
<b>Operating:</b>				
<b>Council &amp; Strategic Plan</b>				
Citizen & Business Survey Additional Advertising	5,000			
Resident Pulse Survey	40,000			
Corporate Photo Bank	50,000			
Harvard Manage Mentor	35,000			
Learning Platform	40,000			
Flavour Trails	20,000			
Asset Management Strategy Implementation	267,000			
Centre Corridor Village Planning and Implementation	150,000			
Community Planning Summer Student	25,000			
<b>Departmental/Corporate</b>				
Circular Economy Accelerator Program	12,500			
Exempt Salary Review	30,000			
New Rescue Truck Equipment	98,000			
SOC Fuel Dispenser Replacement	50,000			
Fire Hall #1 Renovation	40,000			
Finance Vault Renovation	75,000			
Planning Office Space Renovation	50,000			
IT Infrastructure - Warranty Support Maintenance	168,000			
Planning Auxiliary Funding	55,000			
Golf Pathway Paving	40,000			
CHGC Irrigation Valve Replacement	81,500			
CHGC Upgrades to Meeting Rooms	60,000			
Police Organizational Review	160,500			
Horticulture Upgrade to Four Fleet Trucks	20,000			
SCP Building Public Address System Replacement	45,000			
SCP Sand in Pool Filters Replacement	60,000			
SCP Expansion Joints Replacement	30,000			
<b>Occupational Health &amp; Safety</b>				
Remedial Work at GHRC	500,000			
SCP Waterslide Replacement Additional Funding	233,350			
GHRC CPR Manikins and AED Trainers Replacement	13,000			
<b>Subtotal - operating</b>	<b>\$ 2,453,850</b>			
<b>Capital:</b>				
Implementation of Road Safety Action Plan Short Term 0-2 yrs			2,000,000	181,800
Corporate Building Climate Retrofits			1,580,000	143,600
Brine Maker Replacement		112,000		22,400
Parks Maintenance Truck Replacement		85,000		17,000
Urban Forest Services Watering Truck and Tank		135,000		27,000
<b>Subtotal - capital</b>		<b>\$ 332,000</b>	<b>\$ 3,580,000</b>	<b>\$ 391,800</b>
<b>Other:</b>				
Swan Lake Xmas Hill Nature Sanctuary	116,000			
Accumulated Surplus	618,120			
<b>Subtotal - capital</b>	<b>\$ 734,120</b>			
<b>Total approved allocation of annual surplus and short term debt</b>	<b>\$ 3,187,970</b>	<b>\$ 332,000</b>	<b>\$ 3,580,000</b>	<b>\$ 391,800</b>

### 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 \$12,081,500 or 7.37% in 2025.

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
	2023	2024	2024	2025	2025/2024	2025/2024
Council, Administration and Legal Services	2,175,800	2,138,300	2,072,600	2,234,400	161,800	7.81%
Corporate Services	3,865,400	4,735,800	5,310,600	5,644,100	333,500	6.28%
Information Technology	6,588,400	7,624,500	7,997,800	8,492,100	494,300	6.18%
Finance	4,727,800	5,657,900	5,991,600	6,298,000	306,400	5.11%
Corporate Revenues and Expenses	442,000	620,200	(1,925,900)	(2,839,300)	(913,400)	(47.43%)
Fiscal Services	8,694,600	9,628,700	9,789,300	11,159,400	1,370,100	14.00%
Legislative and Protective Services	3,034,400	3,540,200	4,117,100	4,442,400	325,300	7.90%
Fire Protection	23,053,800	23,689,100	25,969,000	28,037,300	2,068,300	7.96%
Emergency Program	430,900	323,600	512,200	531,600	19,400	3.79%
Planning	3,548,500	4,059,700	4,146,600	4,501,200	354,600	8.55%
Engineering	16,946,500	19,877,600	18,523,400	20,096,000	1,572,600	8.49%
Parks, Recreation and Community Services	21,977,200	24,109,900	27,112,800	27,737,400	624,600	2.30%
Police Services	42,464,100	48,004,900	45,733,800	50,839,800	5,106,000	11.16%
Library, Grants and Economic Development	8,295,400	8,651,700	8,568,600	8,826,600	258,000	3.01%
<b>TOTAL</b>	<b>146,244,800</b>	<b>162,662,100</b>	<b>163,919,500</b>	<b>176,001,000</b>	<b>12,081,500</b>	<b>7.37%</b>

# 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	
2025 Net Budget	\$ 2,234,400
2024 Net Budget	\$ 2,072,600
Net Change	\$ 161,800
Change by %	7.81%
2025 FTE	6.18
2024 FTE	6.18
FTE Change	0.00
FTE Change %	0.00%

## 2025 BUDGET CHALLENGES

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

## 2025 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
- Reviewing and supporting compliance with applicable legislation
- 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 2025 net core budget of \$2,234,400 represents a 7.81% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Council	667,300	717,100	692,900	742,700	49,800	7.19%
Administration	565,400	683,400	608,600	659,000	50,400	8.28%
Legal Services	943,100	737,800	771,100	832,700	61,600	7.99%
<b>Total</b>	<b>2,175,800</b>	<b>2,138,300</b>	<b>2,072,600</b>	<b>2,234,400</b>	<b>161,800</b>	<b>7.81%</b>

- Council – indemnities and benefits
- Administration – wage increments
- Legal Services – wage increments

# Corporate Services

The **Corporate Services Department** is comprised of six distinct divisions including Communications, Economic Development, the Equity Office, Human Resources, Occupational Health and Safety, and Sustainability. 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 **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.

The newly formed **Equity Office** will develop, support and implement equity policies and practices in municipal government that build diversity, equity, and inclusion. This Office builds capacity and enables the District's workforce to promote and model equity principles and practices in the community and within the organization. This office will manage the District's overall approach to government relations with the Songhees, Esquimalt, Tsartlip, Pauquachin, Tsawout, Tseycum, and Malahat Nations. The office will also lead departments in the implementation of Council's strategic direction in the areas of accessibility, diversity, equity, inclusion and reconciliation.

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 leadership, advice, and services to enhance the organizational safety culture and support the physical and psychological health and safety of all Saanich employees. The division leads the design, implementation, auditing (WorkSafeBC Certificate of Recognition) and continuous improvement of Saanich's OHS and Workplace Injury Management (WIM) Programs. The OHS program includes hazard identification, risk assessment and control, training and certification, safe work practices, inspections, incident investigations, hazard specific 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 **Planning and Reporting Section** manages and supports Council's strategic planning and progress reporting, as well as the District's corporate planning and reporting, and manages the resident and business surveys.

BUDGET SUMMARY	
2025 Net Budget	\$ 5,644,100
2024 Net Budget	\$ 5,310,600
Net Change	\$ 333,500
Change by %	6.28%
2025 FTE	44.06
2024 FTE	42.68
FTE Change	1.38
FTE Change %	3.23%

The **Sustainability Division works** with Council, residents, staff and a range of stakeholders on implementing the goals and objectives in the 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 works 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.

## 2025 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 require additional change management, training, communication and transition supports
- **Competing demand for resources to implement initiatives:** Resources are required to implement the initiatives in various corporate plans including the Accessibility Plan, Climate Plan, the DEI Action Plan, the Economic Development Strategy, the Health and Safety Plan and the Workforce Plan

## 2025 KEY PRIORITIES

### Priority strategic initiatives include:

#### Community well-being

- Continue to implement actions and report on the DEI Strategic Report and Action Framework
- Continue to implement actions and report on the Accessibility Plan
- Create and implement an Accessibility Policy

#### Organizational excellence

- Launch and implement actions in the Saanich People and Culture (Workforce) Plan
- Launch and implement actions in the Learning and Development Framework

#### Sustainability and climate change

- Update the Climate Action Plan
- Create a Zero Waste Strategy

#### Economic development

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

### Priority departmental initiatives include:

- Create a Health and Safety Action Plan
- Provide corporate-wide cultural awareness resources and support
- Support Indigenous partnerships and economic development
- Enhance service delivery and automated data analytics by procuring and launching a new Human Resources Information Management System (HRIMS)

**CORE BUDGET**

The Department's 2025 net core budget of \$5,644,100 represents an 6.28% increase over prior year.

<b>Net Budget By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025/2024</b>	<b>2025/2024</b>
Corporate Services	1,162,700	1,245,800	1,411,200	1,480,200	69,000	4.89%
Human Resources	2,075,800	2,440,400	2,700,700	2,818,100	117,400	4.35%
Economic Development	164,500	236,800	267,300	330,700	63,400	23.72%
Equity Office (IRR & ADEI)	-	-	104,300	222,300	118,000	100.00%
Sustainability	583,000	783,000	750,400	792,800	42,400	5.65%
Occupational Health/Safety						
Revenue	(817,200)	(824,200)	(1,016,000)	(1,201,000)	(185,000)	18.21%
Expense	<u>696,600</u>	<u>854,000</u>	<u>1,092,700</u>	<u>1,201,000</u>	<u>108,300</u>	<u>9.91%</u>
Total	(120,600)	29,800	76,700	-	(76,700)	0.00%
<b>Total</b>	<b>3,865,400</b>	<b>4,735,800</b>	<b>5,310,600</b>	<b>5,644,100</b>	<b>333,500</b>	<b>6.28%</b>

- Corporate Services – wage increments
- Human Resources – wage increments
- Economic Development – full year funding of an Economic Development Coordinator, and wage increments
- Equity Office (IRR & ADEI) - full year funding of a Manger, Equity Office (IRR & ADEI), and wage increments
- Sustainability – wage increments
- Occupational Health and Safety – internal revenue recovery adjustment to offset full year budgeting of Manager of OH&S

## 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. Seven 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 Labour 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.

**License (Asset) Management Division** – The License Management Division manages and maintains all the complex software and hardware agreements for the entire District. These agreements encompass all the Enterprise systems and software tools that District staff utilize for internal productivity, service delivery, District programs, and citizen-facing services. These agreements are used across the other divisions listed above in implementation of Council's strategic plan.

BUDGET SUMMARY	
2025 Net Budget	\$ 8,492,100
2024 Net Budget	\$ 7,997,800
Net Change	\$ 494,300
Change by %	6.18%
2025 FTE	34.61
2024 FTE	34.11
FTE Change	0.50
FTE Change %	1.47%

## 2025 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 2025 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. Through 2025 IT has absorbed these resources through re-allocation, however sustained focus in this area will require additional resources in 2026 and beyond.
- To support the council and corporate strategic plans, Saanich must invest in a Human Resources Information Management System (HRIMS). Long term IT Capital forecasts have been adjusted to accommodate the budget required for this initiative, placing further pressure on long term Capital allocations.

## 2025 KEY PRIORITIES

### Priority strategic initiatives include:

#### Climate action and environmental leadership

- Upgrade Inframap and continue with implement of ruggedized field worker mobile devices

#### Community well-being

- Implement E-Comm-911 improvements. (Project delayed into 2025/26 by E-Comm)
- Upgrade emergency operations center network
- Implement recreation scheduling tool
- Begin implementation of HRIMS which includes components for Health and Safety, and Police
- Implement field worker email and E-Link access
- Buildout Braefoot office (Phase 2)

#### Housing

- Integrate phase 2 improvements to Provincial Permitting Hub (when ready).
- Complete My-City and electronic application improvements
- Continue to implement back-office process improvements for permitting applications

#### Transportation

- Plan for SCADA phase 2 (Traffic Integration)
- Install mobile devices and docks in command vehicles

#### Economic development

- Upgrade traffic signal software
- Support Economic Development office for Cloud Customer Relationship Management (CRM) Implementation
- Conduct Intelligent District Maturity Assessment and Intelligent Community Forum Assessment

#### Organizational excellence

- Complete Discovery - Asset Management Program
- Upgrade to E-Link and Saanich.ca
- Develop market RFP and Initiate HRIMS Project
- Maintenance upgrade to Saanich's core financial system and efficiency improvements
- Begin major infrastructure refresh for core network and computing systems

**Priority departmental initiatives include:**

- Continue implementing ServiceNow improvements (Complete Service Request Management across Divisions, implement Demand Management process)
- 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
- Conduct district wide security review and penetration test
- Migrate district email to M365 Exchange cloud services

**CORE BUDGET**

The Department's 2025 net core budget of \$8,492,100 represents an 6.18% increase over prior year.

<b>Net Budget By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025/2024</b>	<b>2025/2024</b>
IT Administration	382,800	553,500	538,800	613,800	75,000	13.92%
Operations	2,589,400	3,172,800	3,371,100	3,606,200	235,100	6.97%
Licensing & Maintenance	3,616,200	3,898,200	4,087,900	4,272,100	184,200	4.51%
<b>Total</b>	<b>6,588,400</b>	<b>7,624,500</b>	<b>7,997,800</b>	<b>8,492,100</b>	<b>494,300</b>	<b>6.18%</b>

- IT Administration – wage increments and full year funding of the IT Assistant position offset through budget transfer from administration contingency
- Operations – wage increments and non-discretionary increase to overtime
- Licensing & Maintenance – non-discretionary increases to software, telecom, licensing and maintenance contracts

# 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 departments.

- **Accounting Services** provides accounting and audit services for approximately \$543 million in annual expenses and revenues; cash management of over \$300 million in investments to maximize the returns and provide additional income to both operating and reserve funds and accounts payable processing over 39,000 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 1,800 staff
- **Financial Planning** supports departments with their financial analysis and coordinates the annual budgeting process

BUDGET SUMMARY	
2025 Net Budget	\$ 6,298,000
2024 Net Budget	\$ 5,991,600
Net Change	\$ 306,400
Change by %	5.11%
2025 FTE	53.19
2024 FTE	53.19
FTE Change	0.00
FTE Change %	0.00%

The **Purchasing Services Division** centralizes the procurement of goods and services to all departments. 255 procurement processes including quotations, tenders, direct awards and requests for proposals with an estimated total of \$62 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 117,700 utility bills, of which 26,700 were produced electronically, and over 44,900 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.

## 2025 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

## 2025 KEY PRIORITIES

**Priority Strategic Initiatives include:**

### Organizational excellence

- Review various payment methods available to residents and businesses
- 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
- Plan for phase 3 of budget software implementation (capital plan module) to be implemented in 2026
- Support departments with financial analysis
- Advance public engagement on the budget

**CORE BUDGET**

The Department's 2025 net core budget of \$6,298,000 represents an 5.11% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Accounting & Payroll	2,135,900	2,449,900	2,504,800	2,651,300	146,500	5.85%
Financial Planning	225,200	592,900	701,500	725,900	24,400	3.48%
Revenue Collections						
Revenue	(682,600)	(698,600)	(724,800)	(755,700)	(30,900)	4.26%
Expense	<u>1,548,200</u>	<u>1,624,200</u>	<u>1,768,000</u>	<u>1,873,300</u>	<u>105,300</u>	<u>5.96%</u>
Total	865,600	925,600	1,043,200	1,117,600	74,400	7.13%
Stores	427,400	422,900	438,000	461,900	23,900	5.46%
Purchasing	1,073,700	1,266,600	1,304,100	1,341,300	37,200	2.85%
<b>Total</b>	<b>4,727,800</b>	<b>5,657,900</b>	<b>5,991,600</b>	<b>6,298,000</b>	<b>306,400</b>	<b>5.11%</b>

- Accounting & Payroll – wage increments
- Financial Planning – wage increments
- Revenue Collections – wage increments and non-discretionary increase to printing
- Stores – wage increments and non-discretionary increase to equipment

# Corporate Revenues and Expenses

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

These include the following:

BUDGET SUMMARY	
2025 Net Budget	\$ (2,839,300)
2024 Net Budget	\$ (1,925,900)
Net Change	\$ (913,400)
Change by %	(47.43%)
FTE	n/a

### Corporate contingency

- General contingency of \$925,500 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

## 2025 Budget Challenges

- Ensuring adequate contingency to react to unforeseen emergencies

## CORE BUDGET

Net Budget By Function	Actual 2023	Actual 2024	Budget 2024	Budget 2025	\$ Change 2025/2024	% Change 2025/2024
Corporate Contingency	1,340,900	2,022,000	(316,200)	(340,200)	(24,000)	7.59%
Administrative Recoveries	(2,254,000)	(2,563,900)	(2,505,600)	(3,473,200)	(967,600)	(38.62%)
Government Services	1,355,100	1,162,200	895,900	974,100	78,200	8.73%
<b>Total</b>	<b>442,000</b>	<b>620,200</b>	<b>(1,925,900)</b>	<b>(2,839,300)</b>	<b>(913,400)</b>	<b>(47.43%)</b>

- Corporate Contingency – increase in labour contingency for expired collective agreements
- Administrative Recoveries – increase in costs recovered from the utility functions
- Government Services – non-discretionary increase in labour contingency

# 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	
<b>2025 Net Budget</b>	<b>\$ 11,159,400</b>
<b>2024 Net Budget</b>	<b>\$ 9,789,300</b>
<b>Net Change</b>	<b>\$ 1,370,100</b>
<b>Change by %</b>	<b>14.00%</b>
<b>FTE</b>	<b>n/a</b>

As of December 2024, the total outstanding debt in the general operating fund is approximately \$74.1 million. This is projected to increase by \$52.5 million during the year, bringing total outstanding general operating debt to about \$126.6 million (\$136.2 million including utilities) by December 2025. This remains well within Council policy of a maximum of 14% of property tax revenue.

\$12.4 million in annual debt servicing cost is 7.05% of prior year's property tax revenue and about \$255.2 million in total debt at current rates. The total legal borrowing limit for Saanich is \$704 million.

The average homeowner's share of servicing debt per capita is \$72.42 per year (\$66.38 in 2024).

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 2025, 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 2025 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
	2023	2024	2024	2025	2025/2024	2025/2024
Interest	1,618,600	3,371,300	3,091,100	3,776,600	685,500	22.18%
Principal	3,193,700	3,897,200	4,338,000	4,438,800	100,800	2.32%
Transfer to Climate Action Reserve	210,500	198,200	198,200	202,200	4,000	2.02%
Transfer to Capital Reserves	3,671,800	2,162,000	2,162,000	2,741,800	579,800	26.82%
<b>Total</b>	<b>8,694,600</b>	<b>9,628,700</b>	<b>9,789,300</b>	<b>11,159,400</b>	<b>1,370,100</b>	<b>14.00%</b>

- Interest – interest payments for 2025 capital borrowing
- Principal – principal payments for 2025 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, Real Estate Services, Legislative Services, Records and Information Services and Risk Management. The Department offers a range of internal and external customer services, oversees regulatory compliance, records and information management, and provides support to Council, its Standing Committees, as well as Boards and Commissions.

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 Section processes a broad range of building applications for residential, commercial, institutional and industrial uses and provide professional advice to Council, the public, staff, and an extensive 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 also provides professional advice on enforcement matters, educates the public and stakeholders regarding bylaw and regulatory requirements and works to ensure compliance with bylaws across the District.

The **Business Licensing** section administers the issuance 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*. The Section is responsible for organizing, preparing agendas and minutes for Council meetings, Public Hearings, Council Advisory Committees, Advisory Design Panel, and the Board of Variance. Legislative Services staff process and safekeep municipal bylaws and coordinate the receipt and distribution of Council correspondence. As well, this Section is responsible for conducting 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. Real Estate Services staff negotiate, prepare and register municipal rights-of-way, and support the subdivision process. The Section manages the rental housing stock, and the communication facilities located at PKOLS and Mt. Tolmie.

**Records and Information Services** section 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.

BUDGET SUMMARY	
2025 Net Budget	\$ 4,442,400
2024 Net Budget	\$ 4,117,100
Net Change	\$ 325,300
Change by %	7.90%
2025 FTE	53.81
2024 FTE	53.31
FTE Change	0.50
FTE Change %	0.94%

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. Risk Management staff investigate and adjust 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.

## **2025 BUDGET CHALLENGES**

- Provide exceptional internal and external customer service in an increasingly fast paced, high-volume department with a growing demand on current staff resources
- Increased costs for external contractors, equipment and supplies
- Support the implementation of the Provincially mandated housing targets
- Support for standing and ad hoc committees
- Support for the Citizens' Assembly process

## **2025 KEY PRIORITIES**

### **Priority Strategic Initiatives include:**

#### Community Well-Being

- Ensure that all life/safety complaints are addressed while minimizing corporate liability
- Ensure a healthy 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 the 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 and Records 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 increasing demand for service for Business License Bylaw Officer
- Review future enforcement of short-term rentals and the potential of business licenses for secondary suites
- Proactively identify unlicensed businesses while enforcing the Business License Bylaw through voluntary compliance and creating additional Business License 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
- Online inspections booking

#### Bylaw

- Continued support for Bylaw Enforcement Officers to enhance service delivery

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### Real Estate Services

- Acquire land as part of the Phase 3 Shelbourne Improvement Project and Richmond Road Infrastructure Project
- Utilize District-owned land in support of Council Strategies (Nellie McClung Library/Affordable Housing Project), provide potential childcare spaces, and dispose of unused land for further objective land acquisition purposes
- Replace the PKOLS telecommunications tower
- Obtain management of District-owned properties

### Legislative Services

- Implement the Council agenda management system with voting dashboard
- Undertake alternative approval processes in compliance with the *Community Charter*
- Coordinate the hosting of Council Town Halls within the community

### Records and Information Services

- Advance the SaanichIM Project: Enterprise Document and Records Management System (EDRMS) readiness and implementation, in collaboration with the IT Department
  - Initiate standard library configuration of SharePoint sites, software-ready retentions schedule covering all records including recordkeeping rules and building meta-data rules
  - Develop a robust communication plan including a change management strategy for delivering strategic messages to employees to drive positive business results
- Digitalization of Permits and Inspections Microfiche in support of Housing Accelerator Fund (HAF) initiative
- Select departments inventory of physical records, located in offices and offsite storage, for digitalization and automation purposes

### Archives

- Complete update of the Archives Mandate
- Develop the Digital Preservation Policy and begin discussions of implementation with Records Management and IT colleagues
- Make archives collections more accessible through event attendance – Saanich Fair – and increased indexing and digitalization of collection materials
- Review, assess, consolidate and if necessary, deaccession current archival holdings to better align with updated manage, increase access and plan for future storage requirements

### Freedom of Information and Protection of Privacy

- Develop a privacy management communications plan, based on the privacy management framework, to ensure ongoing awareness for employees of privacy principles
- Review and update Information Access and Privacy Training Plan focusing on function specific training to employees on current and advanced FIPPA topics
- Personal Information Inventory (PII) Phase Two - Project involving all programs to update the locations personal information is stored (LANs, platforms, apps and software)

### 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 2025 net core budget of \$4,442,400 represents a 7.90% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Risk Management	316,300	339,800	345,700	353,800	8,100	2.34%
Insurance and Claims	2,209,400	1,591,400	1,371,100	1,537,800	166,700	12.16%
Bylaw and Parking Enforcement	1,442,200	1,540,100	1,507,300	1,546,000	38,700	2.57%
Inspections						
Revenues	(4,017,700)	(3,714,600)	(3,250,100)	(3,727,000)	(476,900)	14.67%
Expenses	<u>2,041,100</u>	<u>2,301,400</u>	<u>2,335,700</u>	<u>2,687,700</u>	<u>352,000</u>	<u>15.07%</u>
Total	(1,976,600)	(1,413,200)	(914,400)	(1,039,300)	(124,900)	13.66%
Business License						
Revenue	(528,400)	(536,400)	(525,000)	(530,000)	(5,000)	0.95%
Expense	<u>148,900</u>	<u>173,700</u>	<u>195,900</u>	<u>195,100</u>	<u>(800)</u>	<u>(0.41%)</u>
Total	(379,500)	(362,700)	(329,100)	(334,900)	(5,800)	1.76%
Lands/Property Management						
Revenue	(737,000)	(711,000)	(742,400)	(1,343,200)	(600,800)	80.93%
Expense	<u>624,800</u>	<u>683,100</u>	<u>735,300</u>	<u>1,351,100</u>	<u>615,800</u>	<u>83.75%</u>
Total	(112,200)	(27,900)	(7,100)	7,900	15,000	(211.27%)
Archives	144,600	148,500	170,300	173,900	3,600	2.11%
Legislative Services	1,344,300	1,685,200	1,889,000	2,039,500	150,500	7.97%
Elections	25,000	50,100	50,000	125,100	75,100	150.20%
Various Committees	20,900	(11,100)	34,300	32,600	(1,700)	(4.96%)
<b>Total</b>	<b>3,034,400</b>	<b>3,540,200</b>	<b>4,117,100</b>	<b>4,442,400</b>	<b>325,300</b>	<b>7.90%</b>

- Insurance and Claims – non-discretionary for insurance rates increases
- Inspections – wage increments offset by revenue increases
- Legislative Services – wage increments and non-discretionary increase to advertising
- Elections – non-discretionary increase to budget to achieve future sustainable annual funding and AAP related expenditure

# Fire Protection

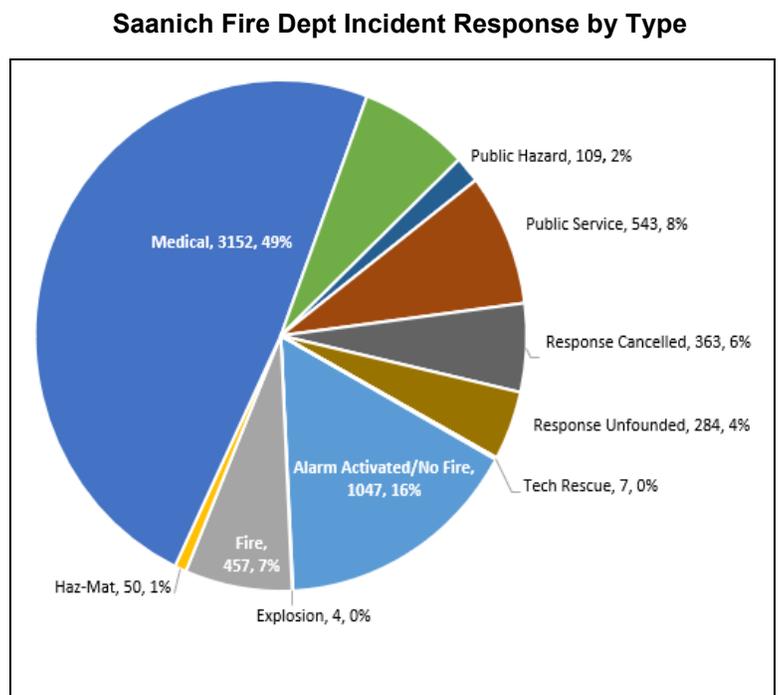
The Fire Department provides high quality, efficient and caring emergency response, fire prevention, education and emergency management services that help keep our community and citizens safe. Saanich Fire responds to a range of emergency incidents including fire suppression, medical response, vehicle 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 143 uniformed personnel and 6 support staff working out of 3 fire stations.

BUDGET SUMMARY	
2025 Net Budget	\$ 28,037,300
2024 Net Budget	\$ 25,969,000
Net Change	\$ 2,068,300
Change by %	7.96%
2025 FTE	147.63
2024 FTE	145.00
FTE Change	2.63
FTE Change %	1.81%

Population served	125,853 (est)
Protection area in square kilometres	103.4 (est)
Incident responses	6,484
Emergency incident responses	5,405
Number of fire related	Fatalities: 1 Injuries: 4
Estimated total dollar fire loss	\$32,634,980
Estimated value of property saved	\$210,253,562
Public building inspections	3,300
Incidents dispatched to Saanich and clients	13,734



For 12-month period ending December 31, 2024

## **2025 BUDGET CHALLENGES**

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

## **2025 KEY PRIORITIES**

### **Priority Strategic Initiatives include:**

#### Community well-being

- 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
- Continue construction of Fire Station No. 2 improving critical services to residents and enhancing training quality for fire fighters
- Continue discussions with the University of Victoria on potential development or relocation of Fire Station No. 3.
- Begin to implement Fire Master Plan fire-rescue service expansion (2025-2027) for the operationalization of a second fully staffed ladder unit in the No. 3 fire station response area

### **Priority Departmental Initiatives include:**

- Develop an implementation plan for the new Fire Safety Act. Modernized features include: the implementation of a risk-based compliance monitoring system to identify higher-risk buildings; an administrative penalty system to incentivize owner compliance; and more efficient enforcement of the fire legislation and codes
- Continue to work with Sustainability in the development of a green-fleet strategy for front line heavy fire apparatus
- Review the recruitment strategy with a focus on diversity, equity, and inclusion
- Support member health and wellness initiatives and programs that include first responder mental health, tools and coping strategies
- Implementation of First Responders increased Scope of Practice
- Complete bargaining negotiations with IAFF and implement new collective agreement
- Continue to work with E-Comm on the transition to a new Records Management System (RMS)
- Transition to provide the administration of the Emergency HazMat Team for the Capital Regional District

## CORE BUDGET

The Department's 2025 net core budget of \$28,037,300 represents a 7.96% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Administration	2,344,300	2,269,500	2,507,100	2,467,600	(39,500)	(1.58%)
Suppression and Rescue	16,089,500	16,568,600	18,137,300	19,786,100	1,648,800	9.09%
Dispatch						
Revenues	(502,600)	(484,600)	(456,600)	(484,800)	(28,200)	6.18%
Expenses	<u>2,091,900</u>	<u>2,295,000</u>	<u>2,393,000</u>	<u>2,564,400</u>	<u>171,400</u>	<u>7.16%</u>
Total	1,589,300	1,810,400	1,936,400	2,079,600	143,200	7.40%
Prevention	1,026,800	1,017,700	1,343,400	1,412,100	68,700	5.11%
Staff Development	600,000	575,900	667,400	700,000	32,600	4.88%
Equipment Maintenance	1,198,600	1,232,600	1,212,400	1,425,800	213,400	17.60%
Building Maintenance	205,300	214,400	165,000	166,100	1,100	0.67%
<b>Total</b>	<b>23,053,800</b>	<b>23,689,100</b>	<b>25,969,000</b>	<b>28,037,300</b>	<b>2,068,300</b>	<b>7.96%</b>

- Administration – wage increments, wage contingency and non-discretionary increase for CREST Emergency Services
- Suppression and Rescue – wage increments, wage contingency and partial addition of new positions
- Dispatch – wage increments, wage contingency and non-discretionary increase for E-Comm 911 Levy
- Prevention – wage increments and wage contingency
- Staff Development – wage increments and wage contingency
- Equipment Maintenance – wage increments, wage contingency and non-discretionary increase for supplies and equipment

# 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	
<b>2025 Net Budget</b>	<b>\$ 531,600</b>
<b>2024 Net Budget</b>	<b>\$ 512,200</b>
<b>Net Change</b>	<b>\$ 19,400</b>
<b>Change by %</b>	<b>3.79%</b>
<b>2025 FTE</b>	<b>3.00</b>
<b>2024 FTE</b>	<b>3.00</b>
<b>FTE Change</b>	<b>0.00</b>
<b>FTE Change %</b>	<b>0.00%</b>

Complementing the Emergency Program and Saanich's emergency response and recovery capacity are 156 municipal staff trained in Emergency Operations Center (EOC) response procedures and Incident Command System (ICS). There are also 113 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.

## 2025 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 2025, 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.

## 2025 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:

- Plan and achieve a full-scale functional exercise in fall 2025 as part of the three-year Municipal Emergency Management Training and Exercise Plan (2023-2025)
- Develop a renewed three-year Municipal Emergency Management Training and Exercise Plan (2026-2028) to be approved by the Saanich Leadership Team in late 2025
- Engage First Nations partners in emergency planning as part of the Indigenous Engagement Requirements under the Emergency and Disaster Management Act. Provincial funding has been provided to support these initiatives
- Update and advance the Recovery Plan
- 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

**CORE BUDGET**

The Department’s 2025 net core budget of \$531,600 represents a 3.79% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Program Administration	410,500	314,900	491,000	510,400	19,400	3.95%
Training Programs	12,200	3,600	13,600	13,600	-	0.00%
Neighbour Helping Neighbour	8,200	5,100	7,600	7,600	-	0.00%
<b>Total</b>	<b>430,900</b>	<b>323,600</b>	<b>512,200</b>	<b>531,600</b>	<b>19,400</b>	<b>3.79%</b>

- Program Administration – wage increments and wage contingency

# 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.

The **Current Planning Division** oversees a broad range of development related applications such as: Rezoning, Development Permits, Variances, Subdivisions, building stratification plans, Agricultural Land Reserve exclusions, Liquor/Cannabis files, Antennas, and Official Community Plan amendments. Current Planning is actively engaged in policy development, process improvement, and implementation initiatives with external organizations and other internal divisions and departments including Community Planning, Corporate Services, Engineering and Parks, Recreation and Community Services. 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. 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.

## 2025 BUDGET CHALLENGES

- The alignment of Council and Community objectives and expectations with the resources required to meet those service levels
- The existing staff complement is challenged to add new program areas, improve timelines, respond to senior government funding programs or add new projects
- Inflation and recession fears creates uncertainty for the construction industry resulting in projects being delayed or cancelled
- Implementation of provincial housing regulations, federal grant funding reporting requirements, and housing target order continues to challenge our processes and staffing capacity
- Community expectations for engagement and the resultant volume of feedback creates challenges to complete projects within assigned resources, budgets and timelines. Expanded engagement also creates the risk of engagement fatigue in the community.
- Recruitment and retention of professional staff within the context of national shortages of qualified planners (Senior Planners in particular) 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

BUDGET SUMMARY	
2025 Net Budget	\$ 4,501,200
2024 Net Budget	\$ 4,146,600
Net Change	\$ 354,600
Change by %	8.55%
2025 FTE	33.51
2024 FTE	32.14
FTE Change	1.37
FTE Change %	4.27%

## 2025 KEY PRIORITIES

### Priority Strategic Initiatives include:

#### Climate action and environmental leadership

- Implement key initiatives from the Agriculture and Food Security Plan

#### Housing

- Update the Zoning Bylaw to modernize the bylaw and address contemporary standards for vehicle and bicycle parking.
- 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
- Initiate Phase 2 of the Neighbourhood Homes project to examine secondary corridors and hubs and their land use framework
- Continue to implement regulatory changes to support development on Saanich owned sites, including the Nellie McClung Library, West Saanich Road and the Saanich Operations Center

#### Organizational excellence

- Ongoing and continuous implementation of the Development Process Review recommendations

### Priority Departmental Initiatives include:

#### Community Planning

- Complete the Uptown Douglas pre-zoning project
- Update the Housing Strategy (5-year review)
- Make significant progress on the Burnside Tillicum Centre, Corridor and Village project
- Family friendly housing study
- Update the Tenant Assistance 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
- Complete an update to the Shelbourne Valley Action Plan
- Establish a monitoring framework for the Official Community Plan in alignment with corporate reporting and monitoring

#### Current Planning

- Initiate a comprehensive update to the Zoning Bylaw
- Initiate a comprehensive update to parking standards in Zoning Bylaw
- Continue to play a lead role in implementing development process improvements and working to support the Permit and Application Modernization program
- Support the implementation of new policies and regulations including parking maximums and Transportation Demand Management requirements, updated bicycle parking standards, non-market housing rapid deployment projects, Small-scale Multi-Unit Housing, and high-performance building strategies

## CORE BUDGET

The Department's 2025 net core budget of \$4,501,200 represents an 8.55% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Planning Administration	924,200	874,700	943,800	967,100	23,300	2.47%
Housing Program	279,400	374,800	431,100	462,600	31,500	7.31%
Community Planning	1,113,100	1,160,800	1,176,400	1,236,900	60,500	5.14%
Current Planning						
Revenues	(226,900)	(312,200)	(168,000)	(1,316,000)	(1,148,000)	683.33%
Expenses	<u>1,235,500</u>	<u>1,577,200</u>	<u>1,465,600</u>	<u>2,832,800</u>	<u>1,367,200</u>	<u>93.29%</u>
Total	1,008,600	1,265,000	1,297,600	1,516,800	219,200	16.89%
Subdivision						
Revenues	(38,300)	(27,700)	(46,200)	(38,200)	8,000	(17.32%)
Expenses	<u>261,500</u>	<u>412,100</u>	<u>343,900</u>	<u>356,000</u>	<u>12,100</u>	<u>3.52%</u>
Total	223,200	384,400	297,700	317,800	20,100	6.75%
<b>Total</b>	<b>3,548,500</b>	<b>4,059,700</b>	<b>4,146,600</b>	<b>4,501,200</b>	<b>354,600</b>	<b>8.55%</b>

- Housing Program – wage increments
- Community Planning – wage increments
- Current Planning – wage increments and full year funding of a Planning Technician and Senior Planner
- Subdivision – wage increments

# 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 operation of services through municipally owned facilities. The stewardship of these assets includes lifecycle management, from design and construction to ongoing maintenance, renovation, and eventual replacement. The Division also prioritizes energy efficiency and sustainability, incorporating environmentally responsible practices and technologies to reduce the carbon footprint of municipal facilities.

The portfolio includes the Municipal Hall and Annex, Police Headquarters and satellite offices, three fire stations, four recreation centres, and Saanich’s Operations Centre. The Division also provides building support services to four libraries within Saanich. Ensuring accessibility and user-friendly spaces, the Division is committed to providing inclusive facilities that meet the diverse needs of the community.

BUDGET SUMMARY	
<b>2025 Net Budget</b>	<b>\$ 20,096,000</b>
<b>2024 Net Budget</b>	<b>\$ 18,523,400</b>
<b>Net Change</b>	<b>\$ 1,572,600</b>
<b>Change by %</b>	<b>8.49%</b>
<b>2025 FTE</b>	<b>240.10</b>
<b>2024 FTE</b>	<b>225.39</b>
<b>FTE Change</b>	<b>14.71</b>
<b>FTE Change %</b>	<b>6.53%</b>

## 2025 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 is stretching our processes, 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

## 2025 KEY PRIORITIES

### Priority Strategic initiatives include:

#### Transportation

- Develop a traffic calming framework for Saanich
- Start implementation of Saanich's first ever Road Safety Action Plan
- Implement Phase III of Council's Speed Limit Establishment Policy on corridors and streets with increased crash risk / trends
- Support implementation of a Rapid Bus along McKenzie Avenue and Highway 17
- Support development of a world class multi-modal sustainable transportation hub in the Uptown area

#### Climate action and environmental leadership

- Continue to advance Integrated Stormwater Management Plans over the next four years, including completing baseline studies for Cordova Bay, Colquitz Creek and Douglas Creek
- Achieve 2025 corporate GHG targets by upgrading all key municipal facilities to be 100% renewably powered. Set a timeline and plan for the electrification of Saanich equipment.
- Develop, fund and implement a Zero Emissions Fleet Strategy that provides the roadmap to transition Saanich fleets to 100% renewable energy and net-zero emissions by or before 2040
- Support the development and implementation of a community wide Zero Waste Strategy that supports the achievement of the regional waste stretch targets

#### Organizational Excellence

- Modernize the utility rates to promote water conservation, sustain service delivery and provide equity amongst users
- Develop asset management plans for engineered and natural assets, with consideration for climate change impacts
- Develop and implement an asset management software solution

### Priority Departmental Initiatives include:

#### Transportation and Development Services:

- Undertake construction of Phase III for the Shelbourne Street Improvement Project (SSIP)
- Complete the update to Schedule H (engineering specifications) of the Subdivision Bylaw, considering the impacts of climate change on the drainage systems

#### Water Resources:

- Continue the flow monitoring program and deploy monitors at key locations
- In collaboration with Finance, complete the development of a funding strategy for dedicated drainage funding through either a user fee, parcel tax or other tool
- Advance work plan for the Drainage Asset Management Plan, including identifying Levels of Service and supporting Public Works Operational/Maintenance plan development

**Public Works:**

- Ongoing Succession Planning and Learning Needs Assessment that supports professional training opportunities
- Create a healthy and positive workplace and culture
- Creation of Asset Management Operational Plans for the Division

**Municipal Facilities:**

- Advance construction of Fire Hall #2
- Ongoing redevelopment planning of the Saanich Operations Centre
- Update Facilities Master Plan
- Relocate Corporate Services to new lease space
- Ongoing planning of Parks relocation to new Parks Operations Centre

**CORE BUDGET**

The Department's 2025 net core budget of \$20,096,000 represents an 8.49% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
ALL DIVISIONS	2023	2024	2024	2025	2025/2024	2025/2024
Engineering Administration	(1,209,300)	(1,082,300)	241,700	414,000	172,300	71.29%
Transportation & Development Services	2,219,300	2,476,100	2,618,900	2,734,700	115,800	4.42%
Water Resources	2,224,100	2,604,900	1,232,900	1,268,100	35,200	2.86%
Facility Operations	3,522,300	4,363,600	3,401,900	3,812,300	410,400	12.06%
Public Works	10,190,100	11,515,300	11,028,000	11,866,900	838,900	7.61%
<b>Total</b>	<b>16,946,500</b>	<b>19,877,600</b>	<b>18,523,400</b>	<b>20,096,000</b>	<b>1,572,600</b>	<b>8.49%</b>

**Engineering Services**

The Division's net core budget of \$4,416,800 represents a 7.90% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
ALL DIVISIONS	2023	2024	2024	2025	2025/2024	2025/2024
Engineering Administration						
Revenue	(2,551,200)	(2,761,300)	(1,126,630)	(2,279,900)	(1,153,270)	102.36%
Expense	<u>1,341,900</u>	<u>1,679,000</u>	<u>1,368,330</u>	<u>2,693,900</u>	<u>1,325,570</u>	<u>96.88%</u>
Total	(1,209,300)	(1,082,300)	241,700	414,000	172,300	71.29%
Transportation & Development Services	2,219,300	2,476,100	2,618,900	2,734,700	115,800	4.42%
Water Resources	2,224,100	2,604,900	1,232,900	1,268,100	35,200	2.86%
<b>Total</b>	<b>3,234,100</b>	<b>3,998,700</b>	<b>4,093,500</b>	<b>4,416,800</b>	<b>323,300</b>	<b>7.90%</b>

- Engineering Administration – wage increments, full year funding of Asset Management Advisor
- Transportation & Development Services – decrease relates to internal reallocation of FTE to capital

## Facility Operations

The Division's net core budget of \$3,812,300 represents a 12.06% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Administration	612,300	276,200	762,800	858,900	96,100	12.60%
Minor Facility Repair	1,039,900	1,460,400	557,900	736,000	178,100	31.92%
Les Passmore Building	222,400	223,800	220,500	219,800	(700)	(0.32%)
Municipal Hall Building	771,700	824,600	752,600	745,100	(7,500)	(1.00%)
Municipal Annex	232,600	226,400	181,200	174,500	(6,700)	(3.70%)
Other Buildings	193,000	660,800	590,800	624,900	34,100	5.77%
Public Safety Building						
Revenues	(669,000)	(789,300)	(793,300)	(794,300)	(1,000)	0.13%
Expenses	<u>1,032,300</u>	<u>1,242,700</u>	<u>1,129,400</u>	<u>1,248,000</u>	<u>118,600</u>	<u>10.50%</u>
Total	363,300	453,400	336,100	453,700	117,600	34.99%
Public Works and Parks						
Revenues	(344,300)	(389,700)	(389,700)	(389,100)	600	(0.15%)
Expenses	<u>431,400</u>	<u>627,700</u>	<u>389,700</u>	<u>388,500</u>	<u>(1,200)</u>	<u>(0.31%)</u>
Total	87,100	238,000	-	(600)	(600)	100.00%
<b>Total</b>	<b>3,522,300</b>	<b>4,363,600</b>	<b>3,401,900</b>	<b>3,812,300</b>	<b>410,400</b>	<b>12.06%</b>

- Administration – wage increments
- Minor Facility Repair – non-discretionary increases to materials and equipment and reduction of internal recovery from other departments
- Public Safety Building – increase in lease costs at 57 Cadillac Ave
- 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 \$11,866,900 increased by 7.61% over prior year.

<b>Net Budget By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025/2024</b>	<b>2025/2024</b>
Administration	849,700	785,000	1,010,500	1,072,900	62,400	6.18%
Fleet						
Revenue	(6,430,400)	(6,052,700)	(7,573,900)	(6,494,100)	1,079,800	(14.26%)
Expense	<u>6,424,400</u>	<u>6,016,500</u>	<u>7,573,900</u>	<u>6,494,100</u>	<u>(1,079,800)</u>	<u>(14.26%)</u>
Total	(6,000)	(36,200)	-	-	-	-
Solid Waste Services						
Revenue	(8,220,200)	(8,880,200)	(8,968,200)	(9,692,400)	(724,200)	8.08%
Expense	<u>8,707,400</u>	<u>10,423,600</u>	<u>10,104,800</u>	<u>10,974,500</u>	<u>869,700</u>	<u>8.61%</u>
Total	487,200	1,543,400	1,136,600	1,282,100	145,500	12.80%
Storm Drains	2,068,400	2,269,700	2,467,000	2,616,400	149,400	6.06%
Street Operations	6,790,800	6,953,400	6,413,900	6,895,500	481,600	7.51%
<b>Total</b>	<b>10,190,100</b>	<b>11,515,300</b>	<b>11,028,000</b>	<b>11,866,900</b>	<b>838,900</b>	<b>7.61%</b>

- Administration – wage increments
- Fleet – wage increments 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 increments and non-discretionary inflationary increase to material and contract costs
- Street Operations – wage increments 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 SXIMELEL (Esquimalt) Nations and the WSÁNEĆ peoples known today as WJOLELP (Tsartlip), BOKEĆEN (Pauquachin), STÁUTW (Tsawout), WSIKEM (Tseycum) and MÁLEXEL (Malahat) Nations, in whose territories Saanich resides.

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 172 parks (ranging from neighbourhood parks, to many 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 landowner. 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 and stewardship opportunities. The Division manages Saanich's urban forest, currently providing 43% in canopy cover. 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 \$14 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)** focuses on healthy communities and ensures that its programs are reflective of the diverse cultural fabric of our residents. Priority is placed on dismantling barriers to participation, particularly for those hindered by social discrimination, cultural differences, financial constraints, age, or abilities.

BUDGET SUMMARY	
2025 Net Budget	\$ 27,737,400
2024 Net Budget	\$ 27,112,800
Net Change	\$ 624,600
Change by %	2.30%
2025 FTE	350.95
2024 FTE	339.47
FTE Change	11.48
FTE Change %	3.38%

## 2025 BUDGET CHALLENGES

- Increased volume and demand, leading to significant impacts on facility conditions and staffing levels
- Lack of capacity including staffing, office space, program space, and resources including vehicles
- Continuing gaps in infrastructure maintenance, repair and replacement, multiple substantial capital projects taking place in 2025, impacting operations
- Increased incidences of temporary sheltering and mental health responses
- Increased demand for socially equitable programs that address the needs of a highly diverse community
- Continued rise in episodes of mental health issues within the community, especially for youth, 2SLGTBTQ+ and isolated seniors
- Climate change adaptation and mitigation response – resilience and emergency response
- Increased inflation and recession fears creates uncertainty for patrons
- Reduced grant opportunities to fund civic and cultural arts events
- Continued difficulties in recruiting and retaining technical and specialized staff; over 160 staffing processes took place in 2024

## 2025 KEY PRIORITIES

### Priority Strategic initiatives include:

#### Community well-being

- Identify and monitor the initiatives in the 2023 DEI Strategic Report and Action Framework that are specific to PRCS
- Undertake the ten-year PRCS Strategic Direction and Actions Plan
- Develop a departmental allocations framework to guide allocation policy improvements
- Undertake accessibility improvements as recommended by Rick Hansen Foundation and District Facility assessments
- 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
- Maintain 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
- Update the Percent-for-Art process to successfully commission and implement a new public art piece for at Firehall #2
- Initiate the Lambrick Park Site-wide Integrated Planning Process

#### Economic Development

- Undertake a new Cultural Arts Strategy for the district that also modernizes the 2002 Comprehensive Arts Policy

#### Climate action and environmental leadership

- Implement key priorities from the Biodiversity Conservation Strategy
- Implement key priorities from the Urban Forest Strategy
- Implement the Environmental Policy Framework
- Carry out community engagement on Panama Flats to update the Concept Plan
- Start developing a Natural Asset Management Plan
- Develop and implement an up-to 10,000 Trees per year program
- Complete remaining two Audubon Certification modules at Cedar Hill Golf Course
- Undertake the Cedar Hill Green and Accessible Project/Pearkes Mechanical Upgrade

**Priority Departmental Initiatives include:**Community well-being

- Continue expanding programs beyond the 'bricks and mortar' of recreation centres
- Plan 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
- Launch a multi-year, grant-funded project that will improve health and well-being for seniors through social participation, diversity, and inclusion
- Implement the DEI Strategy and Framework
- Mobilize key Public Art Program initiatives such as Fire Hall #2, Indigenous Art at Municipal Hall and the Poet Laureate program
- Respond to the increased community need for mental health and well-being programs for all ages
- Respond to provincial mandate to enhance accessibility of PRCS services and programs
- Increase outreach to isolated seniors by developing deeper partnerships with senior serving agencies

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

Organizational Excellence

- Complete comprehensive financial analysis of Recreation programs, pricing, fees and charges
- Implement scheduling software for 400+ Recreation staff, reducing significant administrative burden
- Continue to implement digital transformation initiatives across department
- Refine hiring processes to achieve efficiencies and reduce number of staffing actions across PRCS

Active Transportation

- Develop design guidelines to incentivize tree retention and/or tree planting/replacement
- Support installation of e-charging stations for vehicles and bicycles at Recreation campuses

**CORE BUDGET**

The Department's 2025 net core budget of \$27,737,400 represents an 2.30% increase over prior year.

<b>Net Budget By Function</b>	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Change</b>	<b>% Change</b>
<b>ALL FUNCTIONS</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>	<b>2025</b>	<b>2025/2024</b>	<b>2025/2024</b>
Parks & Rec. Administration	1,003,600	971,800	1,254,000	1,290,000	36,000	2.87%
Parks Division	11,010,900	12,175,500	12,424,400	13,230,200	805,800	6.49%
Community Services Division	1,861,700	2,228,600	2,424,600	2,521,800	97,200	4.01%
Cedar Hill Recreation Centre	1,002,400	962,000	1,190,000	1,129,400	(60,600)	(5.09%)
Gordon Head Recreation Centre	2,091,700	2,389,200	2,729,700	2,747,500	17,800	0.65%
G R Pearkes Recreation Centre	1,609,500	1,447,600	2,064,300	2,062,800	(1,500)	(0.07%)
Saanich Commonwealth Place	3,656,700	4,460,500	4,983,600	5,031,900	48,300	0.97%
Cedar Hill Golf Course	(259,300)	(525,300)	42,200	(276,200)	(318,400)	(754.50%)
<b>Total net cost</b>	<b>21,977,200</b>	<b>24,109,900</b>	<b>27,112,800</b>	<b>27,737,400</b>	<b>624,600</b>	<b>2.30%</b>

**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
	2023	2024	2024	2025	2025/2024	2025/2024
Administration	789,600	749,700	959,500	996,600	37,100	3.87%
Marketing						
Revenues	(202,300)	(233,300)	(197,000)	(230,000)	(33,000)	16.75%
Expenses	<u>416,300</u>	<u>455,400</u>	<u>491,500</u>	<u>523,400</u>	<u>31,900</u>	<u>6.49%</u>
Total	214,000	222,100	294,500	293,400	(1,100)	(0.37%)
<b>Total</b>	<b>1,003,600</b>	<b>971,800</b>	<b>1,254,000</b>	<b>1,290,000</b>	<b>36,000</b>	<b>2.87%</b>

- Administration and Marketing – wage increments and increased program and pass revenue along with related expenses

**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 172 parks covering more than 825 hectares and over 100 km of trails. The Division manages Saanich’s urban forest, currently providing 43% in canopy cover and is also responsible for maintaining and stewarding Saanich’s parks natural areas. 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, and 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’s 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 \$13,230,200 represents a 6.49% increase over prior year.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Administration	1,043,000	949,700	1,192,600	1,144,500	(48,100)	(4.03%)
Parks Operations	4,962,700	4,969,500	5,026,600	5,508,300	481,700	9.58%
Design and Development	1,418,200	1,901,400	1,812,500	1,775,400	(37,100)	(2.05%)
Community Development & Business Systems	1,259,000	1,327,900	1,363,500	1,532,900	169,400	12.42%
Urban Forestry	2,328,000	3,027,000	3,029,200	3,269,100	239,900	7.92%
<b>Total</b>	<b>11,010,900</b>	<b>12,175,500</b>	<b>12,424,400</b>	<b>13,230,200</b>	<b>805,800</b>	<b>6.49%</b>

- Administration – full year funding of Parks Clerk, reallocation of two part-time positions to Community Development & Business Systems, wage increments.
- Parks Operations – budget reallocations of Parks Worker I and II's wages from Design & Development, non-discretionary inflationary increases to wages, utility, materials, and supplies, and wage increments
- Design and Development – budget reallocations of (PW I and II's) wages to Operations, non-discretionary inflationary increases for materials and supplies, and wage increments
- Community Development & Business Systems – reallocation of two part-time positions from Administration, and wage increments

### Community Services Division

The Community Services Division focuses on healthy communities and ensures that its programs are reflective of the diverse cultural fabric of our residents. Priority is placed on dismantling barriers to participation, particularly for those hindered by social discrimination, cultural differences, financial constraints, age, or abilities.

Net Budget By Function	Actual	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Programming	1,014,600	200,600	347,800	359,000	11,200	3.22%
Programs						
Revenues	(438,900)	(453,300)	(444,000)	(1,890,100)	(1,446,100)	325.70%
Expenses	<u>1,286,000</u>	<u>2,481,300</u>	<u>2,520,800</u>	<u>4,052,900</u>	<u>1,532,100</u>	<u>60.78%</u>
Total	847,100	2,028,000	2,076,800	2,162,800	86,000	4.14%
<b>Total</b>	<b>1,861,700</b>	<b>2,228,600</b>	<b>2,424,600</b>	<b>2,521,800</b>	<b>97,200</b>	<b>4.01%</b>

- Programming – wage increments and non-discretionary inflationary increases for transportation
- Programs – wage increments and increased program and pass revenue along with related expenses

### 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 the Cedar Hill Recreation Centre 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 Second Chance Cafe 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 for 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 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 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
	2023	2024	2024	2025	2025/2024	2025/2024
Programming & Reception						
Revenues	(54,400)	(25,400)	(19,300)	(18,900)	400	(2.07%)
Expenses	<u>1,276,300</u>	<u>1,270,600</u>	<u>1,229,400</u>	<u>1,291,800</u>	<u>62,400</u>	<u>5.08%</u>
Total	1,221,900	1,245,200	1,210,100	1,272,900	62,800	5.19%
Programs						
Revenues	(2,051,700)	(2,328,000)	(1,862,600)	(2,214,300)	(351,700)	18.88%
Expenses	<u>1,023,700</u>	<u>1,119,900</u>	<u>951,600</u>	<u>1,154,300</u>	<u>202,700</u>	<u>21.30%</u>
Total	(1,028,000)	(1,208,100)	(911,000)	(1,060,000)	(149,000)	16.36%
Maintenance	808,500	924,900	890,900	916,500	25,600	2.87%
<b>Total</b>	<b>1,002,400</b>	<b>962,000</b>	<b>1,190,000</b>	<b>1,129,400</b>	<b>(60,600)</b>	<b>(5.09%)</b>

- Programming & Reception – non-discretionary increases to expenses, and wage increments
- Programs – increases to pass sales, program revenues, court rentals and corresponding expenditures, and wage increments

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
	2023	2024	2024	2025	2025/2024	2025/2024
Golf Revenues	(2,224,600)	(2,598,300)	(2,024,300)	(2,474,300)	(450,000)	22.23%
Administration	326,700	328,600	366,700	367,800	1,100	0.30%
Facility Maintenance	259,000	377,400	386,900	428,700	41,800	10.80%
Grounds Maintenance	1,379,600	1,367,000	1,312,900	1,401,600	88,700	6.76%
<b>Total</b>	<b>(259,300)</b>	<b>(525,300)</b>	<b>42,200</b>	<b>(276,200)</b>	<b>(318,400)</b>	<b>(754.50%)</b>

- Golf Revenues – more rounds and higher anticipated green fees
- Facility Maintenance – non-discretionary increases to utilities, and wage increments
- Grounds Maintenance – non-discretionary increases in grounds maintenance hours, and wage increments

### 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 the 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	Actual	Budget	Budget	\$ Change	% Change
	2023	2024	2024	2025	2025/2024	2025/2024
Programming & Reception						
Revenues	(288,100)	(117,800)	(83,600)	(118,600)	(35,000)	41.87%
Expenses	<u>1,654,100</u>	<u>1,715,700</u>	<u>1,670,400</u>	<u>1,746,300</u>	<u>75,900</u>	<u>4.54%</u>
Total	1,366,000	1,597,900	1,586,800	1,627,700	40,900	2.58%
Programs						
Revenues	(2,716,000)	(3,234,100)	(2,368,700)	(3,134,200)	(765,500)	32.32%
Expenses	<u>1,949,200</u>	<u>2,405,400</u>	<u>2,008,600</u>	<u>2,529,200</u>	<u>520,600</u>	<u>25.92%</u>
Total	(766,800)	(828,700)	(360,100)	(605,000)	(244,900)	68.01%
Maintenance	1,492,500	1,620,000	1,503,000	1,724,800	221,800	14.76%
<b>Total</b>	<b>2,091,700</b>	<b>2,389,200</b>	<b>2,729,700</b>	<b>2,747,500</b>	<b>17,800</b>	<b>0.65%</b>

- Programming & Reception – reallocating Lambrick House rental revenue from Maintenance, and wage increments
- Programs – increases to program revenues and related expenditures, and wage increments
- Maintenance – reallocating Lambrick House rental to Programming & Reception, non-discretionary increases to materials, supplies and utilities, and wage increments

**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 onsite. 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
	2023	2024	2024	2025	2025/2024	2025/2024
Programming & Reception						
Revenues	(1,389,400)	(1,505,500)	(1,326,900)	(1,468,200)	(141,300)	10.65%
Expenses	<u>1,297,300</u>	<u>1,280,800</u>	<u>1,441,600</u>	<u>1,578,900</u>	<u>137,300</u>	<u>9.52%</u>
Total	(92,100)	(224,700)	114,700	110,700	(4,000)	(3.49%)
Programs						
Revenues	(1,156,500)	(1,431,400)	(1,097,600)	(1,361,100)	(263,500)	24.01%
Expenses	<u>823,100</u>	<u>1,014,000</u>	<u>794,900</u>	<u>953,000</u>	<u>158,100</u>	<u>19.89%</u>
Total	(333,400)	(417,400)	(302,700)	(408,100)	(105,400)	34.82%
Maintenance	2,035,000	2,089,700	2,252,300	2,360,200	107,900	4.79%
<b>Total</b>	<b>1,609,500</b>	<b>1,447,600</b>	<b>2,064,300</b>	<b>2,062,800</b>	<b>(1,500)</b>	<b>(0.07%)</b>

- Programming & Reception – increases to facility rentals revenues and related expenses, and wage increments
- Programs – increases to program revenues and related expenses, and wage increments
- Maintenance – non-discretionary increases to materials, supplies and utility budgets, and wage increments

### 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, and a pro shop. Saanich Commonwealth Place sees 55% of all Access Pass Scans from users.

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 offsite 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
	2023	2024	2024	2025	2025/2024	2025/2024
Programming & Reception						
Revenues	(850,100)	(661,100)	(636,900)	(495,700)	141,200	(22.17%)
Expenses	<u>2,555,200</u>	<u>2,679,000</u>	<u>2,547,500</u>	<u>2,635,200</u>	<u>87,700</u>	<u>3.44%</u>
Total	1,705,100	2,017,900	1,910,600	2,139,500	228,900	11.98%
Programs						
Revenues	(4,836,200)	(5,631,100)	(4,754,700)	(5,491,500)	(736,800)	15.50%
Expenses	<u>3,927,200</u>	<u>4,851,200</u>	<u>4,684,200</u>	<u>5,091,900</u>	<u>407,700</u>	<u>8.70%</u>
Total	(909,000)	(779,900)	(70,500)	(399,600)	(329,100)	466.81%
Maintenance	2,860,600	3,222,500	3,143,500	3,292,000	148,500	4.72%
<b>Total</b>	<b>3,656,700</b>	<b>4,460,500</b>	<b>4,983,600</b>	<b>5,031,900</b>	<b>48,300</b>	<b>0.97%</b>

- Programming & Reception – removal of 2024 Covid-19 Restart Grant from revenue, and wage increments
- Programs – increases to program revenue and related expenses, and wage increments
- Maintenance – non-discretionary inflationary costs to materials, supplies and utility budgets, full year funding for Facility Technician position, and wage increments

# 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	
2025 Net Budget	\$ 50,839,800
2024 Net Budget	\$ 45,733,800
Net Change	\$ 5,106,000
Change by %	11.16%
2025 FTE	266.93
2024 FTE	258.43
FTE Change	8.50
FTE Change %	3.29%

## CORE BUDGET

The Saanich Police Board 2025 net core budget is \$50,839,800 which represents a 11.16% overall increase over prior year and 11.14% increase in expenditures alone.

Net Budget By Function	Actual 2023	Actual 2024	Budget 2024	Budget 2025	\$ Change 2025/2024	% Change 2025/2024
Executive Administration						
Revenues	(1,313,000)	(1,339,000)	(1,380,000)	(1,360,000)	20,000	(1.45%)
Expenses	6,754,400	6,993,600	6,545,900	7,946,000	1,400,100	21.39%
Total	5,441,400	5,654,600	5,165,900	6,586,000	1,420,100	27.49%
Staff Development	1,769,900	2,483,600	2,152,300	2,332,500	180,200	8.37%
General Administration	7,600,700	9,170,700	8,724,500	9,687,400	962,900	11.04%
Uniform Division	16,475,000	19,159,500	17,568,300	19,486,900	1,918,600	10.92%
Community Liaison	2,646,200	2,786,600	2,952,400	3,186,800	234,400	7.94%
Detectives	8,530,900	8,749,900	9,170,400	9,560,200	389,800	4.25%
<b>Total</b>	<b>42,464,100</b>	<b>48,004,900</b>	<b>45,733,800</b>	<b>50,839,800</b>	<b>5,106,000</b>	<b>11.16%</b>

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

The provisional Saanich Police budget is available on the Saanich website.

# 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	
2025 Net Budget	\$ 8,826,600
2024 Net Budget	\$ 8,568,600
Net Change	\$ 258,000
Change by %	3.01%
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.

## 2025 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
	2023	2024	2024	2025	2025/2024	2025/2024
Library						
Greater Victoria Public Library	6,372,200	6,731,900	6,731,900	6,945,600	213,700	3.17%
Branch Libraries Lease and Maintenance	306,900	331,100	322,000	327,000	5,000	1.55%
Total	6,679,100	7,063,000	7,053,900	7,272,600	218,700	3.10%
Grants & Agreements						
Grants	573,100	560,100	565,200	581,400	16,200	2.87%
Swan Lake Christmas Hill Nature House	387,600	457,300	457,300	475,600	18,300	4.00%
Total	960,700	1,017,400	1,022,500	1,057,000	34,500	3.37%
Economic Development						
MRD Tax (Tourism)	468,100	379,100	300,000	300,000	-	0.00%
South Island Prosperity Partnership	187,500	192,200	192,200	197,000	4,800	2.50%
Total	655,600	571,300	492,200	497,000	4,800	0.98%
<b>Total</b>	<b>8,295,400</b>	<b>8,651,700</b>	<b>8,568,600</b>	<b>8,826,600</b>	<b>258,000</b>	<b>3.01%</b>

- Greater Victoria Public Library – increased expenditures due to library materials, building occupancy costs and wages and benefits
- 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

# 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 \$65.7 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 1.5% annual property tax increase to reach sustainable infrastructure replacement funding targets in 15 years.
2. A 0.19% property tax allocation to the Facilities Major Repair & Replacement Reserve.
3. A 0.28% property tax allocation to fund accelerated Active Transportation Plan.
4. A 0.17% property tax allocation for parkland acquisition.
5. Current Council debt management policy.
6. All figures shown in 2025 dollars – no inflation allowance.

Expenditures			Budget	Budget
	2024 Projects In Progress	2025 Capital Projects	Total 2025	2024
Police	183,500	1,285,300	1,468,800	1,751,700
Fire	2,035,000	2,568,600	4,603,600	6,391,100
Emergency Program	-	-	-	86,900
Other Capital	-	18,796,400	18,796,400	1,300,000
Transportation	34,641,400	21,024,600	55,666,000	53,394,300
Drainage	15,954,900	8,713,100	24,668,000	22,993,000
Parks	10,911,700	4,301,900	15,213,600	15,536,200
Recreation	3,056,300	1,157,700	4,214,000	3,571,900
Fleet Replacement	558,100	12,340,600	12,898,700	7,262,700
Information Technology	2,802,700	12,069,900	14,872,600	8,802,500
Community Facilities	26,114,000	33,159,000	59,273,000	50,425,200
Park & Land Acquisition	-	1,750,000	1,750,000	27,800,000
	<b>96,257,600</b>	<b>117,167,100</b>	<b>213,424,700</b>	<b>199,315,500</b>
Source of Funding			Budget	Budget
	2024 Projects In Progress	2025 Capital Projects	Total 2025	2024
General Operating (Core Capital)	-	26,029,400	26,029,400	23,990,600
General Capital Reserves	23,016,900	30,072,500	53,089,400	43,295,800
Gas Tax Reserve	16,650,900	5,400,000	22,050,900	26,907,200
Capital Carryforward Reserve	34,321,600	-	34,321,600	35,871,300
Lands Sale Reserve	-	-	-	-
Development Cost Charges	3,252,400	3,350,300	6,602,700	6,146,300
Equipment Replacement Reserve	2,035,000	6,660,600	8,695,600	10,941,300
Grants & Contributions	4,888,800	2,392,300	7,281,100	7,815,300
Borrowing	12,092,000	43,262,000	55,354,000	44,347,700
	<b>96,257,600</b>	<b>117,167,100</b>	<b>213,424,700</b>	<b>199,315,500</b>

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 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Notes:
<b>Vehicles, Equipment &amp; Technology</b>						
Police	1,285,300	574,400	583,000	591,700	600,600	1
Fire	2,568,600	2,484,700	2,813,000	291,300	674,700	
Fleet Replacement	12,340,600	-	-	-	-	
Engineering	222,000	-	-	-	-	
Parks & Recreation	302,700	307,200	311,900	316,600	321,300	
Information Technology	12,069,900	9,187,800	8,046,100	5,954,500	5,082,200	2
Other	18,796,400	-	-	-	-	
	<b>47,585,500</b>	<b>12,554,100</b>	<b>11,754,000</b>	<b>7,154,100</b>	<b>6,678,800</b>	
<b>Park &amp; Land Acquisition</b>	<b>1,750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	<b>750,000</b>	3
<b>Transportation</b>						
Complete Streets	11,931,400	8,176,900	5,221,200	14,279,000	12,935,000	
Roads Improvement (includes sidewalk and bikeways components)	5,898,200	7,231,600	11,173,900	4,280,100	6,280,000	1
Bus Stops Improvement	350,000	450,000	450,000	325,000	450,000	5
Street Lights/Traffic Signals Improvement	3,000	406,000	441,000	381,000	320,000	
Bridges Repair / Replacement	320,000	1,800,000	250,000	175,000	-	1
Studies, Design & Other	2,300,000	350,000	550,000	850,000	600,000	6
	<b>20,802,600</b>	<b>18,414,500</b>	<b>18,086,100</b>	<b>20,290,100</b>	<b>20,585,000</b>	
<b>Drainage</b>						
Wood Stave Replacement	1,033,000	774,000	321,000	7,158,000	1,018,000	5
Sub-standard Drain Replacement	3,909,000	4,168,000	4,098,000	4,004,000	3,479,000	
Service Connection Replacement	75,000	75,000	75,000	75,000	75,000	
Other	2,696,100	3,101,000	4,019,300	3,729,000	6,198,000	
Transfer to Capital Reserve	1,000,000	1,300,000	1,500,000	818,400	596,600	
	<b>8,713,100</b>	<b>9,418,000</b>	<b>10,013,300</b>	<b>15,784,400</b>	<b>11,366,600</b>	
<b>Sub Total</b>	<b>78,851,200</b>	<b>41,136,600</b>	<b>40,603,400</b>	<b>43,978,600</b>	<b>39,380,400</b>	

### 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 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Notes:
<b>Parks</b>						
Playground Replacement	785,000	840,000	915,000	1,038,800	800,000	
Sports Field & Hard Court Replacement	405,000	135,000	240,000	235,000	300,000	
Parking Replacement	325,000	275,000	400,000	300,000	500,000	
Irrigation Replacement	150,000	200,000	200,000	200,000	200,000	
Bridges & Structures Replacement	608,100	459,700	553,500	530,300	620,800	1
Trails Replacement	294,400	647,000	109,800	149,800	59,800	
Buildings & Washroom Replacement and Addition	437,100	899,300	712,200	855,600	700,000	
Park Infrastructure Replacement	235,600	125,000	125,000	125,000	125,000	
Natural Areas and Urban Forestry	814,200	771,100	771,100	771,100	771,100	
Planning & Design	80,000	80,000	80,000	80,000	80,000	
	<b>4,134,400</b>	<b>4,432,100</b>	<b>4,106,600</b>	<b>4,285,600</b>	<b>4,156,700</b>	
<b>Recreation &amp; Community Facilities</b>						
Electrical	289,000	2,752,000	-	50,000	319,000	
Mechanical	2,653,800	1,055,000	20,000	-	200,000	
HVAC	100,000	-	-	-	1,000,000	
Building Envelope	1,100,000	1,000,000	3,340,800	3,435,000	1,204,500	1
Building Interior	2,163,700	4,730,000	153,000	190,000	818,000	
Parking, Signage & Grounds	130,500	75,000	-	-	25,000	
Building Replacement	24,300,000	19,300,000	15,000,000	90,000,000	37,500,000	
Transfer to Major Facilities Repair & Future Replacement Reserve	2,750,000	-	-	-	-	
Planning & Other	694,500	929,300	536,100	653,200	951,200	
	<b>34,181,500</b>	<b>29,841,300</b>	<b>19,049,900</b>	<b>94,328,200</b>	<b>42,017,700</b>	
<b>Grand Total</b>	<b>117,167,100</b>	<b>75,410,000</b>	<b>63,759,900</b>	<b>142,592,400</b>	<b>85,554,800</b>	

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	2025
<b>REPLACEMENTS</b>				
Vehicles	304,600	87,600	207,000	599,200
Computer Hardware and Software	39,100	-	392,500	431,600
Office Equipment	104,500	-	-	104,500
Investigative Equipment	54,600	-	-	54,600
Officer & Public Safety Equipment	25,000	95,900	120,000	240,900
Infrastructure Improvements	38,000	-	-	38,000
<b>Total</b>	<b>565,800</b>	<b>183,500</b>	<b>719,500</b>	<b>1,468,800</b>

## Fire Vehicles, Equipment and Technology

Fire Protection	Source of Funds			Budget
	Core	Reserves	Borrowing	2025
<b>REPLACEMENTS</b>				
Heavy Rescue SVI Vehicle	-	1,800,000	-	1,800,000
Pickup Replacement	-	90,000	-	90,000
Mechanic 2 - 1 Ton Pickup - 4W Drive	-	80,000	-	80,000
SCBA Equipment	-	75,000	-	75,000
SVI Mobile Command Unit	-	50,000	-	50,000
Office and Fire Station Equipment	-	30,000	-	30,000
Fire Hose and Related Equipment	-	25,000	-	25,000
Fire Apparatus Equipment	-	25,000	-	25,000
Training Facility	-	25,000	-	25,000
Water Rescue Boat & Equipment	-	20,000	-	20,000
Specialty Equipment	-	15,000	-	15,000
Fire Ladder #3	-	-	2,200,000	2,200,000
New Rescue Truck Equipment	-	98,000	-	98,000
Small Equipment	70,600	-	-	70,600
<b>Total</b>	<b>70,600</b>	<b>2,333,000</b>	<b>2,200,000</b>	<b>4,603,600</b>

## Fleet Vehicles

The Fleet division has developed a long-term vehicle replacement program for over 133 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	2025
<b>REPLACEMENTS</b>					
Fleet Vehicle Replacements	-	558,100	6,500,600	-	7,058,700
Solid Waste Vehicles	-	-	-	5,700,000	5,700,000
Parks Maintenance Truck Replacement	-	-	-	85,000	85,000
UFS Watering Truck and Tank	-	-	-	135,000	135,000
Horticulture Upgrade to Four Fleet Trucks	-	-	20,000	-	20,000
<b>Total</b>	<b>-</b>	<b>558,100</b>	<b>6,520,600</b>	<b>5,920,000</b>	<b>12,998,700</b>

Vehicles to be purchased in 2025 include twenty-seven trucks, six cars and one trailer.

## 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	2025
<b>REPLACEMENTS</b>					
Golf Course Equipment Replacement	135,200	145,900	-	-	281,100
Recreation Equipment Replacement	-	305,600	-	-	305,600
Parks Equipment Replacement	167,500	98,800	-	-	266,300
<b>Total</b>	<b>302,700</b>	<b>550,300</b>	<b>-</b>	<b>-</b>	<b>853,000</b>

## Engineering Equipment

Replacement of equipment for Engineering Services.

Equipment Replacement	Source of Funds				Budget
	Core	Capital Carryover	Reserves	Borrowing	2025
<b>REPLACEMENTS</b>					
Garbage Totes	-	-	60,000	-	60,000
SOC Fuel Dispenser Replacement	-	-	50,000	-	50,000
Brine Maker Replacement	-	-	-	112,000	112,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>110,000</b>	<b>112,000</b>	<b>222,000</b>

## Park & Land Acquisition

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	Source of Funds			Budget
	Core	DCC	Reserves	2025
<b>NEW INITIATIVES</b>				
Land Acquisition	-	500,000	500,000	1,000,000
Transfer to Park DCC Assist Reserve	600,000	-	-	600,000
Transfer to Parks Acquisition Reserve	150,000	-	-	150,000
<b>Total</b>	<b>750,000</b>	<b>500,000</b>	<b>500,000</b>	<b>1,750,000</b>

## Corporate Infrastructure

Equipment Replacement	Source of Funds			Budget
	Core	Reserves	Borrowing	2025
<b>REPLACEMENTS</b>				
PKOLS Mount Doug Transmitter	-	1,296,400	-	1,296,400
New Nellie McClung Library Project	-	7,300,000	10,000,000	17,300,000
Interim Nellie McClung Library Space	-	200,000	-	200,000
<b>Total</b>	<b>-</b>	<b>8,796,400</b>	<b>10,000,000</b>	<b>18,796,400</b>

## Information Technology

Hardware and software replacement including project implementation costs.

IT CAPITAL BUDGET	Source of Funds				Budget
	Core	Capital Carryover	Reserves	Grants & Other	2025
<b>REPLACEMENTS</b>					
<b>Business Systems:</b>					
Minor Projects	-	-	519,200	-	519,200
JDE Ongoing Upgrade	-	-	349,200	-	349,200
911 Next Generation	-	3,000	181,100	-	184,100
Tempest Upgrade	-	-	961,900	-	961,900
Council Agenda Management and CAMS Decomission	-	11,200	189,100	-	200,300
IT Discoveries	-	-	250,000	-	250,000
M365 Adoption - Sharepoint	-	-	180,500	-	180,500
Facilities Apps Upgrades	-	-	50,000	-	50,000
LIFE Application Program phase 2 plus LAP addition	-	-	50,000	-	50,000
Saanich.ca Website replacement, mobile app and E-Link Upgrade (3 phases)	-	-	350,000	-	350,000
Contingency	-	-	75,000	-	75,000
<b>IT Infrastructure:</b>					
Minor Projects	-	-	996,700	-	996,700
Desktop Environment Refresh	-	-	168,800	-	168,800
Saanich Staff and Public WiFi Improvements	-	-	275,400	-	275,400
M365 - Hosted Exchange Migration	-	-	158,600	-	158,600
Scada - Utilities	-	-	150,000	-	150,000
Network Evergreen - Replacement Year 1	-	-	1,000,000	-	1,000,000
Server Evergreen - Replacement Year 1	-	-	1,500,000	-	1,500,000
Contingency	-	-	75,000	-	75,000
Divisional Capital	54,000	-	-	-	54,000
<b>Sub-total</b>	<b>54,000</b>	<b>14,200</b>	<b>7,480,500</b>	<b>-</b>	<b>7,548,700</b>
<b>NEW INITIATIVES</b>					
<b>Business Systems:</b>					
Minor Projects	-	-	376,600	306,200	682,800
HRMIS Project	-	-	950,300	-	950,300
M365 Power Apps Phase I	-	-	175,000	-	175,000
System Tools - ServiceNow	-	-	409,800	-	409,800
Intelligent District Program (Multiple Phases)	-	-	50,000	-	50,000
GIS Advantage Program	-	-	50,000	-	50,000
GIS Roads Module	-	-	30,000	-	30,000
AI Program	-	-	50,000	-	50,000
Contingency	-	-	75,000	-	75,000
<b>IT Infrastructure - New Initiatives</b>					
Minor Projects	-	-	200,100	-	200,100
District Technology Refresh	-	-	191,600	-	191,600
Meeting Room Technology Upgrade	-	-	141,900	-	141,900
Rec Scheduling - New Department ( Rec )	-	-	162,400	-	162,400
M365 Adoption Phase 1	-	-	172,700	-	172,700
Mobile Devices for Field Asset Data Collection	-	-	565,300	-	565,300
Managed Detection Response - Discovery/Rollout	-	-	225,000	-	225,000
Cloud Housing Strategy	-	-	148,400	-	148,400
Asset Management Program (AMP) InfraMap to Cloud	-	-	103,500	-	103,500
Contingency	-	-	75,000	-	75,000
<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>4,152,600</b>	<b>306,200</b>	<b>4,458,800</b>
<b>Total</b>	<b>54,000</b>	<b>14,200</b>	<b>11,633,100</b>	<b>306,200</b>	<b>12,007,500</b>
<b>RESERVE TRANSFERS</b>					
Transfer to Computer Hardware and Software Reserve	2,864,700	-	-	-	2,864,700
<b>Total</b>	<b>2,864,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,864,700</b>

## Transportation

Saanich transportation infrastructure includes 180 km of major or collector roads, 380 km of residential roads, 181 km of bike lanes, 290 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	2025
<b>REPLACEMENTS</b>								
<b>Roads:</b>								
Pavement Renewal Program	-	-	1,135,000	-	600,000	-	-	1,735,000
Transportation Data Monitoring Program	-	37,100	-	217,500	-	-	-	254,600
Chip Seal Paving	-	-	-	-	22,900	-	-	22,900
<b>Sidewalks:</b>								
Corner Ramp Program	-	54,300	-	21,700	-	-	-	76,000
Sidewalk Rehabilitation Program	375,000	-	-	-	-	-	-	375,000
<b>Bridges</b>								
Bridge Condition Assessment	-	-	119,000	31,600	-	-	-	150,600
Bridge Repair & Replacement	320,000	-	1,916,800	512,900	600,000	-	-	3,349,700
<b>Street Amenities:</b>								
Street Light Program	-	-	-	-	-	-	100,000	100,000
<b>Sub-Total</b>	<b>695,000</b>	<b>91,400</b>	<b>3,170,800</b>	<b>783,700</b>	<b>1,222,900</b>	<b>-</b>	<b>100,000</b>	<b>6,063,800</b>
<b>MIX OF REPLACEMENT AND NEW INITIATIVES</b>								
<b>Complete Streets:</b>								
Shelbourne Valley Project Design and Construction	-	2,292,000	884,800	1,494,300	-	2,380,000	730,000	7,781,100
Minor Projects	-	34,500	51,700	141,300	-	-	-	227,500
Sinclair Road Transportation Improvements	1,430,300	606,600	4,820,900	442,500	-	-	750,000	8,050,300
Gorge Rd (Tillicum Rd to Harriet Rd)	-	-	2,125,000	50,200	-	-	-	2,175,200
Richmond - Newton to Adanac Construction	-	-	1,289,100	-	-	-	108,400	1,397,500
Cordova Bay Road - Walema to Rambler	-	1,794,000	2,856,100	2,587,500	-	-	-	7,237,600
<b>Roads:</b>								
Crosswalk Installation Program	300,000	-	-	93,900	283,700	-	250,000	927,600
Wilkinson Rd (Greenlea - Quick's Bottom)	-	-	-	-	1,548,600	-	-	1,548,600
Wilkinson Interurban Intersection	-	135,100	423,900	-	-	-	-	559,000
Transportation Emerging Priorities	600,000	-	-	46,200	-	-	500,000	1,146,200
Cedar Hill Cross Road Project	400,000	-	-	298,400	-	-	-	698,400
P'Kols Slope Stabilization	-	-	1,070,000	79,900	-	-	-	1,149,900
Active and Safe Route to School Plans Implementation	-	-	-	373,700	-	-	-	373,700
Project Administration	-	-	-	126,000	-	-	141,600	267,600
Wayfinding Program	-	70,900	-	235,900	-	-	-	306,800
McKenzie Rapid Bus Implementation	-	-	-	-	-	673,200	-	673,200
<b>Sidewalks:</b>								
Minor Projects	-	53,100	-	162,000	235,000	-	-	450,100
Albina-Maddock-Orillia Project	-	28,800	616,600	115,300	-	151,900	2,000,000	2,912,600
Grange Road: Burnside-Interurban	-	-	-	-	1,306,800	-	250,000	1,556,800
Sidewalk Installation Program	1,615,000	300,500	-	45,000	244,500	-	1,180,000	3,385,000
<b>Bikeways Improvements:</b>								
Cycling Infrastructure Program	200,000	-	-	685,000	-	-	490,000	1,375,000
Protected Bike Lanes UG Checks	-	-	-	38,300	-	-	-	38,300
<b>Street Amenities:</b>								
Traffic Signal Assess & Timing Upgrade	-	-	79,900	-	-	-	-	79,900
Central Management System	-	-	-	7,300	-	-	-	7,300
Street Furniture Program	-	-	-	116,800	-	-	-	116,800
Intersections and Traffic Signal Program	3,000	73,300	-	382,300	-	-	-	458,600
Transit Infrastructure Improvement Program	300,000	123,000	-	215,800	15,000	-	-	653,800
<b>Other:</b>								
Infrastructure Condition Assessment	50,000	-	-	54,900	-	-	-	104,900
Retaining Wall Repairs/Replacements	250,000	-	-	-	-	-	-	250,000
Transportation Design and Rehabilitation Projects	-	-	35,000	156,300	92,000	-	-	283,300
Active Transportation Plan Update	-	-	352,200	810,500	-	25,100	-	1,187,800
Short Term Implementation of the Road Safety Action Plan	-	-	-	-	-	-	2,000,000	2,000,000
<b>Sub-Total</b>	<b>5,148,300</b>	<b>5,511,800</b>	<b>14,605,200</b>	<b>8,759,300</b>	<b>3,725,600</b>	<b>3,230,200</b>	<b>8,400,000</b>	<b>49,380,400</b>
<b>Total</b>	<b>5,843,300</b>	<b>5,603,200</b>	<b>17,776,000</b>	<b>9,543,000</b>	<b>4,948,500</b>	<b>3,230,200</b>	<b>8,500,000</b>	<b>55,444,200</b>

## 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	Gas Tax	Capital Carryover	Reserves	Borrowing	2025
<b>REPLACEMENTS</b>						
<b>Wood Stave Replacement:</b>						
Cadboro Bay Rd, 3912-3922 Cadboro Bay Rd	-	93,000	184,600	120,000	-	397,600
<b>Sub-standard Drain Replacement:</b>						
Shelbourne Street Improvement Project	-	1,277,600	141,500	976,400	650,000	3,045,400
Minor Projects	230,000	24,000	1,314,400	-	-	1,568,400
Drains Emerging Priorities	1,005,100	-	77,300	-	-	1,082,400
Sinclair Rd, Haro Rd to Hobbs St	-	402,800	-	-	-	402,800
Tattersal Dr, 1149 Tattersal to Salsbury Way	-	-	964,400	-	-	964,400
Carey Rd (4053-4073 Carey Rd)	125,000	-	53,900	-	458,000	636,900
Colquitz Ave (Gorge Rd to 2875 Colquitz)	-	432,600	-	-	-	432,600
Marigold Rd (SRW 901 Marigold rd)	200,000	-	280,100	-	-	480,100
Reynolds Rd-Lasalle St (1248 Reynolds to CH X Rd)	-	-	-	-	324,000	324,000
Wray Creek	-	-	253,500	-	-	253,500
Mt Doug Creek	-	-	383,000	-	-	383,000
Cantebury Rd and Seven Oaks Rd	-	761,900	-	-	-	761,900
Inez Dr, Gorge Rd W to 2890 Inez Dr	194,000	-	508,000	-	-	702,000
Roy Rd, 1161 Roy to Colquitz Creek	77,000	-	253,500	-	-	330,500
Albina-Gorge Utility Upgrades and Geotechnical Remediation	-	650,000	-	-	-	650,000
Cedar Hill Rd, Gregory Pl Culvert inlet, and 3831 Cedar Hill Rd to 3868 Cedar Hill Rd	-	-	231,900	-	-	231,900
Hodgson Pl, 4060 Hodgson Pl to Kenneth St	-	-	-	-	240,000	240,000
Homer Rd and Kamloops Ave Loop to Seaton St	-	-	-	-	493,000	493,000
Jamaica Rd SRW, Rear Yard 1461 to 1467 Jamaica Rd, and Side Yard 1467 Jamaica Rd	-	-	120,000	-	166,000	286,000
Neil St, Dean Ave to Foul Bay Rd	476,000	-	-	-	-	476,000
Albina/Maddock/Orilla	-	-	223,100	-	151,000	374,100
Wascana St, Maddock Ave to Burnside Rd W	34,000	-	687,100	-	-	721,100
Browning St, McRae Ave to Browning Park to North Dairy Rd	214,000	289,000	-	-	-	503,000
Lily Ave, SRW 748-772 Lily Ave	186,000	-	-	-	-	186,000
Dunsterville Ave, SRW 1331-1327 Dunsterville Ave	-	344,000	-	-	-	344,000
Townley St, Richmond Rd to Foul Bay Rd	106,000	-	-	-	820,000	926,000
Wordsworth St, McRae Ave to Knight Ave	-	-	-	-	680,000	680,000
<b>Other Programs:</b>						
CCTV Inspection & Assessment	200,000	-	229,800	-	-	429,800
Detailed Design	421,000	-	1,058,800	-	-	1,479,800
Drain House Connection Replacement	75,000	-	271,400	-	-	346,400
Drainage Planning & Asset Mgmt Initiatives	200,000	-	436,100	-	-	636,100
Infrastructure Assessment and Testing	50,000	-	23,100	45,000	-	118,100
Project Administration	694,000	-	369,400	-	-	1,063,400
Storm Drainage Model Development	50,000	-	979,000	497,900	-	1,526,900
Waterway Restoration Programs & Projects	75,000	-	114,900	-	-	189,900
Minor Upgrades & Waterway and Major Creek Culvert Repairs	161,000	-	-	-	-	161,000
<b>Total</b>	<b>4,773,100</b>	<b>4,274,900</b>	<b>9,158,800</b>	<b>1,639,300</b>	<b>3,982,000</b>	<b>23,828,000</b>
<b>RESERVE TRANSFERS</b>						
Transfer to Capital Reserve Fund	840,000	-	-	-	-	840,000
<b>Total</b>	<b>840,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>840,000</b>

## 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	2025
<b>REPLACEMENTS</b>							
Minor Projects & Emerging Priorities	695,000	92,900	1,303,500	372,400	139,800	-	2,603,600
Miscellaneous Parks	-	-	812,400	-	-	-	812,400
Trail Resurfacing	50,000	53,900	261,100	-	-	-	365,000
Planning and Design	80,000	-	273,700	24,100	-	-	377,800
Signage	-	24,900	332,400	-	-	-	357,300
Bridges and Structures	541,500	16,600	407,300	-	-	600,000	1,565,400
Playground Replacements	585,000	-	681,200	-	-	300,000	1,566,200
Trail Construction	200,000	-	195,900	-	-	-	395,900
Buildings	300,000	37,100	295,000	-	-	100,000	732,100
Sports / Tennis Courts	355,000	-	486,200	-	60,000	50,000	951,200
Natural Areas	335,000	-	598,300	-	-	-	933,300
Park Renewal Program (CH Park)	-	-	200,000	-	-	200,000	400,000
Lochside/Fowler Park Renewal	-	-	130,900	-	-	450,000	580,900
Landsdowne/Bowker Creek Trail 17	-	-	300,000	-	-	-	300,000
Washroom additions	-	-	271,600	-	-	-	271,600
Lochside Tennis Court Rehab	-	-	250,000	-	-	-	250,000
PKOLS Mt. Douglas Park	-	-	-	200,000	-	-	200,000
Lochside Playground Re-devp	-	99,200	100,800	-	-	100,000	300,000
Quadrant Trail Program	-	136,900	-	-	-	-	136,900
Parks Office Trailer	-	-	-	215,900	-	-	215,900
Parking Lots and Roads	125,000	-	-	-	-	200,000	325,000
<b>Subtotal</b>	<b>3,266,500</b>	<b>461,500</b>	<b>6,900,300</b>	<b>812,400</b>	<b>199,800</b>	<b>2,000,000</b>	<b>13,640,500</b>
<b>NEW INITIATIVES</b>							
Fowler Park Pickleball Courts	-	37,900	92,000	-	-	650,000	779,900
Tripp Station Bike Park Crosswalk	-	-	-	-	-	70,000	70,000
People, Pets and Parks Strategy - Fencing, Pop-up Dogs Parks and Signage	-	-	-	555,700	-	-	555,700
<b>Subtotal</b>	<b>-</b>	<b>37,900</b>	<b>92,000</b>	<b>555,700</b>	<b>-</b>	<b>720,000</b>	<b>1,405,600</b>
<b>Total</b>	<b>3,266,500</b>	<b>499,400</b>	<b>6,992,300</b>	<b>1,368,100</b>	<b>199,800</b>	<b>2,720,000</b>	<b>15,046,100</b>

## 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	2025
<b>REPLACEMENTS</b>						
Minor Projects	184,100	773,000	619,700	28,500	152,000	1,757,400
SCP - Mechanical Upgrades	650,000	-	241,500	45,000	1,191,000	2,127,500
PW Yard & Fire Hall #2 Study	-	-	5,786,700	-	-	5,786,700
Facilities Roof Replacement	850,000	150,000	-	-	-	1,000,000
Fire Hall #2 Project Planning	-	3,000,000	12,971,800	-	16,000,000	31,971,800
Pearkes - RTU Replacement	-	545,800	-	2,574,200	-	3,120,000
Green and Inclusive (GICB) CHRC	-	251,147	-	897,200	1,890,000	3,038,347
SOC EV Charges	-	-	1,122,500	-	-	1,122,500
SCP - Chemical Room Floor	200,000	98,000	-	-	-	298,000
Lochside Renovations and Development	-	-	383,400	-	-	383,400
Annex - HVAC Upgrades	-	51,400	-	-	247,000	298,400
Fall Protection Safety Improvements	-	-	235,000	-	-	235,000
SCP Waterslide Replacement	-	-	233,300	-	950,000	1,183,300
Leasehold Improvements	-	433,698	-	-	1,125,000	1,558,698
CHGC - Maintenance Building	-	-	-	-	365,000	365,000
Public Safety - Business Case/Feasibility Study	-	-	250,000	-	-	250,000
Facilities Cap	295,600	35,300	153,000	-	-	483,900
GHRC - Mechanical Upgrades	753,000	-	-	-	-	753,000
SCP - Structural Repairs	250,000	-	-	-	-	250,000
Fire Hall #1 Renovation	-	-	40,000	-	-	40,000
Remedial Work at GHRC	-	-	500,000	-	-	500,000
<b>Total</b>	<b>3,182,700</b>	<b>5,338,345</b>	<b>22,536,900</b>	<b>3,544,900</b>	<b>21,920,000</b>	<b>56,522,945</b>
<b>RESERVE TRANSFERS</b>						
Major Facilities Repair & Future Replacement Reserve	2,750,000	-	-	-	-	2,750,000
<b>Total</b>	<b>2,750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,750,000</b>

## Recreation Facilities

Recreation	Source of Funds			Budget
	Core	Capital Carryover	Reserves	2025
<b>REPLACEMENTS</b>				
CHRC - Minor Projects	-	118,400	-	118,400
CHRC - Minor Rec Renovations	140,000	201,300	-	341,300
CHRC - Ceramics Ventilation	-	107,500	-	107,500
CHRC - Ceramics Studio Storage	-	40,200	57,700	97,900
SCP - Minor Rec Renovations	201,500	148,800	96,500	446,800
SCP - Aquatic Office Construction	-	99,000	-	99,000
SCP - Construction of Mezzanine Fitness	130,000	420,000	-	550,000
SCP - Front Desk/Aquatic Expansion South Side Design Work	-	100,000	-	100,000
GHRC - Minor Rec Renovations	29,200	117,400	66,800	213,400
Pearkes - Minor Rec Renovations	70,000	182,400	26,000	278,400
Pearkes - Electrical Upgrades	-	115,900	-	115,900
Pearkes - Field House Curtain System Replacement	-	78,000	125,000	203,000
CHGC - Minor Rec Renovations	-	176,200	94,900	271,100
Emerging Priorities	-	8,600	-	8,600
<b>Sub-total</b>	<b>570,700</b>	<b>1,913,700</b>	<b>466,900</b>	<b>2,951,300</b>
<b>NEW INITIATIVES</b>				
Braefoot Centre Upgrades	-	-	88,600	88,600
Wayfinding and Signage Strategy Implementation	-	69,600	82,300	151,900
Recreation - Project Management	112,800	-	-	112,800
GHRC weightroom floor replacement	82,500	-	-	82,500
CHGC Irrigation Valve Replacement	-	-	81,500	81,500
CHGC Upgrades to Meeting Rooms	-	-	60,000	60,000
<b>Sub-total</b>	<b>195,300</b>	<b>69,600</b>	<b>312,400</b>	<b>577,300</b>
<b>Total</b>	<b>766,000</b>	<b>1,983,300</b>	<b>779,300</b>	<b>3,528,600</b>

# 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	
<b>2025 Utility Charges</b>	<b>\$ 30,447,800</b>
<b>2024 Utility Charges</b>	<b>\$ 27,637,800</b>
<b>Net Change</b>	<b>\$ 2,810,000</b>
<b>Change by %</b>	<b>10.17%</b>
<b>2025 FTE</b>	<b>53.98</b>
<b>2024 FTE</b>	<b>52.31</b>
<b>FTE Change</b>	<b>1.67</b>
<b>FTE Change %</b>	<b>3.19%</b>

## 2025 BUDGET CHALLENGES

- The impacts of short term, population growth that will result from the Provincial Housing Targets and changes to single family land use for Small Scale Multi-Use Housing (SSMUH) forms was not contemplated in network planning. Future studies and modeling is needed to understand the system impacts of these changes.
- The DCC program will need to be updated to meet the new housing projections. Until a new program of improvements can be identified and embedded in an updated bylaw, development may be required to undertake the full burden of the off-site improvements to advance their project where municipal funding contributions have not been forecasted.
- The new focus to action the Provincial Housing initiatives is stretching staff resources
- 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 the implementation of projects and complex maintenance activities

## 2025 KEY PRIORITIES

### Priority Strategic Initiatives include:

#### Climate action and environmental leadership

- Develop and initiate a District-wide residential Water Meter replacement project and automated meter reading system
- 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

### Priority Departmental Initiatives include:

- Complete Municipal Servicing Assessment project including population growth projections and land use potential information per the Planning Department. Identify changes in system deficiencies as a result of Provincial housing initiatives to inform future capital work and development applications
- Advance the work plan for Water Asset Management Plan development (2023-2027)
- Continue replacement of assets to maintain service levels
- Investigate water main condition assessment technology

## CORE BUDGET

The 2025 gross budget of \$54,779,800 represents a 8.45% increase in gross expenditures over prior year, including a net capital program of \$10,522,300. Water revenues are projected to increase to \$30,447,800 or 10.17%.

Net Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2023	2024	2024	2025	2025/2024
Personnel (1)	3,448,000	3,852,900	3,517,400	4,736,700	34.66%
Goods and Services (2)	12,446,900	12,719,700	13,419,700	14,440,000	7.60%
Overheads and Transfers (3)	2,347,000	2,735,900	2,737,700	2,349,600	(14.18%)
Gross Capital Program (4)	17,368,200	19,740,600	30,835,400	33,253,500	7.84%
<b>Total</b>	<b>35,610,100</b>	<b>39,049,100</b>	<b>50,510,200</b>	<b>54,779,800</b>	<b>8.45%</b>
REVENUES AND RECOVERIES					
Utility Charges	(26,628,300)	(27,020,300)	(27,637,800)	(30,447,800)	10.17%
Non-Rate Revenues (5)	(1,205,100)	(769,700)	(922,900)	(958,100)	3.81%
Surplus Appropriation	-	(380,000)	(440,000)	(350,000)	(20.45%)
Grants	-	(27,300)	(225,000)	(235,700)	4.76%
DCC Contribution (4)	(652,600)	(220,900)	(220,900)	(39,900)	(81.94%)
Transfer from Reserves (4)	(7,545,000)	(9,834,600)	(21,063,600)	(22,748,300)	8.00%
<b>Total</b>	<b>(36,031,000)</b>	<b>(38,252,800)</b>	<b>(50,510,200)</b>	<b>(54,779,800)</b>	<b>8.45%</b>
<b>NET OPERATIONS</b>	<b>(420,900)</b>	<b>796,300</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

1. Personnel – wage increments and non-discretionary labour increase for new asset maintenance
2. Goods and Services – increase in water purchase from the CRD
3. Overheads and Transfers – decrease relates to internal overhead reallocation adjustment
4. Gross Capital Program/DCC Contribution/Transfers from Reserves – on-going 2024 projects funded from Transfers from Reserves and an increase in capital funding in line with inflation in construction costs
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
	2023	2024	2024	2025	2025/2024	2025/2024
General Administration	2,415,300	2,647,200	2,675,400	3,307,700	632,300	23.63%
Operations	4,876,500	5,563,700	4,631,300	5,078,500	447,200	9.66%
Water Purchases	10,910,400	10,802,200	11,300,000	12,170,000	870,000	7.70%
Contingency	-	-	418,500	400,000	(18,500)	(4.42%)
Net Capital Program	9,170,600	9,685,100	9,616,000	10,522,300	906,300	9.42%
<b>Total</b>	<b>27,372,800</b>	<b>28,698,200</b>	<b>28,641,200</b>	<b>31,478,500</b>	<b>2,837,300</b>	<b>9.91%</b>

- General Administration – Water Utility share of Engineering and corporate support including contributions to the Saanich Operations Centre project
- Operations – wage increments 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 6.63% 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:

Description of Program	Budget 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Notes:
<b>Water Capital</b>						
Asbestos Cement & Cast Iron Main Replacement	5,822,000	4,976,000	5,933,000	6,290,000	7,235,000	1
Valves	-	765,000	-	796,000	812,000	2
Pump Station Replacement	2,163,000	1,714,000	2,180,000	2,223,000	2,267,000	3
Meter Replacement	-	1,600,000	1,661,000	2,754,000	1,724,000	
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	2,377,300	2,176,300	2,402,600	2,010,900	2,188,100	
	<b>10,522,300</b>	<b>11,391,300</b>	<b>12,336,600</b>	<b>14,233,900</b>	<b>14,386,100</b>	

Notes:

- 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 Carryforward	Reserves	Grants & Other	2025
<b>Asbestos Cement &amp; Cast Iron Main</b>						
Minor Projects	60,000	-	1,390,000	-	-	1,450,000
Shelbourne - Water Construction Phase 2	-	-	-	1,221,400	-	1,221,400
SSIP - Construction (Phase 3)	550,000	-	298,000	-	-	848,000
Water System Planning & Asset Mgt	150,000	-	234,300	-	-	384,300
Water Model Update	30,000	-	1,300	-	235,700	267,000
Sinclair Rd, Finnerty Rd to Cadboro Bay	-	-	1,990,300	-	-	1,990,300
Burnside Rd E. (Harriet to Duplin)	500,000	-	590,900	-	-	1,090,900
Cedar Hill X Rd (Borden to McKenzie)	-	-	551,400	-	-	551,400
Reynolds Rd (Cumberland to Cedar Hill X)	-	-	746,000	-	-	746,000
Pat Bay Hwy Watermain Lining	-	-	1,320,900	563,000	-	1,883,900
Tyndall Ave (El Sereno-Ash, Hillcrest-Serenity)	351,000	-	561,600	-	-	912,600
Cadboro Bay, Maynard Rd to Tudor Ave	-	-	836,500	-	-	836,500
Carey Rd, Ravine Way to 3600 Carey	-	-	375,000	-	-	375,000
Douglas St - Saanich Rd to Audley St	600,000	-	578,500	-	-	1,178,500
Homer Rd and Kamloops Ave Loop to Seaton St	805,000	-	154,000	602,000	-	1,561,000
Mountfield St, Raymond St S to End	-	-	219,900	-	-	219,900
Rutledge St, Cloverdale Ave to Tolmie	-	-	331,700	-	-	331,700
Saanich Rd, Vernon Ave to Lodge Ave - Phase 1	-	-	873,000	-	-	873,000
Cedar hill Proj - Phase 2	310,000	-	144,000	-	-	454,000
Del Monte Ave, Walema Ave to Del Monte Pl	-	-	378,000	-	-	378,000
Piedmont Dr, Santa Clara Ave to Del Monte Ave	-	-	473,000	-	-	473,000
Sherwood Rd, Arbutus Rd to MacDonald Dr E	-	-	1,068,000	-	-	1,068,000
Wascana St, Obed Ave to Burnside Rd W	-	-	809,800	-	-	809,800
Project Administration	553,000	-	536,000	-	-	1,089,000
Small Water Meter Replacement	-	-	1,367,800	-	-	1,367,800
Dunsterville Ave, North Rd to Interurban Rd	621,000	-	-	-	-	621,000
Haultain St, Dean Ave to 1834 Haultain St	304,000	-	-	-	-	304,000
Persimmon Drive and Union Rd. to Blenkinsop	563,000	-	-	-	-	563,000
Saanich Rd, Easter Rd to Lodge Ave - Phase 2	479,000	-	-	-	-	479,000
Tillicum Rd, Gorge Rd W, to Arnot Ave	101,000	-	-	-	-	101,000
Townley St, Richmond Rd to Foul Bay Rd	638,000	-	-	-	-	638,000
<b>Pump Stations:</b>						
Pump Station/PRV Replacement	2,163,000	39,900	690,800	550,000	-	3,443,700
PRV Replacement - Foul Bay at Lansdowne	-	-	587,000	-	-	587,000
Large Meter & Pump Motor Replacement	-	-	479,200	-	-	479,200
Zone Metering & Meter Replacement Study	-	-	139,500	-	-	139,500
<b>Other Programs:</b>						
Scada Phase III	-	-	502,100	-	-	502,100
Copper Service Connection	100,000	-	-	-	-	100,000
Detailed Design-Water	597,000	-	1,010,400	-	-	1,607,400
Miscellaneous Water	987,300	-	280,300	-	-	1,267,600
Small Equipment	60,000	-	-	-	-	60,000
<b>Total Capital</b>	<b>10,522,300</b>	<b>39,900</b>	<b>19,519,200</b>	<b>2,936,400</b>	<b>235,700</b>	<b>33,253,500</b>

# 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	
2025 Utility Charges	\$ 32,697,200
2024 Utility Charges	\$ 29,832,900
Net Change	\$ 2,864,300
Change by %	9.60%
2025 FTE	25.62
2024 FTE	27.17
FTE Change	(1.55)
FTE Change %	(5.70%)

## 2025 BUDGET CHALLENGE

- The impacts of short-term population growth that will result from the Provincial Housing Targets and changes to single family land use for Small Scale Multi-Use Housing (SSMUH) forms was not contemplated in network planning. Future studies and modeling is needed to understand the system impacts of these changes.
- The DCC program will need to be updated to meet the new housing projections. Until a new program of improvements can be identified and embedded in an updated bylaw, development may be required to undertake the full burden of the off-site improvements to advance their project where municipal funding contributions have not been forecasted.
- The new focus to action the Provincial Housing initiatives is stretching staff resources
- 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 the implementation of projects and complex maintenance activities.

## 2025 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 a strategy to complete multiple lift station replacement projects in next 5 years to ensure sound and continuous operation and mitigate the risk of environmental spills

### Priority Departmental Initiatives include:

- Complete Municipal Servicing Assessment project including population growth projections and land use potential information per the Planning Department. Identify changes in system deficiencies as a result of Provincial housing initiatives to inform future capital work and development applications.
- Advance the work plan for Sewer Asset Management Plan development (2023-2027)
- Continue replacement of assets to maintain service levels
- Continue to build a database of asset condition information through the CCTV program

## CORE BUDGET

The 2025 gross budget of \$59,223,000 represents an 10.91% increase in gross expenditures over prior year, including a net capital program of \$8,075,700. Sewer revenues are projected to increase to \$32,697,200 or 9.60%.

Net Budget By Object	Actual	Actual	Budget	Budget	% Change
EXPENDITURES	2023	2024	2024	2025	2025/2024
Personnel (1)	1,807,700	1,975,500	2,191,700	3,095,300	41.23%
Goods and Services	15,505,200	17,304,400	19,242,700	20,406,200	6.05%
Fiscal Services (2)	1,451,900	1,133,400	1,452,000	1,452,000	0.00%
Overheads and Transfers (3)	2,440,800	2,569,300	3,146,800	2,295,000	(27.07%)
Gross Capital Program (4)	12,133,400	8,053,500	27,365,400	31,974,500	16.84%
<b>Total</b>	<b>33,339,000</b>	<b>31,036,100</b>	<b>53,398,600</b>	<b>59,223,000</b>	<b>10.91%</b>
REVENUES AND RECOVERIES					
Utility Charges	(28,739,200)	(29,562,900)	(29,832,900)	(32,697,200)	9.60%
Non-Rate Revenues (5)	(1,043,200)	(578,000)	(737,500)	(750,700)	1.79%
Surplus Appropriation	-	-	(150,000)	(150,000)	0.00%
Grants	-	(31,100)	(225,000)	(232,200)	3.20%
DCC Contribution (4)	(205,700)	(28,700)	(76,500)	(75,000)	(1.96%)
Transfer from Reserves (4)	(4,035,900)	(83,300)	(20,176,700)	(23,917,900)	18.54%
Borrowing (4)	(700,000)	(800,000)	(2,200,000)	(1,400,000)	(36.36%)
<b>Total</b>	<b>(34,724,000)</b>	<b>(31,084,000)</b>	<b>(53,398,600)</b>	<b>(59,223,000)</b>	<b>10.91%</b>
NET OPERATIONS	<b>(1,385,000)</b>	<b>(47,900)</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

1. Personnel – wage increments and non-discretionary increase in labour for new asset maintenance
2. Fiscal Services – debt servicing payments for new borrowing for capital in 2025
3. Gross Capital Program/DCC Contribution, Transfers from Reserves and Borrowing – combination of carrying forward unfinished 2024 projects funded from Transfers from Reserves and Borrowing and the annual capital funding increase in line with inflation in construction costs; decrease in overhead due to reallocation.
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
	2023	2024	2024	2025	2025/2024	2025/2024
General Administration	2,498,300	2,863,500	2,767,600	3,129,300	361,700	13.07%
Operations	2,543,200	2,781,700	2,914,300	3,062,100	147,800	5.07%
CRD Services	15,147,100	16,173,000	16,131,100	17,628,800	1,497,700	9.28%
Debt Charges & Reserve Transfer	1,451,900	1,133,400	1,452,000	1,452,000	-	0.00%
Contingency	100,000	-	247,700	250,000	2,300	0.93%
Net Capital Program	6,656,800	7,141,500	7,207,800	8,075,700	867,900	12.04%
<b>Total</b>	<b>28,397,300</b>	<b>30,093,100</b>	<b>30,720,500</b>	<b>33,597,900</b>	<b>2,877,400</b>	<b>9.37%</b>

- General Administration – Sewer Utility share of Engineering and corporate support including contributions to the Saanich Operations Centre project
- Operations – wage increments and inflationary increase to materials and contract costs
- CRD Services – Sewer treatment center operations and replacement of aging sewer infrastructure
- 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 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 2025	Budget 2026	Budget 2027	Budget 2028	Budget 2029	Notes:
<b>Sewer Capital</b>						
Asbestos Cement Main Replacement	6,945,700	5,847,000	4,246,000	6,910,000	7,037,000	1
Pressure Mains	-	-	-	-	-	
Relining	-	-	-	-	-	
Pump Station Replacement	498,000	2,336,000	3,418,000	1,455,000	2,499,000	2
Service Connections	-	-	-	-	-	
Other	1,978,400	2,642,800	2,287,900	2,604,000	2,506,100	
	<b>9,422,100</b>	<b>10,825,800</b>	<b>9,951,900</b>	<b>10,969,000</b>	<b>12,042,100</b>	

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	Grants & Other	Borrowing	2025
<b>REPLACEMENTS</b>							
<b>Asbestos Cement Main Replacement:</b>							
Minor Projects	-	-	502,900	-	-	-	502,900
Shelbourne Street Improvement Project	1,063,000	-	289,100	3,274,900	-	-	4,627,000
Capital Sewers - Main Replac	497,700	-	2,466,100	-	-	-	2,963,800
Arena Rd, 340 Ker - Dysart Rd	173,000	-	1,037,000	-	-	-	1,210,000
Sinclair Rd, Haro - Hobbs	-	-	214,600	-	-	200,000	414,600
Cordova Bay Rd(5110 CordovaBay	440,000	-	176,000	-	-	-	616,000
Madock Ave(Wascana - Harriet)	423,000	-	281,400	-	-	800,000	1,504,400
Saanich Rd Blanshard-Short)	217,000	-	1,176,900	-	-	-	1,393,900
Tattersall Dr. - Salsbury	-	-	752,800	-	-	-	752,800
Arbutus Trunk Main in ROW	-	-	427,000	-	-	-	427,000
Foul Bay Sewer Service,	-	-	205,000	-	-	-	205,000
Garnet Rd to Cedar Hill to	-	-	415,000	-	-	-	415,000
Harriet Rd, Cadillac Ave to	-	-	231,000	-	-	-	231,000
Jamaica Rd SRW, Parkside Cres	-	-	484,000	-	-	-	484,000
Neil St, Dean Ave to Foul Bay	-	-	347,000	-	-	-	347,000
Townley St, Richmond Rd to Foul Bay Rd	708,000	-	-	-	-	-	708,000
Wordsworth St-Fircrest Place, 3324 Wordsworth to 2214 Fircrest ROW	273,000	-	-	-	-	-	273,000
<b>Pump Stations:</b>							
Pump & Motor Repl'mt	-	-	401,000	-	-	-	401,000
Lift Station Capital Works	-	-	1,456,300	-	-	-	1,456,300
WILKINSON PUMT STATION PROJECT	-	-	387,200	-	-	-	387,200
Ash Lift Station - Electrical	-	-	400,000	-	-	-	400,000
Arbutus Lift Station - Kiosk	-	-	200,000	-	-	-	200,000
ArcFlash	-	-	200,000	-	-	-	200,000
Lift Station SCADA and Flow Monitoring Upgrades	498,000	-	-	-	-	-	498,000
<b>Other Programs:</b>							
Minor Projects	185,000	75,000	-	-	232,200	-	492,200
Manhole Improvements	50,000	-	406,100	-	-	-	456,100
CCTV Inspection-Sewers	155,000	-	95,400	-	-	-	250,400
SCADA(Node,HW/SW Repl'mt)	-	-	365,500	-	-	-	365,500
Sanitary Sewer-Detailed Design	626,000	-	787,900	-	-	-	1,413,900
Sanitary Planning& Asset Mgmt	150,000	-	125,700	-	-	-	275,700
Albina-Gorge Utility Upgrades	1,800,000	-	3,003,600	150,000	-	400,000	5,353,600
3891 Cadboro Bay Rd - Tudor	-	-	235,900	-	-	-	235,900
Canterbury Rd & SevenOaks Rd	-	-	322,000	-	-	-	322,000
Inerz Dr Gorge Rd W -2872 Inez	176,000	-	421,000	-	-	-	597,000
Kenmore Rd SRW	-	-	201,000	-	-	-	201,000
Roy Rd, 1151 Roy - Elizabeth	88,000	-	386,400	-	-	-	474,400
Project Administration	553,000	-	365,900	-	-	-	918,900
<b>Total</b>	<b>8,075,700</b>	<b>75,000</b>	<b>18,766,700</b>	<b>3,424,900</b>	<b>232,200</b>	<b>1,400,000</b>	<b>31,974,500</b>

## 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 \$2,000,000 in each year for use in the event claims are made. In 2025 we project a decrease in reserves to \$67,074,800 while funding a variety of initiatives.

	January 1 2025 Estimate	2025 Contributions	2025 Appropriations	December 31 2025 Estimate
Affordable Housing	3,118,800	-	-	3,118,800
Capital Reserves for Future Expenditure	42,000,000	45,000,000	42,000,000	45,000,000
Capital Works	41,198,900	5,602,600	28,448,200	18,353,300
Carbon Neutral	279,800	-	-	279,800
Climate Action	2,191,800	253,900	24,800	2,420,900
Commonwealth Pool HP Repair	294,300	10,000	-	304,300
Computer Hardware & Software	11,275,300	3,614,700	11,633,100	3,256,900
DCC Program Municipal Responsibility	2,400,000	600,000	-	3,000,000
Development Cost Charges	16,732,800	3,200,000	6,717,600	13,215,200
Equipment Replacement	10,818,000	4,261,800	8,695,600	6,384,200
Facilities Major Repair & Replacement	9,527,700	3,500,000	15,234,300	-2,206,600
Growing Communities Fund	13,998,000	-	13,500,000	498,000
Insurance	2,000,000	-	-	2,000,000
Land Sales	58,700	-	-	58,700
Park Lands Acquisition	447,800	150,000	250,000	347,800
Prospect Lake Reserve Fund	200,000	-	-	200,000
Public Safety and Security	2,891,100	869,900	719,500	3,041,500
Sayward Gravel Pit	262,300	-	-	262,300
Sewer Capital	10,420,000	-	3,424,900	6,995,100
Specific Area Capital Projects	2,081,200	-	1,875,600	205,600
Sub Regional Parks	676,700	-	250,000	426,700
Urban Forest	444,800	250,000	240,338	454,462
Water Capital	2,843,600	-	-	2,843,600
<b>Total</b>	<b>176,161,600</b>	<b>67,312,900</b>	<b>133,013,938</b>	<b>110,460,562</b>

### 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 2025 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.

**Parkland 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.

**Affordable Housing:**

This reserve, also known as Saanich Affordable Housing Reserve Fund (SAHRF), was established in 2024. Funds are to be used to support affordable housing in Saanich.

**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 2025.

**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 2026 - 2029

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	
<b>2025 Tax Levy</b>	<b>\$ 190,040,600</b>
<b>2026 Tax Levy</b>	<b>\$ 201,307,900</b>
<b>2027 Tax Levy</b>	<b>\$ 217,320,900</b>
<b>2028 Tax Levy</b>	<b>\$ 236,873,600</b>
<b>2029 Tax Levy</b>	<b>\$ 257,951,300</b>
<b>Average Five-Year Household Increase</b>	<b>7.44%</b>

The projected net budget funded from property taxation is projected to increase from \$190,040,600 to \$257,951,300 in 2029 or an average 7.44% annual increase to the average homeowner.

The 2026 – 2029 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 0.65% (2025 – 2027), 1% (2028 – 2031) and reduce to 0.65% thereafter as related to Debt Funding Strategy approved in principle.
6. 1.58% 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 2025 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 0.30% per year from new construction.

## Water Utility Fund Estimates 2026 - 2029

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.

The projected net budget funded from water user charges is projected to increase from \$30,447,800 to \$42,492,500 in 2029 or by an average 8.72% increase per year to the average homeowner.

The 2026 - 2029 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 increases 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 10.66% per year.

WATER UTILITY BUDGET ESTIMATE SUMMARY	
<b>2025 Fees &amp; Charges</b>	<b>\$ 30,447,800</b>
<b>2026 Fees &amp; Charges</b>	<b>\$ 32,487,400</b>
<b>2027 Fees &amp; Charges</b>	<b>\$ 36,179,400</b>
<b>2028 Fees &amp; Charges</b>	<b>\$ 40,154,000</b>
<b>2029 Fees &amp; Charges</b>	<b>\$ 42,492,500</b>
<b>Average Five-Year Household Increase</b>	<b>8.72%</b>

## Sewer Utility Fund Estimates 2026 - 2029

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 \$32,697,200 to \$43,789,200 in 2029 or by an average of 7.61% annual increase to the average homeowner.

The 2026 – 2029 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 6.51% per year.

SEWER UTILITY BUDGET ESTIMATE SUMMARY	
<b>2025 Fees &amp; Charges</b>	<b>\$ 32,697,200</b>
<b>2026 Fees &amp; Charges</b>	<b>\$ 36,690,100</b>
<b>2027 Fees &amp; Charges</b>	<b>\$ 38,668,800</b>
<b>2028 Fees &amp; Charges</b>	<b>\$ 41,290,400</b>
<b>2029 Fees &amp; Charges</b>	<b>\$ 43,789,200</b>
<b>Average Five-Year Household Increase</b>	<b>7.61%</b>

## Glossary

<b>A</b>	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>B</b>	Balanced budget	A financial plan where current revenue, including transfers from operating reserves, equals current operating expenditures.
<b>C</b>	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 ( <b>CO<sub>2</sub>e</b> ) 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.

<b>D</b>	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.
<b>E</b>	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.
<b>F</b>	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.
<b>G</b>	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.
<b>H</b>	Hotel tax	A compulsory financial levy imposed on hotel room rentals. Funds collected are utilized on tourism initiatives.
<b>I</b>	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.
<b>L</b>	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.

<b>M</b>	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.
<b>O</b>	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.
<b>R</b>	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.
<b>S</b>	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
<b>T</b>	Tax	A compulsory financial contribution imposed by a government to raise revenue.
<b>U</b>	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.
<b>V</b>	VIIMCU	A regional force whose acronym stands for Vancouver Island Integrated Major Crime Unit.
<b>W</b>	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. 10160

#### TO ADOPT THE FINANCIAL PLAN FOR THE PERIOD 2025 TO 2029

WHEREAS the Municipal Council has caused to be prepared the Financial Plan for the period 2025 to 2029 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 2025 to 2029 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, 2025, NO. 10160**".

Read a first time this 5<sup>th</sup> day of May, 2025.

Read a second time this 5<sup>th</sup> day of May, 2025.

Read a third time this 5<sup>th</sup> day of May, 2025.

Adopted by Council, signed by the Mayor and Corporate Officer and sealed with the Seal of the Corporation on the 12<sup>th</sup> day of May, 2025

"Angila Bains"

\_\_\_\_\_  
Corporate Officer

"Dean Murdock"

\_\_\_\_\_  
Mayor

**THE CORPORATION OF THE DISTRICT OF SAANICH**

**FINANCIAL PLAN  
BYLAW NO. 10160  
SCHEDULE "A"  
GENERAL**

	2025	2026	2027	2028	2029
	\$	\$	\$	\$	\$
<b>REVENUES</b>					
<b>TAXATION</b>					
Property Taxes	190,040,600	201,307,900	217,320,900	236,873,600	257,951,300
Parcel Taxes	20,000	20,000	20,000	20,000	20,000
Utilities & Other	1,865,000	1,902,300	1,940,300	1,979,100	2,018,700
	<u>191,925,600</u>	<u>203,230,200</u>	<u>219,281,200</u>	<u>238,872,700</u>	<u>259,990,000</u>
<b>Fees and Charges</b>	42,041,600	42,462,000	42,886,600	43,315,500	43,748,700
Sub Regional Parks	250,000	-	-	-	-
Development Cost Charges	6,602,700	2,503,700	1,751,300	2,919,700	2,564,300
Other Revenues	30,591,400	24,032,800	23,853,800	24,947,300	25,004,700
<b>TOTAL</b>	<u><b>271,411,300</b></u>	<u><b>272,228,700</b></u>	<u><b>287,772,900</b></u>	<u><b>310,055,200</b></u>	<u><b>331,307,700</b></u>
<b>EXPENSES</b>					
Operating Purposes	244,452,400	243,580,000	257,425,900	272,464,400	288,079,400
Debt Interest	3,823,300	4,904,700	5,361,600	5,997,100	8,264,600
<b>TOTAL</b>	<u><b>248,275,700</b></u>	<u><b>248,484,700</b></u>	<u><b>262,787,500</b></u>	<u><b>278,461,500</b></u>	<u><b>296,344,000</b></u>
<b>OPERATING SURPLUS</b>	23,135,600	23,744,000	24,985,400	31,593,700	34,963,700
<b>ADD BACK NON CASH ITEM</b>					
Amortization Expense	20,079,000	20,882,200	21,717,500	22,586,300	23,489,800
<b>CASH SURPLUS</b>	<u>43,214,600</u>	<u>44,626,200</u>	<u>46,702,900</u>	<u>54,180,000</u>	<u>58,453,500</u>
<b>Borrowing Proceeds</b>	55,354,000	18,960,000	18,070,000	92,450,000	39,450,000
<b>Transfers from</b>					
Reserve Funds	80,178,900	27,700,900	21,908,000	10,348,200	12,134,000
Reserve for Future Expenditures	51,626,000	2,925,400	2,925,400	2,925,400	2,925,400
	<u>187,158,900</u>	<u>49,586,300</u>	<u>42,903,400</u>	<u>105,723,600</u>	<u>54,509,400</u>
<b>Capital Purposes</b>	207,060,000	69,466,400	63,096,100	130,288,300	77,991,000
Debt Principal Repayment	4,450,600	7,589,200	8,749,300	10,539,300	15,951,300
<b>Transfers to Reserve Funds</b>					
Public Safety and Security	869,900	887,300	905,000	923,100	941,600
Carbon Neutral	253,900	259,000	264,200	269,500	274,900
Equipment Replacement	4,261,800	3,080,400	3,142,000	3,204,800	3,268,900
Capital Works	5,602,600	5,602,600	5,602,600	6,421,000	6,199,200
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	3,500,000	2,800,000	2,800,000	2,800,000	2,800,000
Computer Hardware & Software	3,614,700	3,317,600	3,687,100	4,097,600	4,176,000
	<u>230,373,500</u>	<u>94,212,500</u>	<u>89,606,300</u>	<u>159,903,600</u>	<u>112,962,900</u>
<b>NET TRANSFERS TOTAL</b>	<u>(43,214,600)</u>	<u>(44,626,200)</u>	<u>(46,702,900)</u>	<u>(54,180,000)</u>	<u>(58,453,500)</u>
<b>FINANCIAL PLAN BALANCE</b>	-	-	-	-	-

**THE CORPORATION OF THE DISTRICT OF SAANICH**

**FINANCIAL PLAN  
BYLAW NO. 10160  
SCHEDULE "B"  
WATER UTILITY**

	2025	2026	2027	2028	2029	TOTAL
	\$	\$	\$	\$	\$	
<b>REVENUES</b>						
Other Revenue	958,100	958,100	958,100	958,100	958,100	4,790,500
Grants	235,700	-	-	-	-	235,700
Fees and Charges	30,447,800	32,487,400	36,179,400	40,154,000	42,492,500	181,761,100
Development Cost Charges	39,900	30,000	30,000	30,000	30,000	159,900
<b>TOTAL</b>	<b>31,681,500</b>	<b>33,475,500</b>	<b>37,167,500</b>	<b>41,142,100</b>	<b>43,480,600</b>	<b>186,947,200</b>
<b>EXPENSES</b>						
Operating Purposes	24,243,800	25,810,400	28,120,100	30,315,000	32,623,600	141,112,900
<b>TOTAL</b>	<b>24,243,800</b>	<b>25,810,400</b>	<b>28,120,100</b>	<b>30,315,000</b>	<b>32,623,600</b>	<b>141,112,900</b>
<b>OPERATING SURPLUS</b>	<b>7,437,700</b>	<b>7,665,100</b>	<b>9,047,400</b>	<b>10,827,100</b>	<b>10,857,000</b>	<b>45,834,300</b>
<b>ADD BACK NON CASH ITEM</b>						
Amortization Expense	2,717,500	2,826,200	2,939,200	3,056,800	3,179,100	14,718,800
<b>CASH SURPLUS</b>	<b>10,155,200</b>	<b>10,491,300</b>	<b>11,986,600</b>	<b>13,883,900</b>	<b>14,036,100</b>	<b>60,553,100</b>
<b>Transfers from</b>						
Reserve Funds	235,700	550,000	-	-	-	785,700
Reserve for Future Expenditures	22,512,600	-	-	-	-	22,512,600
Accumulated Surplus	350,000	350,000	350,000	350,000	350,000	1,750,000
	23,098,300	900,000	350,000	350,000	350,000	25,048,300
<b>Capital Purposes</b>	<b>33,253,500</b>	<b>11,391,300</b>	<b>12,336,600</b>	<b>14,233,900</b>	<b>14,386,100</b>	<b>85,601,400</b>
<b>NET TRANSFERS TOTAL</b>	<b>(10,155,200)</b>	<b>(10,491,300)</b>	<b>(11,986,600)</b>	<b>(13,883,900)</b>	<b>(14,036,100)</b>	<b>(60,553,100)</b>
<b>FINANCIAL PLAN BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**THE CORPORATION OF THE DISTRICT OF SAANICH**

**FINANCIAL PLAN  
BYLAW NO. 10160  
SCHEDULE "C"  
SEWER UTILITY**

	2025	2026	2027	2028	2029	TOTAL
	\$	\$	\$	\$	\$	
<b>REVENUES</b>						
Other Revenue	982,900	758,200	765,800	773,500	781,200	4,061,600
Fees and Charges	32,697,200	36,690,100	38,668,800	41,290,400	43,789,200	193,135,700
Development Cost Charges	75,000	30,000	30,000	30,000	30,000	195,000
<b>TOTAL</b>	<b>33,755,100</b>	<b>37,478,300</b>	<b>39,464,600</b>	<b>42,093,900</b>	<b>44,600,400</b>	<b>197,392,300</b>
<b>EXPENSES</b>						
Operating Purposes	28,549,500	30,006,400	31,509,700	32,646,100	34,169,700	156,881,400
Debt Interest	324,200	373,200	373,200	373,200	373,200	1,817,000
<b>TOTAL</b>	<b>28,873,700</b>	<b>30,379,600</b>	<b>31,882,900</b>	<b>33,019,300</b>	<b>34,542,900</b>	<b>158,698,400</b>
<b>OPERATING SURPLUS</b>	<b>4,881,400</b>	<b>7,098,700</b>	<b>7,581,700</b>	<b>9,074,600</b>	<b>10,057,500</b>	<b>38,693,900</b>
<b>ADD BACK NON CASH ITEM</b>						
Amortization Expense	2,753,000	2,835,600	2,920,700	3,008,300	3,098,500	14,616,100
<b>CASH SURPLUS</b>	<b>7,634,400</b>	<b>9,934,300</b>	<b>10,502,400</b>	<b>12,082,900</b>	<b>13,156,000</b>	<b>53,310,000</b>
<b>Borrowing Proceeds</b>	<b>1,400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,400,000</b>
<b>Transfers from</b>						
Reserve Fund	-	2,000,000	550,000	-	-	2,550,000
Reserve for Future Expenditures	23,917,900	-	-	-	-	23,917,900
Accumulated Surplus	150,000	150,000	150,000	150,000	150,000	750,000
	<b>25,467,900</b>	<b>2,150,000</b>	<b>700,000</b>	<b>150,000</b>	<b>150,000</b>	<b>28,617,900</b>
<b>Capital Purposes</b>	<b>31,974,500</b>	<b>10,825,800</b>	<b>9,951,900</b>	<b>10,969,000</b>	<b>12,042,100</b>	<b>75,763,300</b>
Transfers to Capital Reserve	417,300	472,700	464,700	478,100	478,100	2,310,900
Debt Principal	710,500	785,800	785,800	785,800	785,800	3,853,700
	<b>33,102,300</b>	<b>12,084,300</b>	<b>11,202,400</b>	<b>12,232,900</b>	<b>13,306,000</b>	<b>81,927,900</b>
<b>NET TRANSFERS TOTAL</b>	<b>(7,634,400)</b>	<b>(9,934,300)</b>	<b>(10,502,400)</b>	<b>(12,082,900)</b>	<b>(13,156,000)</b>	<b>(53,310,000)</b>
<b>FINANCIAL PLAN BALANCE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**THE CORPORATION OF THE DISTRICT OF SAANICH**  
**FINANCIAL PLAN**  
**BYLAW NO. 10160**  
**SCHEDULE "D"**  
**REVENUE AND TAX POLICY DISCLOSURE**

**Proportions of Total Revenue**

<u>Funding Sources</u>	
Property Taxes	33.19%
Fees and Charges	18.37%
Borrowing Proceeds	9.91%
Other Sources	38.53%
	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	76.33%
2 Utilities	0.34%
3 Supportive Housing	0.00%
4 Major Industry	0.00%
5 Light Industry	0.15%
6 Business & Other	23.06%
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](http://saanich.ca/budget).

