Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Committee of the Whole

Wednesday, October 28, 2020 | **12:00 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC V8W 1R7**

Special Meeting - Provisional Budget

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. Territorial Acknowledgement

2. Approval of Agenda

3. Presentations/Delegations

4. Special Meeting Matters

4.1. 20-532 2019-2022 Accountability Service Planning

Recommendation: [The following recommendation was referred to Committee of the Whole at the October 14, 2020 CRD Board meeting:]
That Appendix A Community Need Summary - Accountability be approved as presented and advanced to the October 28, 2020 provisional budget review process. (NWA)

Attachments: Staff Report: 2021 Service Planning - Accountability
Appendix A: Community Need Summary - Accountability
Appendix B: Accountability - Initiatives Progress Report

4.2. 20-565 2019-2022 Arts & Culture Service Planning

Recommendation: [The following recommendation was referred to Committee of the Whole at the October 14, 2020 CRD Board meeting:]
That Appendix A Community Need Summary - Arts & Culture be approved as presented and advanced to the October 28, 2020 provisional budget review process. (NWA)

Attachments: Staff Report: 2021 Service Planning Arts & Culture
Appendix A: Community Need Summary Arts & Culture
Appendix B: Arts & Culture Initiatives Progress Report

4.3. 20-679 2019-2022 Service Planning - Community Need Summaries

Recommendation: The Committee of the Whole recommends to the Capital Regional District Board:
That the 2019-2022 Service Planning - Community Need Summaries be received for information.
(NWA)

Attachments:
Staff Report 2019-2022 Service Planning - Community Need Summaries
Appendix A: Affordable Housing
Appendix B: Transportation
Appendix C: First Nations Relations
Appendix D: Economic Development
Appendix E: Climate Action & Adaptation
Appendix F: Parks & Natural Resource Mgmt
Appendix G: Protective Services
Appendix H: Wastewater
Appendix I: Landfill Recycling
Appendix J: Water
Appendix K: Planning & Development
Appendix L: Arts & Culture
Appendix M: Recreation
Appendix N: Health Facilities
Appendix O: Accountability
Appendix P: Electoral Areas

4.4. 20-560 Capital Regional District 2021 Financial Plan Provisional Approval

Recommendation: The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2021 Financial Plan be given provisional approval as presented;
2. That the new initiatives and capital identified in Appendix H for January 1, 2021, implementation be approved for expenditure;
(WA)
3. That the 2021 Service Plans be approved as presented; and
4. That the Staff Establishment Chart as attached in Appendix L be approved.
(NWA)

Attachments:
Staff Report: CRD 2021 Financial Plan Provisional Approval
Presentation: CRD 2021 Financial Plan
Appendix A: Budget Process & Financial Planning Guidelines
Appendix B: Operating Overview
Appendix C: Capital Overview
Appendix D: Preliminary Financial Plan Summary
Appendix E: Major Projects
Appendix F: Financial Indicators
Appendix G: Budget Package Part A
Appendix G: Budget Package Part B
Appendix G: Budget Package Part C
Appendix H: January Approvals
Appendix I-1: Electoral Areas Report
Appendix I-2: Juan de Fuca Electoral Area Budget Pkg
Appendix I-3: Salt Spring Island Electoral Area Budget Pkg
Appendix I-4: Southern Gulf Islands Electoral Area Budget Pkg
Appendix I-5: Electoral Areas January 2021 Approvals
Appendix J: Service Budget Highlights
Appendix K: Initiative Business Cases 2021 Budget Impact
Appendix L: 2021 Staff Establishment Chart

4.5. 20-635 Presentation: First Nations Relations Mandate Refresher

Recommendation: [The following recommendation was referred to Committee of the Whole at the October 14, 2020 CRD Board meeting:]
That the presentation be received for information.
(NWA)

Attachments: Presentation: FN Relations Mandate Refresher

4.6. 20-580 First Nations Inclusion in CRD Governance

Recommendation: [The following recommendations were referred to Committee of the Whole at the October 14, 2020 CRD Board meeting:]
That the First Nations Relations Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020 be introduced and read a first, second and third time.
2. That Bylaw No. 4368 be adopted;
3. That the Terms of Reference for the First Nations Relations Committee, Governance and Finance Committee, Environmental Services Committee, Solid Waste Advisory Committee, Planning Transportation and Protective Services Committee, and Regional Parks Committee be amended to allow for First Nations Membership starting in January 2021.
(NWA, 2/3rds on adoption)

Attachments: Staff Report: First Nations Inclusion in CRD Governance
Appendix A: Report to First Nations Relations Comm. Mtg. February 26, 2020
Appendix B: Model for First Nations Inclusion
Appendix C: First Nations Inclusion Chart
Appendix D: Bylaw No. 4368
Appendix E: *NEW* Supplementary Information

4.7. 20-681 First Nation Participation in Closed Committee Meetings

Recommendation: The Committee of the Whole recommends to the Capital Regional District Board: That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.
(NWA)

Attachments: First Nation Participation in Closed Committee Meetings
Appendix A: Closed Item Process Diagram

5. Motion to Close the Meeting

6. Adjournment

Making a difference...together

REPORT TO GOVERNANCE AND FINANCE COMMITTEE
MEETING OF THURSDAY, OCTOBER 01, 2020

SUBJECT 2019-2022 Accountability Service Planning

ISSUE SUMMARY

To provide the Governance and Finance Committee with an overview of relevant initiatives undertaken by corporate and executive services divisions in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified seven initiatives under Accountability, which fall under the Governance and Finance Committee's mandate.

Appendix A *Community Need Summary – Accountability 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Accountability – Initiatives Progress Report* provides insights into what has been delivered through the 19 delivery initiatives approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the corporate and executive services program of work connects to Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Governance and Finance Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary – Accountability be approved as presented and advanced to the October 28, 2020, provisional budget review process.

Alternative 2

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary – Accountability be approved as amended and advanced to the October 28, 2020, provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During the service planning process this year, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities

Staff have identified 11 initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Need Summary – Accountability, Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
5b-5	CAMS Lifecycle Costing	Develop policy and procedure to embed lifecycle assessments within the asset's lifecycle (i.e. business case analysis)	2021-2022	-	Included in Provisional Budget
15a-1	Commission Review	Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	2020 – 2021	-	Already funded

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
15b-2	Financial Services Treasury Analyst	New position to enhance management of investment and debt portolio	2021	1.0	Included in Provisional Budget
15b-2	Financial Services Support	Financial Services support for Electoral Areas and Planning & Protective Services	2021	1.0 Term Conversion 1.0 Auxiliary Conversion	Included in Provisional Budget
15c-1.2	Facilities Management Worker Formalization	Facility maintenance and operations duties	2021	1.0 Ongoing	Included in Provisional Budget
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	Delivery of the multi-faceted Organizational Development Plan and related strategies	2021	1.0 Ongoing	Included in Provisional Budget
15d-1.2	Graphic Standards Update	Development of updated graphic standards package and alignment with the CRD's Statement of Reconciliation	2021	-	Included in Provisional Budget
15f-1.3	Facilities Management Centralization Strategy	Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.4	Hartland Scales and PerfectMind Applications Support	Enhanced IT support for two key applications used by Landfill and Recreation services	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.5	Mobile Maintenance Workorder Platform Support	IT ongoing support and development of mobile workorders for mobile workers	2021	1.0 Ongoing	Included in Provisional Budget

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
15f-1.6	Electronic Signatures	Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements	2021	-	Included in Provisional Budget
15f-1.7	Microsoft Office 365	Migration to Microsoft Office 365 Cloud	2021	-	Included in Provisional Budget
15f-1.9	IWS Infrastructure Resilience Support	Enhanced IT support for seven Integrated Water Services initiatives to address gap	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.13	Staffing Initiative	Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety	2021	5.7 Ongoing	Included in Provisional Budget

Blue highlighted areas are initiatives that directly address a Board Priority.

Initiatives

5b-5 – Corporate Asset Management Strategy (CAMS) Lifecycle Costing
Based on the context, decision-making tools come in different forms and utilize different sets of criteria. But, one universal criterion used is Lifecycle Costing Analysis, which belongs to a family of Lifecycle Assessments (LCA). There are four types of impact analysis under the LCA: Lifecycle Environment, Social, Economic and Costing. As an example, business cases are developed for all CRD capital projects. Lifecycle Costing Analysis, as an industry practice, assesses the whole lifecycle cost of an asset in order to support effective decision-making. The CRD Corporate Asset Management Strategy identified the need to facilitate such analysis along with analysing environmental, social and economic impacts as part of the CRD's business case development and decision-making.

Implementing a Lifecycle Assessment policy would advance the Advocacy, Governance & Accountability Board Priority by improving the transparency of CRD decision-making processes. This initiative entails chartering a team that includes a local University and a consultant for 2021-2022 to assist the Asset Management division in incorporating industry-based standards and best practice and implementation through a pilot project. Through this initiative, we will seek to develop a policy, procedures, templates and process workflows to embed lifecycle assessment in the CRD's decision-making towards a sustainable service delivery. The initiative will also provide internal training for divisions within the CRD as well as sharing the knowledge gained within the asset management community of practice groups regionally and provincially. The additional

workload will be absorbed within the existing Asset Management division staffing capacity, with support from colleagues across the organization.

15a-1 – Commission Review

The CRD has over 60 commissions and committees that assist in the governance and operational guidance of many services. Their structure, decision-making and governance models have evolved significantly over the last 50 years of operations due to changing bylaws and practices. Improving consistency across these decision-making tables will advance the Advocacy, Governance & Accountability Board priority by increasing coordination and transparency. This initiative will seek to review all of the commissions and committees in the areas of governance, authority, record collection and FOI compliance, administration and adherence to CRD policy. The objective is to identify and address inconsistencies and gaps by creating plans to move commissions and committees towards models of ideal governance and administration.

This one-time initiative was initially approved by the CRD Board for implementation in 2020 but was later deferred as a result of COVID-19. The funding has already been secured from the operating reserves and no additional resources are requested this year.

15b-1 – Financial Services Treasury Analyst

The Treasury function manages a growing investment and debt portfolio on behalf of the 200+ CRD services, the CRHD and the CRHC. The annual investment and debt portfolio are worth around $250M and $450m, respectively. An active portfolio management strategy has shown that value can be generated through the optimization of interest costs and income, internal interest framework and cashflow management.

To date, the work has been delivered by existing resources and within approved service levels. However, the increasing complexity of operations and largely manual nature of activities performed, there is a need for an increase in the staffing complement to address gaps in existing processes and continue to optimize value creation interest income and interest costs. This initiative seeks to increase the staffing complement in Financial Services by one ongoing position, the cost of which will be recovered through the CRD interest income on cash investments. This initiative advances the Advocacy, Governance and Accountability Board priority by promoting sustainable budgets through innovation, good governance and accountability.

15b-2 – Financial Services Support for Local Services/PPS

The Financial Services division supports three Electoral Areas, as well as Planning and Protective Services (PPS) by assisting and interacting with a range of stakeholders and local services committees and commissions. The role of the service has been to provide financial planning, reporting, controls and administration for the Electoral Areas. However, in recent years, the division has experienced increased demand for more responsive and dynamic financial advisory activities, including financial advice and insight on a greater range of policies, procedures, guidelines and processes.

This initiative seeks to increase the staffing capacity in the Financial Services team to ensure that the Electoral Areas Directors, operational managers, committee and commission volunteers and the community continue to have access to appropriate levels of financial due diligence and control. Doing so would contribute to the Advocacy, Governance & Accountability Board Priority by reflecting the unique needs and governance of each Electoral Area.

The current team complement is made up of a manager supported by two analysts (one ongoing and one auxiliary term position). This initiative seeks to convert the existing term position to ongoing and convert existing term auxiliary position to a permanent position (ongoing) bringing the total up to two analysts. Recruitment of the additional position is expected to be completed in Q1 2021.

15c-1.2 – Facilities Management Worker Formalization

The Facilities Management division manages around 12 locations, providing facilities management and maintenance support to all CRD departments, including locations in the Electoral Areas. This initiative seeks to convert an existing facilities and maintenance operations position into an ongoing position. This position has enabled the team to reduce the amount of deferred maintenance work, resulting in an overall betterment of the condition of CRD facilities, and reduce dependence on contracted services. The position charges-out labour cost for various maintenance services to other divisions.

15c-1.3 – Diversity, Inclusion and Organizational Development and Alignment

The CRD Organizational Development Plan (ODP) supports organizational capacity and resilience. This multi-faceted program of work is now in its fourth year of implementation. To move to the next phase, this initiative seeks to create a new position to lead a program to build internal understanding of and staff engagement with the CRD's organizational priorities, cultural traits and ODP goals. The resource, which will be added to the Human Resource & Corporate Safety division staffing complement, will manage, coordinate and execute this program with a focus on diversity and inclusion, performance management and strategic workforce planning.

15d-1.2 – Graphic Standards Update

The existing CRD graphic standards package was developed in 2007 and has been successfully used since across a range of digital and printed materials. In recent years, a shift from print to digital has significantly changed the way the CRD develops materials and how they are distributed and viewed. In addition, there is an opportunity to align our corporate materials with the CRD's Statement of Reconciliation by acknowledging the connection between Indigenous Peoples and these lands and waters.

The update to the corporate graphic standards guide will include updated information on the CRD brand, including new standards for typography and palette for digital use, as well as updated templates. The cost of the contract for this work in 2021 will be recovered from operating surplus.

15f-1.3 – Facilities Management Centralization Strategy

The Facilities Management & Engineering Services division provides project management services for low to medium complexity projects at four health units leased to the Vancouver Island Health Authority (VIHA) as part of an existing operating agreement. In order to maintain the facilities to industry standards and respond to new facility requests in a timely manner, additional staffing capacity is required in the division.

This initiative seeks to create a new ongoing position to provide project coordination and oversight support for the VIHA-leased facilities. The cost of this initiative will be recovered through VIHA.

15f-1.4 – Hartland Scales and PerfectMind Applications Support

Two automated scales have been implemented at Hartland depot (installed in 2004 and 2020 respectively) to facilitate operations. Separately in 2014, a new recreation management system

(PerfectMind) was deployed to all three recreation centres (Panorama, SEAPARC and Salt Spring Island) and Regional Parks. New technology solutions will often add new levels of sophistication and increased complexity.

The introduction of these new systems created a steady growth in demand for support from Information Technology & GIS (IT&GIS) specialists. While the division has been able to absorb the additional demand for a number of years, the volume of work hours is no longer sustainable, so this initiative seeks to increase the staffing complement in IT&GIS by creating one new position. The new position will ensure that the necessary level of support is maintained for these operationally critical systems.

15f-1.5 – Mobile Maintenance Workorder Platform Support

Mobile workorders were developed and implemented in 2002 to support Integrated Water Services. Since then, IT&GIS have continued to develop, implement, expand, and support the system. The total number of users has since increased threefold and the number of data retrievals performed by users has increased from 8,600 to almost 20,000 annually. The system is now also used by Regional Housing and the Core Area Wastewater Treatment Program to support their work.

While the division has been able to absorb the additional demand for a number of years, the volume of work required to support the system is no longer sustainable; this initiative seeks to increase the staffing complement in IT&GIS by creating one new position. The new position will focus on a range of functions to maintain and enhance the service levels provided.

15f-1.6 – Electronic Signatures

An opportunity has been identified to improve the efficiency and effectiveness of the approval, execution and tracking of documents in the organization by switching from paper-based to software-based processes. This would contribute towards the corporate objective of enhancing systems and policies to respond to evolving best practices, adhere to legislative requirements and provide efficient and accessible customer service.

This initiative proposes to pilot an e-signature software in the Real Estate division. Currently, the division circulates over 200 documents per year for review and signature. The pilot would test the use of e-signatures for licenses, leases and agreements and seek to assess impact on efficiency, effectiveness, tracking transparency and management of documents. If successful, the pilot would inform future CRD policy regarding the use of e-signature software for document approvals.

15f-1.7 – Microsoft Office 365

A number of Microsoft Office applications used by the CRD are nearing end of life with Microsoft discontinuing support and security updates. The latest version of the applications reside in the Microsoft Azure Cloud, requiring a migration and upgrade project. The CRD currently provides only one application through Azure (MS Teams). This application was deployed during the COVID-19 pandemic to facilitate remote collaboration.

This initiative seeks to increase the annual operating cost relating to data storage and back-up to enable the migration of the remaining Microsoft Office applications to the Microsoft Azure Cloud and upgrade to Microsoft Office 365. Doing so would deliver a number of benefits, including enhanced cyber security, reliability, and compliance with industry regulations. It will also improve the email system back-up performance and reduce reliance on servers in the CRD data centre,

which are now beyond their operational end of life. Any additional workload resulting from this will be absorbed by the IT&GIS division.

15f-1.9 – IWS Infrastructure Resilience Support

The complexity of the IT needs from the Integrated and Water Services department has grown significantly. A review of the workload has identified a support gap across seven key initiatives. A number of these initiatives are to replace and update aging infrastructure across the water distribution system including more than 20,000 bulk and in-ground water meters. To ensure the technical expertise is available to guide and support these significant, multi-year asset replacement programs, this initiative seeks to increase the IT&GIS staffing complement by creating one new ongoing position.

15f-1.13 – Staffing Initiative

The CRD is proposing to progress 35 delivery initiatives in 2021 to advance the Community Need target outcomes. The cumulative impact of these initiatives on support divisions will be significant. In order to address the pressure this additional workload will bring, and maintain an adequate service level, this initiative seeks to create new positions as follows:

- 2.2 regular positions in Financial Services divisions in support of transaction volumes in payroll, accounts payable, accounts receivable and to support revenue generating system interfaces.
- 2.5 regular positions in IT&GIS division
- 1.0 regular position in Human Resources & Corporate Safety division

The cost of these positions will be recovered through corporate allocations.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Governance and Finance Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary – Accountability be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary – Accountability
Appendix B: Accountability – Initiatives Progress Report

Community Need

2021 Summary

Accountability

Strategy

Target Outcome

We envision being leaders in organizational performance, transparency and service delivery

Strategic Context

Strategies

- Organizational Development Plan
- Corporate Asset Management Strategy
- 2019-2022 Corporate Plan
- Advocacy Strategy
- Corporate Climate Action Strategy
- Regional Climate Action Strategy

Trends, risks and issues

COVID-19

- COVID-19 is impacting how the organization communicates, meets and collaborates. It is expected that these impacts will continue to be felt into the coming year.
- Consultation and engagement processes are adapting, meetings are migrating to an electronic format, and along with the growing demand for more diverse options to meet and engage with staff and elected/appointed officials (including with new participants, such as First Nations), COVID-19 has accelerated the move towards digital collaboration tools. This has increased demand for audio-visual support, collaboration solutions, staff training, etc. which have drawn from existing staffing capacity in the Legislative Services division and the Information Technology & GIS (IT&GIS) division.
- The pandemic has resulted in an increase in external grant programs. The CRD is being tactical in its approach to grant submissions to ensure equitable opportunities are made available across service areas and that the most critical projects are put forward for submission.

A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- The corporate records management program framework identifies measures to respond to increasingly complex information access requests, investigations, legal matters and disaster recovery events with increased investments over several years.

Community Need

2021 Summary

- The organization is subject to a stream of known and unknown threats which can impact IT systems and business operations. We have invested in a number of cyber security measures based on audit recommendations and continue to monitor risks.
- The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. A comprehensive review of governance, mandate and adherence to policy and processes is needed to ensure consistency and improve service efficiency.
- We also continue to modernize our approach and materials to adapt to the shift from print to digital communication channels.
- The CRD is developing Sustainable Service Delivery Plans (SSDPs) for around 70 services in line with the Corporate Asset Management Strategy. These plans are becoming more commonplace in Canada, with grant funding providers increasingly making it a requirement to be considered for funding. Developing and maintaining SSDPs involves large amounts of effort and specialized expertise. Internal and external resources are being evaluated to ensure good progress is made.

Demand for Corporate Support Services

- Information Technology continues to experience high demand for technology services and solutions focused on the growth and complexity of the organization. Solutions for: workforce management, budgeting, reporting, analytics, dashboards, data modelling, application development and systems implementations such as systems to manage increased Mobile Information access, Asset Management, Maintenance Management and Asset Retirement functionality. Increased staff turnover creates an ongoing high demand for staff onboarding and training. These coupled with the pace of technological change is putting service delivery under pressure.
- There is also growing demand for services across financial functions, financial reporting, analytics, and application interface. Further investment in report modelling, application development and staffing capacity will be required in future in order to keep pace. The Financial Services division is also seeing higher demand in Electoral Areas for enhanced levels of service. More advisory services are required for financial management policies, procedures, guidelines and processes.
- The growth in corporate scale and complexity is also placing pressure on cashflow and treasury activities, requiring investment in more planning and analytics. Finally, the required implementation of PSAB3280 Asset Retirement Obligations has increased pressure on existing financial services staff in accounting, budgeting and reporting to meet existing ongoing service levels.
- Corporate growth in the Housing Department and the Regional Housing First program are increasing pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues. Additional legal staff may be required in 2022 to maintain core service levels.
- The number of information requests under FOIPPA, as well as the complexity of requests, continue to increase year over year driving more demand for Information Services support.

Community Need

2021 Summary

People

- Changing workplace and society demographics have significant impact on the nature of Human Resource programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, COVID-19, doing-more-with-less, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce and succession planning, recruitment and retention, and learning and development will be paramount to ensure the continued success of the organization. We are addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies, which include diversity & inclusion, performance management and strategic workforce planning.
- The shortage and cost of skilled IT resources is directly impacting the division's ability to hire and retain skilled employees. Skilled workers are looking for higher pay while existing current employees leave the organization for higher pay and better benefits. These issues coupled with the aforementioned accelerated rate of technological change continues to place pressure on IT&GIS's ability to deliver solutions.

Services

Core Services Levels	
Service	**Levels**
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services	• Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board
Corporate Communications Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.	• Board communication support (agendas, priorities, programs and overall information to support public understanding of organization) • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates); provide guidance on survey approaches for service areas • Media strategy and relations. • Coordinate advertising buys and social media strategy • Internal communications framework and implementation; maintain CRD Central intranet

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
	• Establish communication protocols and training for the organization that lead to efficiency, alignment and best practise • Provide creative direction for print, online, video and event communications
Human Resources and Corporate Safety Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.	• Employment relations, including over 300 job opportunities, labour relations for two unions, and HRIS management and reporting for over 1,100 employees and 1,400 volunteers • Occupational health and safety, corporate wellness and benefits, and disability management • Development and administration of over 80 personnel policies and corporate safe work practices. • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms
Financial Services Financial Services provides guidance on the overall financial stability of the organisation and is responsible for the organisation's adherence to the legislated framework governing financial administration in local government. • Financial Planning • Financial Accounting and Reporting • Revenues (taxes and fees) • Disbursements (Inc. Payroll) • Corporate Finance Decision Support • Treasury and Banking • Financial Systems • Procurement (IWS)	• Annual budget processing for over 200 services (Q1) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring • Daily transaction processing and monthly reports delivered for over 200 services with combined operating budget of $370M (2020 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. $280M • Daily cash management review and investments ($190M in net working capital and $160M on reserve) • Manage semi-annual long term financing bylaws & debt issues (CRD & municipal debt of $350M and principal payments $65M)

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
• Corporate-wide administrative services, such as printing and internal interoffice mail	• Biweekly payroll processing, reporting for 1,250 employees totaling $76M in four employee groups • Weekly cheque and EFT runs produce 14,000 vendor payments a year • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 25,000 water billing customers. • Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,000 banking transactions and integration of over 130,000 transactions a year • Procurement of approx. 100 water services RFPs, RFQs, tenders & contracts annually • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices
Information Technology and GIS Services (IT&GIS) Comprised of a team of IT professionals who provide a wide variety of technology services, systems, and tools to all CRD Departments, the public and the Board. • Corporate-wide communications systems (voice, data and radio) • Corporate Website • Board and Committee meeting management • Asset and Maintenance Management • Financial Systems, payroll, and HR • Corporate-wide Cyber Security Program • Equipment purchasing and maintenance • Project Management	• Manage the technology infrastructure for 30 sites across the CRD, including 1,000 computers, 600 smartphones, 300 servers and 24 phone systems • Annual hardware and software procurement • Manage procurement of GIS orthophotography and lidar imagery for 23 partners across the Capital Region • Produce and support processing 200,000 utility bills annually, generating approximately $22M • Support the Hartland Landfill automated scales, processing 140,000 tonnes of garbage generating $16M annually • Provide daily operational and technical support for Tempest system, providing for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately $1.25M annually

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
• Geographic Information Services • Orthophotography and lidar data • Reporting and data analytics • Application development • Utility billing (water and sewer)	• Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately $14.5M annually • Produce and process approximately 30,000 maintenance workorders annually for Housing, Integrated Water, and Facilities Management • Management of Project System which processes annually $400M in capital projects • Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs • Develop, implement, and support a corporate Enterprise Asset Management system, providing management and planning capabilities for $1.5B in CRD assets
Asset & Grants Management Provides professional advice and expertise to having a sustainable service delivery. Manages the organization's grants portfolio.	• Develop and advise on corporate asset management strategies, plans, standards and procedures • Provide advice/expert guidance for developing SSDPs • Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance • Manage the Community Works Fund and Grants-in-Aid Fund (internal CRD grant programs for the Electoral Areas) • Manage the organization's external grants portfolio by notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board. • Received over $500M in grant funding from senior levels of government since 2014.

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Information Services Guides and supports the organization to effectively manage and use its valuable information resources to meet legislative and statutory requirements, legal obligations, business needs & strategic goals and for historical reference. Develops and administers the corporate records and privacy management programs. Administers information access requests and other legal matters under FOIPPA.	• Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice & support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards • Conduct records inventories & appraisals and develop lifecycle management plan for all records to ensure timely and effective management • Process more than 130 FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA • Conduct Privacy Impact Assessments reviews and provide advice & recommendation • Conduct mandatory corporate training for all staff
Legal Services Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.	• Bylaw drafting and review, including supervision of outside counsel when required • Manage governance changes and advise on legislative and statutory interpretation • Manage policy development to ensure compliance with policy framework and modern principles of policy development • Staff training in procurement, policy, and contract and bylaw drafting • Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve more than 600 agreements per year, and respond to more than 1,500 inquiries for legal advice

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Legislative Services Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.	• Administrative and legislative support to the three CRD Boards, eight standing committees, and more than 70 committees and commissions • Publish agendas and record minutes for approximately 150 open and closed meetings annually for the three CRD Boards and nine Standing Committees • Facilitate over 200 delegations from residents and organizations who wish to speak at CRD Board or Committee meetings • Conduct elections and assent processes • Process approximately 70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate over 120 appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure • Annually review and distribute over 1100 pieces of correspondence addressed to the CRD Board
Risk & Insurance Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.	• Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for $650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Real Estate Services Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.	• Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services. • Co-ordinate the internal review and response to 3rd party referrals submitted to the CRD • Manage corporate land and land agreement data both tabular and spatial • Co-ordinate, complete and manage leases, licenses, permits, and land-use applications. • Oversee the completion and registration of approximately 150 new covenants and statutory right-of-way annually in favour of CRD. • Conduct land research and due diligence to support corporate initiatives and decisions.
Facilities Management (FM) Delivers comprehensive FM services to corporate facilities to all CRD departments. FM provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services: • Project Management • Condition Assessments • Security • Operations & Maintenance Planning Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for CRD staff and public.	• FM directly manages approx. 12 locations and provides FM support services to all CRD departments in 10 locations • Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (mange approx. 75 contracts of varying complexities) • Process approx. 3,500 work orders annually for preventative and corrective maintenance • Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers • Deliver 25 capital projects ($1.5M) annually as well as numerous maintenance projects; provide Project

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
FM's portfolio is continually growing. Managed assets consist of leased and owned facilities valued at approx. $80M.	Management services for facility projects to other CRD departments

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**Status**	**2021 impacts**
5b-5	CAMS Lifecycle Costing	Develop policy and procedure relating to the utilization of lifecycle assessment in options considered in business cases	2021 – 2022	**NEW** Not started	Included in provisional budget
15a-1	Commission Review	Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	2020 – 2021	NEW In progress	Included in provisional budget
15b-1	Financial Services Treasury Position	Create position responsible for growing investment and debt portfolio on behalf of 200+ CRD Services	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15b-2	Financial Services Support for Local Services/PPS	Increase Financial Services staff complement to support growing Electoral Area requirements for responsive and dynamic financial advisory support	2021	NEW Not started	1.0 Term conversion 1.0 Ongoing
15c-1.2	Facilities Management Worker Formalization	Formalizing the status of an existing position to support facility maintenance and operations duties	2021	NEW Not started	1.0 Ongoing Included in provisional budget

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	Create position to deliver integrated diversity and inclusion initiatives under the multi-faceted Organizational Development Plan	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15d-1.2	Graphic Standards Update	Update to graphic standards package to reflect shift from print to digital and include First Nations elements in the CRD brand	2021	NEW Not started	Included in provisional budget
15f-1.0	Systems + Policies Bylaw Management System	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.1	Contract Database + E-Approvals	Create an agreement database and e-approvals process	2020	Development completed and system testing is underway.	Already funded
15f-1.3	Systems + Policies EDRMS	Modernize CRD records management program framework of policies, systems & practices to support electronic records management	2020 – 2025	In progress. Selection of EDRMS moved to 2021-2022	Funding earmarked through reserves
15f-1.3	Facilities Management Centralization Strategy	Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects	2021	**NEW** Not started	1.0 Ongoing Included in provisional budget

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.4	Support for Hartland Scales and PerfectMind	Create new position to provide technical support for the Hartland Landfill scales, Recreation facilities and Regional Parks	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.5	Mobile Maintenance Workorder Platform Support	Create new position to provide technical support for mobile workorders users, including Regional Housing and CAWTP	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.6	Electronic Signatures	Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements	2021	NEW Not started	Included in provisional budget
15f-1.7	Systems + Policies – Toolkits	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.7	Microsoft Office 365	Migration of a number of Microsoft Office applications to the Azure Cloud	2020	NEW Not started	Included in provisional budget
15f-1.8	Systems + Policies – Website Upgrade	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2022	Postponed	Already funded

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.9	IWS Infrastructure Resilience Support	Create a new position to provide day-to-day technical support to Integrated Water Services and support for asset replacement programmes	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.10	Systems + Policies – Mobile GIS *	Regional Parks Mobile GIS Program	2020 - 2021	In progress	
15f-1.13	Staffing Initiative	Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety	2021	Not started	5.7 Ongoing Included in provisional budget

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 15a-1 – EA Strategy and Operations
- 15b-1 – Triple-Bottom-Line (TBL) Budgeting
- 15b-2 – Asset Management and Risk Analysis
- 15c-2 – SGI-CRD Liaisons
- 15d-1 – Service Planning and KPIs
- 15e-1 – Partnership Directory

Systems + Policies initiatives:

- 15f-1.4 – HR + Corporate Safety Systems
- 15f-1.5 – Rise + Report Tracking System
- 15f-1.6 – Signage
- 15f-1.9 – IWS Record Management – SAP Development *
- 15f-1.11 – Information Security Program*

Business Model

Funding

Who contributes

- Varies per services

Funding Sources

- Allocations, Requisitions & Grants

Community Need

2021 Summary

Reporting Structure

- Governance & Finance Committee

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Organizational Transparency **Definition and source**: total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics	1.8M	2.3M	2.5M
Metric 2: Communication Campaigns Reach **Definition and source:** percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/social); data from CRD Corporate Communications	74%	76%	76%
Metric 3: Workforce Engagement **Definition and source**: (A) **Employee Turnover**: total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system (B) **Unplanned Absenteeism**: percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system	A: 9.2% B: 2.6%	A: 8.5% B: 4.0%*	A: 7-9% B: 3.5%
Metric 4: Board decision-making **Definition and source**: total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services	223	237	230

Discussion

Link to Target Outcome

- Transparency and reach performance indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.

Community Need

2021 Summary

- Workforce Engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Organizational Development Plan.
- The Board decision-making measure tracks the work of the three CRD boards.

Discussion

- **Metric 1**: The CRD website is our most important transparency tool through which we make significant amounts of information available for the communities we serve about the services and programs we deliver as well as the decisions that are made for the benefit of the region. Year-on-year increases in website visits indicates higher awareness of the CRD and its work among the region. The most frequently visited parts of the website are: recycling information & schedules, online maps & GIS data, current job opportunities, pets for adoption, landfill hours and rates and recreation programs.
- **Metric 2:** Ensuring that the information disseminated reaches its intended audience is important. A high percentage indicates that our planned campaigns are addressing the topics that matter most to the capital region communities.
- **Metric 3:** Workforce engagement can be attributed to a number of influences, and is tracked through regular employee turnover and absenteeism. Industry norms suggest healthy turnover of 7-9%, and unplanned absenteeism under 3.5%. *The current COVID-19 health pandemic is impacting absenteeism rates across the country and is being actively monitored to ensure essential service levels remain attained. In future, we will look to measure the total number of page views and employees using CRD Central to assess level of internal engagement.
- **Metric 4:** This measure is presented as an indicator of level of work undertaken by the three CRD Boards and engagement with services and initiatives delivery. Monitoring the level of work undertaken annually is useful, but setting a target would not be appropriate as the number of staff reports submitted is dependent upon many factors (e.g. progress made on existing projects and initiatives, new emerging strategic priorities and operating environment impacts, such as COVID-19). The metric excludes all staff reports submitted to Committees and any staff reports with a recommendation to receive for information.

Community Need

Initiative Progress Report

Accountability

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
15a-1	EA Strategy and Operations	**Planned for 2021** – develop a comprehensive strategy and operational review on the current rural regional district governance structure within the unique needs of Salt Spring Island.
15b-1	Triple-Bottom-Line (TBL) Budgeting	**Progressing –** Budgets are the result of the end-to-end planning business process which includes the Board Priorities, Community Needs, Corporate Plan and Service Plans. An overhaul of the business process was started in the 2019 planning cycle and continues through 2021. Staff will focus on prioritization and multi-criteria decision-making methodologies in the coming year. **Progressing -** Financial Services plans to complete a review of best practices in reserve balances for all services in 2021. This will include practices and policies from other local government and public sector organizations.
15b-2	Asset Management and Risk Analysis	**Progressing** – a corporate risk management framework has been established within the CRD. The processes involved around assessing risks have been embedded in the capital planning process to help service divisions in prioritizing resources. A robust capital planning and risk analysis process must have a good set of asset information where the asset is broken down and recorded to an appropriate level. An Asset Componentization Guide (ACG) has been developed to standardize how large infrastructure will be broken down into individual components. The infrastructure in the Core Area Wastewater Treatment Project applied the ACG and now has a robust set of asset information to enable a robust risk analysis process throughout the asset lifecycle (i.e. capital planning, operations and maintenance). Maintenance of assets is as critical as maintaining asset information and development of a centralized asset registry within our enterprise system is in progress.

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
15c-2	SGI-CRD Liaisons *	**Part of core services** – SGI Liaison program continues to facilitate community support and coordination on behalf of the CRD.
15d-1	Service Planning and KPIs	**Part of core services** – the 2021 Service Planning process will be completed by October 28, 2020 confirming the funding, timing of new initiatives and service levels for the CRD's core services next year. This process is run annually in spring/summer and gathers the information necessary to assemble a provision budget.
15e-1	Partnership Directory	**Progressing** – Partnerships guidelines prepared, and existing formal partnerships captured in new directory. Next steps include developing standard templates for Letter of Understanding and Memorandum of Understanding which will be completed by 2021.
15f-1.0	Systems + Policies Bylaw Management System	**Progressing** – improvements have been made to identify repealed and withdrawn bylaws. Publishing to the website has been delayed pending sufficient staff capacity to undertake consolidation prior to publishing.
15f-1.1	Systems + Policies Contract Database + E-Approvals	**Progressing** – development completed and system testing is underway.
15f-1.3	Systems + Policies EDRMS	**Progressing** – Planning work is underway and recruitment of 1 FTE is complete. In 2021, the Records Classification Schedule (RCS) will be updated, EDRMS business requirements gathered and selection process started. 100k has been budgeted in 2021 from reserve funds. Implementation planned for 2022 onwards. Funding continues to be earmarked through reserves.
15f-1.4	Systems + Policies HR + Corporate Safety Systems	**Progressing** – This project has been expanded to include other HR required changes, these changes have been included in the proposal for a new HR Information System. HR will bring this request as a 2022 IBC budget item.
15f-1.5	Systems + Policies Rise + Report Tracking System	**Part of core services** – Rise and report webpage created and updated on a quarterly basis. Board highlights webpage created and updated following each Board meeting, includes an option to subscribe for emailed updates.
15f-1.6	Systems + Policies – Signage	**Progressing** – External consultant hired, and current inventory and analysis completed. Final comprehensive sign strategy – including font, colour, white space, size, common content, logo placement –

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
		will be developed and completed by November 2020 to make the look and feel of CRD signage consistent across departments and posting locations.
15f-1.7	Systems + Policies – Toolkits	**Progressing** – improvements have been made to the legal services sharepoint site to include toolkits for contracting, procurement and bylaw drafting. Toolkits for Information Services to be advanced in 2021 pending available IT Sharepoint support.
15f-1.8	Systems + Policies – Website	**Progressing** – Advanced work will continue 2020 and 2021 towards a website refresh for launch 2022.
15f-1.9	Systems + Policies– SAP Development *	**Progressing** - SAP training program and system projects supporting expanded corporate application footprint are underway. While some delays in hiring resulted from COVID 19, overall, the work plan has progressed in 2020. SAP training outreach to begin in late 2020 and expand offering into 2021 and onwards. This program will continue to advance through 2021, making changes and improvements to the scheduling and resourcing of projects. Increased visibility into resource consumption and staff availability has improved our overall scheduling and management of project timing, scope and task alignment spread over multiple projects. These improvements will have a positive impact going forward.
15f-1.11	Systems + Policies – Information Security Program*	**Progressing** – this initiative is continuing to progress. We have made improvements

* New - Initiatives not in the 2019-2022 Corporate Plan

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REPORT TO THE GOVERNANCE AND FINANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 07, 2020

SUBJECT 2019-2022 Arts & Culture Service Planning

ISSUE SUMMARY

To provide the Governance and Finance Committee with an overview of relevant initiatives undertaken by Arts & Culture to deliver on approved Board Priorities and the Corporate Plan. Services and initiatives will be delivered in 2021 using core funding only.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified one initiative under Arts & Culture that falls under the Governance and Finance Committee's mandate.

Through the Royal & McPherson Theatres Society Advisory Committee (RMTSAC) the Governance & Finance Committee also has oversight of the services that provide funding to the Royal Theatre and the McPherson Playhouse.

Appendix A *Community Need Summary - Arts & Culture 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Arts & Culture - Initiatives Progress Report* provides insights into what has been delivered through the following initiative that was approved last year, for delivery in 2020:

- 12a-1 Art Facility Needs and Partnerships

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Arts & Culture divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary - Arts & Culture be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary - Arts & Culture be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Staff are advancing a directive from the RMTSAC to examine the contribution agreements for the Royal Theatre and McPherson Playhouse to ensure that the venues are resourced at an appropriate level.

Alignment with Board & Corporate Priorities

Staff have not identified any new initiatives for 2021.

Initiative 12a-1 is expected to be complete in 2020.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board’s decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Governance and Finance Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Arts & Culture be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	James Lam, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Arts & Culture
Appendix B: Arts & Culture - Initiatives Progress Report

Community Need

2021 Summary

Arts and Culture

Strategy

Target Outcome
We envision strategic investment to maximize the artistic, social and economic contributions that arts and culture make to the quality of life in the region.

Strategic Context

Strategies

- Arts Development Service Strategic Plan

Trends, risks and issues

- Municipal investment in the arts recognises the contribution that arts organizations make to the quality of life and the economic benefits that accrue to the region through the activities of funded organizations.
- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support. In 2019, the CRD Arts and Culture funding programs funded 94 organizations that provided programming that supported a wide range of artistic activity by local and regional artists. We expect to fund 92 organization in 2020.
- Restrictions on public gatherings due to COVID19 has created significant instability in the arts sector and adaptation to programming and operational support to funded organizations.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Arts & Culture Support Service Supports, promotes and celebrates arts and cultural activities for the benefit of the community through funding programs and outreach activities.	• Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs. • Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets. • Respond to inquiries on funding (CRD and other sources). • Liaise with arts funders at other levels of government. • Collect data for internal use and by outside agencies • Manage web-database of regional public art for the region.
The McPherson Playhouse Service Contribution agreement for the municipal support of the theatre.	• Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre
The Royal Theatre Service Contribution agreement for the municipal support of the theatre.	• Provides capital and operating support for pleasure, recreation and community uses related to the Royal Theatre.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
12a-1	Art Facility Needs and Partnerships	Facilitate a discussion of the region's art facility needs & explore partnerships to support 100% participation in the CRD arts function	2020-21	Estimated completion Dec. 2020	Already funded

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiatives approved in prior years which are now part of Core Services:

- 12b-1 – Community Engagement in Arts
- 12b-2 – Arts and Culture Strategic Plan
- 12c-1 – Arts Grant Program Review

Business Model

Funding

Who contributes

- **Arts & Culture Support Service**: Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Metchosin Highlands, Sooke, Southern Gulf Islands
- **The McPherson Playhouse Service**: Victoria
- **The Royal Theatre Service**: Saanich, Victoria, Oak Bay
- **Support Services**: varies per service

Funding Sources

- Requisitions

Reporting Structure

- Arts & Culture Support Service: Arts Commission
- Theatres: Royal and McPherson Theatres Services Advisory Committee

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	**2019 Actual**	**2020 Forecast**	**2021 Target**
Metric 1: **Social contributions** (A) total number of events and workshops hosted by CRD (B) total attendees at CRD-funded arts events (C) total number of IDEA and Equity Grants distributed Data from 2019 Arts & Culture Progress Report	(A) 3,357 (B) 644K+ (C) 18	(A) see note (B) see note (C) 20	(A) see note (B) see note (C) 20
Metric 2: **Economic contributions** (D) total funding ($M) invested (via CRD grants) in operating grant recipients (E) total revenue ($M) generated Data from 2019 Arts & Culture Progress Report	(D) $2.4M (E) $27.5M	(D) $2.4M (E) see note	(D)$2.4M (E) see note

Discussion

Link to Target Outcome

Funding programs and other activities of the Arts & Culture Service recognise the contribution that arts organizations make to the economy and quality of life, the provincial and national visibility they bring to the region and their role in providing a wide range of activities for citizens and visitors.

Discussion

NOTE: all 2020 and 2021 metrics are expected to be adversely impacted by Covid19

- **Metric 1**: (A) 3,357 of events and workshops provided events and activities accessible to citizens and visitors and provided opportunities for 5,395 volunteers advancing social cohesion; (B & C) Events and attendance are normally measured in in-person attendance. With restrictions on public gatherings resulting in the closing of venues, the reporting and the structure for measuring online video, audio, pop-up, and other alternative programming replacements is in development. IDEA Grants is a flexible, small-awards program designed to respond to one-time opportunities and to encourage innovative or developmental arts projects and events. Equity grants support arts initiatives by applicants from the communities that are at risk of exclusion or have difficulty accessing support for systemic reasons.
- **Metric 2**: Operating grant recipients generated $27.5M in additional revenues of which 8% ($2.4 million) was provided by the CRD. For every $1 invested organizations generated an additional $11.55 (data from the 2019 Arts & Culture Progress Report). (E) It is expected that self-generated revenues by funded organization will be significantly reduced due to COVID19. However, at this point in the financial years there is insufficient information to provide estimates for the purposes of this report.

Community Need

Initiative Progress Report

Arts & Culture

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
12a-1	Art Facility Needs and Partnerships	Consultant-led community engagement process commenced July 2020. Final report due December 2020.

* New - Initiatives not in the 2019-2022 Corporate Plan

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REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 28, 2020

SUBJECT **2019-2022 Service Planning – Community Need Summaries**

ISSUE SUMMARY

To provide the Committee of the Whole with an overview of initiatives undertaken by the Capital Regional District (CRD) in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to Board direction. It summarizes the work the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan also identified initiatives to deliver the CRD's established service mandates, approved plans and corporate priorities. Progress on the priorities is reported quarterly in the priorities dashboard.

The attached Community Need Summaries (Appendices A-O) were considered by the respective standing committee that oversees the service plan mandate. In addition, local area initiatives have been evaluated through the Electoral Areas Committee (Appendix P). Each summary contains the initiatives, associated staffing, timing and service levels required to advance the CRD's work in 2021. Together, the documents form the basis of the Provisional Budget.

Each Committee recommended that the Community Need Summary they oversee be advanced to the October 28 Provisional Budget review process.

Committees also made the following recommendations to advance new initiatives that were not included in the Provisional Budget:
- First Nations Inclusion in CRD Governance: the CRD Board moved to include $75,000 in the Provisional Budget to support the planned amendments to the Board Remuneration and Travel Reimbursement Strategy; and,
- Land Acquisition Fund (LAF): the Regional Parks Committee moved to include an increase to the LAF of $1 per average residential household every year from 2021 until 2025 to ensure adequate operations and capital funds are available annually to support capital assets.

Regional and sub-regional commissions have considered the financial implications of the relevant proposed program of work, including Integrated Water Services operations for the Core Area Liquid Waste Management Committee, Regional Water Supply Commission, Juan de Fuca Water Distribution Commission, Saanich Peninsula Wastewater Distribution, Sooke and Electoral Area Parks and Recreation Commission, and the Peninsula Recreation Commission.

IMPLICATIONS

Financial Implications
Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this years' service planning process, staff have been mindful of the fiscal challenges facing the region. To that end, any budget increase or other impacts have been mitigated, as much as possible. This strategy has enabled us to recommend a provisional budget based on a program of work that responsibly stewards the assets and resources allocated to the CRD while minimising requisition increases.

Service Delivery Implications
The Community Need Summaries provide an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

COVID-19 continues to shape how the organization communicates, meets and collaborates. It is expected that we will continue to adapt in the coming year.

As an essential services provider, the CRD was able to maintain its service levels across the board in 2020, with adjustments to work policies and procedures to ensure the health and safety of its people and the communities it serves. Recreation centres in the region were temporarily closed in the spring but programming has since restarted and been rebalanced to favour operations in larger spaces/outdoor venues. Activities requiring a high degree of collaboration and interaction with the public or stakeholders have been adapted to our new operating environment.

The organization will continue to take measured, prudent action to weather and recover from any further impacts in 2021.

Alignment with Board & Corporate Priorities
Staff have identified 30 delivery initiatives that will have budget implications for 2021. These have been included in the Provisional Budget. In addition, five delivery initiatives will be progressing within existing service levels and using core service funding. All new initiatives have been listed in the appendices.

In 2021, we are progressing fewer initiatives than in 2020, reflecting staff effort to focus on the most essential items of work and reprioritize workplans.

The two main drivers for the new initiatives put forward for 2021 are:

- capital investment in Regional Housing and the Core Area Wastewater Treatment Project coming into operation and a requirement to increase our staffing complement to operate the new services; and
- the continued growth in corporate scale and complexity which continues to drive demand for support services internally.

Some longer-term strategic investments have been deferred by at least a year until the region's economic outlook is better understood. This will also allow for more planning time, using existing resources.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes. These are reviewed through the standing committee and commissions and form the basis of the Provisional Budget.

RECOMMENDATION

Error! Reference source not found. That the 2019-2022 Service Planning - Community Need Summaries be received for information.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager of Regional & Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary – Affordable Housing
Appendix B: Community Need Summary – Transportation
Appendix C: Community Need Summary – First Nations Relations
Appendix D: Community Need Summary – Economic Development
Appendix E: Community Need Summary – Climate Action & Adaptation
Appendix F: Community Need Summary – Parks & Natural Resource Management
Appendix G: Community Need Summary – Protective Services
Appendix H: Community Need Summary – Wastewater
Appendix I: Community Need Summary – Landfill & Recycling
Appendix J: Community Need Summary – Water
Appendix K: Community Need Summary – Planning & Development
Appendix L: Community Need Summary – Arts & Culture
Appendix M: Community Need Summary – Recreation
(see more appendices on following page)

Appendix N: Community Need Summary – Health Facilities
Appendix O: Community Need Summary – Accountability
Appendix P: Community Need Summary – Electoral Areas

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APPENDIX A

REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 07, 2020

SUBJECT 2019-2022 Affordable Housing Service Planning

ISSUE SUMMARY

To provide the Hospitals and Housing Committee with an overview of relevant initiatives undertaken by the Regional Housing Division in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified nine initiatives under Affordable Housing, which fall under the Hospitals and Housing Committee's mandate.

Appendix A *Community Need Summary - Affordable Housing 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Nine delivery initiatives were approved last year, for delivery in 2020. Appendix *B Affordable Housing – Initiative Progress Report* provides insights into what has been delivered through those initiatives.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Regional Housing divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1
The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Affordable Housing be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2
The Hospitals and Housing Committee provide CRD staff with alternative direction with respect to advancing Appendix A Community Need Summary – Affordable Housing.

IMPLICATIONS

Financial Implications
Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications
The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities
Staff have identified three initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Need Summary - Affordable Housing, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE Impacts in 2021	Budget Impacts in 2021
1a-2	Housing Investment through the CRD/CRHC	Invest in/build Provincial Income Assistance rate, market rate and affordable housing units through the RHFP and operate housing projects through the CRHC	2020 – 2022	6.5 Ongoing 2 Term	Included in Provisional Budget
1a-10	Reaching Home *	Reaching Home Program	2019 – 2022	0.8 Term	Included in Provisional Budget
1a-11	Southern Gulf Islands Housing Strategy	Develop a Strategy that aligns with the CRD's Regional Housing Affordability Strategy and is tailored to the context of the Southern Gulf Islands	2021	-	Included in Provisional Budget

Blue highlighted areas are initiatives that directly address a Board Priority.

Delivery Initiatives

1a-2 Housing Investment through the CRD/CRHC

The RHFP is a $120 million equity partnership between the regional, provincial and federal governments initiated to meet the housing needs of chronically homeless individuals. As of December 2019, eight projects (907 units with 211 shelter units) have been approved. Four of the projects (534 units) are or will be owned by the CRD and operated by the Capital Region Housing Corporation (CRHC) through a 60 year lease.

One project was commissioned in 2019 (Millstream). Two projects will be commissioned in 2020 (130 units in Spencer and 152 units in West Park Lane) and one project will be commissioned in 2021 (Hockley).

BC Housing introduced the Community Housing Fund (CHF) in 2018 and CRHC has been successful in securing funding for two projects through the fund (154 units in Caledonia redevelopment and 97 units in Michigan Square). The CRHC is now applying for funding for one project through the CHF call for proposals.

Significant resources are required for the development, onboarding and operations of the new housing units. Approval of new projects will also require appropriate human resources to provide oversight and ensure that the owners (CRD/CRHC) interests are represented. This initiative seeks to increase the staffing complement by creating six new ongoing positions and two term positions in the Regional Housing Division for the project management, marketing, leasing and operating of the new units. It also seeks to add one part-time ongoing position in the Information Technology & GIS Division for the ongoing support of systems used by the division. The request for staff is aligned with current staff ratio. The cost of increasing the staff complement in 2021 will be recovered from the capital projects and the tenant rental revenue.

1a-10 Reaching Home

The CRD has a formal agreement in place with the Government of Canada to act as the Community Entity for the Reaching Home Program. This program of work advances the Community Well-being Board Priority by improving the assignment of housing and support to vulnerable people.

As a Community Entity, the CRD is expected to play a significant role in the development, implementation and monitoring of a Coordinated Access and Assessment (CAA) system that supports the allocation of housing and health and other social support services. The system must be supported by the government's Homeless Individuals and Families Information System (HIFIS). Each Community Entity must have a clearly articulated system in place by March 31, 2022.

Over the past year, the Regional Housing Division has been working with BC Housing and Island Health to develop and implement the required system. A Request for Proposal process did not yield a suitable contractor with the necessary understanding of the local context. A recommendation has therefore been made by the overseeing committee for the CRD to take on the work. This initiative seeks to recruit a three year term position, starting in 2021, to oversee the work, including any enabling policies and agreements preceding the deployment of new systems. All costs related to the position will be recovered through Reaching Home.

1a-11 – Southern Gulf Islands (SGI) Housing Strategy
A Housing Needs Assessment was completed on SGI and the findings indicated a serious shortage of secure, appropriate and affordable housing for low to moderate income earners. This initiative acts on the CRD Board approval of a recommendation by the Southern Gulf Islands Economic Sustainability Commission to develop a Housing Strategy for the SGI Electoral Area. It will advance the Community Well-being Board Priority by supporting both the social and economic well-being of the residents and businesses in the island communities.

The objective of the SGI Housing Strategy is to develop housing solutions that are tailored to the context of the SGI Electoral Area. A phased approach to implementation will be taken, with potential short-term solutions delivered as early as Q4 2021. The initiative will cover the contracting cost for a Housing Feasibility study and a Garden Suite Design study. The additional workload will be absorbed within the existing Regional Housing and SGI Administration staffing capacity, with support from colleagues across the organization.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Affordable Housing be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Christine Culham, Senior Manager, Regional Housing
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Affordable Housing
Appendix B: Affordable Housing - Initiative Progress Report

Community Need

2021 Summary

Affordable Housing

Strategy

Target Outcome
We envision that residents have access to affordable housing that enhances community well-being.

Strategic Context

Strategies

- Regional Housing Affordability Strategy
- Capital Regional Housing Corporation (CRHC) Strategic Plan
- Regional Growth Strategy

Trends, risks and issues

- Changing rental housing market dynamics related to negative economic impacts of COVID (higher vacancy rates, declining rents)
- Potential declines in the costs of acquiring property for affordable housing projects
- Increased project administration and oversight
- Increase in funding available for investment through various streams
- More units coming online impact on future staffing requirements

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Housing Initiatives and Programs (HIP) Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HIP acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP).	• Complete Regional Housing Needs Reports Project and initiate planning for the development of a Regional Housing Data system with municipalities and electoral areas • Review and process required Letters of Intent and proposals for the Regional Housing Trust Fund • Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) Service Agreement • Continue to manage the Reaching Home Program – Designated Communities and COVID streams to support efforts to respond to homelessness in the region. • Support the Government of Canada in its implementation of a sustained agreement to support the RHP Indigenous Communities stream. • Administer Housing Agreements.
Capital Region Housing Corporation (CRHC) Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,773 units of housing/49 properties and has three projects in varying stages of development.	• Operational management of units, adjusting service delivery needs as required • Property management of 114 units • Asset management: building envelope remediation of Carey Lane. • Contract management of Umbrella Operating Agreement with BC Housing • Development: progressing with construction of 2 redevelopment projects (Michigan and Caledonia) and one RHFP project (Hockley)
Regional Housing First Program (RHFP) A $120m equity partnership the CRD, BC Housing Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and Island Health in delivering the RHFP. There are	• Issuing quarterly Request for Proposals to non-profit and private developers • Acquiring, developing and building housing in accordance with the Regional Housing First Program Framework and, where appropriate,

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
currently eight projects/907 units that have been approved under the RHFP.	transitioning CRD owned housing to the CRHC for operations. • A CRD Alternative Approval Process has been approved to request authority for an additional $10m CRD long-term borrowing for the RHFP.
Planning & Development and Capital Construction Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and also supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.	• Fulfills the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal. • Furthers the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible. • Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage. • Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region. • Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low and moderate income residents of the capital region.

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**Status**	**2021 impacts**
1a-1	Affordable Housing per Regional Growth Strategy (RGS)	Create & deliver more affordable housing across the region in a manner aligned with the RGS in order to address the needs of a diverse & growing population, including vulnerable residents	2019 – 2022	In progress	
1a-2	Housing Investment through the CRD/CRHC	Invest in/build Provincial Income Assistance rate, market rate and affordable housing units through the RHFP and operate housing projects through the CRHC	2020 – 2022	NEW additional request for 2021	6.5 Ongoing 2 Term
1a-3	Housing Investment through CRHC	Invest in/build affordable housing through the CRHC	2019 – 2022	In progress	
1a-4	Housing Continuation beyond RHFP	Determine continuation of housing supply program beyond RHFP implementation	2020 – 2022	In progress	
1a-6	Housing Asset	Optimize management of housing assets	2019 – 2022	In progress	
1a-7	Greater Victoria Coalition to End Homelessness Support & Aboriginal Coalition to End Homelessness	Fund and participate as leaders in GVCEH; provide three year funding of $150K per year to Aboriginal Coalition to End Homelessness	2020 – 2022	In progress	

Community Need

2021 Summary

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**Status**	**2021 impacts**
1a-9	Housing System Improvement	Lead & participate in regional, provincial & federal affordable housing system improvement & planning initiatives	2019 – 2022	In progress	
1a-10	Reaching Home *	Reaching Home Program Administer Designated and COVID funding through 2021 and Indigenous funding according to Government of Canada direction. Complete planning and implementation of coordinated access service to comply with Government of Canada directives.	2019 – 2024	NEW additional request for 2021	0.8 FTE
1a-11	Southern Gulf Island Housing Strategy	Develop a Strategy that aligns with the CRD's Regional Housing Affordability Strategy and will focus on housing solutions that are tailored to the context of the Southern Gulf Islands.	2021	NEW Not started	

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 1a-5 – Housing Affordability Measurement
- 1a-8 – Municipal Housing Support

Community Need

2021 Summary

Business Model

Funding

Who contributes

- All municipalities and electoral areas participate in some aspect of these services
- All local First Nations
- Non-profit housing and private housing providers
- BC Housing, CMHC, Employment and Social Development Canada

Funding Sources

- Requisitions, operating agreements subsidies, fee-for-service (tenant rent and housing agreements) and grants

Reporting Structure

- Capital Regional District Board
- Capital Region Housing Corporation Board
- Hospitals and Housing Committee Board
- Regional Housing Trust Fund Commission
- BC Housing Executive Committee
- Canadian Mortgage and Housing Corporation
- Employment and Social Development Canada
- Tenant Advisory Committee
- Regional Housing Advisory Committee
- District Planning Advisory Committee

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric **1: Increase directly managed affordable housing for low to moderate income households to 2,000 units by 2022** **Definition and source:** total number of affordable units directly owned and managed by the CRHC.	1,418 (CRHC)	1,773 (CRHC)	1,893 (CRHC)
Metric 2: Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed, with 300 of the 400 under construction or completed by December 31, 2021. Definition and source: total number of approved RHFP units that are under construction or completed.	80	132	300
Metric 3: Invest 2020-2024 $11m ($2.5m annually) in improving the current existing CRHC housing stock **Definition and source:** total annual investment ($m); data from CRHC Capital Budget	2.9	1.6	4.5
Metric 4: Ensure turnover of CRHC units is no greater than 30 days. **Definition and source:** average number of days to turnover a unit after is has been vacated; data from CRHC operations.	34	39	30
Metric 5: Decrease chronic homelessness **Definition and source:** TBC Point in Time metric; data from Point in Time Count; data from Homeless Individuals and Families Information System (under development)	TBC	TBC	TBC

Community Need

2021 Summary

Discussion

Link to Target Outcome

Discussion

- Metric 1: CRHC is currently meeting its target.
- Metric 2: the RHFP is currently meeting its target for 2020. Need to approve additional projects to meet 2021 target.
- Metric 3: CRHC is currently not meeting this target due to the inability to enter units due to COVID-19 restrictions.
- Metric 4: CRHC is currently not meeting this target due to the inability to enter units due to COVID-19 restrictions.
- Metric 5: Point-in-Time count numbers and annual shelter use data. Metric is currently under development with the implementation of Government of Canada's preferred Housing Management Information System (HMIS) software – the Homeless Individuals and Families Information System (HIFIS). This system is not expected to be operational on a region wide basis until 2022.

Community Need

Initiative Progress Report

Affordable Housing

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
1a-1	Affordable Housing per RGS	• Regional Housing data indicate that housing development remained strong in the region, with CMHC reporting 3,499 housing starts in 2019. Of these, the CRD has recorded 607 affordable rental housing units being approved for development in the region in 2019, which represents a 33% increase in total units over 2018.
1a-2	Housing Investment through RHFP	• An AAP was successful in facilitating approval of adding $10 million of CRD contributions to the RHFP. BC Housing and CMHC have since approved an additional $10 million each to bring the total funding available to $120 million. • Currently, 8 projects have been approved to support the construction of 907 units using $62 million of the funding available. These approvals represent $262 million of capital housing construction in the region.
1a-3	Housing Investment through CRHC	• Two redevelopment projects are proceeding through the CRHC: o The Caledonia project has received approval for $15.8 million in grant funding though BC Housing and to support a $59.5 million capital development budget. o The Michigan project has received approval for $9.1 million split between RHFP and BC Housing grant funding to support a $39 million capital development budget.
1a-4	Housing Continuation beyond RHFP	• Focus on fulfilling current funding and development commitments. This will be carried over into 2021.
1a-5	Housing Affordability Measurement	• Regional Housing and Regional and Strategic Planning sections plan to use the findings and processes developed through the Regional Housing Needs Reports Project to inform the development of an improved housing reporting system.
1a-6	Housing Asset	• The current 2020 budget is to support up to $2.2 million in capital asset improvement.

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
1a-7	Greater Victoria Coalition to End Homelessness (GVCEH) Support	• The CRD sustained an ongoing service agreement with the GVCEH to provide $325,000, of which $100,000 is from the City of Victoria, to support strategic coordination of services, reporting of homelessness and ongoing administration of the organization. • Regional Housing also responded to Board direction to enter into a service agreement and provide $150,000 to the Aboriginal Coalition to End Homelessness to support strategic planning and administration of programs that more equitably meet the needs of Indigenous people who are experiencing or at risk of homelessness.
1a-8	Municipal Housing Support	• Initiated a Regional Housing Needs Reports Project using a $150,000 grant from UBCM to support 11 municipalities and electoral areas in completing provincially legislated Housing Needs Reports. • Entered into 4 Housing Agreements with developers to support the sale/resale of 6 below market ownership housing units.
1a-9	Housing System Improvement	• Participated in an advisory role in the review of City of Victoria housing policies and programs. • Have accepted an invitation from the District of Saanich to participate on its Housing Strategy.
1a-10	Reaching Home *	• Continued to administer the 5-year, $4.7 million Reaching Home Designated Communities funding stream. • Agreed to continue to act as the Community Entity responsible for administering the Indigenous Homelessness funding stream for one more year. • Have negotiated a new Terms of Reference to support a reformulation of the Community Advisory Board in order to better meet Government of Canada directives. • Received approval for a planning position within Housing Initiatives and Programs to use up to $400,000 in Reaching Home Community Capacities Innovations funding to support the development and implementation of a Coordinated Access system that meets the requirements of the Government of Canada Reaching Home directives.

* New - Initiatives not in the 2019-2022 Corporate Plan

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APPENDIX B

REPORT TO PLANNING, TRANSPORTATION AND PROTECTIVE SERVICES COMMITTEE MEETING OF WEDNESDAY, OCTOBER 21, 2020

SUBJECT 2019-2022 Transportation Service Planning

ISSUE SUMMARY

To provide the Planning, Transportation and Protective Services Committee with an overview of relevant initiatives undertaken by the Regional & Strategic Planning Division to deliver on approved Board Priorities and the Corporate Plan. Services and initiatives will be delivered in 2021 using core funding only.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to Board direction. It highlights the initiatives the Capital Regional District (CRD) needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified six initiatives under Transportation, which fall under the Planning, Transportation and Protective Services Committee's mandate.

Appendix A *Community Need Summary - Transportation 2021* is a summary of the planned activities for 2021. It contains details about core service levels and performance metrics. No new initiatives requiring additional funding are proposed this year.

Appendix B *Transportation - Initiatives Progress Report* provides insights into what has been delivered through the nine delivery initiatives approved last year:

2a-1 Multi-modal Transportation System
2a-2 E&N Corridor
2b-1 Partner Collaboration for Multi-modal Transportation
2b-2 School Transportation Planning
2c-1 Regional Transportation Data
2d-1 Traffic Safety Education
2e-1 SSI Transit Services
2e-2 SSI Cycling & Pedestrian Infrastructure
2e-3 SGI Public Transportation

Three of the initiatives, related to transit services, infrastructure and public transportation, were reported in the Electoral Areas Community Need Summary as they directly addressed a local need.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Regional & Strategic Planning divisional budget and program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1
The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Transportation 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2
The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Transportation 2021 be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications
Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region. Services and initiatives related to Transportation will be delivered in 2021 using core funding and one-time supplementary funding from the service's operational reserve. Budget impacts relate to cost of living increases.

Service Delivery Implications
The Community Need Summary found in Appendix A provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities
Staff have not identified any new delivery initiatives for 2021.

Two of the corporate priority initiatives – the Multi-modal Transportation System and the E&N Corridor – approved in 2020 are still in progress. Another seven have now either been completed or are part of service operations.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Transportation 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional and Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Transportation
Appendix B: Transportation - Initiatives Progress Report

Community Need

2021 Summary

Transportation

Strategy

Target Outcome
We envision that residents have access to convenient, green and affordable multi-modal transportation systems that enhance community well-being.

Strategic Context

Strategies

- Regional Transportation Plan
- Regional Housing Affordability Strategy
- Regional Growth Strategy

Trends, Risks and Issues

- The CRD has demonstrated that playing a coordinating role on transportation projects can successfully enhance collaboration with stakeholders around the region. Collaboration is critical to securing investments and prioritizing management of the region's sustainable, long-term growth in terms of reducing congestion, improving travel time and taking action on climate change. This success has led to increasing demand for and scope of partnerships, which all have to be balanced against existing demands. To date, Regional & Strategic Planning (RSP) has been able to absorb these pressures.
- The manner in which information is conveyed and absorbed is changing. Our partners seek open data that is conveyed visually and is available in real-time on the CRD website. At the same time, demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times. RSP aims to meet partner needs, while balancing the fast pace of change in this sector.
- The active transportation data review initiative is currently being implemented. Improved data collection has supported analysis of cycling volume along regional trails, providing early insights related to the climate action and trail usage impacts arising from the COVID-19 pandemic.
- The active school travel planning initiative has been in place for almost five years. Interest in the initiative and requests for participation continue to grow year-on-year.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Regional Planning – Transportation Service is responsible for data collection, research and modelling related to multi-modal regional travel. The service supports the development and implementation of regional district services and informs local, agency and senior government transportation and land use planning processes.	• Every five years, update the regional transportation model with new census data and the origin and destination survey. • Collect and monitor multi-modal transportation data on an ongoing basis and liaise and disseminate findings to municipal, electoral area, government, academic and other partners, on demand. • Deliver active school travel planning services to five schools per year. • Analyse the impacts of actual and projected changes to the transportation system and provide transportation planning advice and expertise to regional, sub-regional and local planning and transportation projects and initiatives, on demand. • Implement and monitor the Regional Transportation Plan, including research, analysis and advice to achieve the multi-modal Regional Transportation Network and support CRD departments advance active transportation infrastructure and programming. • Support the Traffic Safety Commission.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
2a-1	Multi-modal Transportation System	Work with government/community partners to plan for & deliver an effective, long-term multi-modal transportation system & to increase use of public transit, walking & cycling	2020 - 21	In progress	Already funded
2a-2	E&N Corridor	Protect the E&N Corridor as a transportation corridor & participate in a provincial working group to come to agreement on the future use of the E&N corridor	2020 - 21	In progress	Already funded

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 2b-1 Partner Collaboration for Multi-modal Transportation
- 2b-2 School Transportation Planning
- 2c-1 Regional Transportation Data
- 2d-1 Traffic Safety Education
- 2e-1 SSI Transit Services
- 2e-2 SSI Cycling & Pedestrian Infrastructure
- 2e-3 SGI Public Transportation

Business Model

Funding

Who contributes

- All 13 municipalities, all three electoral areas, Tsawout Nation and Songhees Nation
- Support Services: varies per service

Funding Sources

- Requisitions and grants

Reporting Structure

- Planning, Transportation and Protective Services Committee
- Traffic Safety Commission

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)				
Definition and Source	2019 Actual	2020 Forecast	2021 Target	2022 Target
Metric 1: Multi-Modal Transportation – achieve a transportation system that sees 42% of all trips made by walking, cycling and transit by 2038 Percentage of all trips made annually in the capital region by walking, cycling and public transit; data from CRD Origin Destination survey 2017 * based on data from 2017, new data will be available in 2022	26.7%*	26.7%*	26.7%*	30%
Metric 2: Active School Travel Planning – schools participation in the regional Ready Step Roll initiative Total number of schools that have participated in the regional Ready Step Roll initiative since 2015; data from CRD Regional Planning	30	35	40	45

Discussion

Link to Target Outcome

- Mode share is a good indicator of residents' willingness and ability to make sustainable transport choices for at least some of their trips.
- Measuring the number of schools participating in the Ready Step Roll program tracks the number of schools that have received hands on support to educate younger residents on the matters of traffic safety and sustainable mode choice.

Discussion

- **Metric 1:** The target for this metric was set in the 2018 Regional Growth Strategy. Progress is being made toward this target. The past three Origin Destination Surveys show steady increases in active transportation and transit mode share over a decade (20.5% in 2006, 22.4% in 2011 and 26.6% in 2017).
- **Metric 2:** This initiative is coordinated by the CRD alongside selected local governments, schools and school districts to facilitate active school travel planning. Ready Step Roll became a Regional Planning initiative in 2019 with the aim to work with five schools per year across the region. Where staff capacity permits, additional fee-for service schools may be considered at the request of a municipality. The initiative is on track.

Community Need

Initiative Progress Report

Transportation

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
2a-1	Multi-modal Transportation System	**Progressing** – the Ministry of Transportation and Infrastructure released the South Island Transportation Strategy in September 2020. The strategy emphasizes the need for improved transportation choice, focusing in the short term on transit and active transportation improvements at mobility hubs and along connecting corridors. Staff provided data and technical expertise to inform the development of the strategy and will continue to advocate for infrastructure projects and investments to reflect Board priorities related to mode share, climate action and affordable housing.
2a-2	E&N Corridor	**Progressing** - the initial E&N Assessment Report was released in early 2020. The South Island Transportation Strategy identifies that exploring the potential for commuter rail is a long-term action to provide for a variety of travel modes across the region.
2b-1	Partner Collaboration for Multi-modal Transportation	**Part of core services** - provide data, analysis and advice through working groups and technical advisory committees led by partners including the Ministry of Transportation, BC Transit, municipalities and electoral areas. New projects and plans are initiated regularly, with a steady volume of work continuing into 2021 and beyond.
2b-2	School Transportation Planning	**Part of core services** – we intake five schools annually, with data collection and analysis occurring in spring and fall, and delivery of an active school travel plan the following summer. • 2019/20 school cohort final reports were completed and submitted to schools and local governments; in-school activities were rescheduled from spring to fall due to COVID-19 related school closure. • 2020/21 school cohort on schedule; walkabouts were rescheduled from spring to fall due to school closures. We will remain flexible in working with schools to deliver program while respecting COVID-19 guidelines.

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
2c-1	Regional Transportation Data	**Progressing** - bike counter program development continues to progress, as part of implementation of data review recommendations. To date, the CRD has purchased 15 bike counters which will be installed by the end of 2020, with coverage across the trail network. There are data collection and data sharing partnerships in place with the District of Saanich, City of Victoria and the University of Victoria. The CRD bike count website will be updated to include automated bike counts from our partners. **Part of Core Services** - traffic counts are conducted each fall. Data is used as inputs in the transportation model as well as to inform decisions and inform trends across the region related to achieving mode share targets and reducing greenhouse gas emissions.
2d-1	Traffic Safety Education	**Part of Core services** - in-person meetings of the Traffic Safety Commission resumed in July. The Constable Becket Scholarship was awarded on August 14, 2020 and the commission continues its work to advance traffic safety education in the region.
2e-1	Salt Spring Island (SSI) Transit Services	**Progressing** – BC Transit initiating Salt Spring transit review on Salt Spring Fall 2020. Project completion anticipated in 3rd quarter 2021.
2e-2	SSI Cycling & Pedestrian Infrastructure	**Progressing** - North Ganges Transportation Plan project nearing completion in 4th quarter 2020. **Progressing** – Baker Road to Vesuvius Bay Road pathway project nearing completion in 4th quarter 2020. **Initiating** – Booth Canal to Baker Road pathway planned to tender 4th quarter 2020.
2e-3	Southern Gulf Islands (SGI) Public Transportation	**Progressing** – the project purpose is to investigate the establishment of an integrated, multi-modal transportation service or services for the SGI EA. Work is underway to engage qualified professionals to develop and cost a service model, including the steps necessary to develop a land-based public transit system, water-based passenger service and a multi-model trail system. This work is currently being funded through Community Works Funds; applications for additional funding via external grants is also underway.

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APPENDIX C

REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 30, 2020

SUBJECT 2019-2022 First Nations Relations Service Planning

ISSUE SUMMARY

To provide the First Nations Relations Committee with an overview of relevant initiatives undertaken by First Nations Relations division in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified six initiatives under First Nations Relations, which fall under the First Nations Relations Committee's mandate.

Appendix A *Community Need Summary - First Nations Relations 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *First Nations Relations - Initiatives Progress Report* provides insights into what has been delivered through the five delivery initiatives approved last year, for delivery in 2020.

Appendix C Presentation - First Nations Relations Mandate Refresher provides an overview of past CRD efforts to support better First Nations relations and outlines how these efforts have helped to shape the current and planned activities related to Reconciliation with First Nations.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the First Nations Relations divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The First Nations Relations Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - First Nations Relations be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The First Nations Relations Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - First Nations Relations be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this years' service planning process, staff have been mindful of the fiscal challenges facing the region in the month ahead. To that end, any budget increase or other impacts have been mitigated, as much as possible.

For 2021, the First Nations Relations Division will advance three distinct initiatives that will be absorbed into core funding. This will ensure that for 2021, all efforts have been made to minimize impacts on the CRD's overall budget.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Alignment with Board & Corporate Priorities

Staff have identified three new initiatives for 2021 (Table 1).

Table 1: Community Needs Summary - First Nations Relations, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
3a-2.1	Indigenous Intern Leadership Program	CRD participation in an established Indigenous internship program	2021	None	Included in Provisional Budget

3a-2.2	First Nations Economic Opportunity Portal Social Value Procurement	Advance shared prosperity through portal to complement CRD Business Opportunities register	2021	None	Included in Provisional Budget
3a-5	Cultural Confidence Program Development & Implementation	Multi-module training program for current and future CRD staff, consistent with best practices	2021	None	Included in Provisional Budget

Blue highlighted areas are initiatives that directly address a Board Priority.

Delivery Initiatives

3a-2.1 – Indigenous Intern Leadership Program
First Nations have identified systemic barriers to employment and have called on the CRD, as an act of Reconciliation and mutual benefit, to create positions that would directly and intentionally hire community members.

This initiative will work towards the CRD becoming a corporate participant in an established Indigenous Internship Program to advance the First Nation Reconciliation Board Priority by attracting, growing and retaining future indigenous leaders. It also builds on the ongoing corporate work relating to diversity and inclusion. The objectives of the initiative are to (1) create meaningful employment opportunities for Indigenous graduates from a range of backgrounds, (2) foster corporate culture change through greater inclusion of Indigenous Peoples and knowledge into CRD operations, and (3) to establish foundational information to aid the future development of an Indigenous Employment Strategy.

Strategic exploration work is planned to take place in 2021, including engagement with key stakeholders and development of an Indigenous intern employment opportunity selection process. Launch of the first set of employment opportunities is expected by early 2022. There are no budget impacts resulting from this initiative and the additional workload will be absorbed within the existing First Nations Relations division staffing capacity, with support from colleagues across the organization.

3a-2.2 – First Nations Economic Opportunity Portal Social Value Procurement
Shared prosperity is an essential component of the CRD's path to Reconciliation. This initiative will advance the First Nation Reconciliation Board Priority by drawing out connections between First Nations, First Nations' businesses and CRD procurement.

The objective of initiative is to establish a First Nations Economic Opportunity Portal, an entry point to the CRD Business Opportunities registry that is tailored for First Nations and First Nations businesses. It will also build additional structures in the CRD Procurement Policy that emphasizes Social Procurement Values. Finally, the initiative will form as the foundation for the CRD to build a First Nations' Skills Index and Service Database. As First Nations continue to develop their business interests and capacity, they will be able to register their businesses with the CRD so that staff can begin to draw from established First Nations businesses when looking to procure goods or services.

The new Opportunities Portal is estimated to go live on the First Nations Relations website by summer 2021. There are no budget impacts resulting from this initiative and the additional workload will be absorbed within the existing First Nations Relations division staffing capacity, with support from colleagues across the organization.

3a-5 – Cultural Confidence Program Development & Implementation

The work of Reconciliation falls to all divisions and staff at the CRD. A sound, common level of understanding among staff regarding Indigenous-settler relations and responsibilities is needed to move forward meaningfully with actions that support the CRD's commitment to Reconciliation. In 2017, Blanket Exercises successfully were delivered to over 300 staff along with an introduction to working with Indigenous Peoples for Managers and CRD Directors.

In order to continue deepening staff Indigenous cultural awareness and understanding, this initiative proposes to develop a multi-module training program for CRD staff and Directors, building on similar programs that have been delivered in other organizations, to ensure consistency with best practices. It is hoped that will program will directly support the success of other Reconciliation initiatives across the CRD. The training program will be developed with a consultant, funded through the existing First Nations Relations budget, with roll out to staff expected in Q2 2021.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The First Nations Relations Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - First Nations Relations be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Don Elliott, MUP, Manager, First Nations Relations Division
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - First Nations Relations
Appendix B: First Nations Relations - Initiatives Progress Report
Appendix C: Presentation - First Nations Relations Mandate Refresher

First Nations Relations

Strategy

Target Outcome

We envision strong relationships with First Nations based on truth and mutual respect, partnerships and working together on shared goals.

Strategic Context

Strategies

- Special Task Force on First Nations Relations
- Statement of Reconciliation
- Regional Climate Action Strategy
- Regional Food & Agricultural Strategy
- Regional Growth Strategy
- Regional Housing Affordability Strategy
- Regional Parks Strategic Plan
- Regional Water Supply Strategic Plan
- Organizational Development Plan
- Corporate Asset Management Strategy

Trends, risks and issues

- Increasing interest in collaborative process on plans and projects between various First Nations and the CRD
- Moving toward more inclusive governance creating opportunities for shared decision-making
- Increased desire to see Indigenous cultural knowledge and practice within corporate processes
- First Nations increasingly identifying economic reconciliation as an area of interest
- Ongoing risks related to undertaking land-altering works and inclusion of cultural practices and monitoring
- As corporate and region-wide efforts to support reconciliation with First Nations continue, additional capacity within the CRD and/or within First Nations will likely be required to support continued efforts
- Unclear how the ongoing implementation of the *Declaration on the Rights of Indigenous Peoples Act* will impact the delivery of region, sub-regional and local services by the CRD
- Ongoing treaty negotiations between First Nations and the provincial and federal government increasingly touch on items that intersect with CRD services/interests
- With the pending conclusion of the Core Area Wastewater Project it is expected that resources available though that project currently supporting capacity in five First Nations will cease and this will impact the CRD's ability to dialogue on a range of matters

Services

Core Services Levels	
Service	**Levels**
Leadership Vision Support the Board Priority through facilitating opportunities to build political relationships among the Board Chair, Directors, First Nations Chiefs and Councils.	• **10%** • Advance inclusive governance across CRD • Identify opportunities for gatherings or events • Provide updates to committee on the progress of various items related to Board Priority • Support implementation of First Nations component of the Board Remuneration and Travel Reimbursement policy
Internal Departmental Support Support CRD Departments through consistent and ongoing outreach to explore and improve internal approaches, processes and protocols for working with First Nations though looking at augmenting divisional work plans.	• **40%** • Develop and implement training on protection and conservation of heritage sites • Provide support to CRD division looking to engage First Nations on activities and initiatives • Develop Cultural Confidence Program (3a-5) and Indigenous Internship Leadership Program (3a-2.1) • Arrange materials and facilitate First Nations liaison meetings • Manage the CRD's Standing Offer List for Archaeological Services • Participate in and/or negotiate various agreements with First Nations
Emergent Issues & Opportunities Explore, develop, and action areas of common interest with First Nations through seeking Board direction while working closely with First Nations and affected CRD Divisions.	• **27%** • Respond to and work to help coordinate activities related to correspondence from First Nations • Participate in Treaty and Reconciliation Agreement processes • Liaise with provincial and/or federal staff to discuss items and areas of opportunity • Support the development of an Indigenous Economic Development Partnership Model including: • First Nations Economic Opportunity Portal (3a-2.2) • Advance updates to Procurement Policy • Support a review of First Nations' water rates • Develop a First Nations Initiative Endorsement Policy

External First Nations Support Directly engage First Nations on a range of projects, initiatives, and activities to build and maintain relationships with First Nations and share information from the CRD that may align with Indigenous interests.	• 23% • Maintain visibility and presence in First Nations' communities • Draft materials and summarize documents for First Nations • Host and/or attend meeting with First Nations to share information on activities and processes • Listen to and work to understand the interests and activities of First Nations
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**Status**	**2021 impacts**
3a-2.1	Indigenous Leadership Program	Corporate participation in an established Indigenous internship program with the goal of advancing Reconciliation through the attraction, growth and retention of future Indigenous leaders	2021	**NEW** Not started	Included in Provisional Budget
3a-2.2	First Nations Economic Opportunity Portal Social Value Procurement	Complement existing CRD Business Opportunities Portal by providing tailored entry point for First Nations and First Nations' businesses.	2021	**NEW** Not started	Included in Provisional Budget
3a-5	Cultural Confidence Program Development & Implementation	Develop a multi-module training programme for CRD staff and Directors to raise levels of Indigenous Cultural awareness and understanding.	2021	**NEW** Not started	Included in Provisional Budget

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 3a-2 – First Nations Economic Goals – *see 3a-2.1 and 3a-2.2 for follow-on initiatives*
- 3a-5 – First Nations Strategic Plan
- 3a-6 – First Nations Service Plan and Budget

- 3a-3 – First Nations Collaboration

Business Model

Funding

Who contributes

- All local First Nations
- All 13 municipalities
- Three Electoral Areas
- Support Services: varies per service

Funding Sources

- Allocation/internal recovery
- Requisition

Reporting Structure

- First Nations Relations Committee

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Self-Determination – increase in First Nations Participation in CRD decision-making processes Total number of decision-making tables with First Nation voting representation; data from meeting committee, commission minutes.	2	3	7
Metric 2: Shared Prosperity – increase in the number of agreements/partnerships with First Nations that include, but is not limited to, provision of services and sharing of information Total number of active agreements/partnerships with First Nations; data from partnership index	9	11	13
Metric 3: Relationship with the Land and Water – increase in the number of collaborations related to taking care of the land Total number of active agreements/partnerships with First Nations; data from partnership index	3	4	6

Discussion

Link to Target Outcome

Increasing the representation of First Nations' elected representatives around CRD tables will establish additional relationships between all participating First Nations and CRD Directors while ensuring information is shared effectively and all are working toward more collaborative process in support of reconciliation. Economic reconciliation has been identified as a critical interest of First Nations and an area of opportunity within CRD services. These relationships are often detailed through various services agreements and measuring progress using signed agreements helps to track specific steps forward in this area. Finally, First Nations have asserted a deep and reciprocal relationship to the land and water lasting since time immemorial and by looking to collaborations that involve this area the CRD can ensure that corporate activities are undertaken in a way that seeks to include Indigenous knowledge and are done collaboratively with First Nations.

Discussion

Metric 1: Decision-making tables with First Nation voting representation: Saanich Peninsula Water Commission; Saanich Peninsula Wastewater Commission. For the most part, First Nations currently inform CRD decision-making through a primarily advisory role where the Nations are engaged on various projects and initiatives.

There is now First Nations' representation on the Solid Waste Advisory Committee, an area of increasing interest. Going forward, the CRD is developing a model of more inclusive governance at the Board Standing, Select and Advisory Committees as well as Commissions, which could be transformative in how First Nations' elected representatives are included across the CRD.

Metric 2: Active agreements (excl. those specific to the relationship to the land and water) with First Nations: water/wastewater (6); fire protection/emergency response (2); other (1).

Efforts are underway to develop additional agreements but capacity challenges continue to impact progress. It takes a great deal of time to work through the specifics on any agreement. This remains an important metric and staff will continue to consider First Nations' capacity and interests when engaging in these processes.

Metric 3: Three parks/camping active agreements with First Nations touching on the relationships to the land and water.

Staff, primarily in Regional Parks, continue to work alongside the First Nations Relations Division staff to explore and determine opportunities for agreements that fit into this category. There have been some positive engagements, but similar to the agreements identified above, progress can be slow.

First Nations Relations

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
3a-1	First Nations Regional Planning	• Proposed amendments to CRD Procedures Bylaw to include First Nations at CRD Committees. • Proposed Terms of Reference updates to various CRD Standing Committees in support of Procedures Bylaw amendments.
3a-2	First Nations Economic Goals	• Completed the Feasibility Study of a First Nations Economic Development Partnership Model. • Identified three Initiative Business Cases (IBCs) related to reconciliation through economic development to advance in 2021.
3a-3	First Nations Collaboration	• Developed a draft MOU for Information Sharing on land-altering activities with the WSANEC Leadership Council Society to support greater collaboration on planning and implementing various activities. • Engagement and Consultation with First Nation on a number of items including parks management planning, water and wastewater servicing, heritage conservation and emergency management planning.
3a-5	First Nations Strategic Plan	• Expected to be completed in November 2020
3a-6	First Nations Service Plan and Budget	• Completed in 2019.

* New - Initiatives not in the 2019-2022 Corporate Plan

Appendix C

First Nations Relations
a division of the Capital Regional District

FIRST NATIONS RELATIONS MANDATE REFRESHER

September 30, 2020

Making a difference...together

PURPOSE

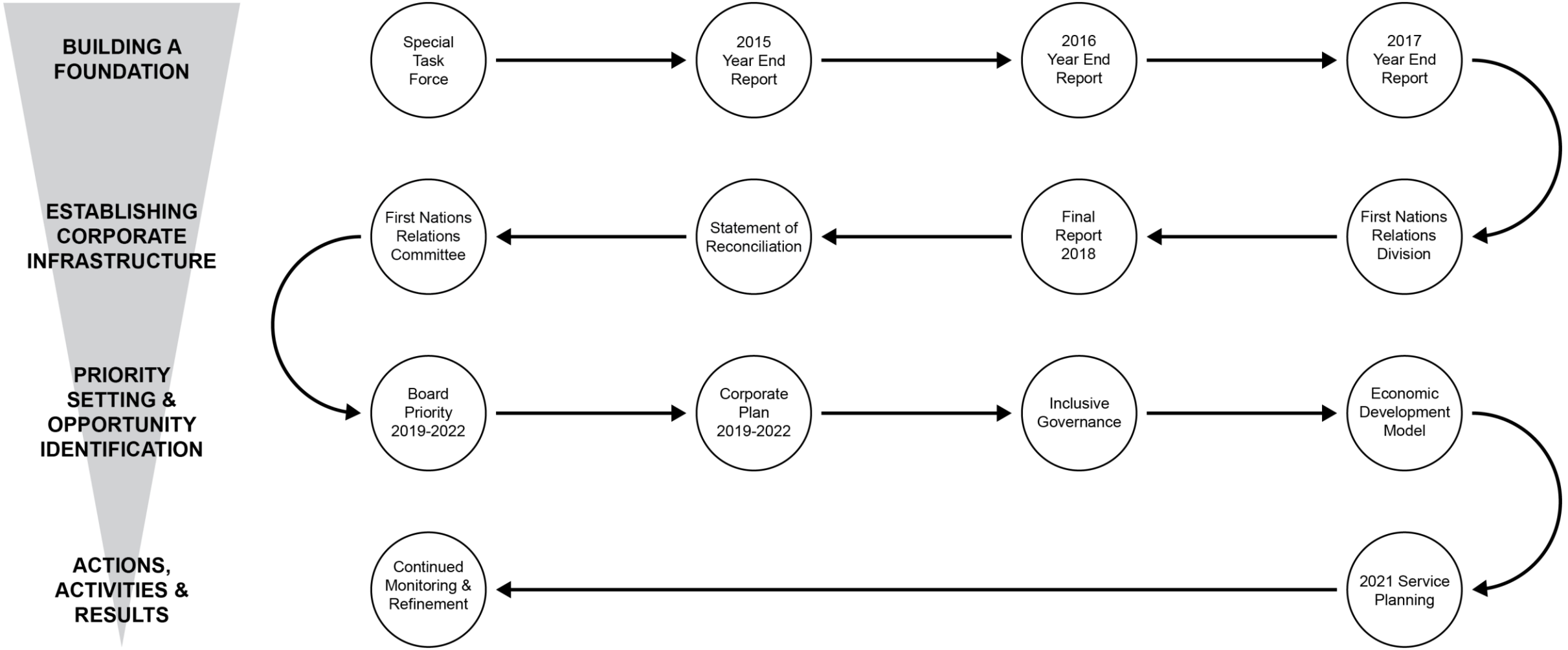
To provide an overview of past CRD efforts to support better First Nations relations and outline how these efforts have helped to shape the current and planned activities related to First Nations Reconciliation.

Focus on:

- Special Task Force on First Nations Relations
  - 2015 Year End Report
  - 2016 Year End Report
  - 2017 Year End Report
- Final Report (2018)
- Statement of Reconciliation (2018)
- CRD 2019-2022 Board Priorities
- CRD 2019-2022 Corporate Plan

FIRST NATIONS RELATIONS TIMELINE

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SPECIAL TASK FORCE (2015 – 2017)

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Established in January 2015, initially with a one-year time-frame and the purpose to:

- Meet with the Chiefs and Councils of each First Nation with Reserve Lands in the CRD to hold discussions about how First Nations might want to participate in the CRD governance framework;
- Report out on these conversations with recommendations to the CRD Board through the Governance Committee; and,
- Have conversations about governance and does not extend to other CRD programs or services.

2015	Met with seven First Nations to establish foundational relationships and explore matters of interest including: participation in regional discussions and decision-making, economic development, ecological restoration to allow for a renewed connection to the land and water for food, medicine and culture.
2016	Extended the term of the Task Force, hosted indigenous cultural training and made a number of key recommendations including committee and commissions membership, advocating for changes to the LGA, sharing of information, include First Nations in a COW meeting, and identify resources to accommodate greater participation, engagement and Reconciliation
2017	Worked in support of the WWTP with First Nation Liaisons, Crown consultation, archaeological protocols, completed the Sea to Sea Traditional Use Access Agreement with T'Sou-ke Nation and the E&N Rail Trail Agreement with Esquimalt Nation and developed service agreement templates for water, sewer and fire protection.

SPECIAL TASK FORCE FINAL REPORT (2018)

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The Final Report summarized the Task Force's governance and Reconciliation findings and recommendations, documented successes and some of the lessons learned and proposed a CRD Board committee structure to guide future relationship building.

Importantly, the Report introduced "Reconciliation through Economic Development" as a mutually beneficial framework for building partnerships with First Nations governments.

"Indigenomics is a process of claiming our place at the economic table of this country. This modern claim to our existence, is facilitated as a right to an economy, a right to our modernity, a right to be consulted and is further interwoven with the establishment of legal pressure points for higher standards of stewardship and reciprocal prosperity."

- Carol Anne Hilton, CEO and Founder of the Indigenomics Institute

STATEMENT OF RECONCILIATION

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This Statement, approved in 2018, was intended to guide decision-making for years to come. It expressed an understanding that Reconciliation is a long-term goal with no defined end point. The UN Declaration of the Rights of Indigenous Peoples is the reference framework for the CRD's commitment to Reconciliation, which aims to address activities within the scope of the CRD's authority.

1. **Self-Determination** - The CRD acknowledges the fundamental right of self-determination to Indigenous peoples. In the spirit and intent of inclusivity, the CRD is committed to working with First Nations through the governance systems they choose. When First Nations wish to participate in our decision-making process then we will support them. The CRD will look to First Nations for leadership in understanding how to create new decision-making systems together on their Traditional Territories.

2. **Shared Prosperity** - The CRD recognizes the gap in wealth between First Nations and settler governments. The CRD will work towards a prosperous economic future for all of its residents and believes that improving the lives of the most vulnerable citizens creates a stronger and more resilient region for everyone. The CRD will seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.

3. **Relationship with the Land and Water** - The CRD recognizes the integral relationship First Nations have with the land; often the names for the people of the land and the land itself were one and the same. The CRD will work with First Nations on taking care of the land while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

2019 – 2022 CRD BOARD PRIORITIES

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While all issues are important, limited resources require the Board to make strategic decisions. The Board carefully selected strategic priorities and associated initiatives that can be addressed within the CRD's legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied.

FIRST NATIONS RECONCILIATION

The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First nations to foster shared prosperity for all.

WHY?

It is important to acknowledge historic harms, overcome current inequities and respect local indigenous laws and culture.

DESIRED OUTCOME

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

2019 – 2022 CRD CORPORATE PLAN

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RECONCILIATION STATEMENT - The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance.

- Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.
- Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.
- Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.
- Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.
- Develop, monitor and report out on a First Nations Relations Strategic Plan.
- Present an amended First Nations Relations division service plan & budget to the Board in consideration of Task Force recommendations with financial and resource implications.

FUTURE PLANNING

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Activities related to First Nations Reconciliation are planned in two ways:

1. Annually, the First Nations Relations Division prepares its Service Plan highlighting critical new initiatives that are intended to be undertaken that either require new resources or may impact the capacity of other CRD divisions. This process provides for an important opportunity to collaborate across the organization and is critical to advance potentially transformative initiatives, such as:

    - Developing a Cultural Confidence Program;
    - Establishing an Indigenous Internship Program; and,
    - Building a First Nations Economic Opportunities Portal

2. In addition to those projects contained within the annual service planning process, CRD staff continue to advance the recommendations contained within the Special Task Force on First Nations Relations Final Report.

As priority projects are identified, planned, and implemented, all efforts are made to work collaboratively with First Nations to **take measurable steps toward developing respectful government-to-government relationships and partnerships with First nations to foster shared prosperity for all.**

THANK YOU

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MEMO TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 28, 2020

SUBJECT **2019-2022 Service Planning – Economic Development**

SUMMARY

To provide the Committee of the Whole with an overview of initiatives undertaken by the Capital Regional District (CRD) in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

Enclosed are two appendices:

- Appendix A *Community Need Summary – Economic Development* contains the initiatives, associated staffing, timing and service levels required to advance the CRD's work in 2021.
- Appendix B *Economic Development – Initiatives Progress Report* provides insight into what has been delivered through the initiaties that were approved last year, for delivery in 2020.

The CRD does not have an economic development standing committee. Oversight for initiatives is therefore carried out through the existing standing committees and commissions on a case-by-case basis, depending on the subject matter.

This year, the contents of the Economic Development service planning documents (Appendices A and B) was considered through the Electoral Area Committee and Planning, Transportation & Protective Service Committee by including the relevant information in their respective service planning documents (Electoral Areas and Planning & Development Community Need Summaries respectively).

ATTACHMENTS

Appendix A. Community Need Summary – Economic Development
Appendix B. Economic Development – Initiatives Progress Report

Community Need

2021 Summary

Economic Development

Strategy

Target Outcome

We envision increasing economic development potential in the region.

Strategic Context

Strategies

- Broaden shoulder season tourism, agriculture, food, housing, economic diversity, business efficiency, improve island business core, build economic support through coordination, communication, and advocacy
- Establish a gulf island Shared Business Services entity to act as a "single window" point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; act as a "broker" to help obtain favourable rates for services

Trends, risks and issues

- Support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Advocate for rural designation within the Electoral Areas (EAs) to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Help local businesses grow and thrive through economic challenges, including Covid-19, by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- Protect and sustain rural island culture through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- Address local transportation needs by optimizing integrated transportation opportunities through coordination with BC ferries and local entities and consideration of service establishment in the Southern Gulf Island (SGI) EA.

Community Need

2021 Summary

- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.

Services

Core Services Levels	
Service	**Levels**
Salt Spring Island (SSI) Administration Responsible for the administration and management of the SSI Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, Fernwood dock; and in collaboration with other CRD divisions, eight local water and sewer service areas, and Liquid Waste Management Commission. The SSI division is also responsible for planning, organizing, and delivering services for SSI and support to the EA Director through these various service Commissions and Committees.	• Implement the economic strategic development plan in areas of tourism, agriculture and food, • Build economic support through communication and advocacy in areas of tourism, agriculture and food, diversify the economy, prove business support, and enhance and beautify Ganges and Fulford villages
Southern Gulf Island (SGI) Administration Responsible for the administration and management of service delivery in the SGI in the areas of Community Parks and Recreation, Commission support, the receipt and award of grant funding, and by assisting with the economic development initiatives of the SGI Community Economic Sustainability Commission. The SGI division also provides community planning, organizing and coordination to support the goals of the EA Director.	• Support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the Southern Gulf Islands. • Provide project management, and make recommendations for strategies that support service delivery in the region, including broadband connectivity, transportation, and affordable housing.

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

Ref	Initiative	Description	Year(s)	Status	2021 impacts
4a-1	High-speed Internet Services	Support CRD Board on building an advocacy strategy to ensure all occupied properties have the opportunity to access high-speed internet services. Finalization of a Connectivity Design Plan for the SGI EA.	2019-2021	In Progress	Already funded
4a-2	Regional Economic Development	Provide data & recommendations to support CRD Board's exploring how the CRD can best contribute to regional economic development	2020 - 2021	In progress	Already funded
4b-1	Grants Dashboard for EAs	Ensure Electoral Areas take full advantage of available grants by enhancing grants dashboard	2020 - 2021	In progress	Already funded
4b-2	Economic Development & Plans through Commissions - SGI Administration	Advance connectivity planning, integrated transportation planning, Covid-19 economic response and recovery, and the coordination of an SGI Housing Strategy.	2020 - 2021	In progress	Already funded

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
4b-2	Economic Development & Plans through Commissions - SSI Administration	Advance economic development & plans through Commissions	2020 - 2021	In progress	Already funded

Business Model

Funding

Who contributes

- **SSI Administration Service:** SSI EA
- **SGI Administration Service:** SGI EA
- **Support Services:** varies per service

Funding Sources

- Requisitions and grants

Reporting Structure

- Electoral Areas Committee

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Jobs to population ratio Ratio of job to population in (A) Core Area, (B) Saanich Peninsula and (C) West Shore; data from Statistics Canada 2016	(A) 0.54* (B) 0.46* (C) 0.26*	See notes	See notes
Future Metric 2: Island businesses participating in Shared Business Services	N/A	N/A	N/A

Community Need

2021 Summary

Number of island businesses registered with Shared Business Services; data from SSI division			
Future Metric 3: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI division * based on 2016 data, new data will be available in 2022	N/A	N/A	N/A

Discussion

Link to Target Outcome

Improving broadband connection helps stimulate sustainable economic growth and improve community health and resilience. It has been a long-standing goal for SGI.

Discussion

- **Metric 1:** This is an indicator of the region's economic potential. A balanced distribution of employment and jobs indicates economic opportunities spread across the region. The Regional Growth Strategy identified the following long-term jobs to population ration targets:
  - (A) 0.60 in the Core Area
  - (B) 0.53 in the Saanich Peninsula
  - (C) 0.6 in the West Shore

  This measure is dependent on census data; a refresh of the data will be available in 2022. As a result, annualized targets have not been developed. The most recent statistic (from 2016) shows that all three regions made modest progress towards their target.
- **Metric 2:** This is highlighted as a future metric; the CRD's intention is to report on this from October 2021. This metric highlights the success of the Shared Business Services strategy for the Gulf Islands measured as the total number of participants in the project. A pilot project will be run in 2020 to validate the proposed service offering and refine before scaling up and making this service available to all businesses in the Gulf islands. This initiative will be contracted out.
- **Metric 3:** This is highlighted as a future metric; the CRD's intention is to report on this from October 2021. This metric highlights the total amount of ISP investment attracted to bring high-speed broadband connection to the SGI community (high-speed defined as per the federal standard of download/upload speeds of 50/10 Mbps). Connectivity planning ensures infrastructure investments are coordinated, scalable, provide value for money, and achieve priority objectives for the region. A community-based connectivity plan is currently under development. It is hoped that it will guide Internet Service Providers in their investment decisions. The plan will help determine future KPI targets.

Community Need

Initiative Progress Report

Economic Development

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
4a-1	High-speed Internet Services	**Progressing** – Phase 1 report, "Connecting SGI", is complete. Based on in-depth community engagement, it documents how greater connectivity can advance each island's goals of sustainable economic development, community health, and resilience. Phase 2 involves engaging an engineering firm to complete a connectivity infrastructure design plan. This work is underway and funded through Community Works Funds and through a grant from the Province of British Columbia.
4a-2	Regional Economic Development	**Part of core service** – report on the CRD's regional role in economic development brought to the Governance & Finance Committee in July 2020.
4b-1	Grants Dashboard for EAs	Initiative planned for 2021.
4b-2*	Economic Development & Plans through Commissions - SGI Administration	**Progressing** – The 2020 work program for Southern Gulf Islands Economic Sustainability Commission (CESC) includes COVID-19 economic resiliency, an SGI affordable housing strategy, connectivity (broadband planning), food security, and transportation planning.
4b-2*	Economic Development & Plans through Commissions - SSI Administration	**Progressing** – Rural Dividend grant project to establish a shared business services model where local businesses, First Nations, and individuals could purchase membership shares and raise capital to benefit Salt Spring Island; offer direct and indirect services to small business owners, service providers, or agencies to create economies of scale through shared purchasing power with the following offerings: branding and marketing of island made products; off-island product distribution and export hub; supply chain; business training and skill development; IT and e-commerce tools; and shared labour pool.

* NOTE: Delivery of the 2019-2022 Corporate Plan initiative to advance economic development through commissions has been split into two delivery initiatives.

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APPENDIX E

EEP 20-48

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 21, 2020

SUBJECT **2019-2022 Climate Action & Environmental Stewardship Service Planning**

ISSUE SUMMARY

To provide the Environmental Services Committee with an overview of relevant initiatives undertaken by the Environmental Protection division in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing
2. Climate Action & Environmental Stewardship
3. First Nations Reconciliation
4. Advocacy, Governance & Accountability

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified 14 of initiatives under Climate Action & Adaptation, which fall under the Environmental Services Committee's mandate.

Appendix A, *Community Need Summary - Climate Action & Adaptation 2021,* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B, *Climate Action & Adaptation - Initiatives Progress Report,* provides insights into what has been delivered through the 12 delivery initiatives approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Environmental Protection divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

In addition to the above, the following motion was carried at the CRD Board meeting on May 13, 2020:

> *That the Capital Regional Board extend the previously approved two-year increase of $95,000 for climate action initiatives, including a potential extension of the BC Hydro*

matching funds for the Community Energy Manager and to provide staff support to seek grant funds and update the CRD Climate Action Strategy and refer the report back to staff for a further report on additional expenditures in the 2021 budget to accelerate the priority actions that staff have identified in the report including the Regional Energy Retrofit Program and the CRD Climate Action Strategy Update.

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the CRD Board:

1. That Appendix A, Community Needs Summary – Climate Action & Adaptation, be approved as presented and advanced to the October 28, 2020 provisional budget review process;

2. That staff pursue the completion of an updated Climate Action Strategy;

3. That staff pursue completion of a detailed business case for a Regional Energy Retrofit Program; and

4. That staff report back in 2021 with 2022 budget implications (as proposed in the May 13, 2020 CRD Board staff report).

Alternative 2

1. That Appendix A, Community Needs Summary - Climate Action & Adaptation, be approved as presented and advanced to the October 28, 2020 provisional budget review process; and

2. That staff initiate a Climate Action Service bylaw amendment process to increase the maximum annual requisition by $1,100,000 to allow the CRD to advance priority regional retrofit and electric vehicle charging infrastructure programs in the future.

IMPLICATIONS

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels. During this year's service planning process, staff have been mindful of the fiscal challenges facing the region in the months ahead.

Staff have identified one initiative that will have budget and/or staffing implications for 2021: the continued co-funding of the Community Energy Manager position to update the Climate Action Strategy and complete a building energy retrofit program business case ($95,000/year).

The Climate Action service is currently at its maximum requisition limit. An increase in annual funding above $95,000 would trigger a bylaw amendment process, requiring two-thirds agreement by local governments.

Staff are actively pursuing external grants and partnership opportunities to advance regional climate action goals and strategic priorities. This includes an application to the Federation of Municipalities Community Efficiency Financing Grant (approved by the Board October 14, 2020).

Environmental & Climate Implications

According to recent analysis, buildings account for 32% of emissions (18% residential buildings and 14% commercial/institutional buildings) across the capital region. On-road transportation accounts for approximately 46% of regional emissions.

From a residential building perspective, the CRD's Transition 2050 Retrofit Acceleration Strategy indicates that approximately 2,600 single family dwellings need to be retrofitted each year for our community to contribute to the achievement of an 80% to 100% GHG emissions reduction by 2050. This equates to approximately 10,000 tonnes of GHG emissions reduction annually from single family dwellings.

Staff will determine zero emissions vehicle adoption projections and GHG savings through a forthcoming EV Roadmap project.

Intergovernmental Implications

The CRD administers the Climate Action Inter-Municipal Working Group and Climate Action Inter-Municipal Task Force to support communication and collaboration between municipalities and electoral areas across the capital region, and provide information, feedback and support to programs and initiatives related to regional climate action. These groups would be utilized to refine the development of a Regional Energy Retrofit Program and a Zero Emission Vehicle Program and update the CRD Climate Action Strategy.

Regional Growth Strategy Implications

The Regional Growth Strategy includes a target to reduce GHG emissions by 61% by 2038, from a base year of 2007.

Financial Implications

A continuation of $95,000/year requisition increase would allow for potential extension of the BC Hydro matching funds for the Community Energy Manager position, update the CRD Climate Action Strategy and complete a business case for a Regional Energy Retrofit Program.

To implement both a Regional Energy Retrofit Program and Zero Emission Vehicle Program, staff anticipate that annual costs would range between $700,000 and $1,100,000 per year. These

costs would be better determined as part of completion of a business case for implementing a Regional Building Energy Retrofit Program and further engagement with regional stakeholders, as part of the CRD's EV Roadmap project in 2021.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:

1. That Appendix A, Community Needs Summary - Climate Action & Adaptation, be approved as presented and advanced to the October 28, 2020 provisional budget review process;

2. That staff pursue the completion of an updated Climate Action Strategy;

3. That staff pursue completion of a detailed business case for a Regional Energy Retrofit Program; and

4. That staff report back in 2021 with 2022 budget implications (as proposed in the May 13, 2020 CRD Board staff report).

Submitted by:	Glenn Harris, Ph.D., R.P.Bio., Senior Manager, Environmental Protection
Concurrence:	Larisa Hutcheson, P.Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary - Climate Action
Appendix B: Climate Action & Adaptation - Initiatives Progress Report

Community Need

2021 Summary

Climate Action & Adaptation

Strategy

Target Outcome
We envision reduced greenhouse gas emissions, triple-bottom-line solutions and progress on adaptation

Strategic Context

Strategies

- Corporate Climate Action Strategy
- Regional Climate Action Strategy
- Regional Growth Strategy
- Regional Water Supply Strategic Plan
- Special Task Force on First Nations Relations
- Statement of Reconciliation
- Solid Waste Management Plan

Trends, risks and issues

- A Climate Emergency Declaration with a commitment to accelerate corporate and community efforts was made in February 2019; this will guide the updating of the CRD's Climate Action Strategies in 2021.
- There was a 1% reduction in the overall regional greenhouse gas emissions (GHG) reductions between 2007 and 2018, equivalent to 14% reduction per capita. Population growth and concurrent economic growth will continue to add emissions as the region transitions to a reduced dependence on fossil fuels.
- Climate is changing, which will result in various regional impacts to human health, water supply and demand, rainwater and coastal storm management, transportation networks, ecosystems and species, buildings and energy systems, tourism and recreation, and food and agriculture
- Climate action is a shared responsibility and the regional government has a limited role focused on research, education and outreach, facilitation, regional program delivery, and managing emissions and adaptation within its own service delivery.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Community Climate Action To support and align regional climate action efforts with local governments related to strategies, policies and programs, and liaising and coordinating information and efforts with senior levels of government. Provide climate data and indicators, public education and community programming.	• Advance regional and climate mitigation and adaptation goals. • Lead regional-scale community initiatives and research activities. Pursue grants for regional programming. • Facilitate regional coordination, knowledge sharing, capacity building and advocacy.
Corporate Climate Action CRD services will embed climate action within their own service delivery with support from Climate Action program staff. The program will support the organization with its corporate climate goals/commitments, develop and monitor corporate policies related to climate action, undertake annual reporting, support corporate building and fleet emission reduction and climate preparedness initiatives.	• Development of corporate climate action policy related to corporate fleet, buildings and other capital projects • Develop and monitor corporate climate action plans and strategies • Complete annual reporting
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include: Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2021 Summary

Initiatives

Initiatives approved in prior years, which have been now been delivered or absorbed in Core Services.

- 5a-1 – Climate Emergency
- 5a-2 – Collaborate with local governments
- 5a-4 – Facilitate networks
- 5a-5 – Create partnerships
- 5b-1 – Reduce corporate emissions
- 5b-2 – Landfill Gas Usage
- 5c-1 – Regional Sea Level Rise

Business Model

Funding

Who contributes

- All municipalities & Electoral Areas participate in these services.
- Support Services: varies per service

Funding Sources

- Requisitions and grants

Reporting Structure

- Environmental Services Committee

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	**2019 Actual**	**2020 Forecast**	**2021 Target**
Metric 1: Community GHG Emissions – target to decrease community GHG emissions by 33% from 2007 levels by 2020 and 61% by 2038. Percentage reduction in GHG emissions generated by community activities, including stationary energy, transportation, waste, industrial process and product use, agriculture, forestry and other land use; data from Regional GHG Inventory Study (Stantec, 2020)	1%* overall 14%* per capita	1%* overall 14%* per capita	Annualized target not currently available
Metric 2: Corporate GHG Emissions – target to decrease corporate GHG emissions by 33% from 2007 levels by 2020. Percentage reduction in GHG emissions generated by CRD operations; data from CRD 2019 Climate Action Annual Report * Based on 2018 results	18%*	20%	Annualized target not currently available

Discussion

Link to Target Outcome

The metrics included provide community and corporate GHG reduction results.

Discussion

- **Metric 1:** The CRD completed a regional GHG inventory in 2020, which provides emissions for 2007, 2010, 2012 and 2018 following the GPC Basic+ Framework. In 2018, the CRD emitted approximately 1.7 million tonnes of CO2e. The region is not on track to meet its 2020 Regional Growth Strategy GHG reduction target. While a decrease is expected, it is unknown at this time what the impacts of COVID-19 will be on regional emissions. Refined KPIs will be determined during the update of the CRD Climate Action Strategy in 2021.
- **Metric 2:** In 2018, CRD operations produced 2,299 tonnes of C02e. This represents an 18% reduction compared to 2007 levels. The CRD has been carbon neutral since 2012, through a combination of corporate reductions and with carbon credits generated through previous methane destruction from the Hartland landfill gas capture system. While COVID-19 impacts are expected to slightly reduce corporate emission in 2020, new services such as the McLaughlin Point Wastewater Treatment Plant are expected to increase overall emissions in 2020. A new target will be determined during the update of the CRD Climate Action Strategy in 2021.

Community Need

Initiative Progress Report

Climate Action & Adaptation

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
5a-1	Climate Emergency	**Progressing** – declaration passed by Board February 29, 2019. Recruitment of a term position (co-funded with BC Hydro). Focus is now on community planning.
5a-2	Collaborate with local governments	**Part of core services** – ongoing through inter-municipal working groups and for specific projects.
5a-3	Model Bylaws	**Progressing** – developing model bylaw language for electric vehicle charging performance standard.
5a-4	Facilitate networks	**Part of core services** – Inter-Municipal Working Group, Inter-Municipal Task Force, Inter-regional work group (Transition 2050), Province-wide Community Energy Managers Network and associated local government sub-groups
5a-5	Create partnerships	**Part of core services** – same as per 5a-4, project-based work.
5b-1	Reduce corporate emissions	**Progressing** – developing a corporate energy management process for buildings, facilities and infrastructure, including tools to monitor and report on facility energy consumption. Continue to pursue Zero Emission Fleet Initiative.
5b-2	Landfill Gas Usage	**Progressing** – the CRD and Fortis BC are negotiating a supply contract to direct landfill gas into the established distribution system.
5b-4	GHGe Reduction through alternative fuel	**On hold** – Fortis BC could not provide RNG alternate fuel to offset corporate emissions in 2020 due to provincial demand.
5c-1	Regional Sea Level Rise	**Completed** – project completed and released to local government and First Nations.
5c-2	Regional Climate Action Strategy	**Progressing** – update of the Plan to be started in Q4 2020

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APPENDIX F

REPORT TO REGIONAL PARKS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 30, 2020

SUBJECT **2019-2022 Parks & Natural Resource Management Service Planning**

ISSUE SUMMARY

To provide the Regional Parks Committee with an overview of relevant initiatives undertaken by the Regional Parks division to deliver on approved Board Priorities and the Corporate Plan and to consider an increase to the Land Acquisition Fund (LAF).

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified 10 initiatives under the Parks & Natural Resource Management, which fall under the Regional Parks Committee's mandate.

Appendix B *Parks & Natural Resource Management - Initiatives Progress Report* provides insights into what has been delivered through the 12 delivery initiatives approved last year, for delivery in 2020. Two initiatives related to environmental protection regarding invasive species and environmental stewardship, are also included.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Regional Parks divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

In addition to the above, the following motion was carried at the CRD Board meeting Wednesday, April 8, 2020:

> *That staff report back on options to improve the capacity of the CRD Parks Acquisition Fund, for example, starting in 2021 by $2.00 per year to reach $40.00 from its current $20.00.*

ALTERNATIVES

Alternative 1

The Regional Parks Committee recommends to the Capital Regional District Board:

1. That Appendix A Community Need Summary - Parks & Natural Resource Management be approved as presented and advanced to the October 28, 2020 provisional budget review process.
2. That the Land Acquisition Fund be maintained at the current rate of $20 per average residential household assessment.

Alternative 2

That Appendix A Community Need Summary - Parks & Natural Resource Management be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

Staff will explore a number of strategies to ensure sufficient funding is in place in future years to sustain the Regional Parks service. A revenue strategy is being prepared for fall 2020 that will identify opportunities to fund new assets. Future additional requisition increases may be also be required to fund significant new infrastructure or to address unforeseen failures of existing priority assets.

During this year’s service planning process, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated as much as possible.

Staff have not identified any new service delivery initiatives for 2021 that require additional funding. Priority initiatives from 2020, such as hiring a Recreation Specialist and a Cultural Interpreter, have been completed by repurposing existing vacancies. The Regional Parks Strategy update is also a priority and an options analysis is currently being done in-house and a staff report will be presented at a fall 2020 Regional Parks Committee meeting.

Since 2000, Regional Parks has acquired almost 4,800 hectares through the LAF. The fund was established in 2000 for a 10-year period (2000-2009) at a rate of $10 per average residential household assessment. In 2010, the fund was extended for 10 years (2010-2019), starting at a rate of $12 per average residential household assessment and increasing by $2 per year to a maximum of $20 in 2014, through to 2019. In 2019, the CRD Board renewed the LAF for another 10-year period (2020-2029) at the rate of $20 per average residential household assessment.

For 2020, the LAF generated approximately $3.9 million. The LAF increased from 3.75M in 2019 to $3.86M in 2020, as a result of the addition of new households (property assessment folios) and will continue to grow with the creation of new households in the region.

If the LAF were increased in a similar phased implementation, each $2 per average household increment would add approximately $400,000 of available funds annually for land acquisition. A $2 per average household increase represents a 2.5% increase to the total Regional Parks budget, and less than 0.15% increase to the CRD operating budget. By 2030, the LAF could generate in excess of $8 million per year, resulting in a net 25% increase compared to the current Regional Parks budget or a 1.5% increase compared to the current CRD operating budget.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

To date, increased attention has been placed on educating the public on social distancing, staff and public safety and additional signage to increase awareness of prevention activities. This, in some cases, has required limited access or alternative approaches to public access, customer service, public engagement and meetings. It is anticipated that further COVID-19 impacts to service delivery will be realized throughout 2021.

The acquisition of new land often requires additional funds for management, development and operations. These costs are not included in the estimated costs to acquire land identified in the Land Acquisition Strategy. The management and development cost for each acquisition are identified in a report to the Board when it considers acquisition of a specific parcel.

On average, the cost to manage one hectare of CRD regional parkland is $957/year. Sustainable service delivery needs to consider and plan for the growth of the CRD regional parks system over time. For example, maximizing optimization strategies and revenue generation options would be the priority for long-term system sustainability, as opposed to additional LAF funding.

Social Implications

Regional park visitation statistics indicate an upward growth trend in annual use. Higher visitor use puts utilization pressure on existing infrastructure, creating an increased need for ongoing maintenance or earlier replacement of assets.

Sustainable service delivery needs to consider and plan for the environmental and social carrying capacity of the parks and trails.

Regional parks and trails contribute significantly to the environmental, economic and social sustainability of the region and are a defining ingredient of the region's livability. However, given the social and economic uncertainty associated with the COVID-19 worldwide pandemic and other cost pressures emerging on requisitions across the Capital Regional District service areas at present, it is prudent to maintain the current LAF levy at the current level.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Regional Parks Committee recommends to the Capital Regional District Board:

1. That Appendix A, Community Need Summary - Parks & Natural Resource Management be approved as presented and advanced to the October 28, 2020 provisional budget review process.
2. That the Land Acquisition Fund be maintained at the current rate of $20 per average residential household assessment.

Submitted by:	Jeff Leahy, RPF, Senior Manager, Regional Parks
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary - Parks & Natural Resource Management
Appendix B: Parks & Natural Resource Management – Initiatives Progress Report

Community Need

2021 Summary

Parks & Natural Resources Management

Strategy

Target Outcome

We envision additional land acquisitions and increased access to parks and recreational trails

Strategic Context

Strategies

- Regional Climate Action Strategy
- Regional Parks Strategic Plan
- Land Acquisition Strategy
- Special Task Force on First Nations Relations
- Statement of Reconciliation

Trends, risks and issues

- Protection of important ecosystems, species and cultural values - With increasing visitor use, protecting park values while offering recreational opportunities is a major challenge. Compliance education is one of the best tools to alleviate these pressures.
- Sustainable Funding into the Future – Resourcing levels may have been adequate in the past, but now, with an expanding land base and higher levels of use, resources for the construction of new assets are not sufficient. A revenue strategy is being prepared for Fall of 2020 that will look at a fair and equitable system of administering Regional Parks and Trails user fees.
- Helping Understand and Fight Climate Change – The CRD continues to work with researchers and academics to collaborate on climate change research in our parks and protected areas.
- Planning for Regional Parks – With new Regional Parks opening and with the public and First Nations increasing their participation in the park planning process, it is more important than ever to ensure preparation of management plans is timely and effective. Management Plans are essential for the protection of values and the management of activities.
- Aging infrastructure continues to be a concern as some critical assets are reaching the end of their serviceable lives and require increased effort and money to renew or replace them.
- Connecting with Nature – Outdoor space and activities play an important role in the lives of residents of the capital region especially during COVID times.
- COVID 19 – 2020 has been typified by the efforts required to manage against the spread of Covid-19.

Community Need

2021 Summary

From remote meetings, to changes in public consultation, from frequency of facility cleaning to the sheer number of people seeking social distancing opportunities in the parks, 2020 has been particularly challenging for staff to find new ways of protecting themselves and others as they manage the public expectation to have outdoor areas in which to recreate.

- Managing for Growth - Population growth and aging of the region's current population will have profound implications for the Regional Parks and Trails as well as their assets.
- Embracing First Nations Relationships through Cultural Connections - Respect for First Nations traditions, culture and communities will be an important part of CRD Regional Parks' future. That future includes more First Nations communities showcasing their heritage and cultural practices as well as offering opportunities for park visitors to learn about indigenous perspectives.

Services

Core Services Levels	
Service	**Levels**
Planning, Resource Management & Development Contribute to effective and efficient decision making through plan and policy development, natural and cultural resource management, capital development planning, project management and geographic mapping; development of the Strategic Plan and park management plans. Provide oversight of the land acquisition program. Guide the implementation of scientific and technical work related to environmental management.	• Manage two Management Plan processes with at least one approval annually; direct and conduct engagement with, on average, three First Nations per plan. • Evaluate 20 candidate properties for land acquisition and complete one acquisition per year. Annual budget of $3.7m. Develop activity reports and strategy documents. • Support planning and provide project management where needed for capital facility projects, annual expenditures to $2m. • Manage two contracts per year for technical planning studies or services. • Undertake five conservation projects per year and maintain existing formal partnership agreements. • Manage asset inventory data and coordinate renewal forecasting asset management and capital project planning • Provide spatial and GIS data analysis and collection for a range of purposes, including existing and new digital data sharing

Community Need

2021 Summary

	agreements and up to 200 public and internal cartography products for 34 parks and 100s of sign posts, park facilities, trails, etc. • Maintain and develop asset management data. • Respond to around 70 development referrals per year.
Regional Parks Operations Responsible for the daily operations and maintenance of regional parks, attending to nature centres, campgrounds, washrooms, trails, beaches, picnic areas, parking lots, bridges, kiosks and signs; implementing restoration projects and overseeing park safety and security, including bylaw enforcement and fire management.	• Manage and maintain 400km of park trails, 55 washrooms and 132 garbage containers (most serviced daily) • Undertake 20+ infrastructure and facility replacement and repair projects annually • Every year, prepare or update a Facilities Plan and 33 Operating Plans • Manage three campgrounds; meet target of 65% weekend occupancy rate at Sooke Potholes and Island View Beach (from May to September) • Conduct 5,000 compliance and enforcement patrol hours annually (CRD bylaw enforcement officers and CRD park rangers)
Visitor Services Connect people with the natural environment, conduct social science research and planning, provide park volunteer opportunities for residents, cultivate community partnerships and provide administrative services; provide web-based park information and publications to the public, and issue park use permits for group picnic shelters and special events	• 580 volunteers delivering 5,700 hours of engagement, parks and trails condition checks, and invasive species removal • Deliver 120 educational programs, 130 nature outings and 10 outreach events annually • Process 240 special events permits annually • Conduct up to eight Visitor Use Surveys annually *(subject to COVID-19 health protocols)*
Regional Trails Manage Regional Trails system to protect and operate three regional trails that provide a transportation and recreation function and that provide non-motorized trails for active transportation and recreation to connect municipalities, electoral areas and the region with adjacent jurisdictions.	• Operate, manage and maintain 95km of multi-use regional trails • Conduct 250km of boom flail vegetation removal annually

Community Need

2021 Summary

Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

Ref	Initiative	Description	Year(s)	Status	2021 impacts

Regional Parks did not submit IBCs for 2021

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 6a-8 – Capital Reserve and addition of 5 FTEs*
- 6b-4 – Enhance Parks Operations*
- 6e-1 – Land Acquisition Fund Renewal
- 6f-1 – Dog Management Policy Framework

Business Model

Funding

Who contributes

- All 13 Municipalities and 3 Electoral Areas
- Support Services: varies per service

Funding Sources

- Requisitions, grants, donations and non-tax revenue

Reporting Structure

- Regional Parks Committee

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: 100% of critical infrastructure in the Regional Parks and Trails system in good or better condition Percentage of critical infrastructure in the Regional Parks and Trails system that is in good or very good condition; data from asset management sustainable report cards.	75%	85%	90%
Metric 2: Maintain a visitor experience satisfaction rate of 85% or better for Regional Parks and Trails Percentage of visitors that described their overall experience with Regional Parks and Trails as 'quite satisfactory' or 'very satisfactory'; data from CRD Regional Parks Resident Survey 2017 (collected every 5 years)	85%*	85%*	85%*
Metric 3: A 25% contribution of land acquisition funding from community partners Percentage of the Land Acquisition Fund contributions annually that comes from community partners; data from Land Acquisition Updates	0%	40%	25%
Metric 4: Maintain a volunteer base of greater than 500 people Number of active volunteers in Regional Parks and Trails; data from volunteer registry	526	350	500

Discussion

Link to Target Outcome

- The Land Acquisition Fund provides funding for the purchase of land for regional parks and trails. Tracking community contributions helps demonstrate the sufficient availability of funding and community support for the strategy that has been put in place.
- Measuring the level of asset renewal investment and condition of parks and recreation trail infrastructure is a good indicator of how well-maintained, and therefore accessible and inclusive, the infrastructure is. This is supplemented by information about visitor satisfaction to ensure that expectations are met and that CRD actions and initiatives are facilitating a good experience for visitors.

Discussion

- **Metric 1:** Ensuring critical regional park assets are in good or better condition supports active living and recreation in a safe, inclusive outdoor environment. During COVID times increased access to a safe and inclusive regional parks and trails system is essential to personal health and wellness.

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target

- **Metric 2:** Maintaining visitor experience satisfaction suggests that CRD presence and actions are facilitating more than 7.5M visits where people connect with and embrace the regional parks and trails system. This in turn will generate the support for additional land acquisitions.
- **Metric 3:** Since 2000, with the support of partners, the regional parks system has grown by almost 4,800 hectares through a number of land acquisitions valued at $62.6M. The CRD partners in land acquisitions have contributed almost $16.8M, or 27% of the overall cost of the purchases. Going forward, the CRD will seek an average of 25% contribution of land acquisition funding from community partners. The data recorded shows the following:
  - 2019: $6.5M invested in acquisitions with no partnership/community contribution
  - 2020: forecasted invested of $1.1M for three potential acquisitions, with $775,000 in partnership/community expenditure
- **Metric 4:** Maintain a volunteer base of greater than 500 people. The number of volunteers in 2020 is lower due to COVID-19 and the cessation of volunteer activities. We expect that the volunteer base will return to pre-COVID-19 levels and we will continue to monitor the volunteer numbers in relation to the ongoing pandemic.

Community Need

Initiative Progress Report

Parks & Natural Resource Management

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
6a-1	Regional Parks Strategy Update	**Progressing** - Regional Parks Committee Staff Report scheduled for early 2021 to present options relating to the Regional Parks Strategy update. Options analysis being done in-house.
6a-5	Recreational Initiatives – Recreational Specialist	**Completed -** Vacant Regional Parks position repurposed and Outdoor Recreation Specialist hired.
6a-8	Capital Reserve*	**Completed** - $925,000 incorporated into regional parks capital reserve fund to help address critical assets that require renewal or replacement.
6b-1	Invasive Species Management	**Ongoing - Part of core services**
6b-2	Environmental Stewardship Programs	**Ongoing - Part of core service** – Expanded focus on community environmental stewardship.
6b-4	Enhance Parks Operations*	**Completed –** Two full-time Park Rangers and three full-time Park Maintenance Workers hired. Vehicles and supplies were acquired for the new positions.
6b-5	Mountain Bike Policy*	**Progressing** – Mountain Bike Committee in place and meetings are scheduled. Report out to the Parks Committee expected early 2021
6d-1	Engage with First Nations First Nations Liaison position	**Completed** – Vacant Regional Parks Interpretive position repurposed to a First Nations Cultural Interpreter position.
6e-1	Land Acquisition Fund Renewal	**Completed** – Approved by CRD Board for another 10 years
6f-1	Dog Management Policy Framework	Completed – Framework approved by the CRD Board. Completed in-house and funded through core budget.
7a-10	Jordan River Dam Breach Siren	Completed
13a-1.2	Recreational Programming and Rates – Regional Parks	Completed

* New - Initiatives not in the 2019-2022 Corporate Plan

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APPENDIX G

REPORT TO PLANNING, TRANSPORTATION AND PROTECTIVE SERVICES COMMITTEE MEETING OF WEDNESDAY, OCTOBER 21, 2020

SUBJECT 2019-2022 Protective Services Service Planning

ISSUE SUMMARY

To provide the Planning, Transportation and Protective Services Committee with an overview of relevant initiatives undertaken by the Protective Services Division to deliver on approved Board Priorities and the Corporate Plan. Services and initiatives will be delivered in 2021 using core funding only.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified 10 initiatives under the Protective Services, which fall under the Planning, Transportation and Protective Services Committee's mandate.

Appendix A *Community Need Summary - Protective Services 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Protective Services - Initiatives Progress Report* provide insights into what has been delivered through the eight delivery initiatives that were approved last year, for delivery in 2020. Three of the initiatives were reported in the Electoral Areas Community Need Summary as they directly addressed a local need. A scope change is recommended for IBC 7a-13 Full Functional Exercise due to COVID.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Protective Services divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1
The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Protective Services 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2
The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Protective Services 2021 be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications
Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications
The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities
Staff have not identified any new delivery initiatives for 2021.

Two of the initiatives approved in 2020 are still in progress. Another six have now either been completed or are now part of our day-to-day service operations. No additional budget impacts have been identified.

The full functional exercise that was approved in IBC 7a-13 for $25,000 was deferred due to COVID. The CRD and regional partner EOC activations during the extended State of Emergency related to COVID has tested the system beyond what would be expected with a full functional exercise. It is recommended that the monies allocated for the exercise be utilized to have a consultant complete an After Action Review of the CRD response to COVID which will provide an audit of the response and make recommendations for improvement to the emergency plans.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Protective Services 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Shawn Carby, CD, BHSc, MAL, Senior Manager Protective Services
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Protective Services
Appendix B: Protective Services - Initiatives Progress Report

Community Need

2021 Summary

Protective Services

Strategy

Target Outcome
We envision effective regional cooperation in protecting public safety and preparing for, responding to, and recovering from emergencies.

Strategic Context

Strategies

- Regional Climate Action Strategy
- Regional Growth Strategy
- Regional Emergency Management Partnership (REMP)

Trends, Risks and Issues

- Significant staff time was required to focus on response and Emergency Operations Centre (EOC) operations for COVID-19. The ongoing pandemic will likely impact division operations into 2021.
- We are seeing an increasing number of emergency incidents and threats (e.g. wildfire) every year requiring dedicated staff time; this is impacting the Protective Services Division's ability to maintain focus on day-to-day activities.
- Increased public expectations/demand for timely communications during emergency events and for service outside program mandates.
- Pending modernization of the *Emergency Program Act* and regulations will require review of CRD emergency plans to ensure alignment with new legislation.
- Fire dispatch in the region is provided by three different Fire Dispatch Centres creating concerns around service delivery efficiency.
- Current Fire Commission and Fire Society approach to fire service delivery in the Electoral Areas has inherent risk to the CRD and staff due to challenges meeting mandated standards and the limited capability of the volunteer commission and society members to meet regulatory and administrative requirements.
- Increased First Nation capacity in emergency management with corresponding increased expectation in government to government coordination.
- Aging volunteer base with corresponding decrease in volunteerism amongst younger populations creating challenges to maintain EA emergency programs, such as Emergency Support Services and within volunteer fire services.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Corporate	
CRD Emergency Management Responsible for local emergency management programs in each of the electoral areas supported centrally by the CRD Corporate Emergency Program.	• Provision of 24/7 on-call Duty Emergency Manager • Operation of Regional/Electoral Area Emergency Operations Centres • Provide support to internal departments and external agencies during emergencies • Support (advance planning, training, response coordination, site support, and after action reviews) to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services • Operation of the CRD EOC
Regional Services	
911 Call Answer Administration and oversight of 911 Call Answer services within the Capital Regional District.	• Ensure that contractor meets performance targets, consistent with contractual obligations
Hazmat Response Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.	• Ensure that the CRD Emergency Hazmat Team is properly prepared and able to effectively respond to hazardous materials incidents in the CRD
Regional Emergency Management Coordination Developed to provide a coordinating role among local municipal and electoral area programs. The funding for this service is used to support the Regional Emergency Management Partnership (REMP) in collaboration with EMBC.	• Coordinate resource and information sharing among local municipal and electoral area programs, supported by the CRD Local Government Emergency Program Advisory Commission and Regional Emergency Planning Advisory Commission
Sub-regional services	
Fire Dispatch Operational management of fire dispatch.	• Operational management of fire dispatch for the three electoral areas and participating municipalities (Sooke, Metchosin, Langford and Highlands)

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	• Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests
Electoral Areas services	
Electoral Area Emergency Coordination Oversight and administration of the Electoral Area Emergency Programs.	• Oversee and coordinate emergency planning and response by the Electoral Area Emergency Programs
Electoral Area Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	• Program oversight for the Juan de Fuca SAR service • Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs
Electoral Area Fire Services	• Oversight and support of and to Fire and Rescue Commissions and services
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**Status**	**2021 impacts**
7a-13	Emergency Exercise *	A full, functional exercise to test collaboration of relevant parties in responding to a major regional emergency	2020-21	Deferred due to COVID - change to After Action Review of COVID response	Already funded

Community Need

2021 Summary

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 7a-1 – Regional Coordination of Emergency Services
- 7a-2 – REMP Support
- 7a-6 – First Nations Emergency Support
- 7a-10 – Jordan River Dam Breach Siren*
- 7b-1 – Bylaw Enforcement and Animal Control
- 7c-1 – FireSmart Program for Electoral Areas

*New – Initiatives not in the 2019-2022 Corporate Plan

Business Model

Funding

Who contributes

- All 13 municipalities, all electoral areas and First Nations participate in some aspect of these regional or sub-regional services
- Support Services: varies per service

Funding Sources

- 911 Call Answer is funded by a Call-Answer Levy collected from all telephone landline service providers and most cellphone providers within the capital region, and by requisition
- All other services are funded by requisition, fee for service and/or grants

Reporting Structure

- Emergency Management Committee
- Planning, Transportation and Protective Services Committee
- Electoral Area Committee

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Emergency Response Time			
(A) 911 – 95% of calls answered within five seconds; data from E-Comm	97%	97%	95%
(B) Fire Dispatch – 90% of calls answered within 15 seconds; data from CRD Fire Dispatch	92%	92%	90%

Community Need

2021 Summary

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 2: Emergency Preparedness (C) Number of EOC exercises conducted annually; data from CRD Protective Services	2	1	2
(D) Number of CRD Emergency Hazmat Team (EHT) Training sessions held annually at potential hazard sites in the region; EHT contractor training records	6	12	6
Metric 3: Electoral Area Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports	N/A	9	9
Metric 4: Animal Shelter – successful rehoming of >90% of pets received Percentage of pets received that year that were successfully rehomed; data from the CRD Animal Shelter	93%	93%	90%

Discussion

Link to Target Outcome

The metrics provided are indicators of the regional emergency preparedness and response time. We also track how well EA fire departments are meeting fire services guidelines and animal rehousing. Collectively the KPIs highlight how effectively the CRD is managing its services and creating effective regional cooperation to protect public safety and preparing for, responding to, and recovering from emergencies.

Discussion

- **Metric 1:** (A) Aligns with CRD Contract expectations and the national standards for 911 call answer service; (B) Fire dispatch call answer standards are established by the National Fire Protection Association and the metrics presented align with those guidelines.
- **Metric 2**: (C) Emergency exercises are an integral component of emergency preparedness programs and aligns with national emergency preparedness standards; (D) Regular training for team members on hazmat response and processes is necessary to align with NFPA 472 guidelines governing hazmat operations. In 2020, an increased number of smaller training sessions were held due to COVID restrictions hence the increase.
- **Metric 3**: All fire services in BC are required to meet the standards for their declared service levels as established by the OFC Playbook and WSBC.
- **Metric 4**: Rehoming of pets is preferable to euthanasia. This is a CRD generated target that is well above the norm for regular shelters.

Community Need

Initiative Progress Report

Protective Services

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
7a-1	Regional Coordination of Emergency Services	**Part of core service** – new FTE hired in January 2020. Work is ongoing.
7a-2	REMP Support	**Part of core service.**
7a-6	First Nations Emergency Support	**Part of core service.**
7a-10	Jordan River Dam Breach Siren	**Completed**
7a-12	SSI Community Safety	**Completed** – elector assent by alternative approval process for proposed service not obtained.
7a-13	Emergency Exercise *	**Deferred due to COVID** – the CRD and regional partner EOC activations during the extended State of Emergency related to COVID has tested the system similar to what would be expected with a full functional exercise. It is recommended that the monies allocated for the exercise be utilized to have a consultant complete an After Action Review of the CRD response to COVID.
7b-1	Bylaw Enforcement and Animal Control	**Part of core service.**
7c-1	FireSmart Program for EAs	**Progressing** – grant applications were successful. Work is ongoing.

* New - Initiatives not in the 2019-2022 Corporate Plan

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APPENDIX H

CALWMC 20-01

REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 7, 2020

SUBJECT 2019-2022 Wastewater Service Planning

ISSUE SUMMARY

To provide the Core Area Liquid Waste Management Committee with an overview of relevant initiatives undertaken by Integrated Water Services department in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified six initiatives under the Wastewater initiative, that fall under the Core Area Liquid Waste Management Committee's mandate.

Appendix A *Community Need Summary - Wastewater 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Wastewater - Initiatives Progress Report* provides insights into what has been delivered through the two delivery initiatives approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the adjustments to the work program connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Wastewater be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Wastewater be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this years' service planning process, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, budget increases or other impacts have been mitigated, where possible, however this has been particularly challenging with the preparation of a 'new' operating and capital budget for the service, given the uncertainties associated with the first year of operation of the McLoughlin WWTP. Although the majority of the new staff required to operate the new facilities were hired in 2019/2020, five staff positions were deferred to 2021 to help mitigate pre-operating costs and confirm operation and maintenance requirements and resource capacity.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Alignment with Board & Corporate Priorities

Staff have identified two initiatives that will have budget and/or staffing implications for 2021 (Table 1).

Table 1: Community Needs Summary - Wastewater, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
8a-1.1	Wastewater Planning	Advance management of liquid waste management through a review and update of the core area liquid waste management plan	2021	0	Included in Provisional Budget
8a-1.1	Wastewater Management	Advance strategy for construction/maintenance of facilities	2021	4 Ongoing	Included in Provisional Budget
8a-1.2	Facilities Management Centralization Strategy	Facility operations and maintenance support for CAWTP facilities.	2021	1 Ongoing	Included in Provisional Budget
8a-1.3	Saanich Peninsula Liquid Waste Management Plan	Development of a detailed inflow and infiltration reduction program for the Peninsula	2021	0	Included in Provisional Budget

Blue highlighted areas are initiatives that directly address a Board Priority.

Delivery Initiatives

8a-1.1 Wastewater Planning

The recent changes to Core Area wastewater management need to be incorporated into an updated Liquid Waste Management Plan. The Plan was recently consolidated and audited and the next steps are to update the Plan (individual chapters) and revise the document in consultation with the regulator. This will also include some public consultation.

8a-1.1 Wastewater Management and 8a-1.2 Facilities Management Centralization Strategy

The CRD is responsible for implementing wastewater treatment in the Core Area. Construction of new and upgraded wastewater facilities will be completed in Q3 and Q4 of 2020. The new facilities will help protect the marine receiving environment by providing tertiary treatment for wastewater from the core area municipalities (Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood) and the Esquimalt and Songhees First Nations. This is the final stage of a large scale multi-year, capital project led by the CRD with funding assistance from the federal and provincial governments.

The operation of the new and upgraded facilities requires additional staff to ensure effective operations and maintenance of facilities going forward. To this end and building on new staffing

positions filled in 2019/2020, initiative 8a-1.1 seeks to create four ongoing positions in the Infrastructure Operations division and initiative 8a-1.2 seeks to create one additional position in the Facilities Management & Engineering Services division. These positions are critical to ensure adequate maintenance support for building systems, including safety inspections, and other operational duties. The positions will be filled between late 2020 and end of 2021.

8a-1.3 – Saanich Peninsula Liquid Waste Management Plan

A recent audit of the Saanich Peninsula Liquid Waste Management Plan has identified unfulfilled commitments to evaluate and manage inflow and infiltration (I&I) to the sanitary sewer. The Saanich Peninsula Wastewater system has not had any documented wet weather related overflows but inflow and infiltration increases as infrastructure ages so it would be prudent to manage this risk proactively.

This initiative seeks to develop a more detailed inflow and infiltration reduction program for the Peninsula. Developing flow calculations for each catchment area will allow the CRD and municipalities to plan and implement the most cost-effective capital upgrades/replacement program for the sanitary sewer infrastructure. This work will build on the 2020 work done to collect additional flow data and pinpoint areas with the highest inflow and infiltration levels in the Saanich Peninsula conveyance system.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes. The comprehensive budget information for the Core Area Liquid Waste Management Service, including the above noted initiatives, is presented under a separate report to the Committee.

RECOMMENDATION

The Core Area Liquid Waste Management Committee recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Wastewater be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Submitted by:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary - Wastewater
Appendix B: Initiatives Progress Report - Wastewater

Community Need

2021 Summary

Wastewater

Strategy

Target Outcome
We envision efficient and effective management of the region's wastewater

Strategic Context

Strategies

- Core Area Liquid Waste Management Plan
- Transition to stable operation of McLoughlin Point Wastewater Treatment Plant and Residuals Treatment Facility
- Transition of residual solids from other wastewater treatment facilities to the Residuals Treatment Facility
- Continue to effectively operate and maintain the Saanich Peninsula Wastewater Treatment Plant.
- Continue to effectively operate and maintain five small wastewater systems in the Electoral Areas.

Trends, risks and issues

- Monitoring programs for new wastewater infrastructure in the Core Area to be implemented
- Enhanced Key Manhole study to inform CRD source control initiatives and wastewater operations to be completed 2021-2022.
- Biosolids short-term implementation, and long term planning, options analysis and pilot testing
- Transition of residual solids from other wastewater treatment facilities to the Residuals Treatment Facility
- Optimization of operation and maintenance of new infrastructure in the Core Area
- Continued onboarding of new staff to operate and maintain the new infrastructure
- Continue to operate and maintain the other wastewater infrastructure in the Core Area, Saanich Peninsula, and the Electoral Areas. This infrastructure is of various ages and in several cases large scale infrastructure renewal is required.
- Facilities Management's role in supporting maintenance of superstructures in wastewater is evolving.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Core Area, Saanich Peninsula Wastewater Systems and Small Wastewater Systems in the Electoral Areas Services include wastewater conveyance and tertiary treatment for Core Area, and conveyance and secondary treatment for Saanich Peninsula, and the small wastewater systems in the Electoral Areas.	
Wastewater System Operations Wastewater treatment collection and transmission system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance	• Wastewater treatment • System operation, monitoring and maintenance • Consumables management
Emergency Response/System Failure Wastewater overflows and unplanned service interruptions	• Wastewater overflows and public and environmental health protection • Unplanned service interruptions
Capital Project Delivery and Works Project design, procurement and delivery of projects planned each year, on time and budget. Installations, equipment replacement and capital projects support	• Capital program value for seven services • Infrastructure renewal and upgrades • Capital project support
Infrastructure planning Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	• Asset management Plans • Manage capital plans for seven wastewater services
Engineering services Support of Infrastructure Operations through engineering services such as process, civil, electrical and mechanical troubleshooting	• Engineering support of utility operations for the seven wastewater services.
Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on contaminant reduction, monitoring and assessment associated with liquid waste treatment.	
Regional Source Control Administration, monitoring, and reporting of compliance with regional bylaw	• Inspect, monitor and enforcement for businesses and institutions connected to sanitary sewer • Promote contaminant reduction associated with sanitary and stormwater systems.

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Core Area and Saanich Peninsula Wastewater & Marine Environmental Program Oversight for wastewater monitoring and assessment and reporting to meet regulatory requirements	• Marine outfall monitoring, assessment and reporting services to demonstrate compliance with federal and provincial legislation • Update of Liquid Waste Management Plans
Residuals Treatment Facility Administration of the Project Agreement for operation of the RTF and biosolids beneficial use strategy	• Monitoring and compliance reporting
Onsite Wastewater Management Regulatory oversight for onsite wastewater systems and education and outreach services across the region	• Promote and monitor compliance with regional bylaw
Septage Service Administration, monitoring and reporting of regional septage service	• Negotiate and manage one septage disposal contract servicing the capital region
Watershed Management Program Promote environmental stewardship associated with sanitary and stormwater systems, contaminants and flows	• Promote public awareness and stewardship initiatives • Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
8a-1	Wastewater Management through LWMP	Advance management of wastewater & storm water through liquid waste management planning & construction/ maintenance of facilities Update of Core Area and Saanich Peninsula liquid waste management plans	2020	Absorbed in Core, see 8a-1.1-3 for follow-on initiatives	
8a-1.1	Wastewater Management	New resources to support Core Area Wasterwater Treatment facility coming into service at the end of 2020 Biosolids short-term implementation, and long term planning, options analysis and pilot testing	2021	NEW Not started	4.0 Ongoing
8a-1.2	Facilities Centralization Strategy – FMW (CAWTP)	New facility operationas and maintenance support for Core Area Wasterwater Treatment facility coming into service at the end of 2020	2021	NEW Not started	1.0 Ongoing
8a-1.3	Saanich Peninsula Liquid Waste Management Plan – I&I	Develop detailed inflow and infiltration reduction program for the Peninsula	2021	NEW Not started	

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 8a-2 – Stormwater Contaminant Sources

Community Need

2021 Summary

Business Model

Funding

Who contributes

- Core Area Municipalities (Colwood, Esquimalt, Langford, Oak Bay, Saanich, Victoria, View Royal) and Songhees and Esquimalt First Nations
- Saanich Peninsula Municipalities (Central Saanich, North Saanich, Sidney) and Saanich Peninsula First Nations Bands
- Local Wastewater Service Areas in the Electoral Areas
- Support Services: varies per service

Funding Sources

- Requisitions

Reporting Structure

- Core Area Liquid Waste Management Committee
- Saanich Peninsula Wastewater Commission

Community Need Key Performance Indicator (KPI)

Discussion

Link to Target Outcome

The following KPIs link to the CRD's goals of safe, resilient and environmentally sound wastewater conveyance and treatment for our customers in the Capital Region and protection of the environmental and public health. These KPIs are being established with new performance targets that will be reported in future service plans.

- Compliance with provincial and federal regulatory requirements and operational certificates
- Total volume of wastewater collected and treated
- Operating cost per megaliter if wastewater collected and treated
- Energy use per megalitre of wastewater treated
- Volume/percent of biosolids beneficially used
- Utilization of gas generated at the Residuals Treatment Facility
- Annual number of wet-weather related sanitary sewer overflow events from CRD systems (resulting in near-shore discharges/beach closures)
- Delivery of annual capital program
- Number of complaints related to operation (noise/odour)

Community Need

Initiative Progress Report

Wastewater

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
8a-1	Wastewater Management through Liquid Waste Management Plan (LWMP)	**Progressing** • Regulatory approval of new wastewater infrastructure discharges (McLoughlin WWTP and RTF) • Implementation of short-term biosolids plan, initiated planning for long-term biosolids management. • Audit of Core Area LWMP, to be followed by review and update of LWMP chapters.
8a-2	Stormwater Contaminant Sources	**Part of core service delivery**

* New - Initiatives not in the 2019-2022 Corporate Plan

Making a difference...together

APPENDIX I

ERM 20-47

REPORT TO ENVIRONMENTAL SERVICES COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 21, 2020

SUBJECT **2019-2022 Landfill & Recycling Service Planning**

ISSUE SUMMARY

To provide the Environmental Services Committee with an overview of relevant initiatives undertaken by the Environmental Resource Management, Environmental Protection and Engineering Services divisions in 2020 and planned for 2021 to deliver on approved Board Priorities and Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Wellbeing – Transportation & Housing
2. Climate Action & Environmental Stewardship
3. First Nations Reconciliation
4. Advocacy, Governance & Accountability

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified six initiatives under Landfill & Recycling, which fall under the Environmental Services Committee's mandate.

Appendix A *Community Need Summary – Landfill & Recycling 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Landfill & Recycling – Initiatives Progress Report* provides insight into what has been delivered through the nine delivery initiatives approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Environmental Resource Management, Environmental Protection and Engineering Services divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Environmental Services Committee recommends to the Capital Regional District Board:

That Appendix A, Community Need Summary – Landfill & Recycling, be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Environmental Services Committee recommends to the Capital Regional District Board:

That Appendix A, Community Need Summary – Landfill & Recycling, be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this years' service planning process, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated as much as possible.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Alignment with Board & Corporate Priorities

Staff have identified four initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Needs Summary – Landfill & Recycling, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
9a-1.1	Resource Recovery, Senior Project Coordinator	Facilitation of resource recovery initiatives at Hartland	2021 to 2023	1 Term extension	Included in Provisional Budget
9b-0.1	Hartland Waste Technician	Monitoring and enforcement of WorkSafeBC material handling protocols	2021	0.5 ongoing	Included in Provisional Budget
9b-0.2	Hartland Landfill Attendant	Enhance staffing complement to respond to increase in material volumes dropped-off at Harland depot	2021 to 2025	2 x 0.5 ongoing	Included in Provisional Budget
9b-0.3	Food Waste Attendant	Consolidation and trucking of food waste materials brought to Hartland depot	2021 to 2023	1 Term	Included in Provisional Budget

Delivery Initiatives

In April 2020, the Capital Regional District (CRD) announced approval in principle of an agreement where FortisBC will purchase renewable natural gas (RNG) generated from Hartland Landfill for beneficial use in its natural gas distribution system. Once finalized, the agreement would allow for FortisBC to purchase and distribute Hartland-generated RNG that would result in greenhouse gas emission reductions of approximately 264,000 tonnes of CO2e over the 25-year project life – equivalent to removing 2,240 cars from the road for 25 years.

- 9a.1.1 – Resource Recovery Senior Project Coordinator: extend a two-year term position for another three years; this position facilitates key Hartland resource recovery initiatives as they are developed (e.g., renewable natural gas and potentially organics processing).

The Hartland public drop-off depot receives garbage, recyclables and household hazardous materials. Today, over 80 items from 28 product categories are accepted for recycling. Material volumes dropped off at the public depot have doubled over the last decade. Over the same time period, the staffing complement has only increased by 50 per cent (ongoing positions) and auxiliary spend has increased by 20 per cent.

In order to maintain existing service levels and ensure the safe continued operation of the depot, the following initiatives have been put forward to address some of the pressures experienced. All four initiatives seek to increase the staffing complement to support key aspects of the Hartland services operation:

- 9b-0.1 – Hartland Waste Technician: increase an existing part-time position to full-time; this position monitors and enforces WorkSafeBC material handling protocols to ensure workers' safety with respect to renovation waste.
- 9b-0.2 – Hartland Landfill Attendant: creation of two part-time ongoing positions; the positions will address the pressure resulting from the increase in solid waste volume and ensure we can maintain Hartland's six-day-a-week operations and reduce the overall spend on auxiliary resources.
- 9b-0.3 – Food Waste Attendant: create a two-year term position; the position will be responsible for managing the consolidation and trucking of food waste materials brought to the Hartland food scraps transfer station by commercial haulier. This role used to be performed by the Landfill Attendants but those resources are now fully tasked.

The cost of the four initiatives will be recovered through the Hartland tipping fees and renewable natural gas revenue.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Environmental Services Committee recommends to the Capital Regional District Board:

That Appendix A, Community Need Summary – Landfill & Recycling, be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Russ Smith, Senior Manager, Environmental Resource Management
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: 2021 Community Need Summary – Landfill & Recycling
Appendix B: Landfill & Recycling – Initiatives Progress Report

Community Need

2021 Summary

Landfill & Recycling

Strategy

Target Outcome
We envision minimizing waste disposal and maximizing waste diversion

Strategic Context

Strategies

- Solid Waste Management Plan – guides how the region will manage solid waste, including recyclables, compostable material and garbage from homes, businesses and institutions, as well as construction and demolition sites
- Hartland Environmental Programs – the Hartland Landfill Environmental Programs provide a comprehensive program to monitor and evaluate the effects of landfilling operations on the environment.

Trends, risks and issues

- Hartland public drop-off area is experiencing increased customer volumes of homeowners dropping off garbage and recycling. Increased WorkSafe requirements when receiving homeowner renovation and demolition materials at the landfill.
- Ongoing consideration of solid waste resource recovery projects to maximize the environmental/economic benefits associated with waste diversion and disposal.
- A new Solid Waste Management Plan (SWMP) is currently being drafted and should be completed and approved by the Province by the end of 2021.
- The ongoing efforts to engage with local communities regarding the application of biosolids at Hartland Landfill is likely to continue for the next five years during development of the long-term biosolids management plan.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Diversion Services Responsible for solid waste management planning in the Capital Region, including policy and program development to increase waste reduction or recycling.	• Planning & policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw • Delivery of the recycling programs, which include curbside collection from 123,000 households and packaging, printed paper and glass collection from six electoral area depots. Today, Hartland recycling facility collects over 80 items from 28 product categories
Landfilling Services Ensure regional landfill capacity with the operation of the CRD's Hartland Landfill. Ongoing capital and operating investments are made at Hartland to ensure compliance with BC Ministry of Environment landfill regulations, including leachate and landfill gas management infrastructure.	• Administration of five contracts and agreements • Residential service at bin area (9am-6pm weekdays, 9am-2pm Saturdays) • Commercial service at active face (7am-5pm weekdays, 9am-2pm Saturdays)
Resource Recovery Services Installation and operation of landfill collection and utilization infrastructure at Hartland Landfill to ensure landfill gas (methane) destruction and compliance with provincial environmental regulations. Seek to maximize the environmental and financial benefits of Hartland Landfill gas utilization.	• Electricity generation using landfill gas generates enough electricity to power 1,600 homes
Hartland Environmental Programs Monitoring, assessment and technical reporting to support regulatory compliance and contaminant reduction at Hartland Landfill	• Regulatory compliance monitoring of surface water, groundwater, landfill gas and leachate

Community Need

2021 Summary

Engineering Services Provide engineering feasibility studies, detailed design, tendering, construction management and commissioning services that support a number of community needs (Landfill & Recycling, Parks & Environmental Resource Management, Health Facilities, Climate Action, Recreation and Electoral Areas).	• Lead or support the planning, design and project management of over a dozen construction projects averaging $3.5 to $5 million annually • Projects include ongoing contract management of the solid waste filling and aggregate production contracts, as well as smaller projects related to landfill gas collection, leachate management, environmental controls and emergency response preparation • Engineering Services also manages an additional 15-20 projects each year for other CRD facilities • Lead engineering and procurement on the RNG and Kitchen Scraps and Organics Processing Capital Projects
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

Ref	Initiative	Description	Year(s)	Status	2021 impacts
9a-1.1	Senior Project Coordinator, Resource Recovery	Position to facilitate Hartland resource recovery projects (including RNG and potentially organics processing)	2021 - 2023	NEW Not started	1.0 Term
9b-0.1	Hartland Waste Technician	Increase resourcing from half to 1FTE to monitor and enforce WorkSafe BC material handling protocols	2021	NEW Not started	1.0 Ongoing
9b-0.2	Hartland Landfill Attendant	Conversion of two part-time auxiliary positions to ongoing to meet increasing volumes of waste at public drop off area	2021	NEW Not started	2 x 0.5 Converted

Community Need

2021 Summary

9b-0.3	Food Waste Attendance	Term position to facilitates the consolidation and trucking of materials brought to the Hartland kitchen scraps transfer station by commercial waste haulers	2021 - 2022	NEW Not started	1.0 Term

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 9a-1 – Resource Recovery and Waste Reduction
- 9a-2 – Infoline Support *
- 9b-1 – Public Awareness of Extended Producer Responsibility
- 9b-2 – SWMP Update
- 9b-3 – Controlled Waste Permits *
- 9b-4 – Electronic Stewardship Attendant *
- 9c-1 – Changing Recycling Markets
- 9d-1 – Hartland Landfill Longevity
- 9e-1 – Organic Waste Processing Procurement

*New – Initiatives not in the 2019-2022 Corporate Plan

Business Model

Funding

Who contributes

- Every jurisdiction in the region – not requisition/tax based – user fee-for-service based
- Support Services: varies per service

Funding Sources

- Landfill tipping fees and recycling program revenues

Reporting Structure

- Environmental Services Committee
- Project based reporting for Environmental Engineering: Parks Committee, Electoral Areas Committee, Recreations

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Solid waste disposal target rate of 350 kg/person per year by 2020 Annual kilos of solid waste per capita; calculation based on provincial Municipal Solid Waste methodology	382	360	350
Metric 2: Capture 75% of landfill gas at Hartland landfill Percentage of landfill gas captured at Hartland Landfill; data from CRD staff measurement and calculation	66%	65%	70%
Metric 3: Waste compaction rate at Hartland Landfill of 850 kg/m^3 Kilos per cubic metre; data from CRD staff measurement	1,160	950	950

Discussion

Link to Target Outcome

The landfill and recycling metrics focus on minimizing waste disposal and maximizing waste diversion (Metric 1) while ensuring they are done efficiently (Metric 3) and environmentally sustainably (Metric 2).

Discussion

- **Metric 1:** Currently, the capital region's waste disposal rate is at 382 kg/person per year, which is better than the provincial average of 506 kg/person (2017) and well on the way to the target set by the province of 350kg/capita.
- **Metric 2:** There is a target set by the province to capture 75% of landfill gas.
- **Metric 3:** Effective waste compaction results in efficient use of landfill airspace and the prolonged use of existing landfill capacity.

Community Need

Initiative Progress Report

Landfill & Recycling

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
5b-2	Landfill Gas Usage	**Ongoing** - the collection of landfill gas is part of the **core service** **Progressing** - agreement in principle for FortisBC to purchase renewable natural gas (RNG) generated from Hartland Landfill for beneficial use in the FortisBC natural gas distribution system
9a-1	Resource Recovery and Waste Reduction	**Ongoing** – new opportunities are evaluated as waste diversion programs and resource recovery technologies mature.
9a-2	Infoline Support *	**Part of core service** – recruitment completed and now part of day-to-day operations, topped up with auxiliary hours.
9b-1	Public Awareness of Extended Producer Responsibility	**Ongoing** – provincial programs and associated awareness opportunities continue to evolve.
9b-2	SWMP Update	**Ongoing** – Stage 1 consultation on draft plan complete
9b-3	Controlled Waste Permits *	**Part of core service** – recruitment completed and now part of day-to-day operations.
9b-4	Electronic Stewardship Attendant *	**Completed** – attendant hired
9c-1	Changing Recycling Markets	**Ongoing** – markets continue to mature and evolve.
9d-1	Hartland Landfill Longevity	**Ongoing** – part of Solid Waste Management Plan consultation.
9e-1	Organic Waste Processing Procurement	**Ongoing** – implementation of procurement strategy starting spring 2021.

* New - Initiatives not in the 2019-2022 Corporate Plan

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APPENDIX J

RWSC 20-10

REPORT TO REGIONAL WATER SUPPLY COMMISSION
MEETING OF WEDNESDAY, OCTOBER 21, 2020

SUBJECT 2019-2022 Water Service Planning

ISSUE SUMMARY

To provide the Regional Water Supply Commission with an overview of relevant initiatives undertaken by the Integrated Water Services department in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified six initiatives under Water, that fall under the mandate of the various water supply and distribution services.

Appendix A *Community Need Summary - Water 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Water - Initiatives Progress Report* provides insights into what has been delivered through the initiatives related to the Water Community Need that included in the provisional budget last year, for delivery in 2020. Two of the initiatives (10a-7 Salt Spring Island and Southern Gulf Island Water Operations and 10d-4 SSI Watershed Protection) were approved through the Electoral Areas Community Need Summary as they directly addressed a local need.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Integrated Water Services divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Regional Water Supply Commission recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Water be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Regional Water Supply Commission recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Water be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this years' service planning process, staff have been mindful of the fiscal challenges facing the region in the month ahead. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Alignment with Board & Corporate Priorities

Staff have identified three initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Needs Summary - Water, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
10a-0.1	Watershed Security Position	Create new shift position to respond to security issues and wildfire risk.	2021	1.0 ongoing	Included in provisional budget
10a-2.1	Water Infrastructure Resilience	Review infrastructure redundancy & improvements, renew/replace infrastructure to avoid infrastructure deficits & ensure reliable, safe service delivery & resilience	2020 – 2021	1.0 ongoing	Included in provisional budget
10d-3	Watershed Hydrology Monitoring*	Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	2020 – 2021		Included in provisional budget

* New – Initiatives not in the 2019-2022 Corporate Plan

Blue highlighted areas are initiatives that directly address a Board Priority.

Delivery Initiatives

10a-0.1 – Watershed Security Position

A core service of the Watershed Protection division is to conduct wildfire and security patrols. Historically, this function has been fulfilled by divisional staff volunteering for shifts and one regular position for which an alternative shift structure was negotiated in 2017 to include weekend patrols. However, year-on-year increases in trespassing and security incidents have made it challenging to ensure adequate watershed security and worker safety is maintained at all times. This initiative would address this challenge and ensure the core operational function of patrolling continues.

The initiative proposes to create one new ongoing position in the division with a focus on security and wildfire (including weekend patrols). This will help ensure an active field security presence seven days a week. The estimated cost of the position in 2021 will be partially offset by a reduction in auxiliary costs which will no longer be required. Recruitment is expected to be complete by Q2 2021.

10a-2.1 – Water Infrastructure Resilience

A combination of system expansion in the Juan de Fuca (JdF) Water Distribution System and aging water infrastructure in JdF and the Regional Water Supply (RWS) system are driving demand for an increase in resources.

The initiative proposes to create one new ongoing position in the Infrastructure Operations division to ensure the continued safe and effective delivery of potable water going forward and to

meet the regulatory requirements related to dam safety. Increasing capacity in the division will also help reduce the risk of higher capital costs in future by facilitating the completion of annual maintenance and inspections for the 14 dams in the RWS.

The cost of the position in 2021 is included in the provisional budgets and will be cost shared between all of the large water services. Recruitment is expected to be completed by Q1 2021.

10d-3 – Watershed Hydrology Monitoring*

There is hydrological and meteorological (hydromet) monitoring in place for the Sooke and Goldstream Water Supply Areas. We also have newly installed instrumentation at Leech Water Supply Area. This equipment is critical to monitor and respond to questions about current and future water quality and supply.

Hydromet monitoring supports the Climate Action & Environmental Stewardship Board Priority by monitoring the environment of the Greater Victoria Water Supply Area and detecting trends and events related to climate and environmental variables (e.g. climate change, forest change, wildfires).

This initiative is to procure the services of a specialist contractor to support the ongoing installation, modification and maintenance of hydromet instruments and collect, quality assure and analyse the data to support hydrological model development and upgrade. The cost for the service contract in 2021 is included in the provisional budget, and is to be renewed annually. The contract was funded through a new single supplementary budget request in 2020.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Regional Water Supply Commission recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Water be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need Summary - Water
Appendix B: Initiatives Progress Report - Water

Community Need

2021 Summary

Water

Strategy

Target Outcome
We envisage a sustainable and resilient water supply

Strategic Context

Strategies

- Regional Water Supply Strategic Plan
- Regional Growth Strategy
- Special Task Force on First Nations Relations
- Statement of Reconciliation

Trends, risks and issues

- **Security and patrols**: there have been an increased number of security incursions/recreational pressure into the Greater Victoria Water Supply Area (GVWSA) from Sooke Hills Wilderness Regional Park and from the rapidly developing residential area around Langford and Goldstream. This is putting additional pressure on the Watershed team.
- **Climate Action**: the most significant risks for water services relate to climate and environmental changes. Predicted trends of drier, hotter summers will impact the water services in a number of ways:
  - Demand for water, including for local agricultural activities, will continue to increase which will in turn increase the risk of water shortages; addressing this challenge will require a continued focus on water conservation effort, watershed protection, ongoing monitoring and awareness of the need for good governance of the water service
  - Water quality may be affected due to increased biological growth in the source water and distribution system; expecting to see increasing pressure to include filtration as a step in the RWS treatment process
  - In the GVWSA, increasing periods of elevated wildfire risk, peak flows from winter storms, drought stress on trees which could lead to increased mortality and forest pests/diseases
  - Increased risk of power outages
- **Infrastructure Vulnerability, resiliency, and Emergency Preparedness**: we are seeing increases in operation and maintenance demand from a growing region combined with aging infrastructure. An

Community Need

2021 Summary

updated Water Management Plan for water supply will identify a strategy to address supply (quantity) and critical delivery infrastructure (redundancy) needs

Services

Core Services Levels	
Service	**Levels**
Regional Water Supply (RWS), Juan de Fuca (JdF) Water Distribution, Saanich Peninsula Water and Small Water Systems in the Electoral Areas Wholesale water supply to the 370,000 consumers in Greater Victoria and residents in three municipalities on the Saanich Peninsula, water distribution system within Langford, Sooke, View Royal, Colwood, East Sooke, Metchosin and Highlands and the small water systems in the Electoral Areas supported through following key service areas:	
Water Systems Operations and Maintenance Water treatment, supply and distribution system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance	• Water treatment • Supply and distribution system operation • System monitoring • Customer service • System and facility maintenance • Consumables management • Component preventative maintenance
Emergency Response/System Failure Water main breaks	• 24/7 emergency response to water main breaks and other system emergencies
Infrastructure Planning Strategic asset management for all services/systems including modeling and capacity analysis,	• Asset management and capital planning • Adjust plans for 15 water services • System expansion and growth planning

Community Need

2021 Summary

vulnerability assessment, infrastructure renewal plans.	
Capital Project Delivery and Works Project design, procurement and delivery of capital projects annually on time/budget. Main installations, dam upgrades, equipment replacement and capital projects support	• Capital program delivery • Water main installations and equipment replacement • Dam maintenance and upgrade projects • Capital project support
Engineering Services Development referrals, survey and mapping, engineering support to utility operations, and dam safety inspections and administration.	• Engineering support of utility operations for the 15 water services.
Watershed Protection Forest land management of the 20,550 hectares of the Greater Victoria Water Supply Area to ensure high-quality source drinking water for the Regional Water Supply System through following service areas:	
Wildfire, Security & Emergency Response: Watershed security, and wildfire and spill preparedness, prevention and response	• 24/7 watershed emergency duty officer standby • Security/wildfire patrols (weekends and holidays; daily during elevated fire conditions) • Wildfire detection air patrol during high and extreme fire hazard
Watershed Operations Silviculture, forest health and forest fuel management; invasive plant management; vegetation management and road maintenance, upgrades and rehabilitation	• Winter/summer road maintenance • Culvert and bridge upgrades to accommodate higher peak flows to higher standards and changing climate • Fuel management treatment and fire smarting maintenance • Brushing around facilities, dams, for tree release • Danger tree assessment and removal along roads and powerlines • Invasive plant management
Resource Planning Wildlife management, ecological inventories and analyses, risk assessment and management, and GIS and data management	• Development of a comprehensive hydrology monitoring program • Annual forest health survey • Partnering in climate change and other research in the GVWSA

Community Need

2021 Summary

	• Management of beaver, Canada geese and bullfrogs • Public tours of the Water Supply Area and facilities
Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on enhanced integration of drinking water quality protection programs and integration of communication initiatives.	
Water Quality Monitoring, assessment, reporting and technical advice to meet water quality regulatory requirements	• Source water and distribution system monitoring, assessment and reporting • Physical, chemical and biological analytical services, assessment and reporting
Demand Management Research and data to inform capital planning, water conservation, and communications and education	• Accurate data • Per capita targets (residential and ICI)
Cross Connection Control Oversight, monitoring and reporting of potential sources of contamination that may flow in a reverse direction into the Regional Water Supply	• Contamination prevention through facility inspections, testing and education for backflow prevention devices • Monitor and track (>28,000) backflow prevention devices
Communications & Environmental Education Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services	• Increased public awareness of CRD messages and subsequent behavior changes (declining trend in per capita and per sector water use)
Support Services	
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
10a-1	Post-Disaster Water Supply Plan	Implement approved Post-Disaster Water Supply Plan, including undertaking seismic resiliency study of critical water supply infrastructure	2020-2022	In progress (5 resilient supply hydrants installed by year end 2020; 5 hydrants installed and distribution trailers acquired in 2019)	
10a-3	RWSSP Update	Update Regional Water Supply Strategic Plan	2022-2023	In progress (progress report in Oct 2020)	
10d-1	Future Water Supply + Infrastructure	Conduct population & land use studies & estimate growth-related water demand & future water supply & infrastructure needs	2020-2022	In progress (50% complete)	
10a-4	Cross Connection Control (CCC) Inspector*	CCC Program: convert a current temporary CCC Inspector position to permanent to meet the requirements by Island Health and protect the public health	2021	Completed	1.0 Converted
10d-2	Leech River Water Quality Operations*	Water Quality Operations Program: This multi-year initiative is to collect and analyze water quality data from the Leech River Watershed, the future water supply for the Greater Victoria Drinking Water System	2021	In progress (Field sampling began in 2020 and will continue for approximately five years)	0.4 Ongoing

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
10a-0.1	Watershed Security Position	Create new shift position to respond to security issues and wildfire.	2021	NEW	1.0 ongoing
10a-2.1	Water Infrastructure Resilience	Review infrastructure redundancy & improvements, renew/replace infrastructure to avoid infrastructure deficits & ensure reliable, safe service delivery & resilience	2020-2021	NEW additional request for 2021	1.0 ongoing
10d-3	Watershed Hydrology Monitoring*	Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	2020-2021	NEW additional request for 2021	

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 10a-5 – Water Billing
- 10a-7 – Salt Spring Island + Southern Gulf Islands Water Operations
- 10b-1 – Water Conservation through Demand Management
- 10c-1 – Agricultural Water Subsidy
- 10d-4 – SSI Watershed Protection

Community Need

2021 Summary

Business Model

Funding

Who contributes

Water Supply and Distribution:

- Regional Water Supply: All Municipalities, JDF EA, First Nations (via Distribution Systems)
- Saanich Peninsula Water Supply: Municipalities (Central Saanich, North Saanich, Sidney)
- JDF Water Distribution: Langford, Colwood, View Royal, Metchosin, Highlands, Sooke, JDF EA
- Local Water Service Areas in the Electoral Areas

Environmental Protection

- Water Quality Service: Allocation from Integrated Water Services and Local Service Areas (LSA) from municipalities of RWS area, JDF and various local service areas, Sidney, North Saanich, Central Saanich and Peninsula First Nations
- Demand Management, Cross Connection Control Services: water rate from all Municipalities and Electoral Areas
- Communications and Environmental Education: all Municipalities and Electoral Areas

Support Services

- Varies per service

Funding Sources

- **Regional Water Supply**: Bulk water sales revenue
- JdF Water Distribution System: Retail water sales revenue in West Shore Municipalities
- **Saanich Peninsula Water**: Wholesale water sales revenue
- **Environmental Protection services**: water rate and requisition

Reporting Structure

Regional Water Supply Commission – Water Advisory Committee – Saanich Peninsula Water Commission – JDF Water Distribution Commission

– Various LSA Commissions (Port Renfrew, Lyall Harbour/Boot Cove, Magic Lake Estates, Skana, Beddis, Cedar Lane, Cedars of Tuam, Fernwood, Fulford, Highland, Sticks Allison, Surfside Park, Wilderness Mountain)

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)

Discussion

Link to Target Outcome

The following KPIs link to the CRD's goals of safe, sustainable and resilient water resources for the Capital Region. These KPIs are being established with new performance targets that will be reported in future service plans.

- Compliance with Island Health, provincial and federal regulatory requirements and operational certificates
- Water quality samples analyzed from source reservoirs (raw water) and transmission/distribution systems (treated water)
- Peak day per capita water use and average day per capita water use
- Operating cost per megaliter of drinking water treated and supplied/distributed
- Energy use per megalitre of drinking water treated and supplied/distributed
- Delivery of annual capital program
- Volume of raw water released from RWS watersheds to rivers to support fish habitat
- Number of water quality complaints
- Number of leak repairs annually per kilometer of pipe (distribution systems)
- Number of water main failures annually per kilometer of pipe (distribution systems)

Community Need

Initiative Progress Report

Water

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
10a-1	Post-Disaster Water Supply Plan	Progressing – Continued implementation of resilient infrastructure including hardened hydrants and restrained pipe, as well as acquisition of emergency distribution supplies. Additional education and coordination with municipal distributors and emergency services planned for 2021
10a-2	Water Infrastructure Resilience	Progressing – Infrastructure renewal programs continue with appropriate funding levels; recruitment of new staffing approved in 2020 complete
10a-3	RWSSP Update	Progressing – making progress on strategic plan initiatives; progress report will be presented to RWSC in October 2020
10a-4	Cross Connection Control Inspector *	**Part of core service** – position converted from term to ongoing, continues to be part of day-to-day operations
10a-5	Water Billing *	Progressing – recruitment of new staff underway
10a-7	SSI + SGI Water Operations *	**On-going - Core service delivery**
10b-1	Water Conservation through Demand Management	**Part of core service** - updated Water Conservation Bylaw in 2020. Demand Management work progressing – per capita demand rates being developed for each sector.
10c-1	Agricultural Water Subsidy	Agricultural land use inventory and agricultural water demand model completed and presented to Commissions in 2020. Agricultural water rate review will be completed in 2021.
10d-1	Future Water Supply + Infrastructure	Regional Water Master Plan Update will be completed in 2021 with a focus on long term water supply and infrastructure.
10d-2	Leech River Water Quality Operations *	**Progressing** – sampling underway
10d-3	Watershed Monitoring*	**Progressing** – Hydromet station maintenance, upgrade and discharge measurement contracts have been executed, work is in progress.

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
10d-4	SSI Watershed Protection *	**Progressing** – Subject to the recommendations from the water optimization study examining challenges in operating multiple water distribution and treatment systems on an unincorporated island electoral area.

* New - Initiatives not in the 2019-2022 Corporate Plan

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APPENDIX K

REPORT TO PLANNING, TRANSPORTATION AND PROTECTIVE SERVICES COMMITTEE MEETING OF WEDNESDAY, OCTOBER 21, 2020

SUBJECT 2019-2022 Planning & Development Service Planning

ISSUE SUMMARY

To provide the Planning, Transportation and Protective Services Committee with an overview of relevant initiatives undertaken by the Regional & Strategic Planning Division to deliver on approved Board Priorities and the Corporate Plan. The report also highlights initiatives delivered by the Building Inspection and Juan de Fuca Electoral Area Planning divisions that align to the Planning and Development Community Need and are approved by other Standing Committees and Commissions. Services and initiatives will be delivered in 2021 using core funding only.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified seven initiatives under Planning & Development, which fall under the Planning, Transportation and Protective Services Committee's mandate.

Appendix A *Community Need Summary - Planning & Development 2021* is a summary of the planned activities for 2021. It contains details about core service levels and performance metrics. No new initiatives requiring additional funding are proposed this year.

Appendix B *Planning & Development - Initiatives Progress Report* provide insights into what has been delivered through the seven delivery initiatives approved last year:

11a-1 RGS Update
11a-2 Regional Context Statements
11a-3 RGS Indicator Reporting
11b-1 Affordable Farming Analysis
11b-2 Fallow Deer on SGI
11c-1 Building Inspection on EAs
11d-1 New Development Application Review Process JdF Planning

Three of the initiatives, related to fallow deer, building inspection and Juan de Fuca Electoral Area Planning, were reported in the Electoral Areas Community Need Summary as they directly address a local need.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Regional & Strategic Planning, Building Inspection and Juan de Fuca Electoral Area Planning divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1
The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Planning & Development 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2
The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Planning & Development 2021 be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications
Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region. Services and initiatives related to Planning and Development will be delivered in 2021 using core funding. Budget impacts relate to cost of living increases.

Service Delivery Implications
The Community Need Summary found in Appendix A provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Alignment with Board & Corporate Priorities
Staff have not identified any new delivery initiatives for 2021.

Two of the corporate priority initiatives – the RGS update with new population projections and the affordable farming analysis – approved in 2020 are still in progress. Another five have now either been completed or are part of service operations.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Planning, Transportation and Protective Services Committee recommends to the Capital Regional District Board:

That Appendix A Community Need Summary - Planning & Development 2021 be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional and Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Planning & Development
Appendix B: Planning & Development - Initiatives Progress Report

Community Need

2021 Summary

Planning and Development

Strategy

Target Outcome
We envision keeping approved plans current and monitoring for effectiveness.

Strategic Context

Strategies

- Regional Growth Strategy
- Regional Food & Agricultural Strategy
- Regional Housing Affordability Strategy

Trends, Risks and Issues

- Regional & Strategic Planning's (RSP) knowledge and expertise is often called upon to explore new areas of regional interest and assess the feasibility of developing new services; this is challenging, complex work which requires the coordination of numerous internal and external stakeholders.
- There has been an increase in the number of externally-driven activities requiring RSP to provide demographic, planning, development and growth management analysis across the region, such as senior government regulatory changes and municipal planning initiatives that help keep pace with the rate of development in the region. To date, RSP has been able to absorb these pressures.
- The manner in which information is conveyed and absorbed is changing. Our partners seek open data that is conveyed visually and is available in real-time on the CRD website. At the same time, demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times. RSP aims to meet partner needs, while balancing the fast pace of change in this sector.
- A number of services in Planning & Development also support regional economic development. Data services provide information and the Regional Growth Strategy Indicators report is the monitoring tool.
- From a land use planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns and building activity cycles related to the economy can all affect the cost and volume of construction projects and therefore processing time for applications and permits.
- Building Inspection and Juan de Fuca (JdF) Community Planning sees annual changes (increase/decrease) in residential, commercial and industrial construction and the number of building

permits and development permits being issued (e.g. as a result of changes in market demand for new parcels of land and changes in land use). Existing staffing capacity is redirected to longer-term project work, such as Official Community Plans (OCP) and land use bylaw review, during periods of lower development activity.

- Changes to federal and/or provincial legislation, including changes to public consultation procedures and bylaw enforcement action (e.g. introduction of Cannabis Retail licensing process), have resulted in additional staff time required to process applications and permits.

Services

Core Services Levels	
Service	**Levels**
Regional Growth Strategy (RGS) Service is responsible for developing, monitoring, updating and coordinating implementation of the RGS, in accordance with provincial requirements. The RGS is a policy document, developed by municipalities, the JdF Electoral Area (EA) and the CRD in partnership, for identifying shared social, economic and environmental objectives.	• Every five years, research, analyze and provide advice on updates to the RGS • Monitor RGS indicators and report on progress annually towards achieving regional objectives • Coordinate ongoing RGS implementation by chairing an inter-municipal advisory committee and providing advice to the CRD Board and departments on RGS policies and issues • Evaluate applicable documents for consistency with the RGS (e.g. municipal context statements) • As an outcome of the five-year review, or as periodically initiated by a municipal request, draft policy, engage stakeholders, prepare documents and seek bylaw amendments to update the RGS

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Regional Planning – Information Service is responsible for data collection, research, modelling and analysis related to regional, sub-regional and local population change, employment, land use and transportation in support of the development and implementation of regional district services and municipal services, as needed.	• Collect and disseminate primary source data through building permits (monthly), automobile (yearly) and bicycle counts (ongoing, supplemented by bi-yearly volunteer count) and origin and destination surveys (every five years) • Compile, disseminate and support partners with the interpretation and application of statistical and spatial data, and conduct special studies, as needed • Analyze, visualize and report on transportation, land use and housing data to support regional service delivery (e.g. regional transportation and urban growth models, climate action reporting)
Building Inspection (EA only) Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	• Provide information on the building permit process, BC Building Code requirements and approved construction practices • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances • Provide between 6,000 and 8,000 building inspection services per year • Review all building permit applications for compliance with all applicable regulations • Manage property files and enforcement, as needed

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
JdF Community Planning (EA only) Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.	• Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals and ALR applications • Review all building permit applications for compliance with land use regulations • Provide land use information in response to inquiries from the public, developers, realtors, and consultants • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection • Provide administrative and technical support to the JdF Land Use Committee and advisory commissions
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
11a-1	RGS Update	Prepare and update Regional Growth Strategy with new population projections	2020 - 21	In progress	Already funded
11b-1	Affordable Farming Analysis	Undertake analysis regarding options for CRD support	2020 - 21	In progress	Already funded
11c-1	Building Inspection on EAs	Complete an operational review of Building Inspection services in the EAs	2019-2021	In progress	Already funded

Initiatives approved in prior years which have now been delivered or absorbed in Core Services:

- 11a-2 – Regional Context Statements
- 11a-3 – RGS Indicator Reporting
- 11b-2 – Fallow Deer on SGI
- 11d-1 – New Development Application Review Process JdF Planning

Business Model

Funding

Who contributes

- **RGS Service**: All municipalities, JdF EA (not Salt Spring Island or Southern Gulf Island EAs) and Tsawout and Songhees Nations
- **Regional Planning Service**: All municipalities, all EAs and Tsawout and Songhees Nations
- **Building Inspection Service**: EA communities
- **JdF Community Planning Service**: JdF EA
- **Support Services:** varies per service

Funding Sources

- Requisitions, grants and fee-for-service (building permits)

Reporting Structure

- Planning, Transportation and Protective Services Committee
- Electoral Areas Committee

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Maintain urban containment boundary by minimizing changes to the Urban Containment Policy Area (UCPA) Hectares added to the land growth boundary, as defined the UCPA, from the date of adoption of the 2018 RGS (baseline of 19,139 hectares); data from CRD Regional Planning	0	0	0
Metric 2: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database	866	800	880*
Metric 3: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database	58	50	55*

** these are indicators of development/construction activity; we have therefore provided expected volumes rather than targets*

Discussion

Link to Target Outcome

- Tracking changes to the Urban Containment Policy Area is a useful indicator of the region's continued commitment to managing and balancing regional growth. It demonstrates that the current plan is still relevant and its implementation is progressing, as intended.
- Monitoring building and development applications helps monitor the economic health as well as the capacity of our existing services in meeting the needs of the region.

Discussion

- **Metric 1**: The UCPA is intended to hold a land supply that will house the region's population. Any amendment to the UCPA requires an amendment to the RGS. With support from our municipal partners through the Development and Planning Advisory Committee, the region is currently meeting the target. Since the March 2018 adoption of the RGS, there have been no changes to the UCPA.
- **Metric 2**: This is an indicator of construction level therefore a target is not appropriate. This volume of permits results in 6,000 to 8,000 inspections per year. Between 2015 and 2019, there were on average 237 building permits received for Sooke/JdF EA, 297 permits for Southern Gulf Island EA and 347 permits for Salt Spring Island EA.
- **Metric 3**: This is an indicator of development activity therefore a target is not appropriate.

Community Need

Initiative Progress Report

Planning & Development

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
11a-1	Regional Grown Strategy (RGS)Update	**Progressing** – reached an agreement in principle to resolve the Township of Esquimalt's concerns about updated RGS population projections. Timeline for completion could be as early as Q4 2020 or Q1 2021.
11a-2	Regional Context Statements	**Completed** - all 13 Regional Context Statements have been accepted by the Board.
11a-3	RGS Indicator Reporting	**Part of core services** – the RGS Indicator Report for 2020 is on track to be completed by Q4. A report is developed annually to report on the RGS implementation and progress towards RGS, goals, policies and targets. The RGS was approved in March 2018.
11b-1	Affordable Farming Analysis	**Progressing** – reported on municipal feedback and next steps for a Regional Foodlands Access Program feasibility study in Q4 2019. As directed by the Board, work is underway to prepare a Foodlands Trust business case. Business case development was delayed in 2020 due to shifting partner priorities resulting from the COVID-19 pandemic and will continue into 2021.
11b-2	Fallow Deer on SGI	**Completed**
11c-1	Building Inspection on EAs	**Progressing** – The review is continuing. Financial implications with respect to further clarity of the needs of the three separate EAs are under review. Building analysis is ongoing. Discussions regarding legal and legislative implications are also underway.
11d-1	New Development Application Review Process JdF Planning	**Completed** - through adoption of a new Development Applications Fees and Procedures bylaw at beginning of 2019.

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APPENDIX L

REPORT TO THE GOVERNANCE AND FINANCE COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 07, 2020

SUBJECT 2019-2022 Arts & Culture Service Planning

ISSUE SUMMARY

To provide the Governance and Finance Committee with an overview of relevant initiatives undertaken by Arts & Culture to deliver on approved Board Priorities and the Corporate Plan. Services and initiatives will be delivered in 2021 using core funding only.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified one initiative under Arts & Culture that falls under the Governance and Finance Committee's mandate.

Through the Royal & McPherson Theatres Society Advisory Committee (RMTSAC) the Governance & Finance Committee also has oversight of the services that provide funding to the Royal Theatre and the McPherson Playhouse.

Appendix A *Community Need Summary - Arts & Culture 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Arts & Culture - Initiatives Progress Report* provides insights into what has been delivered through the following initiative that was approved last year, for delivery in 2020:

- 12a-1 Art Facility Needs and Partnerships

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Arts & Culture divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary - Arts & Culture be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary - Arts & Culture be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Staff are advancing a directive from the RMTSAC to examine the contribution agreements for the Royal Theatre and McPherson Playhouse to ensure that the venues are resourced at an appropriate level.

Alignment with Board & Corporate Priorities

Staff have not identified any new initiatives for 2021.

Initiative 12a-1 is expected to be complete in 2020.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board’s decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Governance and Finance Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Arts & Culture be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	James Lam, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Arts & Culture
Appendix B: Arts & Culture - Initiatives Progress Report

Community Need

2021 Summary

Arts and Culture

Strategy

Target Outcome
We envision strategic investment to maximize the artistic, social and economic contributions that arts and culture make to the quality of life in the region.

Strategic Context

Strategies

- Arts Development Service Strategic Plan

Trends, risks and issues

- Municipal investment in the arts recognises the contribution that arts organizations make to the quality of life and the economic benefits that accrue to the region through the activities of funded organizations.
- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support. In 2019, the CRD Arts and Culture funding programs funded 94 organizations that provided programming that supported a wide range of artistic activity by local and regional artists. We expect to fund 92 organization in 2020.
- Restrictions on public gatherings due to COVID19 has created significant instability in the arts sector and adaptation to programming and operational support to funded organizations.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Arts & Culture Support Service Supports, promotes and celebrates arts and cultural activities for the benefit of the community through funding programs and outreach activities.	• Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs. • Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets. • Respond to inquiries on funding (CRD and other sources). • Liaise with arts funders at other levels of government. • Collect data for internal use and by outside agencies • Manage web-database of regional public art for the region.
The McPherson Playhouse Service Contribution agreement for the municipal support of the theatre.	• Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre
The Royal Theatre Service Contribution agreement for the municipal support of the theatre.	• Provides capital and operating support for pleasure, recreation and community uses related to the Royal Theatre.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
12a-1	Art Facility Needs and Partnerships	Facilitate a discussion of the region's art facility needs & explore partnerships to support 100% participation in the CRD arts function	2020-21	Estimated completion Dec. 2020	Already funded

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiatives approved in prior years which are now part of Core Services:

- 12b-1 – Community Engagement in Arts
- 12b-2 – Arts and Culture Strategic Plan
- 12c-1 – Arts Grant Program Review

Business Model

Funding

Who contributes

- **Arts & Culture Support Service**: Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Metchosin Highlands, Sooke, Southern Gulf Islands
- **The McPherson Playhouse Service**: Victoria
- **The Royal Theatre Service**: Saanich, Victoria, Oak Bay
- **Support Services**: varies per service

Funding Sources

- Requisitions

Reporting Structure

- Arts & Culture Support Service: Arts Commission
- Theatres: Royal and McPherson Theatres Services Advisory Committee

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	**2019 Actual**	**2020 Forecast**	**2021 Target**
Metric 1: **Social contributions** (A) total number of events and workshops hosted by CRD (B) total attendees at CRD-funded arts events (C) total number of IDEA and Equity Grants distributed Data from 2019 Arts & Culture Progress Report	(A) 3,357 (B) 644K+ (C) 18	(A) see note (B) see note (C) 20	(A) see note (B) see note (C) 20
Metric 2: **Economic contributions** (D) total funding ($M) invested (via CRD grants) in operating grant recipients (E) total revenue ($M) generated Data from 2019 Arts & Culture Progress Report	(D) $2.4M (E) $27.5M	(D) $2.4M (E) see note	(D)$2.4M (E) see note

Discussion

Link to Target Outcome

Funding programs and other activities of the Arts & Culture Service recognise the contribution that arts organizations make to the economy and quality of life, the provincial and national visibility they bring to the region and their role in providing a wide range of activities for citizens and visitors.

Discussion

NOTE: all 2020 and 2021 metrics are expected to be adversely impacted by Covid19

- **Metric 1**: (A) 3,357 of events and workshops provided events and activities accessible to citizens and visitors and provided opportunities for 5,395 volunteers advancing social cohesion; (B & C) Events and attendance are normally measured in in-person attendance. With restrictions on public gatherings resulting in the closing of venues, the reporting and the structure for measuring online video, audio, pop-up, and other alternative programming replacements is in development. IDEA Grants is a flexible, small-awards program designed to respond to one-time opportunities and to encourage innovative or developmental arts projects and events. Equity grants support arts initiatives by applicants from the communities that are at risk of exclusion or have difficulty accessing support for systemic reasons.
- **Metric 2**: Operating grant recipients generated $27.5M in additional revenues of which 8% ($2.4 million) was provided by the CRD. For every $1 invested organizations generated an additional $11.55 (data from the 2019 Arts & Culture Progress Report). (E) It is expected that self-generated revenues by funded organization will be significantly reduced due to COVID19. However, at this point in the financial years there is insufficient information to provide estimates for the purposes of this report.

Community Need

Initiative Progress Report

Arts & Culture

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
12a-1	Art Facility Needs and Partnerships	Consultant-led community engagement process commenced July 2020. Final report due December 2020.

* New - Initiatives not in the 2019-2022 Corporate Plan

Making a difference...together

APPENDIX M

REPORT TO SOOKE AND ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, OCTOBER 13, 2020

SUBJECT **2019-2022 Recreation Service Planning – SEAPARC**

ISSUE SUMMARY

To provide the Sooke and Electoral Area Parks and Recreation Commission with an overview of relevant initiatives undertaken by the SEAPARC division to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the Capital Regional District (CRD) Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified one of the initiatives under Recreation, which falls under the Sooke and Electoral Area Parks and Recreation Commission's mandate.

Appendix A *Community Need 2021 Summary - Recreation* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Recreation SEAPARC – Initiatives Progress Report* provides insights into what has been delivered through the delivery initiative approved last year, for delivery in 2020.

The service planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the SEAPARC divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Sooke and Electoral Area Parks and Recreation Commission recommends to the CRD Board:

That the *Community Need 2021 Summary – Recreation* be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Sooke and Electoral Area Parks and Recreation Commission recommends to the CRD Board:

That the *Community Need 2021 Summary – Recreation* be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated as much as possible.

SEAPARC quickly adapted to new safety protocols for provincial guidelines and WorkSafeBC requirements. Major changes in routine access to recreation services were introduced to the community. This approach took place in phases. SEAPARC has been able to open all services with restricted access and limited operations.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Alignment with Board & Corporate Priorities

Staff have identified one initiative that will have budget implications for 2021 (Table 1).

Table 1: Community Needs Summary – Recreation, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
13a-1.1	SEAPARC Aquatic Team Leader	Increase staff complement to enhance pool service and reduce risk of service interruption.	2021	0.5 Ongoing	

Delivery Initiatives

13a-1.1 – SEAPARC Aquatic Team Leader
SEAPARC's pool service delivery was interrupted on a number of occasions in 2019 and 2020 due to lack of available qualified staff. Additional skills, including the ability to teach advanced aquatic courses, are also needed to improve our ability to train, recruit and retain lifeguards as part of our core operations. Such roles are essential to support the provision of a consistent, reliable pool service.

This initiative seeks to address the challenges identified by increasing staffing capacity by one part-time ongoing position. The position, which will be filled with that specific skillset, will aid with daily operations and supervision, allow for a more flexible response to staff shortages and improve the stability of core service operations by reducing reliance on auxiliary staff. Recruitment is expected to be completed in the second quarter of 2021.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Sooke and Electoral Area Parks and Recreation Commission recommends to the CRD Board:

That the *Community Need 2021 Summary – Recreation* be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Steve Knoke, SEAPARC Manager
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need 2021 Summary – Recreation
Appendix B: Recreation SEAPARC – Initiatives Progress Report

Community Need

2021 Summary

Recreation

Strategy

Target Outcome
We envision residents having access to appropriate and affordable recreation opportunities

Strategic Context

Strategies

- Panorama Recreation Strategic Plan
- SEAPARC Strategic Plan 2015

Trends, risks and issues

- The COVID-19 pandemic continues to impact all Recreation Centers' service delivery and budgets in 2020. Restrictions were put in place by the Provincial Health Officer and the province to safeguard the health and safety of the public and workers. This led to a rebalancing of activities to favour operations in larger spaces and outdoor venues and, in some cases, the cancellation of some programs and services.
- Staffing capacity was also impacted, both in terms of budget and staff availability, creating additional challenges for service delivery.
- Aquatic recruitment and retention continue to challenge small pool operations as employment markets respond to economic uncertainty
- Recreation Centers continue to shift towards alternative spaces (e.g. outdoors) and online programs to continue to provide the services upon which many in the community depend.
- These new challenges have to be managed alongside the existing challenge of aging infrastructure.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Juan de Fuca (JdF) Community Parks & Recreation The JdF EA Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.	Inspection, maintenance and repair of: • 8.1km of trails • 23 park facilities • Two baseball fields and two tennis courts • Two playgrounds Administration of: • 4 stewardship programs and 65 volunteers • 6 recreation program contracts and events • Operating costs of Port Renfrew Community Centre through revenue
Peninsula Recreation Provides recreational programming and maintains of recreational facilities in North Saanich. Peninsula Recreation also operates a satellite location, Greenglade Community Centre. The Centre has become a valuable asset for the delivery of recreation programs and services.	For Panorama Recreation Centre, administration of the delivery of programs and services for: • Two arenas • An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible, waterslide in the region • Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts • Weight room and fitness studio • Three small multi-purpose rooms For Greenglade Community Centre, amenities include: • Gymnasium • Activity rooms for program use • Pottery studio • Weight and fitness room, mind and body studio and dance studio • Teen lounge and sports fields
Sooke and Electoral Area Parks and Recreation (SEAPARC) Provides recreational programming and maintains recreational facilities with a focus on the citizens of the	Administration of • Ice arena/dry floor • Aquatic center • Community recreation programs

Community Need

2021 Summary

District of Sooke and the Juan de Fuca Electoral Area.	• Facility and grounds maintenance • Program, multi-purpose and boardroom spaces • Slo-pitch field and baseball diamond • Bike park and skateboard park • Joint Use Agreement with School District 62Community Events • Multi-use trail • DeMamiel Creek golf course • Fitness facility and programs
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
13a-1.1	Recreational Programming – SEAPARC Aquatic Team Leader	Reduce risk of service interruption by creating part-time Aquatic Team leader position	Ongoing	NEW Not started	0.5 ongoing

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 13a-1.1 – Recreational Programming and Rates PANORAMA
- 13a-1.2 – Recreational Programming and Rates Regional Parks
- 13a-1.3 – Recreational Programming and Rates SEAPARC
- 13a-1.4 – Recreational Programming and Rates SGIA
- 13a-1.5 – Recreational Programming and Rates SSIA

Community Need

2021 Summary

Business Model

Funding

Who contributes

- **JdF Community Parks & Recreation Service:** JdF EA, Port Renfrew
- **Peninsula Recreation Service:** Sidney, Central Saanich and North Saanich
- **SEAPARC Service:** Sooke and JdF EA
- **Salt Spring Island Administration:** SSI EA
- **Southern Gulf Islands Initiatives:** SGI EA
- **Support Services:** varies per service

Funding Sources

- **JdF Community Parks & Recreation Service:** requisition, revenue, grants and donations
- **Peninsula Recreation Service:** Requisitions, grants, sponsorships, donations and non-tax revenue
- **SEAPARC Service:** 75% Sooke, JdF 25% (requisition, grants, sponsorships, donations, non-tax revenue)

Reporting Structure

- Juan de Fuca Electoral Area Parks and Recreation Advisory Commission
- Peninsula Recreation Commission
- Sooke and Electoral Area Parks and Recreation Commission

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Peninsula Recreation			
Metric 1: Offer programs that meet community need Proportion of registered programs offered to the public that proceed as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from PerfectMind Activity Registration Summary.	77%	70%	65%
Metric 2: Maximize participation levels in drop-in recreation programs and services, given capacity and staffing limitations (A) Aquatics (B) Arena during ice season (C) Fitness classes (D) Weights (E) Sports Total annual visitors to drop-in reservable programs; data from PerfecMind Daily Attendance Report – Date Range.	(A) 153,538 (B) 10,099 (C) 26,097 (D) 147,531 (E) 5,893	(A) 43,800 (B) 3,875 (C) 13,515 (D) 58,612 (E) n/a	(A) 30,000 (B) 1,476 (C) 17,045 (D) 55,016 (E) n/a
Metric 3: Increase new program offerings and maximize revenue (F) Total new program offerings (identified as a program not offered in the prior year); data from program coordinators and PerfectMind Activity Registration report (G) Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger (H) Admissions – revenue generated by single admission purchase; data from PerfectMind General Ledger (I) Admissions – revenue generated by punch pass purchases; data from PerfectMind General Ledger	(F) 74 (G) $1,692M (H) $345,756 (I) $1,117,535	(F) 15 (G) $792,000 (H) $315,000 (I) $360,000	(F) 15 (G) $1,157M (H) $544,683 (I) n/a

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
SEAPARC			
Metric 1: Deliver fitness programs and service that meet community need and recover operation investment. Target admissions or the revenue generated by single admission and punch pass purchases; data from PerfectMind General Ledger	$30k	$20k	$60k
Metric 2: Manage 2020 user funding at approximately 20% User funding or tax investment (without debt)	30.5%	19.5%	20%
Metric 3: Increase Community Recreation program revenue by each year Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger	$443,855	$126,566	$176,000
Discussion			

Link to Target Outcome

The metrics below reflect attendance and overall success of programs and services which show that what is offered to the community meets their needs and is affordable.

Discussion

Peninsula Recreation

- **Metric 1:** 77% of registered programs were successful in 2019. Staff are encouraged to be mindful of this metric when programming, as each program offered takes up facility space and advertising resources. This metric will likely decline over the next year as staff are not as certain what the comfort level of the community is in returning to recreation programs and services with COVID-19 and margins to run programs are tighter.
- **Metric 2:** Metrics in all areas are anticipated to be reduced significantly due to COVID-19. Capacity of facilities is reduced at a given time, facility operating hours are limited and some community members may not feel comfortable attending at this time.
- **Metric 3:** In 2019, total of 518 registered programs and 43 drop-in services were offered. Staff will work to maintain registered programs and drop-in services, however modifications and reduced capacities due to COVID-19 will impact program revenue. As monthly and annual passes are not currently available

Community Need

2021 Summary

to the public, all per visit pass revenue and individual admission will be captured in the target admission revenue. While this appears to be higher than 2019 and 2020, it is now a combination of passes and admissions so the overall result is less revenue due to COVID-19.

SEAPARC

- **Metric 1:** To deliver fitness programs and services that meet community need and recover operation investment. Modifications and reduced capacities due to COVID-19 will impact program revenue.
- **Metric 2:** To manage 2020 user funding to 20%. This metric will likely decline over the next year as staff are not as certain what the comfort level of the community is in returning to recreation programs and services with COVID-19. Program margins will be tighter. Reduced hours of operation and facility and program capacity limits will impact all program and admission revenue. Monthly and annual passes are not currently available which will result in less revenue due to COVID-19.
- **Metric 3:** To manage Recreation core program revenue based on community demand with program adaptations as a result of COVID-19 impacts. Programs will be introduced in a phased approach to support a sustainable implementation.

Community Need

Initiative Progress Report

Recreation SEAPARC

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
13a-1.3	Recreational Programming and Rates SEAPARC	**Part of core services:** this initiative was to work with the Commission to determine appropriate type of recreational programming and recovery rates to meet community needs. This work will be repeated annually through the Peninsula Recreation Commission's usual processes.

* New - Initiatives not in the 2019-2022 Corporate Plan

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REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, OCTOBER 15, 2020

SUBJECT **2019-2022 Recreation Service Planning – Panorama Recreation**

ISSUE SUMMARY

To provide the Peninsula Recreation Commission with an overview of relevant initiatives undertaken by the Panorama Recreation division to deliver on approved Board Priorities and the Corporate Plan. Services and initiatives will be delivered in 2021 using core funding only.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:

1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified one initiative under Recreation, which falls under the Peninsula Recreation Commission's mandate.

Appendix A *Community Need Summary - Recreation 2021* is a summary of the planned activities for 2021. It contains details about core service levels, initiatives and performance metrics.

Appendix B *Recreation Panorama – Initiatives Progress Report* provides insights into what has been delivered through the delivery initiative approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Panorama Recreation divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Peninsula Recreation Commission recommends to the Capital Regional District Board:

That the *Community Need 2021 Summary – Recreation* be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2

The Peninsula Recreation Commission recommends to the Capital Regional District Board:

That the *Community Need 2021 Summary – Recreation* be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated as much as possible.

Staff have provided updates on restarting programs and services in Appendix A.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet our regulatory requirements, satisfy Board direction and meet the needs of the communities we serve.

Alignment with Board & Corporate Priorities

Staff have not identified any new delivery initiatives for 2021 (Table 1).

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Peninsula Recreation Commission recommends to the Capital Regional District Board:

That the *Community Need 2021 Summary - Recreation* be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Lorraine Brewster, Senior Manager, Panorama Recreation
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENTS

Appendix A: Community Need 2021 Summary – Recreation
Appendix B: Recreation Panorama – Initiative Progress Report

Community Need

2021 Summary

Recreation

Strategy

Target Outcome
We envision residents having access to appropriate and affordable recreation opportunities

Strategic Context

Strategies

- Panorama Recreation Strategic Plan
- SEAPARC Strategic Plan 2015

Trends, risks and issues

- The COVID-19 pandemic continues to impact all Recreation Centres' service delivery and budgets in 2020. Restrictions were put in place by the Provincial Health Officer and the province to safeguard the health and safety of the public and workers. This led to a rebalancing of activities to favour operations in larger spaces and outdoor venues and, in some cases, the cancellation of some programs and services.
- Staffing capacity was also impacted, both in terms of budget and staff availability, creating additional challenges for service delivery.
- Aquatic recruitment and retention continue to challenge small pool operations as employment markets respond to economic uncertainty
- Recreation Centers continue to shift towards alternative spaces (e.g., outdoors) and online programs to continue to provide the services upon which many in the community depend.
- These new challenges have to be managed alongside the existing challenge of aging infrastructure.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Juan de Fuca (JdF) Community Parks & Recreation The JdF EA Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.	Inspection, maintenance and repair of: • 8.1km of trails • 23 park facilities • Two baseball fields and two tennis courts • Two playgrounds Administration of: • 4 stewardship programs and 65 volunteers • 6 recreation program contracts and events • Operating costs of Port Renfrew Community Centre through revenue
Peninsula Recreation Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates a satellite location, Greenglade Community Centre. The Centre has become a valuable asset for the delivery of recreation programs and services.	For Panorama Recreation Centre, administration of the delivery of programs and services for: • Two arenas • An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible, waterslide in the region • Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts • Weight room and fitness studio • Three small multi-purpose rooms For Greenglade Community Centre, amenities include: • Gymnasium • Activity rooms for program use • Pottery studio • Weight and fitness room, mind and body studio and dance studio • Teen lounge and sports fields
Sooke and Electoral Area Parks and Recreation (SEAPARC) Provides recreational programming and maintains recreational facilities with a focus on the citizens of the	Administration of • Ice arena/dry floor • Aquatic centre • Community recreation programs

Community Need

2021 Summary

District of Sooke and the Juan de Fuca Electoral Area.	• Facility and grounds maintenance • Program, multi-purpose and boardroom spaces • Slo-pitch field and baseball diamond • Bike park and skateboard park • Joint Use Agreement with School District 62 Community Events • Multi-use trail • DeMamiel Creek golf course • Fitness facility and programs
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
13a-1.1	Recreational Programming – SEAPARC Aquatic Team Leader	Reduce risk of service interruption by creating part-time Aquatic Team leader position	Ongoing	NEW Not started	0.5 ongoing

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 13a-1.1 – Recreational Programming and Rates PANORAMA
- 13a-1.2 – Recreational Programming and Rates Regional Parks
- 13a-1.3 – Recreational Programming and Rates SEAPARC
- 13a-1.4 – Recreational Programming and Rates SGIA
- 13a-1.5 – Recreational Programming and Rates SSIA

Community Need

2021 Summary

Business Model

Funding

Who contributes

- **JdF Community Parks & Recreation Service:** JdF EA, Port Renfrew
- **Peninsula Recreation Service:** Sidney, Central Saanich and North Saanich
- **SEAPARC Service:** Sooke and JdF EA
- **Salt Spring Island Administration:** SSI EA
- **Southern Gulf Islands Initiatives:** SGI EA
- **Support Services:** varies per service

Funding Sources

- **JdF Community Parks & Recreation Service:** requisition, revenue, grants and donations
- **Peninsula Recreation Service:** Requisitions, grants, sponsorships, donations and non-tax revenue
- **SEAPARC Service:** 75% Sooke, JdF 25% (requisition, grants, sponsorships, donations, non-tax revenue)

Reporting Structure

- Juan de Fuca Electoral Area Parks and Recreation Advisory Commission
- Peninsula Recreation Commission
- Sooke and Electoral Area Parks and Recreation Commission

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
Peninsula Recreation			
Metric 1: Offer programs that meet community need Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from PerfectMind Activity Registration Summary.	77%	70%	65%
Metric 2: Maximize participation levels in drop-in recreation programs and services, given capacity and staffing limitations (A) Aquatics (B) Arena during ice season (C) Fitness classes (D) Weights (E) Sports Total annual visitors to drop-in reservable programs; data from PerfecMind Daily Attendance Report – Date Range.	(A) 153,538 (B) 10,099 (C) 26,097 (D) 147,531 (E) 5,893	(A) 43,800 (B) 3,875 (C) 13,515 (D) 58,612 (E) n/a	(A) 30,000 (B) 1,476 (C) 17,045 (D) 55,016 (E) n/a
Metric 3: Increase new program offerings and maximize revenue (F) Total new program offerings (identified as a program not offered in the prior year); data from program coordinators and PerfectMind Activity Registration report (G) Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger (H) Admissions – revenue generated by single admission purchase; data from PerfectMind General Ledger (I) Admissions – revenue generated by punch pass purchases; data from PerfectMind General Ledger	(F) 74 (G) $1,692M (H) $345,756 (I) $1,117,535	(F) 15 (G) $792,000 (H) $315,000 (I) $360,000	(F) 15 (G) $1,157M (H) $544,683 (I) n/a

Community Need

2021 Summary

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
SEAPARC			
Metric 1: Deliver fitness programs and service that meet community need and recover operation investment. Target admissions or the revenue generated by single admission and punch pass purchases; data from PerfectMind General Ledger	$30k	$20k	$60k
Metric 2: Manage 2020 user funding at approximately 20% User funding or tax investment (without debt)	30.5%	19.5%	20%
Metric 3: Increase Community Recreation program revenue by each year Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger	$443,855	$126,566	$176,000
Discussion			

Link to Target Outcome

The metrics below reflect attendance and overall success of programs and services which show that what is offered to the community meets their needs and is affordable.

Discussion

Peninsula Recreation

- **Metric 1:** 77% of registered programs were successful in 2019. Staff are encouraged to be mindful of this metric when programming, as each program offered takes up facility space and advertising resources. This metric will likely decline over the next year, as staff are not as certain what the comfort level of the community is in returning to recreation programs and services with COVID-19 and margins to run programs are tighter.
- **Metric 2:** Metrics in all areas are anticipated to be reduced significantly due to COVID-19. Capacity of facilities is reduced at a given time, facility operating hours are limited and some community members may not feel comfortable attending at this time.
- **Metric 3:** In 2019, total of 518 registered programs and 43 drop-in services were offered. Staff will work to maintain registered programs and drop-in services, however modifications and reduced capacities due to COVID-19 will impact program revenue. As monthly and annual passes are not currently available

to the public, all per visit pass revenue and individual admission will be captured in the target admission revenue. While this appears to be higher than 2019 and 2020, it is now a combination of passes and admissions, so the overall result is less revenue due to COVID-19.

SEAPARC

- **Metric 1:** To deliver fitness programs and services that meet community need and recover operation investment. Modifications and reduced capacities due to COVID-19 will impact program revenue.
- **Metric 2:** To manage 2020 user funding to 20%. This metric will likely decline over the next year, as staff are not as certain what the comfort level of the community is in returning to recreation programs and services with COVID-19. Program margins will be tighter. Reduced hours of operation and facility and program capacity limits will impact all program and admission revenue. Monthly and annual passes are not currently available which will result in less revenue due to COVID-19.
- **Metric 3:** To manage Recreation core program revenue based on community demand with program adaptations as a result of COVID-19 impacts. Programs will be introduced in a phased approach to support a sustainable implementation.

Community Need

Initiative Progress Report

Recreation - Panorama

Initiatives approved in 2020 Budget		
Ref	Initiative	Progress to date
13a-1.1	Recreational Programming and Rates PANORAMA	**Part of core services:** This initiative was to work with the Commission to determine appropriate type of recreational programming and recovery rates to meet community needs. This work will be repeated annually through the Peninsula Recreation Commission's usual processes.

* New - Initiatives not in the 2019-2022 Corporate Plan

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APPENDIX N

REPORT TO HOSPITALS AND HOUSING COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 07, 2020

SUBJECT 2019-2022 Health & Facilities Service Planning

ISSUE SUMMARY

To provide the Hospitals and Housing Committee with an overview of relevant initiatives undertaken by the Health and Capital Planning Strategies Division in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified three initiatives under Health & Facilities, which fall under the Hospitals and Housing Committee's mandate.

Appendix A *Community Need Summary - Health & Facilities 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Health & Facilities - Initiatives Progress Report* provides insights into what has been delivered through the three delivery initiatives that were approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the Health and Capital Planning Strategies divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1
The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Health & Facilities be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2
The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Health & Facilities be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications
Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this years' service planning process, staff have been mindful of the fiscal challenges facing the region. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications
The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities
Staff have identified three initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Needs Summary - Health & Facilities, Delivery Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
14a-1	Health Capital Planning (Capital Planner)	Term position to support development and planning for new capital projects for the CRHD	2021 – 2022	1.0 Term	$114,085
14a-2	Health Capital Planning (Senior Financial Officer)	Convert an existing term Senior Financial Officer position, created in 2017, to ongoing	2021	1.0 Converted	$121,000
14c-1	Healthy Communities Planner	Extension of Term position to facilitate Regional Outcomes Monitoring (ROM) Collaborative, gather data and metrics and support public health bylaw implementation	2021 – 2024	1.0 Term Extension	$107,149

Blue highlighted areas are initiatives that directly address a Board Priority.

Delivery Initiatives

14a-1 – Health Capital Planning (Capital Planner)
The Hospital District has grown over the last few years as the Health and Capital Planning Strategies Division has transitioned from a granting function to a development, planning and property management function. The Hospital District Board has identified the need for a new health facility on the Westshore, Saanich Peninsula and Sooke as a priority. As well as ongoing planning and development of existing land holdings such as 950 Kings Road and Oak Bay Lodge. This work is being planned for in addition to existing obligations to property manage a variety of sites and deliver the slate of major and minor capital projects annually.

To date, the increasing workload has been absorbed within the existing staffing capacity (two ongoing positions) but this is becoming increasingly challenging as more projects and responsibilities are added to the division's scope of work. To address this, initiative 14a-1 seeks to increase the Health and Capital Planning Strategies Division's staffing complement by creating a new two-year term position. This position is contingent on securing a new capital project with VIHA. This will enable the division to maintain the existing service levels while planning for the additional projects. The place-holder will assist with the development and planning of new capital projects for the CRHD. The cost of the initiative will be recovered from the CRHD Administration and Feasibility reserve until it can be carried by a new capital project.

14a-2 – Health Capital Planning (Senior Financial Officer)
A term position was established in 2017 to provide additional, financial planning, analysis and reporting to the Health and Capital Planning Strategies Division and the CRHD. Increased resourcing was needed to support growth in both the existing financial activities and the expanded property development and project management scope. The division anticipates this activity will continue and will require this level of financial support to meet the ongoing needs of the division. Initiative 14a-2 therefore seeks to increase the Financial Services Division's staffing complement by converting an existing term position (due to end in December 2020) to ongoing. The cost of this initiative is not an incremental cost in 2021 and will be recovered through the standard allocation.

14c-1 – Healthy Communities Planner
The Health and Capital Planning Strategies Division is responsible for building regional capacity to improve well-being through data and analytics (ROM Collaborative), coordinating a Regional Community Health Network and delivering workshops, tools and resources. This function is currently performed by a term position which is due to end in February 2021. Among other things, the position is responsible for undertaking research related to a range of well-being issues in the region, collecting and analysing data to determine shortfalls and gaps in the existing community support services, and recommending policies and actions.

In March of 2018 the CRD received a three year grant for a total of $180,000 from Island Health. This initiative seeks to extend the term until the end of March 2024 to ensure that the level of service provided is maintained for the foreseeable future. This will help ensure the continuation of facilitation of the ROM Collaborative, gathering of data and metrics and supporting public health bylaw enforcement. The cost of the position will be recovered through Island Health grant funding. The extension of this position is contingent on receiving Island Health grant funding.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Hospitals and Housing Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Health & Facilities be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Michael Barnes, MPP, Senior Manager, Health & Capital Planning Strategies
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Health & Facilities
Appendix B: Health & Facilities - Initiatives Progress Report

Community Need

2021 Summary

Health Facilities

Strategy

Target Outcome
We envision effectively contributing to improved community health and well-being.

Strategic Context

Strategies

- Regional Housing Affordability Strategy
- Regional Growth Strategy

Trends, risks and issues

- There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- At the same time, future needs have been identified for which strategies will have to be developed and implementation planning undertaken. This includes the following:
  - The Board has identified a need to explore designated health facilities in Sooke, on the Saanich Peninsula, and in the Westshore.
  - Island Health has identified primary, community, and long-term care as priorities and a major focus. This includes both replacement and new beds in long-term care.
- The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities in order to meet future demands across the region.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
Capital Regional Hospital District (CRHD) Provides the local taxpayers' share of capital funding to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care in the region.	• Acute care facilities planning • Strategic property acquisition and planning of property development • Research, analyze and coordinate with VIHA in preparation of the CRHD's 10-Year Capital Plan and individual project capital funding requests • Monitor expenditures and administration of payments to Island Health and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget
Community Health Includes responsibility for public health bylaws and contracts with Island Health for enforcement and healthy community planning.	Public Health: • Enact and enforce public health bylaws • Contract with Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement Community Health: • Healthy communities planning through data and analytics, including coordination of Regional Outcomes Monitoring (ROM) Collaborative. • Capacity-building and public engagement through consultation, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
14a-1	Health Capital Planning	Term position to support development and planning for new capital projects for the CRHD	2021 - 2022	**NEW** Not started	1.0 Term
14a-2	Health Capital Planning	Convert an existing Senior Financial Officer position, created in 2017, to ongoing	2021	**NEW** Ongoing	1.0 Converted
14b-1	Public Health Bylaws	Work with Island Health to develop & enforce public health bylaws	2021	Ongoing	
14c-1	Healthy Communities Planner	Extension of Term position to facilitate ROM Collaborative, gather data and metrics and support public health bylaw implementation	2021 - 2024	**NEW** Ongoing	1.0 Term Extension

*New – Initiatives not in the 2019-2022 Corporate Plan

Business Model

Funding

Who contributes

- **Capital Regional Hospital District (CRHD):** All municipalities, electoral areas (EAs), First Nations, non-profit providers, community, Island health, school districts, and other community planning and funding partners and numerous community foundations.
- **Community Health Service:** All municipalities, EAs, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners, such as the United Way, and numerous community foundations.
- Support Services: varies by service

Funding Sources

- Capital projects, requisition (CRHD and CRD)

Community Need

2021 Summary

Reporting Structure

- CRHD Board
- CRD Board
- Hospital and Housing Committee

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Meet the annual contribution of health infrastructure to minor capital projects and equipment. Definition: Projects with total value 100K<$2.0M. Breakdown: Projects $3.75M; Equipment $2.955M Source: Schedule B; 2020 Capital Expenditures (approved by Board March 18, 2020)	$6.7M	$6.7M	$6.7M
Metric 2: Meet the annual contribution of health infrastructure to major capital projects. Definition: Projects with total value >$2.0M. Source: 2020: Schedule B; 2020 Capital Expenditures (approved by Board March 18, 2020) Source: 2021 Draft Capital Plan as of Sept 8, 2020	$30.9M	$25.7M	$28.0M

Discussion

Link to Target Outcome

New, improved or upgraded health facilities contribute to better health and well-being outcomes for the region. The ongoing investments made in major and minor capital projects are an indicator of improved health facilities offering.

Community Need

Initiative Progress Report

Health Facilities

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
14a-1	Health Capital Projects and Funding	• Worked with Island Health in 2020 to delivery capital plan (see CRHD 10-year Capital plan) • Subsequent initiative has been submitted in 2021 to add one two-year term position to staff complement to maintain service levels as scope of work increases.
14b-1	Public Health Bylaws	• Continue to work with Island Health to enforce public health bylaws. • New no smoking signs have been purchased and distributed to all municipalities and electoral areas. • Municipalities and electoral areas have been directed to replace signage by 2021. • Contract with Island Health for Public Health Bylaw enforcement renewed for 2020.
14c-1	Health Data and Analytics	• Continue to coordinate data and metrics efforts with the Regional Outcomes Monitoring (ROM) group through workshops, resource sharing, and relationship building between sectors. • Data and indicators have been identified for 9 out of the 10 social determinant of health goal areas. • Subsequent initiative has been submitted in 2021 to extend the term position accountable for the work until 2024 to continue progressing this core service.

* New - Initiatives not in the 2019-2022 Corporate Plan

Making a difference...together

APPENDIX O

REPORT TO GOVERNANCE AND FINANCE COMMITTEE
MEETING OF THURSDAY, OCTOBER 01, 2020

SUBJECT 2019-2022 Accountability Service Planning

ISSUE SUMMARY

To provide the Governance and Finance Committee with an overview of relevant initiatives undertaken by corporate and executive services divisions in 2020 and planned for 2021 to deliver on approved Board Priorities and the Corporate Plan.

BACKGROUND

The CRD Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Wellbeing – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified seven initiatives under Accountability, which fall under the Governance and Finance Committee's mandate.

Appendix A *Community Need Summary – Accountability 2021* is a summary of the planned activities for 2021. It contains details about core service levels, new initiatives proposed and performance metrics.

Appendix B *Accountability – Initiatives Progress Report* provides insights into what has been delivered through the 19 delivery initiatives approved last year, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the corporate and executive services program of work connects to Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1

The Governance and Finance Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary – Accountability be approved as presented and advanced to the October 28, 2020, provisional budget review process.

Alternative 2

The Governance and Finance Committee recommends to the Capital Regional District Board: That Appendix A Community Need Summary – Accountability be approved as amended and advanced to the October 28, 2020, provisional budget review process.

IMPLICATIONS

Financial Implications

Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During the service planning process this year, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated, as much as possible.

Service Delivery Implications

The Community Need Summary provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities

Staff have identified 11 initiatives that will have budget implications for 2021 (Table 1).

Table 1: Community Need Summary – Accountability, Initiatives

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
5b-5	CAMS Lifecycle Costing	Develop policy and procedure to embed lifecycle assessments within the asset's lifecycle (i.e. business case analysis)	2021-2022	-	Included in Provisional Budget
15a-1	Commission Review	Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	2020 – 2021	-	Already funded

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
15b-2	Financial Services Treasury Analyst	New position to enhance management of investment and debt portolio	2021	1.0	Included in Provisional Budget
15b-2	Financial Services Support	Financial Services support for Electoral Areas and Planning & Protective Services	2021	1.0 Term Conversion 1.0 Auxiliary Conversion	Included in Provisional Budget
15c-1.2	Facilities Management Worker Formalization	Facility maintenance and operations duties	2021	1.0 Ongoing	Included in Provisional Budget
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	Delivery of the multi-faceted Organizational Development Plan and related strategies	2021	1.0 Ongoing	Included in Provisional Budget
15d-1.2	Graphic Standards Update	Development of updated graphic standards package and alignment with the CRD's Statement of Reconciliation	2021	-	Included in Provisional Budget
15f-1.3	Facilities Management Centralization Strategy	Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.4	Hartland Scales and PerfectMind Applications Support	Enhanced IT support for two key applications used by Landfill and Recreation services	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.5	Mobile Maintenance Workorder Platform Support	IT ongoing support and development of mobile workorders for mobile workers	2021	1.0 Ongoing	Included in Provisional Budget

#	Initiative	Description	Year(s)	FTE impacts in 2021	Budget Impacts in 2021
15f-1.6	Electronic Signatures	Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements	2021	-	Included in Provisional Budget
15f-1.7	Microsoft Office 365	Migration to Microsoft Office 365 Cloud	2021	-	Included in Provisional Budget
15f-1.9	IWS Infrastructure Resilience Support	Enhanced IT support for seven Integrated Water Services initiatives to address gap	2021	1.0 Ongoing	Included in Provisional Budget
15f-1.13	Staffing Initiative	Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety	2021	5.7 Ongoing	Included in Provisional Budget

Blue highlighted areas are initiatives that directly address a Board Priority.

Initiatives

5b-5 – Corporate Asset Management Strategy (CAMS) Lifecycle Costing
Based on the context, decision-making tools come in different forms and utilize different sets of criteria. But, one universal criterion used is Lifecycle Costing Analysis, which belongs to a family of Lifecycle Assessments (LCA). There are four types of impact analysis under the LCA: Lifecycle Environment, Social, Economic and Costing. As an example, business cases are developed for all CRD capital projects. Lifecycle Costing Analysis, as an industry practice, assesses the whole lifecycle cost of an asset in order to support effective decision-making. The CRD Corporate Asset Management Strategy identified the need to facilitate such analysis along with analysing environmental, social and economic impacts as part of the CRD's business case development and decision-making.

Implementing a Lifecycle Assessment policy would advance the Advocacy, Governance & Accountability Board Priority by improving the transparency of CRD decision-making processes. This initiative entails chartering a team that includes a local University and a consultant for 2021-2022 to assist the Asset Management division in incorporating industry-based standards and best practice and implementation through a pilot project. Through this initiative, we will seek to develop a policy, procedures, templates and process workflows to embed lifecycle assessment in the CRD's decision-making towards a sustainable service delivery. The initiative will also provide internal training for divisions within the CRD as well as sharing the knowledge gained within the asset management community of practice groups regionally and provincially. The additional

workload will be absorbed within the existing Asset Management division staffing capacity, with support from colleagues across the organization.

15a-1 – Commission Review

The CRD has over 60 commissions and committees that assist in the governance and operational guidance of many services. Their structure, decision-making and governance models have evolved significantly over the last 50 years of operations due to changing bylaws and practices. Improving consistency across these decision-making tables will advance the Advocacy, Governance & Accountability Board priority by increasing coordination and transparency. This initiative will seek to review all of the commissions and committees in the areas of governance, authority, record collection and FOI compliance, administration and adherence to CRD policy. The objective is to identify and address inconsistencies and gaps by creating plans to move commissions and committees towards models of ideal governance and administration.

This one-time initiative was initially approved by the CRD Board for implementation in 2020 but was later deferred as a result of COVID-19. The funding has already been secured from the operating reserves and no additional resources are requested this year.

15b-1 – Financial Services Treasury Analyst

The Treasury function manages a growing investment and debt portfolio on behalf of the 200+ CRD services, the CRHD and the CRHC. The annual investment and debt portfolio are worth around $250M and $450m, respectively. An active portfolio management strategy has shown that value can be generated through the optimization of interest costs and income, internal interest framework and cashflow management.

To date, the work has been delivered by existing resources and within approved service levels. However, the increasing complexity of operations and largely manual nature of activities performed, there is a need for an increase in the staffing complement to address gaps in existing processes and continue to optimize value creation interest income and interest costs. This initiative seeks to increase the staffing complement in Financial Services by one ongoing position, the cost of which will be recovered through the CRD interest income on cash investments. This initiative advances the Advocacy, Governance and Accountability Board priority by promoting sustainable budgets through innovation, good governance and accountability.

15b-2 – Financial Services Support for Local Services/PPS

The Financial Services division supports three Electoral Areas, as well as Planning and Protective Services (PPS) by assisting and interacting with a range of stakeholders and local services committees and commissions. The role of the service has been to provide financial planning, reporting, controls and administration for the Electoral Areas. However, in recent years, the division has experienced increased demand for more responsive and dynamic financial advisory activities, including financial advice and insight on a greater range of policies, procedures, guidelines and processes.

This initiative seeks to increase the staffing capacity in the Financial Services team to ensure that the Electoral Areas Directors, operational managers, committee and commission volunteers and the community continue to have access to appropriate levels of financial due diligence and control. Doing so would contribute to the Advocacy, Governance & Accountability Board Priority by reflecting the unique needs and governance of each Electoral Area.

The current team complement is made up of a manager supported by two analysts (one ongoing and one auxiliary term position). This initiative seeks to convert the existing term position to ongoing and convert existing term auxiliary position to a permanent position (ongoing) bringing the total up to two analysts. Recruitment of the additional position is expected to be completed in Q1 2021.

15c-1.2 – Facilities Management Worker Formalization

The Facilities Management division manages around 12 locations, providing facilities management and maintenance support to all CRD departments, including locations in the Electoral Areas. This initiative seeks to convert an existing facilities and maintenance operations position into an ongoing position. This position has enabled the team to reduce the amount of deferred maintenance work, resulting in an overall betterment of the condition of CRD facilities, and reduce dependence on contracted services. The position charges-out labour cost for various maintenance services to other divisions.

15c-1.3 – Diversity, Inclusion and Organizational Development and Alignment

The CRD Organizational Development Plan (ODP) supports organizational capacity and resilience. This multi-faceted program of work is now in its fourth year of implementation. To move to the next phase, this initiative seeks to create a new position to lead a program to build internal understanding of and staff engagement with the CRD's organizational priorities, cultural traits and ODP goals. The resource, which will be added to the Human Resource & Corporate Safety division staffing complement, will manage, coordinate and execute this program with a focus on diversity and inclusion, performance management and strategic workforce planning.

15d-1.2 – Graphic Standards Update

The existing CRD graphic standards package was developed in 2007 and has been successfully used since across a range of digital and printed materials. In recent years, a shift from print to digital has significantly changed the way the CRD develops materials and how they are distributed and viewed. In addition, there is an opportunity to align our corporate materials with the CRD's Statement of Reconciliation by acknowledging the connection between Indigenous Peoples and these lands and waters.

The update to the corporate graphic standards guide will include updated information on the CRD brand, including new standards for typography and palette for digital use, as well as updated templates. The cost of the contract for this work in 2021 will be recovered from operating surplus.

15f-1.3 – Facilities Management Centralization Strategy

The Facilities Management & Engineering Services division provides project management services for low to medium complexity projects at four health units leased to the Vancouver Island Health Authority (VIHA) as part of an existing operating agreement. In order to maintain the facilities to industry standards and respond to new facility requests in a timely manner, additional staffing capacity is required in the division.

This initiative seeks to create a new ongoing position to provide project coordination and oversight support for the VIHA-leased facilities. The cost of this initiative will be recovered through VIHA.

15f-1.4 – Hartland Scales and PerfectMind Applications Support

Two automated scales have been implemented at Hartland depot (installed in 2004 and 2020 respectively) to facilitate operations. Separately in 2014, a new recreation management system

(PerfectMind) was deployed to all three recreation centres (Panorama, SEAPARC and Salt Spring Island) and Regional Parks. New technology solutions will often add new levels of sophistication and increased complexity.

The introduction of these new systems created a steady growth in demand for support from Information Technology & GIS (IT&GIS) specialists. While the division has been able to absorb the additional demand for a number of years, the volume of work hours is no longer sustainable, so this initiative seeks to increase the staffing complement in IT&GIS by creating one new position. The new position will ensure that the necessary level of support is maintained for these operationally critical systems.

15f-1.5 – Mobile Maintenance Workorder Platform Support

Mobile workorders were developed and implemented in 2002 to support Integrated Water Services. Since then, IT&GIS have continued to develop, implement, expand, and support the system. The total number of users has since increased threefold and the number of data retrievals performed by users has increased from 8,600 to almost 20,000 annually. The system is now also used by Regional Housing and the Core Area Wastewater Treatment Program to support their work.

While the division has been able to absorb the additional demand for a number of years, the volume of work required to support the system is no longer sustainable; this initiative seeks to increase the staffing complement in IT&GIS by creating one new position. The new position will focus on a range of functions to maintain and enhance the service levels provided.

15f-1.6 – Electronic Signatures

An opportunity has been identified to improve the efficiency and effectiveness of the approval, execution and tracking of documents in the organization by switching from paper-based to software-based processes. This would contribute towards the corporate objective of enhancing systems and policies to respond to evolving best practices, adhere to legislative requirements and provide efficient and accessible customer service.

This initiative proposes to pilot an e-signature software in the Real Estate division. Currently, the division circulates over 200 documents per year for review and signature. The pilot would test the use of e-signatures for licenses, leases and agreements and seek to assess impact on efficiency, effectiveness, tracking transparency and management of documents. If successful, the pilot would inform future CRD policy regarding the use of e-signature software for document approvals.

15f-1.7 – Microsoft Office 365

A number of Microsoft Office applications used by the CRD are nearing end of life with Microsoft discontinuing support and security updates. The latest version of the applications reside in the Microsoft Azure Cloud, requiring a migration and upgrade project. The CRD currently provides only one application through Azure (MS Teams). This application was deployed during the COVID-19 pandemic to facilitate remote collaboration.

This initiative seeks to increase the annual operating cost relating to data storage and back-up to enable the migration of the remaining Microsoft Office applications to the Microsoft Azure Cloud and upgrade to Microsoft Office 365. Doing so would deliver a number of benefits, including enhanced cyber security, reliability, and compliance with industry regulations. It will also improve the email system back-up performance and reduce reliance on servers in the CRD data centre,

which are now beyond their operational end of life. Any additional workload resulting from this will be absorbed by the IT&GIS division.

15f-1.9 – IWS Infrastructure Resilience Support

The complexity of the IT needs from the Integrated and Water Services department has grown significantly. A review of the workload has identified a support gap across seven key initiatives. A number of these initiatives are to replace and update aging infrastructure across the water distribution system including more than 20,000 bulk and in-ground water meters. To ensure the technical expertise is available to guide and support these significant, multi-year asset replacement programs, this initiative seeks to increase the IT&GIS staffing complement by creating one new ongoing position.

15f-1.13 – Staffing Initiative

The CRD is proposing to progress 35 delivery initiatives in 2021 to advance the Community Need target outcomes. The cumulative impact of these initiatives on support divisions will be significant. In order to address the pressure this additional workload will bring, and maintain an adequate service level, this initiative seeks to create new positions as follows:

- 2.2 regular positions in Financial Services divisions in support of transaction volumes in payroll, accounts payable, accounts receivable and to support revenue generating system interfaces.
- 2.5 regular positions in IT&GIS division
- 1.0 regular position in Human Resources & Corporate Safety division

The cost of these positions will be recovered through corporate allocations.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Governance and Finance Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary – Accountability be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary – Accountability
Appendix B: Accountability – Initiatives Progress Report

Community Need

2021 Summary

Accountability

Strategy

Target Outcome

We envision being leaders in organizational performance, transparency and service delivery

Strategic Context

Strategies

- Organizational Development Plan
- Corporate Asset Management Strategy
- 2019-2022 Corporate Plan
- Advocacy Strategy
- Corporate Climate Action Strategy
- Regional Climate Action Strategy

Trends, risks and issues

COVID-19

- COVID-19 is impacting how the organization communicates, meets and collaborates. It is expected that these impacts will continue to be felt into the coming year.
- Consultation and engagement processes are adapting, meetings are migrating to an electronic format, and along with the growing demand for more diverse options to meet and engage with staff and elected/appointed officials (including with new participants, such as First Nations), COVID-19 has accelerated the move towards digital collaboration tools. This has increased demand for audio-visual support, collaboration solutions, staff training, etc. which have drawn from existing staffing capacity in the Legislative Services division and the Information Technology & GIS (IT&GIS) division.
- The pandemic has resulted in an increase in external grant programs. The CRD is being tactical in its approach to grant submissions to ensure equitable opportunities are made available across service areas and that the most critical projects are put forward for submission.

A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- The corporate records management program framework identifies measures to respond to increasingly complex information access requests, investigations, legal matters and disaster recovery events with increased investments over several years.

Community Need

2021 Summary

- The organization is subject to a stream of known and unknown threats which can impact IT systems and business operations. We have invested in a number of cyber security measures based on audit recommendations and continue to monitor risks.
- The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. A comprehensive review of governance, mandate and adherence to policy and processes is needed to ensure consistency and improve service efficiency.
- We also continue to modernize our approach and materials to adapt to the shift from print to digital communication channels.
- The CRD is developing Sustainable Service Delivery Plans (SSDPs) for around 70 services in line with the Corporate Asset Management Strategy. These plans are becoming more commonplace in Canada, with grant funding providers increasingly making it a requirement to be considered for funding. Developing and maintaining SSDPs involves large amounts of effort and specialized expertise. Internal and external resources are being evaluated to ensure good progress is made.

Demand for Corporate Support Services

- Information Technology continues to experience high demand for technology services and solutions focused on the growth and complexity of the organization. Solutions for: workforce management, budgeting, reporting, analytics, dashboards, data modelling, application development and systems implementations such as systems to manage increased Mobile Information access, Asset Management, Maintenance Management and Asset Retirement functionality. Increased staff turnover creates an ongoing high demand for staff onboarding and training. These coupled with the pace of technological change is putting service delivery under pressure.
- There is also growing demand for services across financial functions, financial reporting, analytics, and application interface. Further investment in report modelling, application development and staffing capacity will be required in future in order to keep pace. The Financial Services division is also seeing higher demand in Electoral Areas for enhanced levels of service. More advisory services are required for financial management policies, procedures, guidelines and processes.
- The growth in corporate scale and complexity is also placing pressure on cashflow and treasury activities, requiring investment in more planning and analytics. Finally, the required implementation of PSAB3280 Asset Retirement Obligations has increased pressure on existing financial services staff in accounting, budgeting and reporting to meet existing ongoing service levels.
- Corporate growth in the Housing Department and the Regional Housing First program are increasing pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues. Additional legal staff may be required in 2022 to maintain core service levels.
- The number of information requests under FOIPPA, as well as the complexity of requests, continue to increase year over year driving more demand for Information Services support.

Community Need

2021 Summary

People

- Changing workplace and society demographics have significant impact on the nature of Human Resource programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, COVID-19, doing-more-with-less, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce and succession planning, recruitment and retention, and learning and development will be paramount to ensure the continued success of the organization. We are addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies, which include diversity & inclusion, performance management and strategic workforce planning.
- The shortage and cost of skilled IT resources is directly impacting the division's ability to hire and retain skilled employees. Skilled workers are looking for higher pay while existing current employees leave the organization for higher pay and better benefits. These issues coupled with the aforementioned accelerated rate of technological change continues to place pressure on IT&GIS's ability to deliver solutions.

Services

Core Services Levels	
Service	**Levels**
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services	• Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board
Corporate Communications Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.	• Board communication support (agendas, priorities, programs and overall information to support public understanding of organization) • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates); provide guidance on survey approaches for service areas • Media strategy and relations. • Coordinate advertising buys and social media strategy • Internal communications framework and implementation; maintain CRD Central intranet

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
	• Establish communication protocols and training for the organization that lead to efficiency, alignment and best practise • Provide creative direction for print, online, video and event communications
Human Resources and Corporate Safety Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.	• Employment relations, including over 300 job opportunities, labour relations for two unions, and HRIS management and reporting for over 1,100 employees and 1,400 volunteers • Occupational health and safety, corporate wellness and benefits, and disability management • Development and administration of over 80 personnel policies and corporate safe work practices. • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms
Financial Services Financial Services provides guidance on the overall financial stability of the organisation and is responsible for the organisation's adherence to the legislated framework governing financial administration in local government. • Financial Planning • Financial Accounting and Reporting • Revenues (taxes and fees) • Disbursements (Inc. Payroll) • Corporate Finance Decision Support • Treasury and Banking • Financial Systems • Procurement (IWS)	• Annual budget processing for over 200 services (Q1) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring • Daily transaction processing and monthly reports delivered for over 200 services with combined operating budget of $370M (2020 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. $280M • Daily cash management review and investments ($190M in net working capital and $160M on reserve) • Manage semi-annual long term financing bylaws & debt issues (CRD & municipal debt of $350M and principal payments $65M)

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
• Corporate-wide administrative services, such as printing and internal interoffice mail	• Biweekly payroll processing, reporting for 1,250 employees totaling $76M in four employee groups • Weekly cheque and EFT runs produce 14,000 vendor payments a year • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 25,000 water billing customers. • Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,000 banking transactions and integration of over 130,000 transactions a year • Procurement of approx. 100 water services RFPs, RFQs, tenders & contracts annually • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices
Information Technology and GIS Services (IT&GIS) Comprised of a team of IT professionals who provide a wide variety of technology services, systems, and tools to all CRD Departments, the public and the Board. • Corporate-wide communications systems (voice, data and radio) • Corporate Website • Board and Committee meeting management • Asset and Maintenance Management • Financial Systems, payroll, and HR • Corporate-wide Cyber Security Program • Equipment purchasing and maintenance • Project Management	• Manage the technology infrastructure for 30 sites across the CRD, including 1,000 computers, 600 smartphones, 300 servers and 24 phone systems • Annual hardware and software procurement • Manage procurement of GIS orthophotography and lidar imagery for 23 partners across the Capital Region • Produce and support processing 200,000 utility bills annually, generating approximately $22M • Support the Hartland Landfill automated scales, processing 140,000 tonnes of garbage generating $16M annually • Provide daily operational and technical support for Tempest system, providing for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately $1.25M annually

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
• Geographic Information Services • Orthophotography and lidar data • Reporting and data analytics • Application development • Utility billing (water and sewer)	• Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately $14.5M annually • Produce and process approximately 30,000 maintenance workorders annually for Housing, Integrated Water, and Facilities Management • Management of Project System which processes annually $400M in capital projects • Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs • Develop, implement, and support a corporate Enterprise Asset Management system, providing management and planning capabilities for $1.5B in CRD assets
Asset & Grants Management Provides professional advice and expertise to having a sustainable service delivery. Manages the organization's grants portfolio.	• Develop and advise on corporate asset management strategies, plans, standards and procedures • Provide advice/expert guidance for developing SSDPs • Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and reliability-centered design, operations, and maintenance • Manage the Community Works Fund and Grants-in-Aid Fund (internal CRD grant programs for the Electoral Areas) • Manage the organization's external grants portfolio by notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board. • Received over $500M in grant funding from senior levels of government since 2014.

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Information Services Guides and supports the organization to effectively manage and use its valuable information resources to meet legislative and statutory requirements, legal obligations, business needs & strategic goals and for historical reference. Develops and administers the corporate records and privacy management programs. Administers information access requests and other legal matters under FOIPPA.	• Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice & support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards • Conduct records inventories & appraisals and develop lifecycle management plan for all records to ensure timely and effective management • Process more than 130 FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA • Conduct Privacy Impact Assessments reviews and provide advice & recommendation • Conduct mandatory corporate training for all staff
Legal Services Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.	• Bylaw drafting and review, including supervision of outside counsel when required • Manage governance changes and advise on legislative and statutory interpretation • Manage policy development to ensure compliance with policy framework and modern principles of policy development • Staff training in procurement, policy, and contract and bylaw drafting • Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve more than 600 agreements per year, and respond to more than 1,500 inquiries for legal advice

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Legislative Services Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external appointments, legislative requirements and processes, and elector approval processes.	• Administrative and legislative support to the three CRD Boards, eight standing committees, and more than 70 committees and commissions • Publish agendas and record minutes for approximately 150 open and closed meetings annually for the three CRD Boards and nine Standing Committees • Facilitate over 200 delegations from residents and organizations who wish to speak at CRD Board or Committee meetings • Conduct elections and assent processes • Process approximately 70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate over 120 appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure • Annually review and distribute over 1100 pieces of correspondence addressed to the CRD Board
Risk & Insurance Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.	• Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for $650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Real Estate Services Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.	• Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services. • Co-ordinate the internal review and response to 3rd party referrals submitted to the CRD • Manage corporate land and land agreement data both tabular and spatial • Co-ordinate, complete and manage leases, licenses, permits, and land-use applications. • Oversee the completion and registration of approximately 150 new covenants and statutory right-of-way annually in favour of CRD. • Conduct land research and due diligence to support corporate initiatives and decisions.
Facilities Management (FM) Delivers comprehensive FM services to corporate facilities to all CRD departments. FM provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services: • Project Management • Condition Assessments • Security • Operations & Maintenance Planning Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for CRD staff and public.	• FM directly manages approx. 12 locations and provides FM support services to all CRD departments in 10 locations • Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (mange approx. 75 contracts of varying complexities) • Process approx. 3,500 work orders annually for preventative and corrective maintenance • Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers • Deliver 25 capital projects ($1.5M) annually as well as numerous maintenance projects; provide Project

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
FM's portfolio is continually growing. Managed assets consist of leased and owned facilities valued at approx. $80M.	Management services for facility projects to other CRD departments

Initiatives					
Ref	**Initiative**	**Description**	**Year(s)**	**Status**	**2021 impacts**
5b-5	CAMS Lifecycle Costing	Develop policy and procedure relating to the utilization of lifecycle assessment in options considered in business cases	2021 – 2022	**NEW** Not started	Included in provisional budget
15a-1	Commission Review	Review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	2020 – 2021	NEW In progress	Included in provisional budget
15b-1	Financial Services Treasury Position	Create position responsible for growing investment and debt portfolio on behalf of 200+ CRD Services	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15b-2	Financial Services Support for Local Services/PPS	Increase Financial Services staff complement to support growing Electoral Area requirements for responsive and dynamic financial advisory support	2021	NEW Not started	1.0 Term conversion 1.0 Ongoing
15c-1.2	Facilities Management Worker Formalization	Formalizing the status of an existing position to support facility maintenance and operations duties	2021	NEW Not started	1.0 Ongoing Included in provisional budget

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	Create position to deliver integrated diversity and inclusion initiatives under the multi-faceted Organizational Development Plan	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15d-1.2	Graphic Standards Update	Update to graphic standards package to reflect shift from print to digital and include First Nations elements in the CRD brand	2021	NEW Not started	Included in provisional budget
15f-1.0	Systems + Policies Bylaw Management System	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.1	Contract Database + E-Approvals	Create an agreement database and e-approvals process	2020	Development completed and system testing is underway.	Already funded
15f-1.3	Systems + Policies EDRMS	Modernize CRD records management program framework of policies, systems & practices to support electronic records management	2020 – 2025	In progress. Selection of EDRMS moved to 2021-2022	Funding earmarked through reserves
15f-1.3	Facilities Management Centralization Strategy	Creation of new Project Coordinator position to support low and medium level complexity project for Facilities Management, primarily for VIHA projects	2021	**NEW** Not started	1.0 Ongoing Included in provisional budget

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.4	Support for Hartland Scales and PerfectMind	Create new position to provide technical support for the Hartland Landfill scales, Recreation facilities and Regional Parks	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.5	Mobile Maintenance Workorder Platform Support	Create new position to provide technical support for mobile workorders users, including Regional Housing and CAWTP	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.6	Electronic Signatures	Pilot the use of electronic signature software to approve, track and execute Real Estate licenses, leases and agreements	2021	NEW Not started	Included in provisional budget
15f-1.7	Systems + Policies – Toolkits	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2020 - 2021	In progress	Already funded
15f-1.7	Microsoft Office 365	Migration of a number of Microsoft Office applications to the Azure Cloud	2020	NEW Not started	Included in provisional budget
15f-1.8	Systems + Policies – Website Upgrade	Enhance systems & policies to respond to evolving best practices, adhere to legislative requirements & provide efficient & accessible customer service	2022	Postponed	Already funded

Community Need

2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
15f-1.9	IWS Infrastructure Resilience Support	Create a new position to provide day-to-day technical support to Integrated Water Services and support for asset replacement programmes	2021	NEW Not started	1.0 Ongoing Included in provisional budget
15f-1.10	Systems + Policies – Mobile GIS *	Regional Parks Mobile GIS Program	2020 - 2021	In progress	
15f-1.13	Staffing Initiative	Staffing Initiative for Financial Services, Information Technology & GIS and Human Resources and Corporate Safety	2021	Not started	5.7 Ongoing Included in provisional budget

*New – Initiatives not in the 2019-2022 Corporate Plan

Initiative approved in prior years which have now been delivered or absorbed in Core Services:

- 15a-1 – EA Strategy and Operations
- 15b-1 – Triple-Bottom-Line (TBL) Budgeting
- 15b-2 – Asset Management and Risk Analysis
- 15c-2 – SGI-CRD Liaisons
- 15d-1 – Service Planning and KPIs
- 15e-1 – Partnership Directory

Systems + Policies initiatives:

- 15f-1.4 – HR + Corporate Safety Systems
- 15f-1.5 – Rise + Report Tracking System
- 15f-1.6 – Signage
- 15f-1.9 – IWS Record Management – SAP Development *
- 15f-1.11 – Information Security Program*

Business Model

Funding

Who contributes

- Varies per services

Funding Sources

- Allocations, Requisitions & Grants

Community Need

2021 Summary

Reporting Structure

- Governance & Finance Committee

Community Need Key Performance Indicator (KPI)

Definition and Source	2019 Actual	2020 Forecast	2021 Target
Metric 1: Organizational Transparency **Definition and source**: total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics	1.8M	2.3M	2.5M
Metric 2: Communication Campaigns Reach **Definition and source:** percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/social); data from CRD Corporate Communications	74%	76%	76%
Metric 3: Workforce Engagement **Definition and source**: (A) **Employee Turnover**: total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system (B) **Unplanned Absenteeism**: percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system	A: 9.2% B: 2.6%	A: 8.5% B: 4.0%*	A: 7-9% B: 3.5%
Metric 4: Board decision-making **Definition and source**: total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services	223	237	230

Discussion

Link to Target Outcome

- Transparency and reach performance indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.

Community Need

2021 Summary

- Workforce Engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Organizational Development Plan.
- The Board decision-making measure tracks the work of the three CRD boards.

Discussion

- **Metric 1**: The CRD website is our most important transparency tool through which we make significant amounts of information available for the communities we serve about the services and programs we deliver as well as the decisions that are made for the benefit of the region. Year-on-year increases in website visits indicates higher awareness of the CRD and its work among the region. The most frequently visited parts of the website are: recycling information & schedules, online maps & GIS data, current job opportunities, pets for adoption, landfill hours and rates and recreation programs.
- **Metric 2:** Ensuring that the information disseminated reaches its intended audience is important. A high percentage indicates that our planned campaigns are addressing the topics that matter most to the capital region communities.
- **Metric 3:** Workforce engagement can be attributed to a number of influences, and is tracked through regular employee turnover and absenteeism. Industry norms suggest healthy turnover of 7-9%, and unplanned absenteeism under 3.5%. *The current COVID-19 health pandemic is impacting absenteeism rates across the country and is being actively monitored to ensure essential service levels remain attained. In future, we will look to measure the total number of page views and employees using CRD Central to assess level of internal engagement.
- **Metric 4:** This measure is presented as an indicator of level of work undertaken by the three CRD Boards and engagement with services and initiatives delivery. Monitoring the level of work undertaken annually is useful, but setting a target would not be appropriate as the number of staff reports submitted is dependent upon many factors (e.g. progress made on existing projects and initiatives, new emerging strategic priorities and operating environment impacts, such as COVID-19). The metric excludes all staff reports submitted to Committees and any staff reports with a recommendation to receive for information.

Community Need

Initiative Progress Report

Accountability

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
15a-1	EA Strategy and Operations	**Planned for 2021** – develop a comprehensive strategy and operational review on the current rural regional district governance structure within the unique needs of Salt Spring Island.
15b-1	Triple-Bottom-Line (TBL) Budgeting	**Progressing –** Budgets are the result of the end-to-end planning business process which includes the Board Priorities, Community Needs, Corporate Plan and Service Plans. An overhaul of the business process was started in the 2019 planning cycle and continues through 2021. Staff will focus on prioritization and multi-criteria decision-making methodologies in the coming year. **Progressing -** Financial Services plans to complete a review of best practices in reserve balances for all services in 2021. This will include practices and policies from other local government and public sector organizations.
15b-2	Asset Management and Risk Analysis	**Progressing** – a corporate risk management framework has been established within the CRD. The processes involved around assessing risks have been embedded in the capital planning process to help service divisions in prioritizing resources. A robust capital planning and risk analysis process must have a good set of asset information where the asset is broken down and recorded to an appropriate level. An Asset Componentization Guide (ACG) has been developed to standardize how large infrastructure will be broken down into individual components. The infrastructure in the Core Area Wastewater Treatment Project applied the ACG and now has a robust set of asset information to enable a robust risk analysis process throughout the asset lifecycle (i.e. capital planning, operations and maintenance). Maintenance of assets is as critical as maintaining asset information and development of a centralized asset registry within our enterprise system is in progress.

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
15c-2	SGI-CRD Liaisons *	**Part of core services** – SGI Liaison program continues to facilitate community support and coordination on behalf of the CRD.
15d-1	Service Planning and KPIs	**Part of core services** – the 2021 Service Planning process will be completed by October 28, 2020 confirming the funding, timing of new initiatives and service levels for the CRD's core services next year. This process is run annually in spring/summer and gathers the information necessary to assemble a provision budget.
15e-1	Partnership Directory	**Progressing** – Partnerships guidelines prepared, and existing formal partnerships captured in new directory. Next steps include developing standard templates for Letter of Understanding and Memorandum of Understanding which will be completed by 2021.
15f-1.0	Systems + Policies Bylaw Management System	**Progressing** – improvements have been made to identify repealed and withdrawn bylaws. Publishing to the website has been delayed pending sufficient staff capacity to undertake consolidation prior to publishing.
15f-1.1	Systems + Policies Contract Database + E-Approvals	**Progressing** – development completed and system testing is underway.
15f-1.3	Systems + Policies EDRMS	**Progressing** – Planning work is underway and recruitment of 1 FTE is complete. In 2021, the Records Classification Schedule (RCS) will be updated, EDRMS business requirements gathered and selection process started. 100k has been budgeted in 2021 from reserve funds. Implementation planned for 2022 onwards. Funding continues to be earmarked through reserves.
15f-1.4	Systems + Policies HR + Corporate Safety Systems	**Progressing** – This project has been expanded to include other HR required changes, these changes have been included in the proposal for a new HR Information System. HR will bring this request as a 2022 IBC budget item.
15f-1.5	Systems + Policies Rise + Report Tracking System	**Part of core services** – Rise and report webpage created and updated on a quarterly basis. Board highlights webpage created and updated following each Board meeting, includes an option to subscribe for emailed updates.
15f-1.6	Systems + Policies – Signage	**Progressing** – External consultant hired, and current inventory and analysis completed. Final comprehensive sign strategy – including font, colour, white space, size, common content, logo placement –

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
		will be developed and completed by November 2020 to make the look and feel of CRD signage consistent across departments and posting locations.
15f-1.7	Systems + Policies – Toolkits	**Progressing** – improvements have been made to the legal services sharepoint site to include toolkits for contracting, procurement and bylaw drafting. Toolkits for Information Services to be advanced in 2021 pending available IT Sharepoint support.
15f-1.8	Systems + Policies – Website	**Progressing** – Advanced work will continue 2020 and 2021 towards a website refresh for launch 2022.
15f-1.9	Systems + Policies– SAP Development *	**Progressing** - SAP training program and system projects supporting expanded corporate application footprint are underway. While some delays in hiring resulted from COVID 19, overall, the work plan has progressed in 2020. SAP training outreach to begin in late 2020 and expand offering into 2021 and onwards. This program will continue to advance through 2021, making changes and improvements to the scheduling and resourcing of projects. Increased visibility into resource consumption and staff availability has improved our overall scheduling and management of project timing, scope and task alignment spread over multiple projects. These improvements will have a positive impact going forward.
15f-1.11	Systems + Policies – Information Security Program*	**Progressing** – this initiative is continuing to progress. We have made improvements

* New - Initiatives not in the 2019-2022 Corporate Plan

Making a difference...together

APPENDIX P

REPORT TO ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 14, 2020

SUBJECT 2019-2022 Electoral Areas Service Planning

ISSUE SUMMARY

To provide the Electoral Areas Committee with an overview of relevant initiatives undertaken by the Salt Spring Island (SSI) Administration, Southern Gulf Island (SGI) Administration and Juan de Fuca (JdF) Electoral Area Planning divisions to deliver on approved Board Priorities and the Corporate Plan. The report also highlights initiatives to be approved by other Standing Committees and Commissions that directly benefit the three Electoral Areas.

BACKGROUND

The Capital Regional District (CRD) Board completed its strategic planning early in 2019 and approved the CRD Board Strategic Priorities 2019-2022.

The four priorities are:
1. Community Well-being – Transportation & Housing;
2. Climate Action & Environmental Stewardship;
3. First Nations Reconciliation; and
4. Advocacy, Governance & Accountability.

The priorities were confirmed at the annual check-in on May 13, 2020.

The 2019-2022 CRD Corporate Plan is aligned to Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. Initiatives that directly work towards making progress on addressing the needs of the communities in the Electoral Areas have been identified across all of the Community Needs.

Appendix A *Community Need Summary - Electoral Areas 2021* is a summary of the planned activities for 2021. It contains details about core service levels and performance metrics. No new initiatives to deliver on Board or corporate priorities are proposed this year.

Appendix B *Electoral Areas - Initiatives Progress Report* provides insights into what has been delivered through the 20 initiatives approved last year, across nine Community Needs, for delivery in 2020.

The Service Planning process gathered information necessary to assemble a provisional budget for Committee and Board review. The purpose of this report is to explain how the SSI Administration, SGI Administration and JdF Electoral Area Planning divisional program of work connects to the Board Priorities, Corporate Plan and provisional budget.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Electoral Areas be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Alternative 2
The Electoral Areas Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Electoral Areas be approved as amended and advanced to the October 28, 2020 provisional budget review process.

IMPLICATIONS

Financial Implications
Initiatives identified in the Corporate Plan (including Board Priorities) cannot be undertaken without resourcing. The Board determines resourcing through its annual review and approval of financial plans. To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels.

During this year's service planning process, staff have been mindful of the fiscal challenges facing the region. No new initiatives to deliver on Board or corporate priorities are proposed this year.

Any budget changes driven by local services are reflected in the Electoral Areas' budgets.

Service Delivery Implications
The Community Need Summary found in Appendix A provides an overview of all work that needs to be undertaken in order to meet regulatory requirements, satisfy Board direction and meet the needs of the communities served by the CRD.

Alignment with Board & Corporate Priorities
Staff have not identified any new delivery initiatives for 2021.

18 of the 20 initiatives approved in 2020 have either been completed or are now part of our core services. Two will start in 2021. No additional budget impacts have been identified.

CONCLUSION

Staff have been progressing initiatives and actions identified in the Corporate Plan, including Board Priorities. The Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
That Appendix A Community Need Summary - Electoral Areas be approved as presented and advanced to the October 28, 2020 provisional budget review process.

Submitted by:	Emily Sinclair, MCIP, RPP, Senior Manager, Regional and Strategic Planning
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Community Need Summary - Electoral Areas
Appendix B: Electoral Areas - Initiatives Progress Report

Community Need

2021 Summary

Electoral Area

Strategy

Overview

There are three Electoral Areas (EA) in the capital region: Juan de Fuca (JdF), Salt Spring Island (SSI) and the Southern Gulf Islands (SGI). An EA Director is elected every four years by the local communities to represent the area on the CRD Board. In each EA, the CRD provides some of the services of a municipal government, including water, sewage, fire protection, recreation and parks. Community planning and land use regulation services are provided in the JdF EA. In the SSI EA and the SGI EA, the Islands Trust local trust committees have land use planning authority.

Since its inception, the CRD has established many different commissions to assist with service delivery. At present, there are over 60 commissions that assist with a wide range of services, from fire protection to theatre management. Each CRD commission has a unique purpose and there is wide diversity in operational practice that stems from the role of the commission, its governance structure, its relationship to CRD staff and the service that it helps administer.

Strategic Context

Strategies

- SSI Parks Strategic Plan: provide access to quality, safe, diverse, year-round, and inclusive parks, recreation and sport facilities, trails and water access, and deliver recreational programs that enhance quality of life, promote healthy lifestyles, strengthen the sense of community, and connect all residents and visitors with nature, while following environmental best practices.
- Broaden shoulder season tourism, agriculture, food, housing, economic diversity, business efficiency, improve island business core, and build economic support through coordination, communication, and advocacy.
- Establish a Gulf Islands Shared Business Services entity to act as a “single window” point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; act as a “broker” to help obtain favourable rates for services.
- Optimize allocation of resources, support long term financial plans to fund infrastructure renewal/replacement as required to ensure water and sewer systems meet acceptable levels of service, regulatory requirements, and recommendations from asset management plans.

Community Need

2021 Summary

Trends, Risks and Issues

- Support a regional economic development focus to achieve economies of scale by advocating for federal/provincial funding mechanisms.
- Advocate for rural designation within the EAs to ensure rural areas of the CRD qualify for the same provincial and federal grant programs that are available for other rural areas of the province.
- Help local businesses grow and thrive through economic challenges, including Covid-19, by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- Protect and sustain rural island culture through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- Address local transportation needs by optimizing integrated transportation opportunities through coordination with BC Ferries and local entities and consideration of service establishment in the SGI EA.
- Stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- From a land planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns and building activity cycles related to the economy can all affect the cost and volume of construction projects and therefore processing time for applications and permits.
- Annual changes (increase/decrease) in residential, commercial and industrial construction and the number of building permits and development permits being issued (e.g. as a result of changes in market demand for new parcels of land and changes in land use); existing staffing capacity is redirected to longer-term project work, such as OCP and land use bylaw review, during periods of lower development activity.
- Changes to federal and/or provincial legislation, including changes to public consultation procedures and bylaw enforcement action (e.g. introduction of Cannabis Retail licensing process), have resulted in additional staff time required to process applications and permits.
- Prioritized capital project improvements to water and sewer systems in the EAs.

Community Need

2021 Summary

Services

Core Services Levels	
Service	**Levels**
SSI Administration Responsible for the administration and management of the SSI Parks and Recreation Commission, Transportation and Transit Commission, Community Economic Development Commission, Fernwood dock; and in collaboration with other CRD divisions, eight local water and sewer service areas, and Liquid Waste Management Commission. The SSI Division is also responsible for planning, organizing, and delivering services for SSI and support to the EA Director through these various service Commissions and Committees.	• Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic diversification, business support, and enhancement and beautification of Ganges and Fulford villages • Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste • Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety) • Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island's Trust, BC Ferries, BC Transit) • Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters • Manage and operate dock facility • Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic centre, child care centre, and SSI Saturday Market • Facility maintenance of the SSI Library • Support contribution services and use agreements for ArtSpring and SSI Library services • Manage stormwater quality and provide for a monitoring service

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
SGI Administration Responsible for the administration and management of service delivery in the SGI in the areas of Community Parks and Recreation, Commission support, the receipt and award of grant funding, and by assisting with the economic development initiatives of the SGI Community Economic Sustainability Commission. The SGI Division also provides community planning, organizing and coordination to support the goals of the EA Director.	• Support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI • Provide project management, and make recommendations for strategies that support service delivery in the region, including broadband connectivity, transportation, and affordable housing • Administer the delivery of parks and recreation services by the Galiano Island Parks and Recreation Commission, the Pender Island Parks and Recreation Commission, the Mayne Island Parks and Recreation Commission, and the Saturna Island Parks and Recreation Commission • Manage the CRD liaisons who coordinate and support CRD programs on each island
Planning & Development	
Building Inspections Oversees the construction, alteration, repair or demolition of buildings and structures in the EAs by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	• Provide information on the building permit process, BC Building Code requirements and approved construction practices • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances • Provide between 6,000 and 8,000 building inspection services per year • Review all building permit applications for compliance with all applicable regulations • Manage property files and enforcement, as needed
Juan de Fuca (JdF) Community Planning Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of	• Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications • Review all building permit applications for compliance with land use regulations

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
the environment, sustainable communities and resource management.	• Provide land use information in response to inquiries from the public, developers, realtors, and consultants • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection • Provide administrative and technical support to the JdF Land Use Committee and advisory commissions
Protective Services	
Fire Dispatch Operational management of fire dispatch.	• Operational management of fire dispatch for the three EAs
EA Emergency Coordination Oversight and administration of the EA Emergency Programs.	• Oversee and coordinate emergency planning and response by the EA Emergency Programs
EA Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	• Program oversight for the Juan de Fuca SAR service • Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs
EA Fire Services	• Oversight and support of and to Fire and Rescue Commissions and services
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	• Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests

Community Need

2021 Summary

Core Services Levels	
Service	**Levels**
Parks & Environmental Resource Management	
JdF Community Parks & Recreation The JdF EA Parks & Recreation Division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.	Inspection, maintenance and repair of: • 8.1km of trails • 23 park facilities • Two baseball fields and two tennis courts • Two playgrounds Administration of: • 4 stewardship programs and 65 volunteers • 6 recreation program contracts and events • Operating costs of Port Renfrew Community Centre through revenue
Water	
Water Systems Operations & Maintenance Wholesale water and wastewater services to the small systems in the JdF Water Distribution and electoral areas.	The following key service areas support the small water systems in the electoral areas • Water systems operations and maintenance • Emergency response/system failure • Infrastructure Planning • Capital Project Delivery & Works • Engineering Services For more detail, please refer to the Water Community Need Summary
Support Services	
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services

Community Need

2021 Summary

Initiatives

Initiatives approved in prior years which have now been delivered or absorbed in Core Services:

Arts & Culture

- 12c-2 – SSI Art Spring/SSI Art Council Operating & Maintenance Recreation

Accountability

- 15a-1 – EA Strategy & Operations
- 15c-2 – CRD Liaisons*

Economic Development

- 4b-1 – Grants Dashboards for EAs
- 4b-2 – Economic Development Plans through Commissions SGI Administration

Parks & Environmental Resource Management

- 6c-1.1 – EA Community Parks – JdF Planning
- 6c-1.3 – EA Community Parks – SSI Administration

Planning & Development

- 11b-2 – Fallow Deer on SGI
- 11c-1 – Building Inspection on EAs
- 11d-1 – New Development Application Review JdF Planning

Protective Services

- 7a-10 – Jordan River Dam Breach Siren*
- 7a-12 – SSI Community Safety*
- 7c-1 – FireSmart Program for EAs

Recreation

- 13a-1.4 – Recreational Programming & Rates SGI Administration
- 13a-1.5 – Recreational Programming & Rates SSI Administration

Transportation

- 2e-1 – SSI Transit Services
- 2e-2 – SSI Cycling & Pedestrian Infrastructure
- 2e-3 – SGI Public Transportation

Water

- 10d-4 SSI Watershed Protection

*New – Initiatives not in the 2019-2022 Corporate Plan

Community Need

2021 Summary

Business Model

Funding

Who contributes

- **Building Inspection Service**: All EAs
- **JdF Community Planning Service:** JdF EA
- **SSI Administration Services**: SSI EA
- **SGI Administration Services**: SGI EA
- **Other Services, including Support Services**: varies by service

Funding Sources

- Requisitions, grants and fee-for-service (e.g. retail water rate)

Reporting Structure

Electoral Area Committee

Various Local Service Areas Commissions incl.:

- **Fire Protection and Emergency Response** (East Sooke, North Galiano, Otter Point, Port Renfrew, Shirley, and Willis Point)
- **Parks and Recreation** (Galiano Island, JdF EA, Mayne Island, Pender Islands, SSI EA, Saturna Island and, Sooke and EA)
- **Water Services** (Port Renfrew, Wilderness Mountain, Lyall Harbour/Boot Cove, Magic Lake Estates, Skana, Beddis, Cedar Lane, Cedars of Tuam, Fernwood, Fulford, Highland, Sticks Allison, Surfside Park)

- Emergency Management Committee
- Planning, Transportation and Protective Services Committee
- Traffic Safety Commission

Community Need

2021 Summary

Performance			
Definition and Source	**2019 Actual**	**2020 Forecast**	**2021 Target**
Metric 1: EA Fire departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services Total number of fire departments that meet the guidelines; data from fire departments and audit reports	N/A	9	9
Metric 2: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database	866	800	880*
Metric 3: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database	58	50	55*
Future Metric 4: Island businesses participating in Shared Business Services Number of island businesses registered with Shared Business Services; data from SSI Administration Division	N/A	N/A	N/A
Future Metric 5: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI Administration Division	N/A	N/A	N/A

Discussion

- **Metric 1**: All fire services in BC are required to meet the standards for their declared service levels as established by the OFC Playbook and WSBC.
- **Metric 2**: *This an indicator of construction level therefore a target is not appropriate. Estimated volume has been provided instead. This volume of permits results in 6,000 to 8,000 inspections per year.
- **Metric 3**: *This is an indicator of development activity therefore a target is not appropriate. Estimated volume has been provided instead.
- **Metric 4:** This is highlighted as a future metric; the CRD's intention is to report on this starting October 2021. This metric highlights the success of the Shared Business Services strategy for the gulf islands measured as the total number of participants in the project. A pilot project will be run in 2020 to validate the proposed service offering and refine before scaling up and making this service available to all businesses in the gulf islands. This initiative will be contracted out.

Community Need

2021 Summary

- **Metric 5:** This is highlighted as a future metric; the CRD's intention is to report on this from October 2021. This metric highlights the total amount of ISP investment attracted to bring high-speed broadband connection to the SGI community (high-speed defined as per the federal standard of download/upload speeds of 50/10 Mbps). Connectivity planning ensures infrastructure investments are coordinated, scalable, provide value for money, and achieve priority objectives for the region. A community-based connectivity plan is currently under development. It is hoped that it will guide Internet Service Providers in their investment decisions. The plan will help determine future KPI targets.

Community Need

Initiative Progress Report

Electoral Areas

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
Transportation		
2e-1	SSI Transit Services	**Progressing** – BC Transit initiating Salt Spring transit review on Salt Spring Fall 2020. Project completion anticipated in Q3 2021.
2e-2	SSI Cycling & Pedestrian Infrastructure	**Progressing** - North Ganges Transportation Plan project nearing completion in Q4 2020. **Progressing** – Baker Road to Vesuvius Bay Road pathway project nearing completion in Q4 2020. **Initiating** – Booth Canal to Baker Road pathway planned to Q4 2020.
2e-3	SGI Public Transportation	**Progressing** – the project purpose is to investigate the establishment of an integrated, multi-modal transportation service or services for the SGI EA. Work is underway to engage qualified professionals to develop and cost a service model, including the steps necessary to develop a land-based public transit system, water-based passenger service and a multi-model trail system. This work is currently being funded through Community Works Funds; applications for additional funding via external grants is also underway.
Economic Development		
4a-1	High-speed Internet Services	**Progressing** – Phase 1 report, "Connecting SGI", is complete. Based on in-depth community engagement, it documents how greater connectivity can advance each island's goals of sustainable economic development, community health, and resilience. Phase 2 involves engaging an engineering firm to complete a connectivity infrastructure design plan. This work is underway and funded through Community Works Funds and through a grant from the Province of British Columbia.
4b-1	Grants Dashboards for EAs	**Initiative planned for 2021**

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
4b-2	Economic Development Plans through Commissions SGI Administration	**Progressing** – the 2020 work program for SGI Economic Sustainability Commission includes COVID-19 economic resiliency, an SGI affordable housing strategy, connectivity (broadband planning), food security, and transportation planning.
4b-2	Economic Development & Plans through Commissions SSI Administration	**Progressing** – Rural Dividend grant project to establish a shared business services model where local businesses, First Nations, and individuals could purchase membership shares and raise capital to benefit SSI; offer direct and indirect services to small business owners, service providers, or agencies to create economies of scale through shared purchasing power with the following offerings: branding and marketing of island made products; off-island product distribution and export hub; supply chain; business training and skill development; IT and e-commerce tools; and shared labour pool.
Parks & Environmental Resource Management		
6c-1.1	EA Community Parks – JdF Planning	**Part of core services** – maintenance for over 15 community parks in the JdF electoral area. Achievements in 2020 include removal of an abandoned building, creation of 1.2km of trails, completion of trail repairs at Seagirt Ponds Community Parks and of the Kemp Lake Foreshore access project.
6c-1.2	EA Community Parks – SGI Administration	**Part of core services** – SGI community parks services are delivered by the Mayne Island Parks and Recreation Commission, Saturna Island Parks and Recreation Commission, Galiano Island Parks and Recreation Commission, and the Pender Island Parks and Recreation Commission.
6c-1.3	EA Community Parks – SSI Administration	**Part of core services**
Protective Services		
7a-10	Jordan River Dam Breach Siren*	**Completed**
7a-12	SSI Community Safety*	**Completed** – elector assent by alternative approval process for proposed service not obtained.
7c-1	FireSmart Program for EAs	**Progressing** – Grant applications were successful. Work is ongoing.

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
Water		
10a-7	SSI & SGI Water Operations*	**Part of core services**
10d-4	SSI Watershed Protection*	**Progressing** – subject to the recommendations from the water optimization study examining challenges in operating multiple water distribution and treatment systems on an unincorporated island EA.
Planning & Development		
11b-2	Fallow Deer on SGI	**Completed**
11c-1	Building Inspection on EAs	**Progressing** – The review is continuing. Financial implications with respect to further clarity of the needs of the three separate EA's are under review. Budget analysis is ongoing. Discussions regarding legal and legislative implications are also underway.
11d-1	New Development Application Review JdF Planning	**Completed** - through adoption of a new Development Applications Fees and Procedures bylaw at beginning of 2019.
Arts & Culture		
12c-2	SSI Art Spring/SSI Art Council Operating & Maintenance	**Completed**
Recreation		
13a-1.4	Recreational Programming & Rates SGI Administration	**Part of core services** – recreation programing delivered through SGI community parks services (Mayne Island Parks and Recreation Commission, Saturna Island Parks and Recreation Commission, Galiano Island Parks and Recreation Commission, Pender Island Parks and Recreation Commission).
13a-1.5	Recreational Programming & Rates SSI Administration	**Completed**
Accountability		
15a-1	EA Strategy & Operations – SSI Administration	**Planned for 2021** – develop a comprehensive strategy and operational review on the current rural regional district governance structure within the unique needs of Salt Spring Island.

Community Need

Initiative Progress Report

Initiatives approved in 2020 Budget		
Ref	**Initiative**	**Progress to date**
15c-2	CRD Liaisons *	**Part of core services** – SGI Liaison program continues to facilitate community support and coordination on behalf of the CRD.

* New - Initiatives not in the 2019-2022 Corporate Plan

Making a difference...together

REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 28, 2020

SUBJECT **Capital Regional District 2021 Financial Plan Provisional Approval**

ISSUE SUMMARY

This report presents the Capital Regional District (CRD) 2021 Financial Plan for review and provisional approval.

BACKGROUND

Annually, the CRD must develop a financial plan representing the operating and capital expenditure plans for the next five years. The financial plan is developed in alignment and consistent with the legislative authority of the various CRD services which, upon approval, provides the expenditure authority for the operations of the CRD. Final budget approval is required no later than March 31 of each year.

A preliminary budget (the provisional financial plan) is developed before the legislated deadline of March 31 to allow service participants and local rate payers to make recommendations on proposed service levels, revenue requirements and adjustments prior to consideration of final approval by the Board. The provisional financial plan forms the foundation for materials used in public consultation to engage with service participants on service levels and planned spending before final approval. In addition, a provisional financial plan is required, as a number of services have capital programs and operating initiatives that continue through or commence at the start of the calendar year. As a result, expenditure authority and changes to fees and charges are required prior to final approval of the 2021 Financial Plan.

The provisional approval will be subject to changes as a result of final year-end adjustments, revised assessment information, and any other amendments prior to final approval. It is also noted that both the Capital Region Housing Corporation and Capital Regional Hospital District undertake budget planning processes concurrently with the CRD.

Planning and Approval Process

The 2021 planning process marks the third year of the 2019-2022 four-year service planning cycle. The four year planning cycle is designed to ensure alignment and implementation of Board strategic objectives during the election term. The 2019-2022 Corporate Plan was prepared in 2019, to incorporate the new Board strategic and corporate priorities.

As in prior years, the Service Planning and Financial Planning Guidelines document was approved by the CRD Board in May. The Guidelines support financial management strategies related to revenue, reserves and debt management. The guidelines also direct staff to prepare the 2021 service and financial plans to reflect the human resource, organizational and strategic impacts associated with delivering each Corporate Plan initiative over the 2019-2022 period. Refer to Appendix A for the 2021 Service and Financial Planning Guidelines report and 2021 planning timeline with major milestones and activities.

In September, the Executive Leadership Team met over multiple days to review individual service plans, initiative business cases (IBCs), and financial implications in consideration of Board Strategic Priorities, the Corporate Plan, and the approved financial planning guidelines. The identified resource implications to implement prioritized initiatives with proposed service level adjustments, in addition to standing committee and commission recommendations, will be presented to the Committee of the Whole on October 28, 2020.

To support the Board's decision-making, staff, through the service planning process, provide recommendations on funding, timing and service levels. During the service planning process this year, staff have been mindful of the fiscal challenges facing the region in the months ahead. To that end, any budget increase or other impacts have been mitigated and minimized as much as possible while still maintaining services and addressing priorities.

Under the direction provided by the Board, review and recommendation for approval for all electoral area-only service budgets was delegated to the Electoral Areas Committee (EAC) including the review of Local Service Commission budgets. Review and recommendation to the Board of all preliminary regional and sub-regional budgets is to be made by the Committee of the Whole. The EAC recommended approval of electoral area budgets on October 14, 2020, with an amendment to add the word “Grants” before the word “Reserves” in the Funding Source column for service area 1.23B, SSI Transportation.

2021 Financial Plan Overview

The 2021 Financial Plan has been developed based on the resources required for delivery of core services, the impact of new initiatives, proposed capital programs, current economic conditions and other cost pressures such as inflation and contractual agreements. The Plan includes operating and capital budgets in addition to changes in reserve funds.

Various pressures influence both the total budget and cost apportionment to the participants. Drivers such as inflation and interest rate changes have a direct, and sometimes significant impact on the overall budget. Other impacts, including benefit rates, materials and supplies, utilities such as electricity, natural gas and fuel, influence the cost of service delivery. In addition, the majority of services are cost apportioned on an assessment basis. Historical trends in growth on assessments have been positive on an aggregate regional basis, but difficult to forecast on a participant basis.

Service level drivers are a product of community needs, Board priorities, and regulatory requirements. The prioritized initiatives to support these demands are highlighted in the service plan report and financial plan documentation. Many of the CRD services are critical or essential to community well-being and the vast majority of CRD operations, with the exception of recreation services, continued with the implementation of new measures to address health risks and safety.

In March, the World Health Organization declared the COVID-19 outbreak a pandemic, resulting in significant economic and social impacts globally. With the uncertainty of duration, local economic and labour condition impacts will affect services through organizational capacity, service delivery, and financial management. To support appropriate levels of due diligence in the planning process, continuous monitoring of economic and social conditions will continue through quarterly reporting to the Board.

Regional Trends and Observations

Local and national economic indicators reflect the effects that COVID-19 has had on economic activity. As of August 2020, the growth in British Columbia's consumer price index (CPI) has slowed from the prior year of 2.3% to a 1.3% year over year increase (national average of 1.2%). The cost of food and groceries are up 1.6%, while the cost of shelter continued to climb with prices for both renters (up 1.7%) and home owners (up 0.8%) year over year. The cost of piped gas was up 5.3% while fuel and oil was down (15.5%) and electricity was down (0.6%) over the prior year.

As of August 2020, unemployment rates continue to reflect the impact COVID-19 has had on the local economy with Victoria's rate reported to be 10.3%, up from 3.5% in January. British Columbia's unemployment rate and the national rate were reported to be 10.3% and 10.7% respectively as compared to 4.5%, 5.5% in January 2020.[1]

Population growth continues to drive the regional economy as well as the need for investments in infrastructure and an increase in service delivery. Since 2011, the population of the CRD has increased 14% from 2011-2019, or 1.6% in the last year.[2] The population growth in the region continues to outpace Metro Vancouver and the Province as a whole. The value of building permits through the first eight months of 2020 were approximately $0.8 billion or an annual forecasted increase of $1.2 billion, consistent with 2019. Housing starts, generally viewed as a lag indicator, are lower through the first eight months of 2020 by 19.5% than in the same period last year.[3] However with increased sales activity this year and economic uncertainty it is difficult to project through next year. The forecasted increase in the number of dwellings for 2020 is approximately 2500.

While various economic indicators signal a recessionary environment, local real estate has been a contrarian. In September, the Victoria Real Estate Board reported 989 properties sold, 61% more than the same period last year and an increase from August 2020.[4] Assessment values are also expected to increase along with folios as construction projects complete by year end. While an increase in the number of property tax folios does not impact cost apportionment, requisition recovery will be distributed over more households.

ALTERNATIVES

Alternative 1

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the Capital Regional District 2021 Financial Plan be given provisional approval as presented;
2. That the new initiatives and capital identified in Appendix H for January 1, 2021, implementation be approved for expenditure;
3. That the 2021 Service Plans be approved as presented; and
4. That the Staff Establishment Chart as attached in Appendix L be approved.

[1] At: https://www.vicnews.com/news/greater-victoria-records-the-lowest-unemployment-in-canada-in-january/
[2] At: https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates
[3] At: https://doi.org/10.25318/3410006601-eng
[4] At: https://www.vreb.org/current-statistics#gsc.tab=0

Alternative 2

The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2021 Financial Plan be given provisional approval with specific directions on amendments;
2. That the new initiatives and capital identified in Appendix H for January 1, 2021, implementation be approved with specific directions on amendments;
3. That the 2021 Service Plans be approved with specific directions on amendments; and
4. That the Staff Establishment Chart as attached in Appendix L be approved with specific directions on amendments.

IMPLICATIONS

Budget Overview

Overall, on a CRD and related entities consolidated basis, the combined 2021 Preliminary Financial Plans amount to $355 million in operating and $245 million in capital, a total of $600 million in combined expenditures. For the CRD only, the 2021 Financial Plan includes operating revenues and expenditures of $293.0 million, an increase of $12.7 million or 4.5% compared to the 2020 plan, as summarized below.

Table 1 – Summary of CRD Operating Budget (in $ millions)

Expenditure Type	2021 Financial Plan $	2020 Financial Plan $[1]	$ Change	% Change
Operations	205.4	181.4	24.0	13.2%
Debt Servicing	40.0	42.1	-2.1	-5.0%
Capital Funding	21.2	32.8	-11.6	-35.4%
Transfers to Reserves	26.4	24.0	2.4	10.0%
Total	**$293.0**	**$280.3**	**$12.7**	**4.5%**

[1] Based on amended Financial Plan (Bylaw No. 4366)

The total increase of $12.7 million is due primarily to increases in operating expenditures and transfers to reserve. Debt servicing and transfers to fund capital initiatives and transfers to reserves offset increases. The following table explains the year over year changes to the operating budget by cost driver:

Table 2 – CRD Incremental Operating Budget Drivers (in $ millions)

Cost Driver	Total $	% of Total Change
Board Strategic Priorities (Initiative Business Cases)	2.1	0.7%
Core Area Wastewater	6.7	2.4%
Inflation & Core Service Delivery	3.9	1.4%
Total Change	**$12.7**	**4.5%**
Incremental Committee Recommendations	*+$0.3*	*+0.1%*

The increase in overall expenditures is primarily attributable to annualized impacts of initiatives previously approved and directed by the Board and inflationary pressures. Staff have reviewed and rebalanced ongoing service delivery to mitigate these combined impacts to 1.4% *vs* a

forecasted CPI benchmark of 1.7%. Additionally, the Core Area Wastewater Treatment Project (CAWTP) is expected to complete construction by December 2020. Detailed budgets by service area are included in Appendix G.

As service plans were reviewed by committees ahead of the Committee of the Whole meeting, two additional recommendations were added for consideration that are currently not incorporated in the budget documentation. These include:

- Regional Parks Committee – September 30, 2020
  Item 5.1 2019-2022 Parks & Natural Resource Management Service Planning (20-566)
  2. That the Land Acquisition Fund be increased by $1 per average residential household assessment each year until 2025, beginning in 2021.

- Capital Regional District Board – October 14, 2020
  Item 8.9 First Nations Inclusion in CRD Governance (20-580)
  4. That staff be directed to include $75,000 in the 2021 Provisional Budget to support the planned amendments to the Board Remuneration and Travel Reimbursement Policy.

A summary of the IBCs with proposed funding sources is included in Appendix K. Following the development and Board approval of the corporate plan, staff initiated detailed service planning for each of the identified initiatives, including resourcing implications. After the optimization of current operations and service delivery, the following table summarizes resourcing impacts to deliver the 2021 initiative business cases incorporated into the service plans.

Table 3 – Summary of Incremental Resourcing for Initiatives by Community Need

Community Need (target outcome)	FTE	Term	Total
Accountability (being leaders in organizational performance, transparency and service delivery)	9.0	(4.0)	5.0
Affordable Housing (that residents have access to affordable housing that enhances community well-being)	6.5	2.8	9.3
Wastewater (efficient and effective management of the region's wastewater)	5.0	(24.0)	(19.0)
Water (ensuring a sustainable and resilient water supply)	3.4	(1.0)	2.4
Landfill & Recycling (minimizing waste disposal and maximizing waste diversion)	1.5	-	1.5
Health Facilities (effectively contributing to improved community health and well-being)	1.0	1.0	2.0
Recreation (residents having access to appropriate and affordable recreation opportunities)	0.5	-	0.5
Parks & Natural Resource Protection (additional land acquisitions and increased access to parks and recreational trails)		(0.5)	(0.5)
Combined staffing to enable all other Initiative Business Cases	5.7	-	5.7
Net Total	**32.6**	**(25.7)**	**6.9**

For 2021, not all positions require incremental funding. Funding for term and auxiliary positions that will transition to ongoing operations as capital programs conclude, such as the CAWTP, Summit, and Housing, have immaterial impacts. The proposed 2020 Staff Establishment chart is attached for reference in Appendix L.

Operating Revenue

Sources of funding vary by service, including: sales of services (inclusive of various fees and charges), requisition to member municipalities and electoral areas, recovery from other departments, reserve transfers, grants, and other revenue. Of the total $12.7 million increase in 2021 revenue requirements, nearly half or $5.7 million is from incremental sales of services; driven by $4.7 million in Core Area Wastewater, $0.9 million in Regional Water Supply, $0.8 million in Juan de Fuca Water Distribution, ($0.9) million in Solid Waste Disposal, and the balance in other services including recreation and landfill diversion.

The $6.6 million increase in allocations to other services are recoveries of $5.4 million, related to Core Area Wastewater activity for Environmental Services, tipping fee revenue and administration.

The $2.2 million decrease in funding from reserve is a result of reductions in various one-time projects completed in 2020 and/or no longer in the 2021 plan. The following table outlines the year over year change in revenue by source:

Table 4 – Operating Budget Funding (in $ millions)

Sources of Revenue	2021 Financial Plan $	2020 Financial Plan $[1]	$ Change	% Change
Sale of services	138.0	132.3	5.7	4.3%
Requisitions	74.1	71.1	3.0	4.2%
Allocation to other services	44.6	38.0	6.6	17.4%
Municipal Debt	15.0	14.8	0.2	1.4%
Rentals and other revenue	7.5	7.8	-0.3	-3.8%
Grants	4.5	4.8	-0.3	-6.3%
Surplus	7.4	7.4	0.0	0.0%
Transfer from reserve	1.9	4.1	-2.2	-53.7%
Total	**$293.0**	**$280.3**	**$12.7**	**4.5%**

[1] Based on amended Financial Plan (Bylaw No. 4366)

Please refer to Appendix B for an operating budget overview infographic.

Requisition

The total requisition, excluding Municipal debt for 2021, is $74.1 million, an increase of 4.2% from 2020. Key budgets include Core Area Wastewater, Legislative and General Administration, Regional Parks, Land Banking and Housing, Panorama Recreation and Saanich Peninsula Wastewater.

The total electoral area requisition makes up $14.7 million or 20% of the total CRD requisition of $74.1 million. The impact to individual municipalities and electoral areas will vary based on the

services they participate in and potential changes in cost apportionment (including assessment and population).

Table 5 – Requisition by Service Category (in $ millions)

Description	2021 Requisition	2020 Requisition	$ Change	% Change	% of Total Change
Regional	29.6	29.0	0.6	2.1%	0.8%
Sub Regional	29.8	27.7	2.1	7.6%	3.0%
Electoral Areas	14.7	14.4	0.3	2.1%	0.4%
Total	**$74.1**	**$71.1**	**$3.0**	**4.2%**	**4.2%**

The primary drivers in requisition are Core Area Wastewater funding as well as IBCs, core service delivery, and inflation for Legislative and General Government and Regional Parks. Other impacts to requisition include increase in requisition for Panorama Recreation and SEAPARC to cover reduced fee revenue and for Saanich Peninsula Wastewater to cover the cost of residual disposal and treatment. The balance of costs are funded through a combination of user fees, grants and reserves.

Table 6 – Requisition Drivers (in $ millions)

Requisition Drivers	$ Total	% of Total Change
Board Strategic Priorities (Initiative Business Cases)	0.6	0.8%
Core Area Wastewater	1.7	2.4%
Inflation & Core Service Delivery	0.7	1.0%
Total Change	**$3.0**	**4.2%**
Incremental Committee Recommendations	*+$0.3*	*+0.4%*

The incremental committee recommendations added during service plan reviews ahead of the Committee of the Whole meeting are not incorporated in the provisional budget documentation. If approved, these recommendations would be included for final budget, scheduled to be presented to the Board in March 2021.

Appendix D (the Financial Plan and Municipal/EA Summaries) shows a high level summary of the overall 2021 budget, including gross expenditures and revenue sources, in addition to the 2020 budget for comparison. The preliminary impact to member municipalities and electoral areas is estimated in the schedules attached to Appendix D and are based on current BC Assessment data.

Capital Budget

The 2021 Capital Plan overview is shown in Appendix C and the list of projects over $500,000 in Appendix E.

Detailed capital plans are included for each individual service. Capital plans are determined through a process of reviewing:

- Projects already in progress
- Condition of existing assets and infrastructure

- Regulatory, environmental, risk, and health and safety factors
- New or renewal projects prioritized by the communities

The proposed 2021 Capital Plan is $184.7 million, a decrease of $214.0 million or (54%) from 2020. The decrease in capital investment is primarily driven by the lower expenditures related to the CAWTP as construction concludes in 2020. Table 7 summarizes the capital plan by service area.

Table 7 –Capital Plan by Service Type (in $ millions)

Department	2021 Capital Plan $	2020 Capital Plan $[1]	$ Change	% Change
Wastewater	47.0	241.7	-194.7	-80.6%
Drinking Water	56.0	35.1	20.9	59.5%
General Gov & Other	3.8	3.4	0.4	11.7%
Solid Waste	12.5	9.0	3.6	39.4%
Recreation & Culture	9.5	9.1	0.4	3.9%
Regional Parks	19.8	12.8	7.0	54.4%
Protective Services	2.3	3.9	-1.6	-40.1%
Planning & Development	33.8	83.7	-49.9	-59.6%
Total	**$184.7**	**$398.7**	**-$214.0**	**-53.7%**

[1] Based on amended Capital Plan (Bylaw No. 4366)

Capital plan highlights include:

- Within Wastewater, $35.6 million planned for Core Area Wastewater, consisting of the remainder of the CAWTP, various pump station renewal projects including Bowker Sewer Rehabilitation and a number of gravity sewer and manhole renewal projects. Additionally, total planned infrastructure replacement is $4.0 million in the Saanich Peninsula Wastewater service for trunk sewer relining and concrete tank repairs. Finally, an additional $6.5 million in the Electoral Areas including $5.8 million for the Magic Lake Sewer replacement project.
- Within Drinking Water, infrastructure projects totalling $23.5 million in the Regional Water Supply service focus on remediation, replacement, and upgrades to vulnerable sections of Supply Main 4, Butchart Dam, Sooke Lake Dam and the Sooke Intake Screen. Additionally, there is $26.0 million for the Juan de Fuca Water Distribution service with significant projects targeted at replacement of aged pipe sections and $4.8 million in the Saanich Peninsula Water Supply service for upgrade and renewal projects including Rocky Point and the Goldstream AC pipe.
- Within Solid Waste, investments total $11.1 million for projects including aggregate production, the Hartland North Site Buffer and Landfill Gas Utilization.
- Within Planning & Development, there is an investment of $33 million related to the Hockley affordable housing project in Langford through the Land, Banking and Housing Service.
- Parks infrastructure investments of $19.8 million include the E&N Trail Construction Phase 3&4, various land acquisitions and Elk Lake Remediation Systems.

For a list of capital projects greater than $500,000, refer to Appendix E.

Capital projects are typically funded by annual contributions from operating, grants, reserves and/or by long term debt. Grant funding can have a significant impact on the implementation of the plan as grant application results are unknown.

Capital Funding

The capital funding profile in 2021 has a reduced proportion coming from grant funding, which will account for 7% compared to 52% in 2020. The high ratio from 2020 is driven by milestone and substantial completion CAWTP grants. 2021 planned grant revenue combined with funding from Donations & Third Party contributions account for nearly one quarter of all capital funding. The remainder of the capital plan is funded from operating & WIP (26%), Debt (25%) and Reserves (26%). The funding profile for 2021 shows a return to a more diversified and sustainable funding model for capital investment. Staff will continue to be proactive in leveraging senior government funding, internal capacity to deliver projects and programs, and enabling business transformation by continuously improving operations through prioritized capital investment. See Appendix C for the capital budget overview.

Table 8 – Capital Plan Funding Profile (in $ millions)

Funding Sources	2021 Capital Plan $	% of Total Funding	2020 Capital Plan $[1]	% of Total Funding
Operating & WIP	47.4	26%	78.1	20%
Grants	13.0	7%	179.4	45%
Debenture Debt	46.2	25%	40.0	10%
Reserve Funding	48.5	26%	38.8	10%
Donations & 3rd Party	29.6	16%	62.4	16%
Total	**$184.7**	**100%**	**$398.7**	**100%**

[1] Based on amended Capital Plan (Bylaw No. 4366)

Reserves

Reserves reflect the funds retained by the organization to fund future capital and operating activities. The CRD currently manages over 70 individual capital reserves. Reserve schedules are included in the budget packages for the individual services where applicable.

The reserve schedules provide detailed information on the proposed activity for the next five years in alignment with operating budgets and capital expenditures. The schedules assist in evaluating transfers to reserves from the current operating budget, and the impact of prior year surpluses and deficits. The following tables provide high level information on forecasted 2020 reserve activity:

Table 9a – Estimated Operating Reserves Activity (in $ millions)

Reserve Activity	2021 Financial Plan $	2020 Forecast $
Opening Reserve Balance	46.9	47.8
Transfers from Operating	1.6	0.9
Interest Income	0.9	1.0
Transfer to Operating	-1.9	-2.8
Closing Reserve Balance	**$47.5**	**$46.9**

Consolidated operating reserves as of December 31, 2019, were $47.8 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted balance of $46.9 million at the end of 2020 and $47.5 million at the end of 2021. Significant operating reserve balances forecasted for year-end include Solid Waste with $35 million, Core Area Wastewater with $2.5 million and Regional Planning with $1.9 million.

Table 9b – Estimated Capital Reserve Activity (in $ millions)

Capital Reserve Activity	2021 Financial Plan $	2020 Forecast $
Opening balance	61.9	82.8[1]
Transfers from operating	24.8	16.2
Interest income	1.2	1.7
Transfers out (Capital Plan)	-48.5	-38.8[2]
Ending balance	**$39.4**	**$61.9**

[1] Revised based on 2019 Audited Financial Statements
[2] 2020 revised for amended Capital Plan (Bylaw No. 4366).

The CRD manages its level of reserves relative to the capacity for debt financing and current requisition levels within each service. Based on a high level review of other regional districts, the CRD's reserve balances are comparatively low and a reflection of a financing *vs* saving philosophy. Organizationally, debt servicing capacity is considered to be adequate to support the five-year Capital Plan. As debt retirements take place in the future, there is an opportunity to direct funding capacity to reserves and shift towards future funding of investment from reserves. Review work is currently underway to assess and report on reserve status by service. Reserve findings will incorporate Sustainable Service Delivery Plans currently being developed across the organization.

Advance Approvals

Advance approval is requested in specific situations where the commencement of work before March 2021 is considered necessary to address operational needs for meeting work plans or efficiency of work plans. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders have to be issued and where a delay in commencement of work can have a negative impact on service delivery timing and effectiveness. Items identified as necessary activities to begin in advance of the March 31 deadline are listed in Appendix H. The requests are for the required staffing and capital projects to meet objectives and initiatives as included in the service plans. Implementation as early as January 1, 2021, supports progress before March 2021.

SUMMARY

The attached 2021 budget package in Appendix G, which includes operating and capital, is provided for preliminary approval. Appendix H contains items that, as a result of business requirements, need to be implemented as early as January 1 in advance of the March 31 approval.

The provisional budget is subject to change as a result of final 2020 surplus/deficits, receipt of revised assessment and any adjustments recommended by the respective Commissions and the Electoral Area directors and the Board prior to final approval of the Financial Plan bylaw by March 31, as outlined in the *Local Government Act.*

The Electoral Areas Committee (EAC) reviewed and provided preliminary approval of the 2021 Electoral Area-only budgets on October 14, 2020, with an amendment to add grants as a source of funding for the SSI Transportation service area. The regional and sub regional budgets, once approved by the Committee of the Whole, together with the EAC budgets, will be presented to the CRD Board for preliminary approval.

CONCLUSION

The Capital Regional District 2021 Financial Plan is now ready for review and preliminary approval. The Financial Plan will be subject to change as a result of the final 2020 surplus/deficits, revised assessment information and any directed amendments prior to final approval by the Board as part of the Financial Plan bylaw by March 31, 2021.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2021 Financial Plan be given provisional approval as presented;
2. That the new initiatives and capital identified in Appendix H for January 1, 2021, implementation be approved for expenditure;
3. That the 2021 Service Plans be approved as presented; and
4. That the Staff Establishment Chart as attached in Appendix L be approved.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

Attachments
Presentation: 2021 Capital Regional District Provisional Budget
Appendix A: CRD Budget Planning Process and Financial Planning Guidelines Report
Appendix B: CRD 2021 Operating Budget Overview
Appendix C: CRD 2021 Capital Budget Overview
Appendix D: CRD 2021 Preliminary Financial Plan Summary
Appendix E: CRD 2021 Major Capital Projects
Appendix F: CRD 2021 Financial Indicators
Appendix G: Budget Review Package Part A
Appendix G: Budget Review Package Part B
Appendix G: Budget Review Package Part C
Appendix H: January Approvals
Appendix I-1 thru I-5: Electoral Areas Committee Budget Package
Appendix J: Service Budget Highlights
Appendix K: Initiative Business Cases – 2021 Budget Impact
Appendix L: CRD Staff Establishment



Capital Regional District › 2021 Provisional Budget

Presentation to Committee of the Whole
Wednesday October 28, 2020

Agenda & Executive Summary

1. Planning Framework
2. Budget Process
3. Regional Context
4. Capital & Operating Budgets
5. Impacts on Requisition
6. Community Needs



Managing Capital Investments

capital investment is 7.1x depreciation while 11% of revenue is committed to long-term debt payments



Supporting Board & Corporate Priorities

alignment of initiatives with approved corporate plan targeting key Community Needs



Adapting to Regional Challenges

extraordinary economic environment, labour market conditions, unprecedented growth in asset utilization



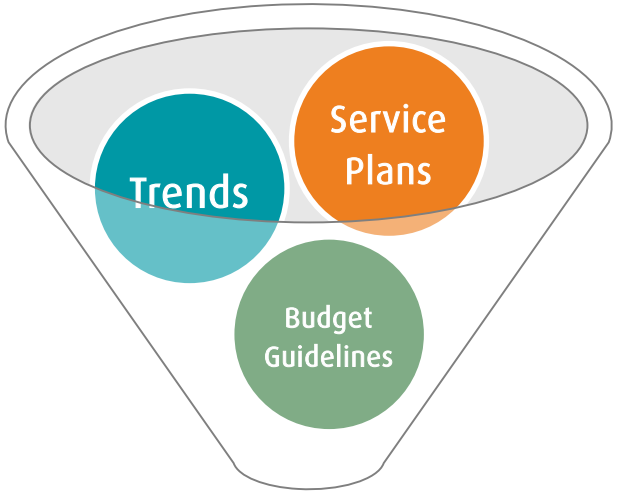
Diversifying Revenue Streams

almost ½ of operating revenue comes from sale of services while just over ¼ from requisition

Planning Framework



Budget Process



2021 Provisional Budget

Service Planning Process

Define appropirate levels of service delivery, adjust impacts, realign resources, evaluate infrastructure

Trends and Assumptions

Adjustments made for external factors including population growth, demographics, economic, etc.

Budget Guidelines

Annual Board approval of the Financial Management Strategies and Guidelines

Review Process

- Board approved Financial Planning Guidelines (Spring)
- Committees & Commissions (Fall)
- Electoral Area Committee (Fall)

Provisional Budget

- Committee of the Whole review (October 28 2020)
- Requests authority to expend January 1 through March 31 2021

Final Budget

- Authority for expenditures in Operating & Capital Budgets
- Approved by March 31 2021

External & Growth Indicators



1.2B

BUILDING PERMITS FORECASTED IN 2020

RESULTING IN APPROX.

3500

UNITS

1.6%

POPULATION GROWTH

22%

INCREASE IN PARKS VISTORS

1.7%

FORECASTED CPI

10.3%

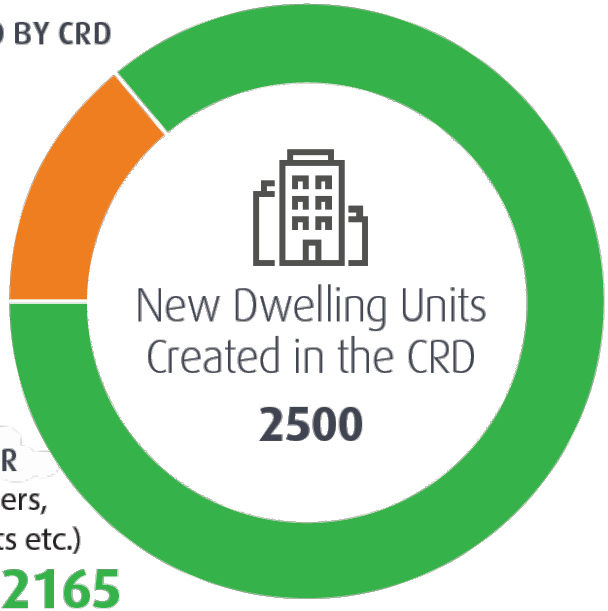
UNEMPLOYMENT RATE

New Housing in the Capital Region

14%

OF ALL NEW DWELLINGS CREATED IN 2020 OPERATED BY CRD





Consolidated Financial Budget

CAPITAL

Capital Regional District
$185M

Capital Regional Hospital District
$35M

Capital Region Housing Corporation
$25M

Total
$245M

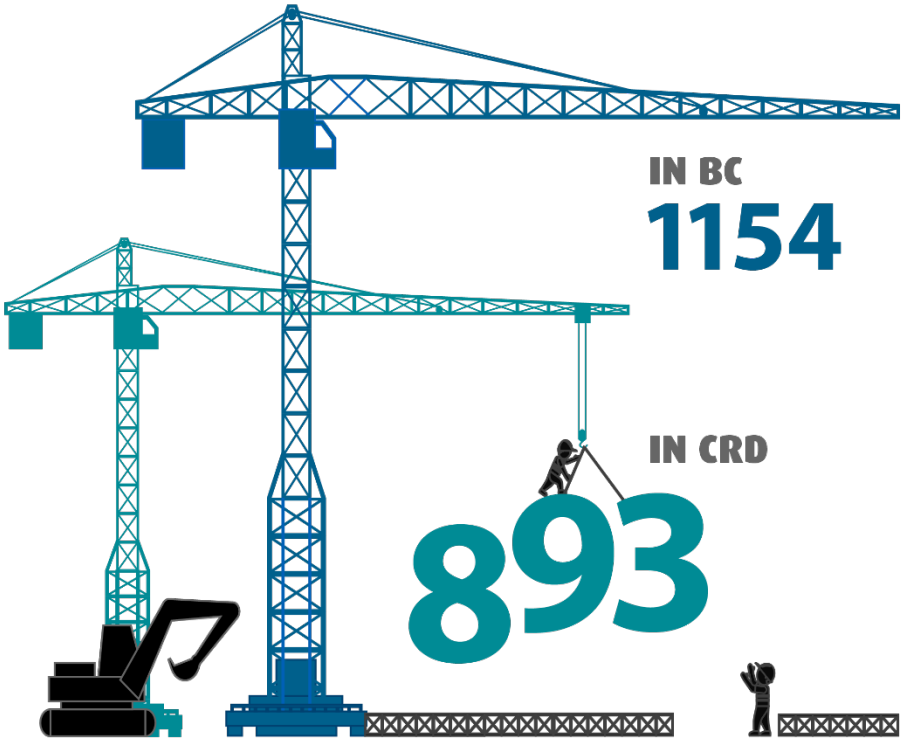
OPERATING

Capital Regional District
$293M

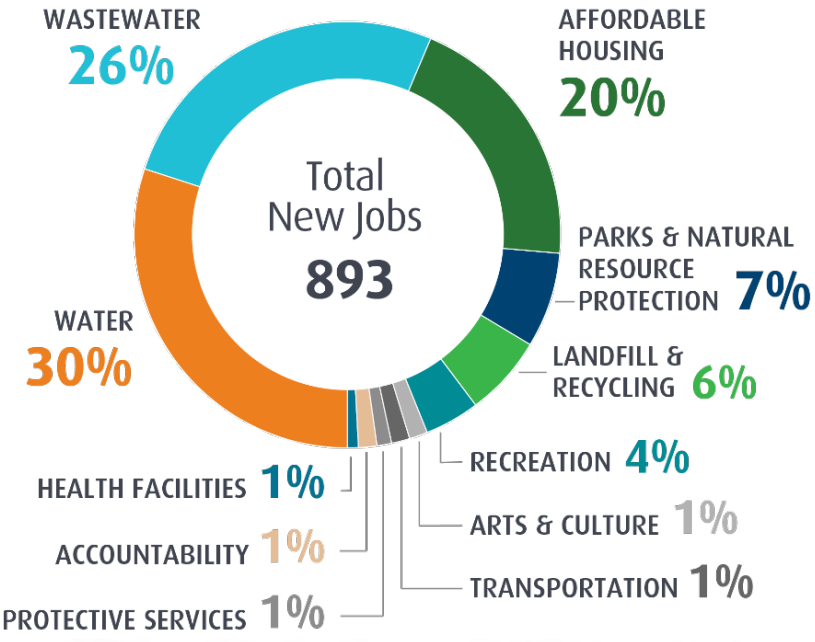
Capital Regional Hospital District
$36M

Capital Region Housing Corporation
$26M

Total
$355M



JOB CREATION By Community Need

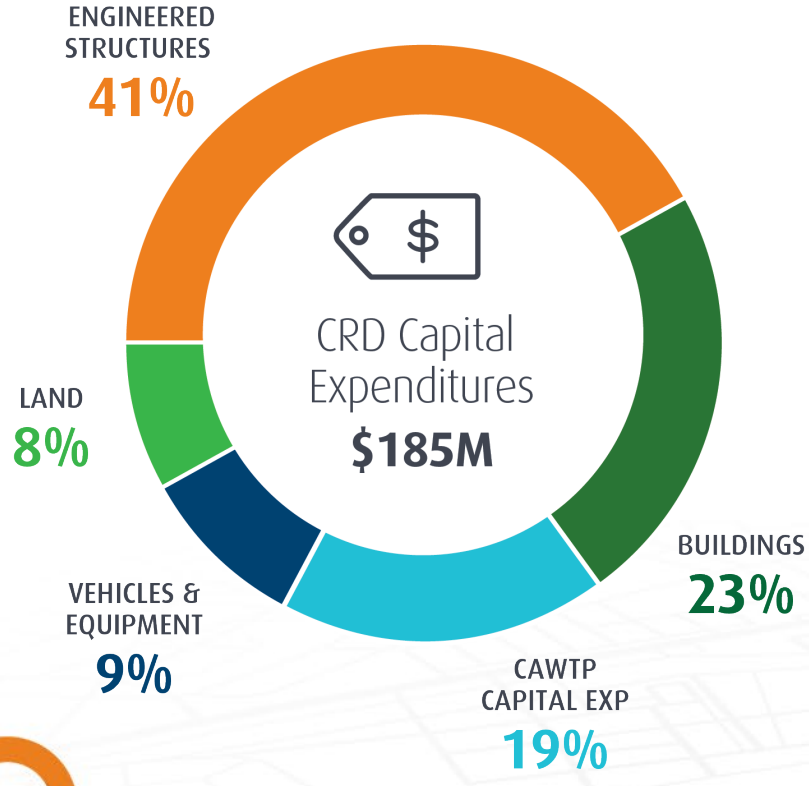


The CRD 2021 Capital Plan of $185M is expected to generate 893 new jobs in the region or across British Columbia through the flow of goods and services among various industries.

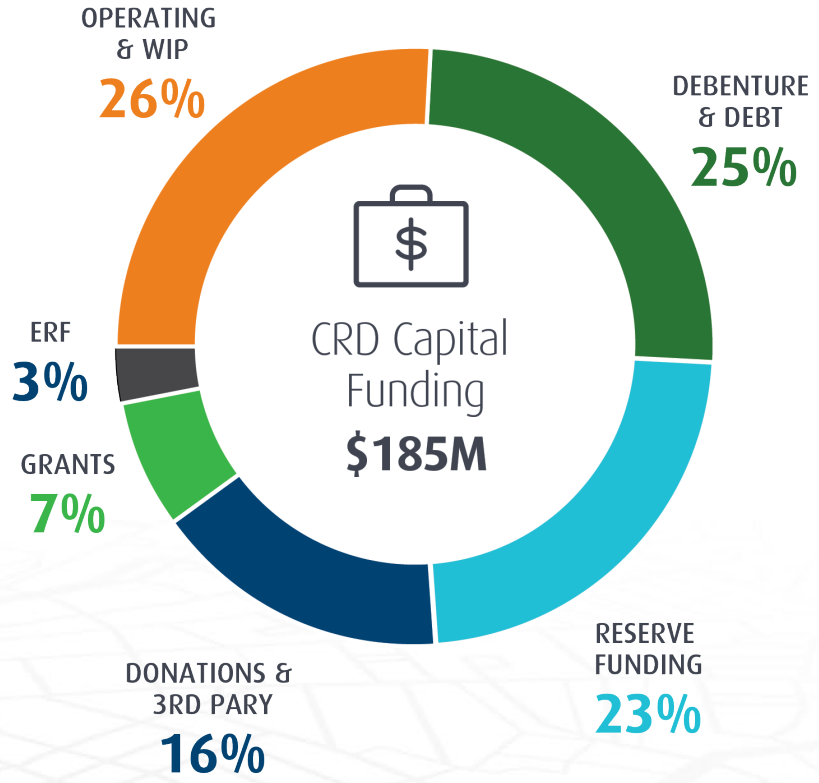
Capital Budget

2020 | $399M → 2021 | $185M △ (214M) | (53.7%)

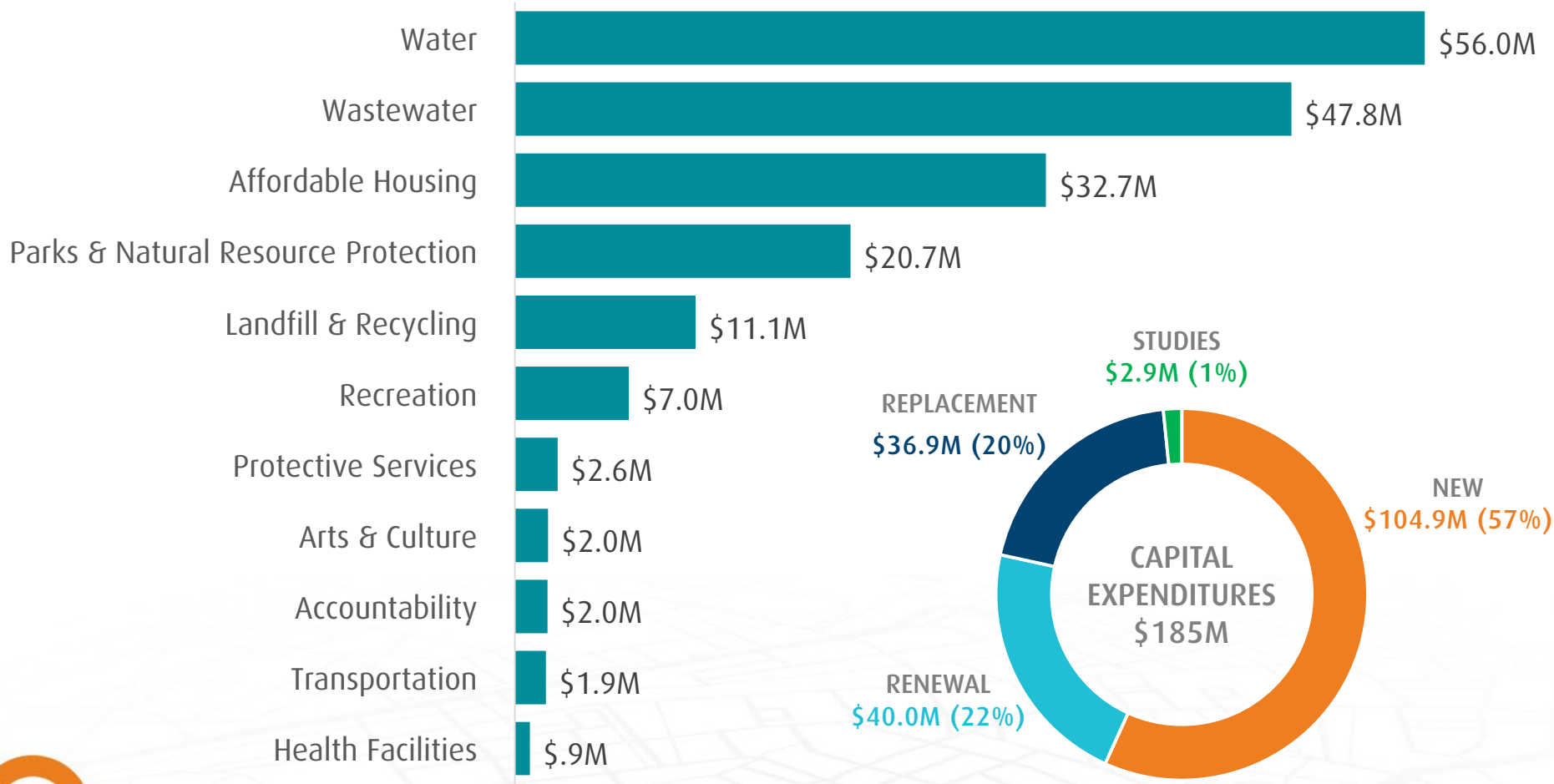
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



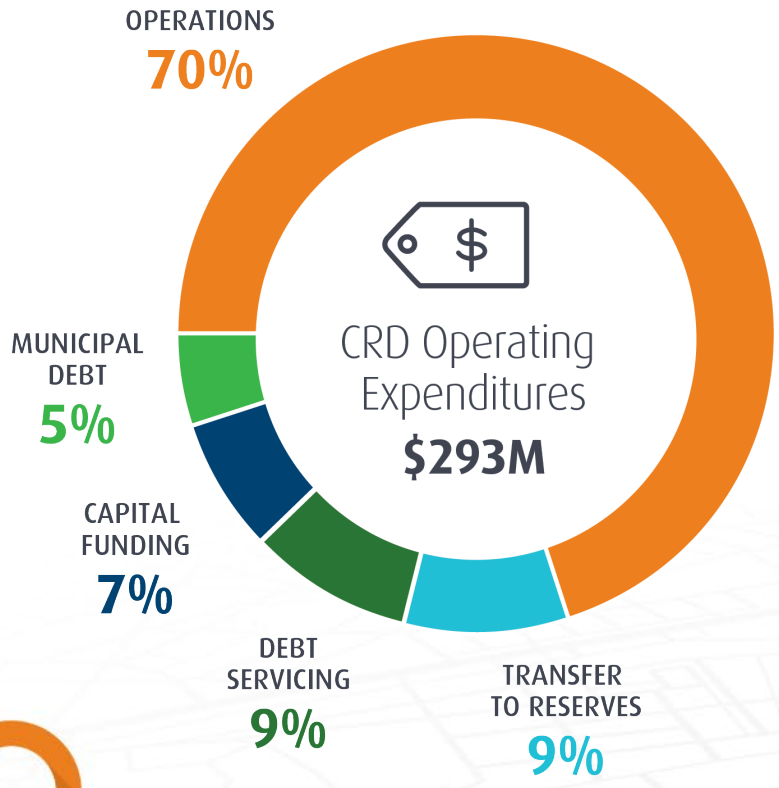
Community Needs



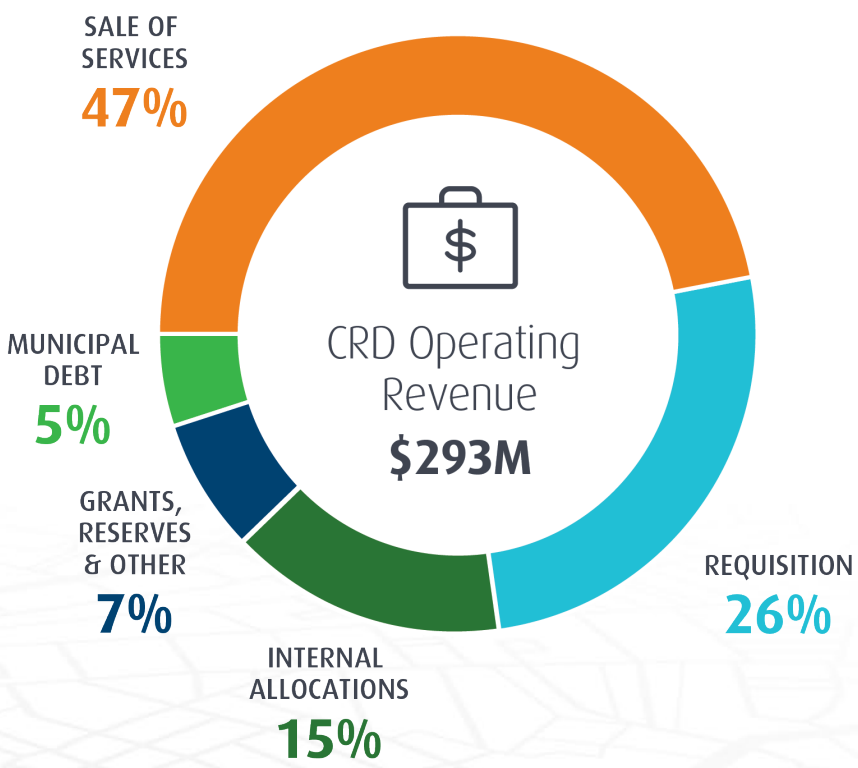
Operating Budget

2020 | $280M → 2021 | $293M △ $12.7M | 4.5%

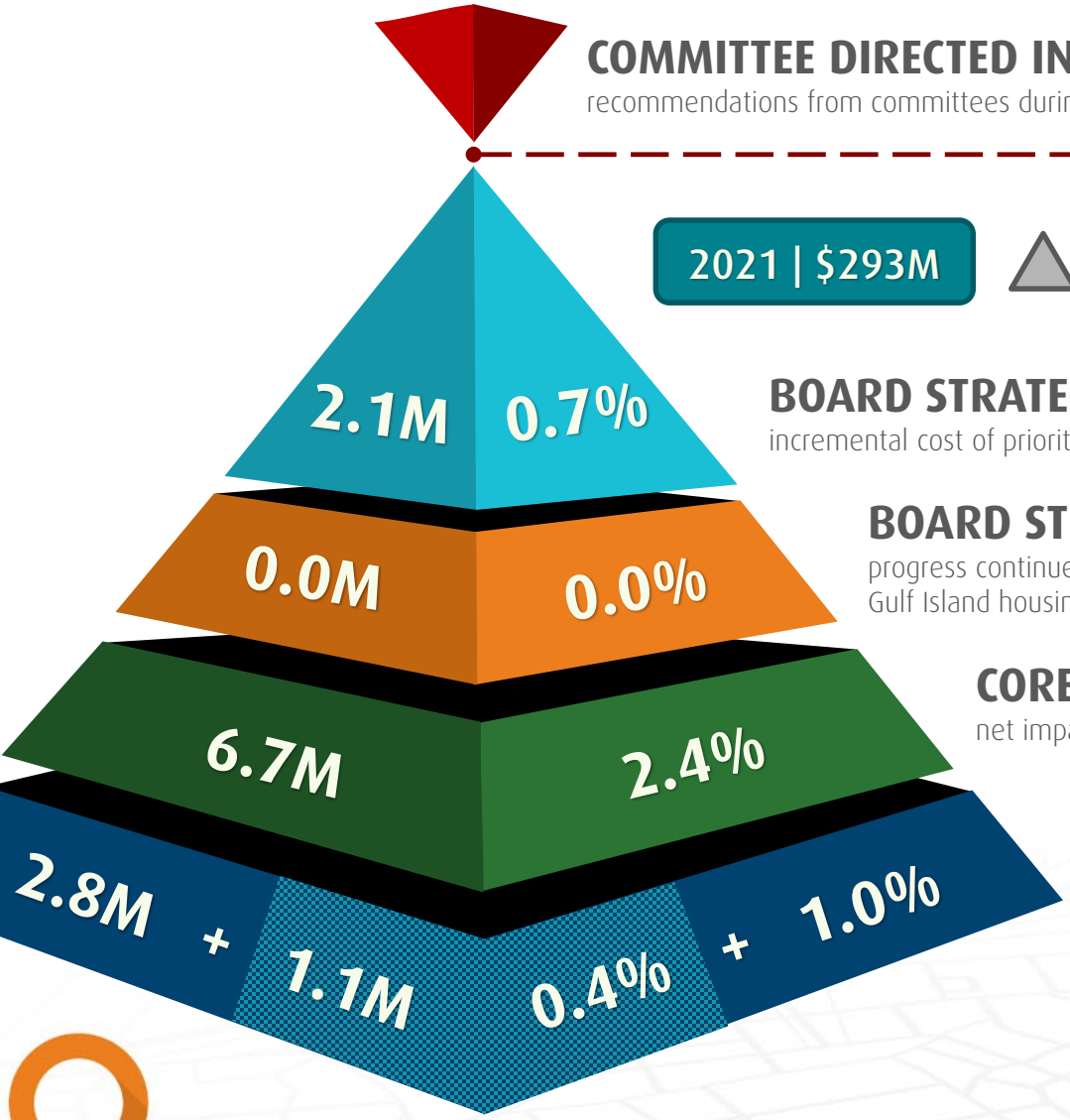
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



Operating Budget Drivers



COMMITTEE DIRECTED INITIATIVES

recommendations from committees during service plan review

2021 | $293M △ $12.7M | 4.5% ✚ +$0.3M | +0.1%

BOARD STRATEGIC PRIORITIES

incremental cost of prioritized initiatives to support the corporate plan

BOARD STRATEGIC PRIORITIES: EAs

progress continues in electoral areas including Mayne Island regional trail, Gulf Island housing strategy, building inspection optimization, etc.

CORE AREA WASTEWATER SERVICE

net impact of treatment and conveyance services

INFLATION & CORE SERVICE DELIVERY

execution of existing service mandates, impact of inflation on cost of goods & services, contracts & agreements, salaries & benefits, net of mitigation



Community Needs › Initiative Business Cases

Presentation to Committee of the Whole
Wednesday October 28, 2020

Affordable Housing

We envision that residents have access to affordable housing that enhances community well-being.

CRD Initiatives		$000's		
1a-2	Housing Investment through the CRD/Capital Region Housing Corporation (CRHC): invest in/build Provincial Income Assistance rate, market rate & affordable housing units through the Regional Housing First Program and operate housing projects through the CRHC	$37		
		Req	Fees	A/O
		-	-	100%
1a-10	Reaching Home Program: collaboration with BC Housing and Island to lead the development of a coordinated access system supported by the Homeless Individuals and Families Information System	$107		
		Req	Fees	A/O
		-	-	100%
1a-11	Southern Gulf Islands (SGI) Housing Strategy: develop a strategy that aligns with the CRD's Regional Housing Affordability Strategy and is tailored to the context of the SGI	$45		
		Req	Fees	A/O
		100%	-	-

First Nations Relations

We envision strong relation ships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

CRD Initiatives		$000's		
3a-2.1	Indigenous Intern Leadership Program: CRD participation in an established Indigenous internship program	-		
		Req	Fees	A/O
		-	-	-
3a-2.2	First Nations Economic Opportunity Portal Social Value Procurement: advance shared prosperity through portal to complement CRD Business Opportunities register	-		
		Req	Fees	A/O
		-	-	-
3a-5	Cultural Confidence Program Development & Implementation: multi-module training program for current and future CRD staff, consistent with best practices	-		
		Req	Fees	A/O
		-	-	-

Climate Action & Adaptation

We envision reduced GHG emissions, triple bottom-line solutions and progress on adaptation.

CRD Initiatives		$000's		
5a-1	Climate Emergency Response: continue co-funded Community Energy Specialist position, update CRD Climate Action Strategy, and complete a building energy retrofit program business case.	$109		
		Req	Fees	A/O
		55%	-	45%

Wastewater

We envision efficient and effective management of the region's wastewater.

CRD Initiatives		$000's		
8a-1.3	Saanich Peninsula Liquid Waste Management Plan: development of a detailed inflow and infiltration reduction program for the Peninsula	$41		
		Req	Fees	A/O
		100%	-	-

Landfill & Recycling

We envision minimizing waste disposal and maximizing waste diversion.

CRD Initiatives		$000's		
9a-1.1	Resource Recovery, Senior Project Coordinator: facilitation of resource recovery initiatives at Hartland depot	$3		
		Req	Fees	A/O
		-	100%	-
9b-0.1	Hartland Waste Technician: monitoring and enforcing WorkSafeBC material handling protocols	$43		
		Req	Fees	A/O
		-	100%	-
9b-0.2	Hartland Landfill Attendant: enhance staffing complement to respond to increase in material volumes dropped off at Hartland depot	-		
		Req	Fees	A/O
		-	-	-
9b-0.3	Food Waste Attendant: consolidation and trucking of food waste materials brought to Hartland depot	-		
		Req	Fees	A/O
		-	-	-

Water

We envision a sustainable and resilient water supply.

CRD Initiatives		$000's		
10a-0.1	Watershed Security Position: create new shift position to respond to security issues and wildfire risk	$44		
		Req	Fees	A/O
		-	100%	-
10a-2.1	Water Infrastructure Resilience: review infrastructure redundancy & improvements, renew/replace infrastructure to avoid infrastructure deficits & ensure reliable, safe service delivery & resilience	$190		
		Req	Fees	A/O
		-	100%	-
10a-4	Cross Connection Control Inspector: convert to permanent position to meet Island Health requirements and protect public health	-		
		Req	Fees	A/O
		-	-	-
10d-2	Leech River Water Quality Operations: program to collect and analyze water quality data from the Leech River Watershed	$55		
		Req	Fees	A/O
		-	100%	-
10d-3	Watershed Hydrology Monitoring: expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	-		
		Req	Fees	A/O
		-	-	-

Recreation

We envision residents having access to appropriate and affordable recreation opportunities.

CRD Initiatives		$000's		
13a-1.1	SEAPARC Aquatic Team Leader: increase staff complement to enhance pool service and reduce risk of service interruption	$2		
		Req	Fees	A/O
		100%	-	-

Health Facilities

We envision effectively contributing to improved community health and well-being.

CRD Initiatives		$000's		
14a-1	Health Capital Planning (Capital Planner): term position to support development and planning for new capital projects for the Capital Regional Hospital District (CRHD)	$114		
		Req	Fees	A/O
		-	-	100%
14a-2	Health Capital Planning (Senior Financial Officer): convert an existing term Senior Financial Officer position created in 2017 to ongoing	$3		
		Req	Fees	A/O
		-	-	100%
14c-1	Healthy Communities Planner: extension of term position to facilitate Regional Outcomes Monitoring Collaborative, gather data metrics and support public health bylaw implementation	$2		
		Req	Fees	A/O
		-	-	100%

Accountability

We envision being leaders in organizational performance, transparency and service delivery.

CRD Initiatives		$000's		
5b-5	CAMS Lifecycle Costing: develop policy and procedure to embed lifecycle assessments within the asset's lifecycle (i.e. business case analysis)	-		
		Req	Fees	A/O
		-	-	-
15a-1	Commission Review: review of CRD's 60+ Commissions and Committees in areas of governance, authority, record collection and FOI compliance and administrative support	-		
		Req	Fees	A/O
		-	-	-
15b-1	Financial Services Treasury Analyst: new position to enhance management of investment and debt portfolios of $250M and $450M respectively, an active portfolio management strategy has proven a value add service across all entities	$103		
		Req	Fees	A/O
		-	-	100%
15b-2	Financial Services Support: Conversion of 1 term and 1 auxiliary position to support Electoral Areas and Planning & Protective Services, addressing the growing, expanding relationship and service delivery to local service commissions	$60		
		Req	Fees	A/O
		-	-	100%
15c-1.2	Facilities Management Worker Formalization: facility maintenance and operations duties	$87		
		Req	Fees	A/O
		-	-	100%

Accountability *(Cont'd)*

We envision being leaders in organizational performance, transparency and service delivery.

CRD Initiatives		$000's		
15c-1.3	Diversity, Inclusion and Organizational Development & Alignment: delivery of the multi-faceted Organizational Development Plan and related strategies	$89		
		Req	Fees	A/O
		-	-	100%
15d-1.2	Graphic Standard Update: development of updated graphic standards package and alignment with the CRD's Statement of Reconciliation	$5		
		Req	Fees	A/O
		-	-	100%
15f-1.3	Facilities Management Centralization Strategy: creation of new position to support low and medium level complexity project, primarily for Island Health	$107		
		Req	Fees	A/O
		-	-	100%
15f-1.4	Hartland Scales and PerfectMind applications Support: enhanced IT support for two key applications used by landfill and recreation services	$102		
		Req	Fees	A/O
		-	-	100%
15f-1.5	Mobile Maintenance Workorder Platform Support: IT ongoing support and development of mobile workorders for mobile workers	$102		
		Req	Fees	A/O
		-	-	100%

Accountability *(Cont'd)*

We envision being leaders in organizational performance, transparency and service delivery.

CRD Initiatives		$000's		
15f-1.6	Electronic Signatures: pilot the use of electronic signature software to approve, track and execute real estate licenses, leases and agreements	$7		
		Req	Fees	A/O
		-	-	100%
15f-1.7	Microsoft Office 365: migration of current Microsoft Office 2013 suite in advance of upcoming product support discontinuance	$52		
		Req	Fees	A/O
		100%	-	-
15f-1.9	Integrated Water Services Infrastructure (IWS) Resilience Support: enhanced IT support for seven IWS initiatives to address aging technology infrastructure	$102		
		Req	Fees	A/O
		-	-	100%
15f-1.13	Financial Services Staffing initiative: to address pressures created by new initiatives and core service delivery to support the organization including; accounts payable, payroll support, project and system development support, and an upcoming changes to reporting asset retirement obligations in Public Sector Accounting Board standards (identified through the external audit)	$214		
		Req	Fees	A/O
		-	-	100%

Accountability *(Cont'd)*

We envision being leaders in organizational performance, transparency and service delivery.

CRD Initiatives		$000's		
15f-1.13	Information Technology & GIS Staffing initiative: to address pressures created by new initiatives and core service delivery to support the organization including; helpdesk, business analysis support and project/systems support. Additionally, maturing corporate reporting requirements and maintaining data integrity for new and existing systems, and a need for master data management to ensure a well-performing ERP system	$167		
		Req	Fees	A/O
		-	-	100%
15f-1.13	Human Resources & Corporate Safety Staffing initiative: to address pressures created by new initiatives brought forward this year including; providing technical, consultative, advisory and analytical support for HR functions and programs.	$89		
		Req	Fees	A/O
		-	-	100%

Parks & Natural Resource Protection

We envision additional land acquisitions and increased access to parks and recreational trails.

Protective Services

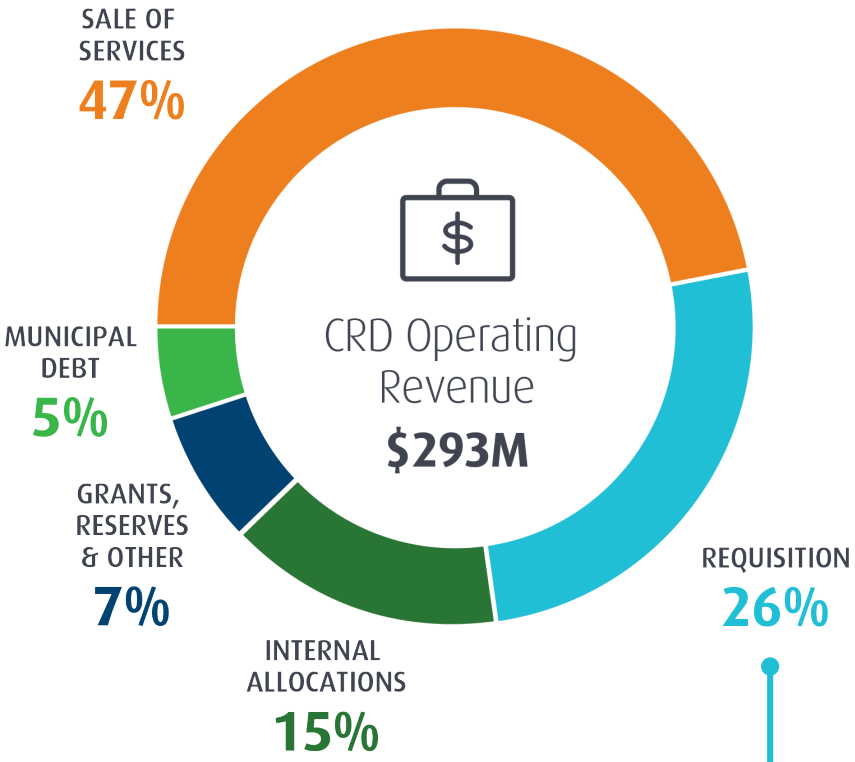
We envision increased regional co-operation in protecting public safety and preparing for, responding to and recovering from emergencies.

Arts & Culture

We envision strategic investment to maximize the artistic, social and economic contribution that arts organizations make to quality of life.

CRD Initiatives	$000's
No new initiatives	

Operating Budget Funding Sources



Sale of Services	138.0
Requisitions	74.1
Internal Allocations	44.6
Grants, Reserves & Other	21.3
Municipal Debt	15.0
Total	$293.0M

2021 Provisional	2020 Final	Δ $	Δ %
$74.1M	$71.1M	$3.0M	4.2%
		+$0.3M	+0.4%

COMMITTEE DIRECTED INITIATIVES

Requisition by Participant

	A	+	B	+	C	=	D		
Municipalities & EAs	Impact of Assessment		Impact of Core Area Wastewater		All Other CRD		CRD Provisional	Cost per HH CRD	Cost per HH CRD & CRHD & Muni Debt
Colwood (CAW Capital Req.)	-		(21.8%)		(0.4%)		(22.2%)	(22.2%)	(14.2%)
Esquimalt	-		12.9%		0.8%		13.7%	13.7%	7.8%
Langford	-		(2.3%)		0.5%		(1.8%)	(1.8%)	(2.2%)
Oak Bay (CAW Operating Req.)	-		56.5%		(0.9%)		55.5%	55.5%	32.1%
Saanich	-		not requisitioned		1.9%		1.9%	1.9%	0.5%
Victoria	-		not requisitioned		1.9%		1.9%	1.9%	(1.0%)
View Royal	-		not requisitioned		1.7%		1.7%	1.7%	(0.5%)
Central Saanich	-				6.4%		6.4%	6.4%	3.5%
Highlands	-				1.5%		1.5%	1.5%	(0.5%)
Metchosin	-				1.0%		1.0%	1.0%	(0.9%)
North Saanich	-				2.9%		2.9%	2.9%	0.8%
Sidney	-				3.5%		3.5%	3.5%	3.4%
Sooke	-				2.1%		2.1%	2.1%	1.0%
Juan de Fuca	-				1.1%		1.1%	1.1%	0.2%
Salt Spring Island	-				1.7%		1.7%	1.7%	1.0%
Southern Gulf Islands	-				4.1%		4.1%	4.1%	2.5%
Total	**-**		**2.4%**		**1.8%**		**4.2%**	**4.2%**	**1.8%**

COMMITTEE DIRECTED INITIATIVES +0.4%



Questions ›

Presentation to Committee of the Whole
Wednesday October 28, 2020

CRD 2021 Consolidated Budget Overview

BUDGET PLANNING PROCESS



Every four years, the Board sets the strategic priorities, policy and direction that guide the activities of the organization. Board members, other elected officials and, in some cases, First Nations and ratepayers sit on various committees and commissions that receive public input.

Public input happens throughout the planning cycle, through customer satisfaction surveys, financial plan consulting, user statistics, advisory body reports and other public engagement activities. This input drives the Board's strategic priorities.

Making a difference...together

REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, MAY 13, 2020

SUBJECT **2021 Service and Financial Planning Guidelines**

ISSUE SUMMARY

This report outlines the service and financial planning process for 2021 including key budget drivers for consideration.

BACKGROUND

The Capital Regional District (CRD) 2021 service and financial planning processes have begun. Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2021–2025 five-year financial plan. Appendix A highlights the overall planning process while Appendix B is more prescriptive with a timeline.

In the 2021 planning cycle, service plans will continue to take the form of Initiative Business Cases (IBCs) that will propose operational responses to Board Priorities and the Corporate Plan, including related initiatives. The IBCs will convey the human resource, financial, organizational and strategic impacts associated with delivering each initiative over the plan period.

As staff prepare and evaluate IBCs throughout the summer, the Executive Leadership Team (ELT) will consider and make recommendations through committees to the Board. Impacts, along with an overview of financial implications and budget recommendations, will be summarized and presented at the Committee of the Whole meeting scheduled for October 28, 2020.

As in prior years, to proactively influence service and financial planning, this report explores financial plan guidelines along with key trends, assumptions and drivers to be used in the planning process.

ALTERNATIVES

Alternative 1
That the Capital Regional District Board approve the financial plan guidelines as presented and that staff be directed to prepare the draft financial plan review based on the timeline presented.

Alternative 2
That this report be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

Alignment of the financial plan with strategic priorities supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over spending levels enables the organization to optimize revenue requirements and minimize

requisition increases. Guidelines on core service levels, new initiatives, adjustments for inflation and market cost escalations are essential management implications for the 2021 budget year.

Financial Guidelines

The financial guidelines are the policies and assumptions by which CRD Board and CRD staff determine the most appropriate allocation of resources by initiative.

The financial guidelines are based on the following:

1. Financial Management Strategies
2. Economic Conditions
3. Base Service Levels and Infrastructure Funding
4. Board Input

1) Financial Management Strategies

Financial management strategies ensure critical financial objectives are integrated into organizational decision making and operations. The following outlines the financial management strategies that will guide financial planning:

- Optimize fees for service revenues and stabilize tax rates to fund operations, maintenance, growth and asset utilization.
- Limit transfers to/from operating reserves, transferring only to fund one-time projects or to stabilize revenue requirements.
- Levels of transfers to/from capital reserves supported through development of life cycle funding requirements.
- One-time variances resulting in surplus transferred to reserve in order to fund future capital liabilities or reduce future revenue requirements, and only applied to reduce tax rates in rare circumstances where the offset is sustainable and stable.

2) Economic Conditions

With the COVID-19 outbreak having been declared a pandemic by the World Health Organization in March there has been a significant economic and social impact locally and internationally. These factors, along with the unknown length of the current event, generate a higher level of uncertainty over future cash flows, service level impacts and financial planning.

To support appropriate levels of due diligence in the planning process, continuous monitoring of economic and social conditions will continue and, as is the case in prudent financial planning, conservative drivers and assumptions will form the basis of the plan. The focus will remain on maintaining essential services at a price and level reflective of board strategy and the local economic conditions.

3) Base Service Levels and Infrastructure Funding

The CRD Board's 2019–2022 strategic priorities formed the basis for the Corporate Plan. These priorities are foundational to each service's work plans. The rolling five-year financial plan (this year is 2021–2025) will reflect updated assumptions in timing, scope and cost estimates. The

budget will also include core inflation and cost escalation reflected in market conditions, and related funding.

Key Drivers

The most significant costs to service delivery are salary and benefits, debt servicing, materials and equipment. Changes in these expenditures can be influenced by uncontrollable economic conditions such as unemployment rates, supply and demand, tax changes, and contractual agreements.

Infrastructure

The CRD's financial management strategy is to target optimal levels of reserve, debt funding and grant funding to minimize infrastructure lifecycle costs. The corporate asset management policy and strategy for the organization have been endorsed by the Board. These documents are well aligned with other strategic documents; specifically, to the Corporate Plan, climate action strategy and the risk management policy. The priority action from the asset management strategy is to develop Sustainable Service Delivery Plans (previously called asset management plans) and, as they are compiled, to integrate risk assessments, as well as climate adaption, which will ultimately further inform financial management practices in the future.

4) Board Input

The 2021 financial planning process is based on the corporate planning cycle and will reflect direction from Commissions, Committees and the Board, inclusive of feedback received in the last planning cycle. The public will again be invited to engage throughout the planning process with a communications and public input strategy similar to the 2020 planning process. There are also ongoing opportunities for public input directly through individual service activities at the Committee and Commission level.

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over spending levels enables the organization to optimize revenue requirements and minimize requisition increases. The guidelines to maintain core service levels and incorporate new initiatives from the Strategic and Corporate Plans adjustments for inflation and market cost escalations, as detailed in this report for the 2021 budget, looks to minimize financial implications for the 2021 budget year.

CONCLUSION

Services will build work plans and five-year financial plans to plan for and carry out the identified priorities. Assumptions for inflation, market cost escalation, salary contract rates, benefit rates and utility rates will also be taken into account when developing the financial plans.

RECOMMENDATION

That the Capital Regional District Board approve the financial plan guidelines as presented and that staff be directed to prepare the draft financial plan review based on the timeline presented.

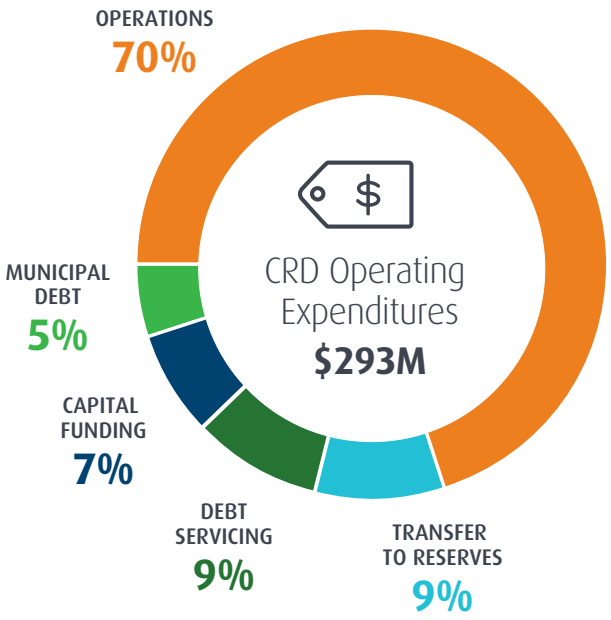
Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

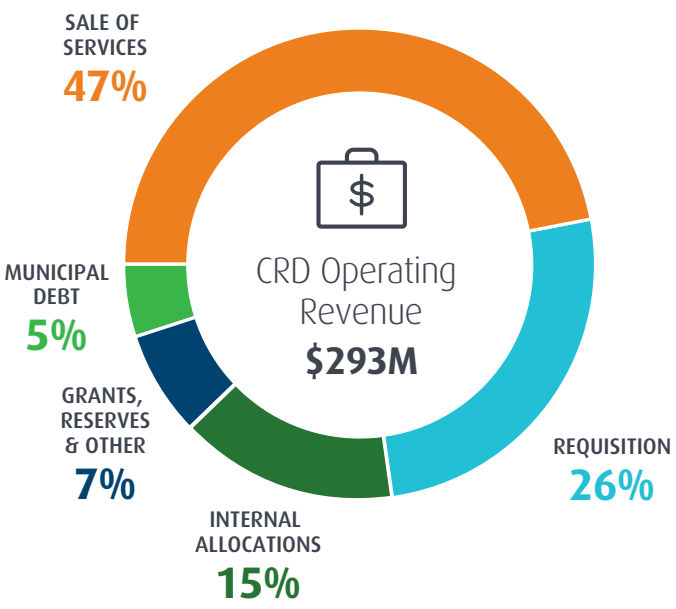
Appendix A: CRD Corporate Planning Framework
Appendix B: 2021 CRD Financial Planning Timetable

CRD 2021 Operating Budget Overview

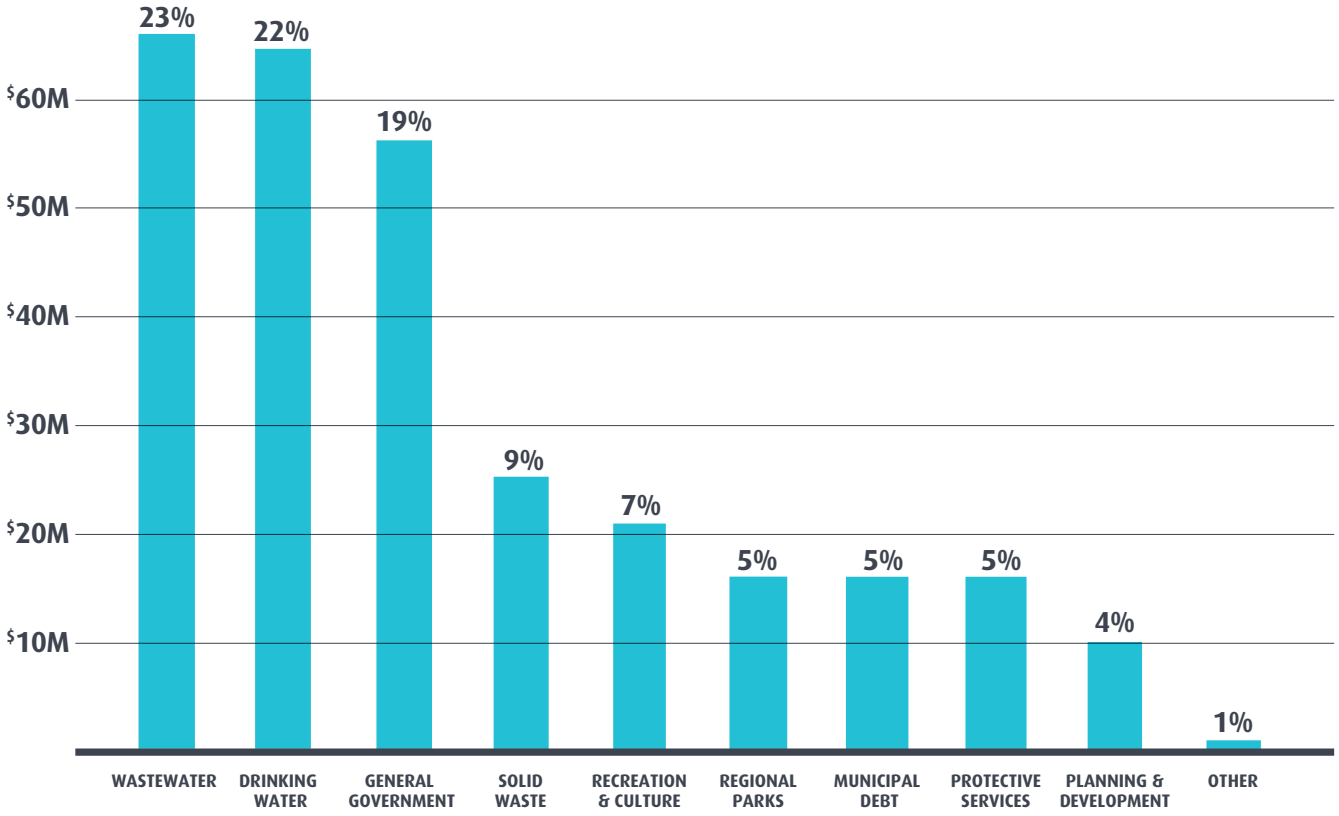
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM

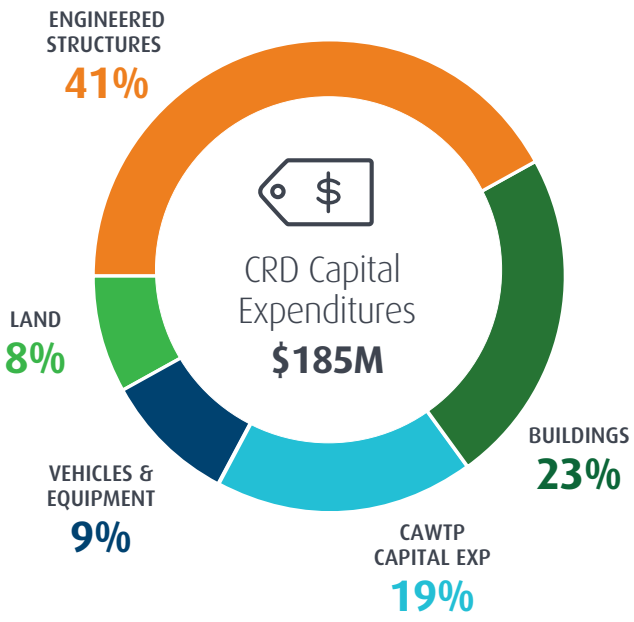


HOW THE MONEY IS SPENT

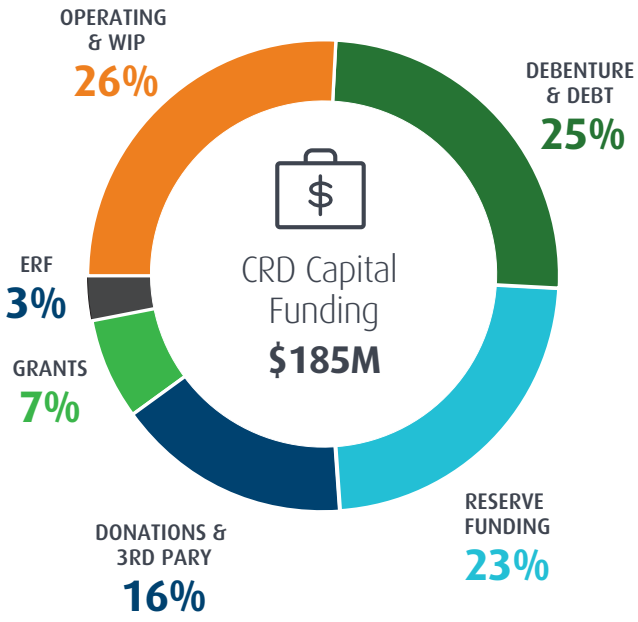


CRD 2021 Capital Budget Overview

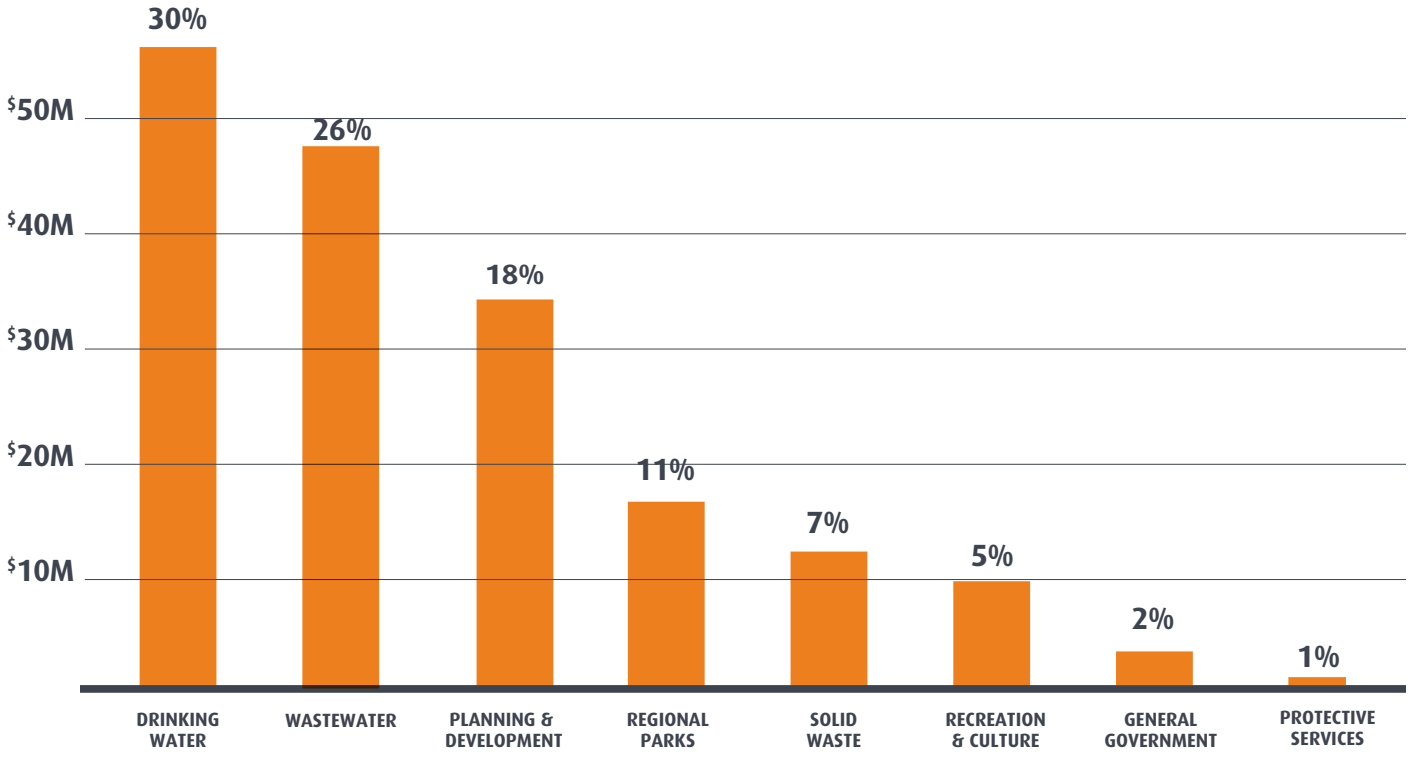
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



Appendix D

CAPITAL REGIONAL DISTRICT

2021 Financial Plan Summary

(Cost Apportionment based on Prior year assessment data.
Subject to change with the final 2021 Assessment values).

Prepared by CRD Financial
Services October 28, 2020

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CAPITAL REGIONAL DISTRICT - YEAR 2021 FINANCIAL PLAN

Regional	Service	Gross Expenditure 2020	Gross Expenditure 2021	Carry Fwd. to 2021 Operating	Allocations to Other Services	Other revenue	Requisition 2021	Requisition 2020	Req. % Incr.
1.010	Legislative & General Government	23,882,917	24,311,591	450,000	13,359,786	1,980,320	8,521,485	8,142,391	4.66%
1.10X	Facilities Management	3,012,068	3,343,440		2,965,267	218,999	159,174	155,288	2.50%
1.101	G.I.S.	558,174	559,343		491,222	3,310	64,811	63,702	1.74%
1.112	Regional Grant in Aid	1,444,622	1,452,600	1,430,600		22,000			
1.224	Community Health	827,419	817,116	15,097		188,448	613,571	614,427	-0.14%
1.226	Health Facilities - VIHA	1,997,072	1,580,254			1,580,254			
1.280	Regional Parks	11,997,067	12,255,593		66,923	1,161,149	11,027,521	10,840,739	1.72%
1.280A	Regional Parks - Land Acquisition	3,859,865	3,859,865				3,859,865	3,859,865	
1.309	Climate Action and Adaptation	577,551	586,966	52,467		76,080	458,419	450,756	1.70%
1.310	Land Banking & Housing	2,764,165	2,785,019	57,195	903,390	486,872	1,337,562	1,282,465	4.30%
1.324	Regional Planning Services	1,654,488	1,662,662	125,493	197,268	151,811	1,188,090	1,168,232	1.70%
1.335	Geo-Spatial Referencing System	178,520	179,599			17,270	162,329	161,620	0.44%
1.374	Regional Emergency Program Support	166,266	169,443			40,180	129,263	129,263	
1.375	Hazardous Material Incident Response	330,004	344,640			27,610	317,030	312,698	1.39%
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	24,905,334	25,260,497	1,008,244		24,252,253			
1.525	Solid Waste Disposal - Debt	1,385,658	203,660			203,660			
1.57X	Environmental Services	18,494,888	22,662,668	49,995	22,520,273	92,400			
1.911	911 Systems	2,672,114	2,643,000			2,489,655	153,345	151,000	1.55%
1.921	Regional CREST Contribution	1,690,484	1,718,190			102,970	1,615,220	1,589,184	1.64%
2.670	Regional Water Supply	34,055,398	34,921,283			34,921,283			
21.ALL	Feasibility Study Reserve Fund - All	64,976	29,640	29,640				40,000	-100.00%
Total Regional		**136,519,050**	**141,347,069**	**3,218,731**	**40,504,129**	**68,016,524**	**29,607,685**	**28,961,630**	**2.23%**

Sub-Regional	Service	Gross Expenditure 2020	Gross Expenditure 2021	Carry Fwd. to 2021 Operating	Allocations to Other Services	Other revenue	Requisition 2021	Requisition 2020	Req. % Incr.
1.121	Sooke Regional Museum	193,331	196,593			320	196,273	192,963	1.72%
1.123	Prov. Court of B.C. (Family Court)	145,295	149,360			149,360			
1.126	Victoria Family Court Committee	15,934	15,888			888	15,000	15,000	
1.128	Greater Victoria Police Victim Services	286,371	292,401			14,571	277,830	271,200	2.44%
1.230	Traffic Safety Commission	112,630	91,366	16,694		3,560	71,112	71,112	
1.290	Royal Theatre	580,000	580,000				580,000	580,000	
1.295	McPherson Theatre	785,843	785,843			35,843	750,000	750,000	
1.297	Arts Grants	2,893,591	2,942,074		13,552	200,665	2,727,857	2,682,706	1.68%
1.311	Regional Housing Trust Fund	4,232,219	4,141,261	3,058,800		82,461	1,000,000	1,000,000	
1.330	Regional Growth Strategy	331,689	379,205	45,000		38,080	296,125	294,774	0.46%
1.40X	SEAPARC	3,557,036	3,684,094			766,963	2,917,131	2,859,876	2.00%
1.44X	Panorama Rec. Center.	7,182,406	7,895,155			2,719,934	5,175,221	4,993,847	3.63%
1.531	Stormwater Quality Management - Sooke	36,921	66,404			28,934	37,470	36,844	1.70%
1.536	LWMP-Stormwater Quality Management-Core	735,936	720,359			95,699	624,660	614,221	1.70%
1.537	Stormwater Quality Management - Peninsula	113,795	115,730			3,910	111,820	109,946	1.70%
1.538	Source - Stormwater Quality - Peninsula	61,433	62,480			9,330	53,150	52,264	1.70%
1.912A	911 Call Answer - RCMP							-21,730	-100.00%
1.912B	911 Call Answer - Municipalities		9,470		799,630	-54,678	-735,482	-803,417	8.46%
1.913	913 Fire Dispatch	706,691	725,219			13,120	712,099	694,378	2.55%
2.610	Saanich Peninsula Water Supply	6,957,371	7,169,999			7,169,999			
2.680	Juan de Fuca Water Distribution	20,135,341	20,799,372		6,000	20,793,372			
3.700	Septage Disposal - Municipal	203,520	156,142			107,400	48,742	47,927	1.70%
3.701	Millstream Remediation Service	660,156	374,461	20		197,480	176,961	320,000	-44.70%
3.707	On Site System Management Program - LWMP	318,571	293,016	102,986		8,590	181,440	181,440	
3.718	Peninsula Wastewater TP	3,849,705	4,404,946		153,311	2,400,102	1,851,533	1,621,575	14.18%
3.720	LWMP (Peninsula) - Implementation	46,875	82,738			29,868	52,870	11,675	352.85%
3.750	LWMP	1,204,917	371,116			165,986	205,130	201,701	1.70%
3.752	Harbours Program	342,942	343,358			24,590	318,768	318,764	
3.755	Regional Source Control	1,605,745	1,691,163	67,096	54,610	246,417	1,323,040	1,300,927	1.70%
3.775	Debt - Saanich Pen. Waste Water System							-384	-100.00%
3.71X	Trk Swrs & Swge Disp - oper	7,095,562	29,895,048	44,218	1,371,174	22,199,536	6,280,120	1,440,122	336.08%
3.7XX	Trk Swrs - debt	41,084,449	24,221,559	726,125		18,899,513	4,595,921	7,898,083	-41.81%
Total Sub-Regional		**105,476,275**	**112,655,820**	**4,060,939**	**2,398,277**	**76,351,813**	**29,844,791**	**27,735,814**	**7.60%**
Total CRD - Regional & Sub-Regional		**241,995,325**	**254,002,889**	**7,279,670**	**42,902,406**	**144,368,337**	**59,452,476**	**56,697,444**	**4.86%**
Total Electoral Areas Only		**23,413,746**	**24,004,224**	**126,480**	**1,706,732**	**7,476,493**	**14,694,519**	**14,437,999**	**1.78%**
Total CRD excluding Municipal Debt		**265,409,071**	**278,007,113**	**7,406,150**	**44,609,138**	**151,844,830**	**74,146,995**	**71,135,443**	**4.23%**
1.15X	Municipalities' Own Debt - M.F.A.	14,907,745	15,032,079			70,460	14,961,619	14,843,225	0.80%
Total CRD		**280,316,816**	**293,039,192**	**7,406,150**	**44,609,138**	**151,915,290**	**89,108,614**	**85,978,668**	**3.64%**
CRHD	**Capital Regional Hospital District**	**37,441,471**	**36,342,234**			**8,061,878**	**28,280,356**	**29,383,047**	**-3.75%**
Total CRD, CRHD & Municipal Debt		**317,758,287**	**329,381,426**	**7,406,150**	**44,609,138**	**159,977,168**	**117,388,970**	**115,361,715**	**1.76%**

CAPITAL REGIONAL DISTRICT - YEAR 2021 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2020	Gross Expenditure 2021	Carry Fwd. to 2021 Operating	Allocations to Other Services	Other revenue	Requisition 2021	Requisition 2020	Req. % Incr.
	Joint Electoral Area Services								
1.103	Elections	20,158	25,070	-	-	70	25,000	20,000	25.00%
1.104	U.B.C.M.	16,805	12,893	3,930	-	90	8,873	13,886	-36.10%
1.313	Animal Care Services	1,154,051	1,175,450	-	-	743,730	431,720	425,925	1.36%
1.318	Building Inspection	1,561,459	1,653,290	-	29,486	1,186,394	437,410	408,797	7.00%
1.320	Noise Control	38,561	39,140	-	-	200	38,940	38,330	1.59%
1.322	Nuisances & Unsightly Premises	51,123	51,990	-	-	270	51,720	50,845	1.72%
1.323	By-Law Enforcement	492,508	509,296	-	480,016	29,280	-	-	0
1.372	Electoral Area Emergency Program	664,823	619,967	14,486	459,671	810	145,000	142,746	1.58%
	TOTAL JOINT ELECTORAL AREA SERVICES	**3,999,488**	**4,087,096**	**18,416**	**969,173**	**1,960,844**	**1,138,663**	**1,100,529**	**3.47%**
	Juan de Fuca Electoral Area								
1.109	Electoral Area Admin Exp - JDF	59,372	58,767	1,952	-	120	56,695	58,034	-2.31%
1.114	Grant-in-Aid - Juan de Fuca	41,626	21,858	21,550	-	308	-	9,859	-100.00%
1.317	JDF Building Numbering	12,722	12,900	-	-	50	12,850	12,639	1.67%
1.319	Soil Deposit Removal	5,554	5,661	-	-	40	5,621	5,534	1.57%
1.325	Electoral Area Services - Planning	782,922	854,606	-	17,798	152,718	684,090	672,654	1.70%
1.370	Juan de Fuca Emergency Program	85,538	86,825	-	-	220	86,605	85,204	1.64%
1.377	JDF Search and Rescue	84,277	85,259	-	-	20,680	64,579	63,603	1.53%
1.405	JDF EA - Community Parks	187,745	190,953	-	-	760	190,193	186,996	1.71%
1.924	Emergency Comm - CREST - J.D.F.	105,685	107,184	-	-	210	106,974	105,475	1.42%
	Total JDF Regional	**1,365,441**	**1,424,013**	**23,502**	**17,798**	**175,106**	**1,207,607**	**1,199,998**	**0.63%**
1.119	Vancouver Island Regional Library	304,608	309,232	-	-	530	308,702	304,078	1.52%
1.129	Vancouver Island Regional Library - Debt	213,900	213,900	-	-	213,900	-	-	0
1.133	Langford E.A. - Greater Victoria Public Library	30,675	31,086	-	-	80	31,006	30,589	1.36%
1.232	Port Renfrew Street Lighting	8,766	8,875	1,680	-	3,370	3,825	3,763	1.65%
1.350	Willis Point Fire Protect & Recreation	204,256	161,817	-	-	32,875	128,942	125,208	2.98%
1.353	Otter Point Fire Protection	497,637	462,245	-	-	310	461,935	497,337	-7.12%
1.354	Malahat Fire Protection	61,569	62,872	-	-	-	62,872	61,430	2.35%
1.355	Durrance Road Fire Protection	2,939	2,990	-	-	-	2,990	2,939	1.74%
1.357	East Sooke Fire Protection	492,495	494,422	-	-	82,170	412,252	406,755	1.35%
1.358	Port Renfrew Fire Protection	146,195	149,159	-	-	60,320	88,839	87,133	1.96%
1.360	Shirley Fire Protection	153,389	156,913	-	-	200	156,713	153,189	2.30%
1.369	Electoral Area Fire Services - JDF	66,940	66,940	-	-	100	66,840	66,840	0.00%
1.408	JDF EA - Community Recreation	87,510	88,526	-	-	20,210	68,316	67,301	1.51%
1.523	Port Renfrew Refuse Disposal	85,010	86,737	-	15,500	37,799	33,438	32,855	1.77%
2.650	Port Renfrew Water	117,738	119,708	-	-	60,499	59,209	58,327	1.51%
2.655	Snuggery Cove (Port Renfrew)	-	-	-	-	-	-	(8,034)	-100.00%
2.691	Wilderness Mountain Water Service	147,157	153,953	-	-	85,803	68,150	63,859	6.72%
3.700	Septage Disposal - JDF Service Area	388	394	-	-	-	394	388	1.70%
3.850	Port Renfrew Sewer	97,641	115,828	-	-	58,519	57,309	48,210	18.87%
	Total JDF Local/Specified/Defined Services	**2,718,813**	**2,685,598**	**1,680**	**15,500**	**656,685**	**2,011,733**	**2,002,167**	**0.48%**
	TOTAL JUAN DE FUCA ELECTORAL AREA	**4,084,254**	**4,109,611**	**25,182**	**33,298**	**831,791**	**3,219,340**	**3,202,165**	**0.54%**

CAPITAL REGIONAL DISTRICT - YEAR 2021 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2020	Gross Expenditure 2021	Carry Fwd. to 2021 Operating	Allocations to Other Services	Other revenue	Requisition 2021	Requisition 2020	Req. % Incr.
	Salt Spring Island Electoral Area								
1.111	Electoral Area Admin Exp - SSI	776,992	793,116	30,352	240,769	620	521,375	512,280	1.78%
1.116	Grant-in-Aid - Salt Spring Island	45,628	50,287	-	-	200	50,087	45,397	10.33%
1.124	SSI Economic Development Commission	87,599	97,588	-	-	20,560	77,028	77,028	0.00%
1.236	Salt Spring Island Fernwood Dock	31,454	31,453	-	-	170	31,283	31,283	0.00%
1.141	Salt Spring Island Public Library	661,397	662,275	-	-	2,040	660,235	660,235	0.00%
1.238A	Community Transit (S.S.I.)	462,938	492,124	-	-	251,277	240,847	232,253	3.70%
1.238B	Community Transportation (S.S.I.)	168,631	171,382	-	-	1,330	170,052	167,496	1.53%
1.299	Salt Spring Island Arts	116,348	118,477	-	-	70	118,407	116,005	2.07%
1.316	SSI Building Numbering	9,286	9,450	-	-	30	9,420	9,266	1.66%
1.371	S.S.I. Emergency Program	111,595	133,100	-	-	5,180	127,920	111,308	14.92%
1.378	S.S.I. Search and Rescue	24,352	23,436	-	-	100	23,336	22,034	5.91%
1.455	Salt Spring Island - Community Parks	856,149	919,677	-	356,700	145,170	417,807	380,308	9.86%
1.458	Salt Spring Is.- Community Rec	231,954	274,338	10,057	-	210,770	53,511	49,918	7.20%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,949,320	1,750,579	-	96,138	154,395	1,500,046	1,541,158	-2.67%
1.535	Stormwater Quality Management - S.S.I.	22,861	27,530	-	-	30	27,500	22,502	22.21%
1.925	Emergency Comm - CREST - S.S.I.	89,156	90,671	-	-	120	90,551	88,573	2.23%
	Total S.S.I. Regional	**5,645,660**	**5,645,483**	**40,409**	**693,607**	**792,062**	**4,119,405**	**4,067,044**	**1.29%**
1.234	S.S.I. Street Lighting	27,704	25,995	2,447	-	40	23,508	25,401	-7.45%
2.620	SSI Highland Water System	31,744	31,272	-	-	120	31,152	30,514	2.09%
2.621	Highland / Fernwood Water - SSI	420,636	531,903	-	-	456,903	75,000	56,822	31.99%
2.622	Cedars of Tuam	46,813	38,363	-	-	38,363	-	-	0
2.624	Beddis Water	249,790	266,352	-	-	188,776	77,576	72,240	7.39%
2.626	Fulford Water	212,992	229,768	-	-	169,363	60,405	66,359	-8.97%
2.628	Cedar Lane Water (S.S.I.)	81,430	72,091	-	-	60,067	12,024	11,951	0.61%
2.660	Fernwood Water	16,639	14,753	-	-	60	14,693	16,138	-8.95%
3.705	S.S.I. Liquid Waste Disposal	812,276	896,826	-	-	540,130	356,696	348,805	2.26%
3.810	Ganges Sewer	978,061	1,059,373	-	-	1,002,373	57,000	54,128	5.31%
3.820	Maliview Estates Sewer System	154,900	212,778	-	-	212,778	-	-	0
	Total S.S.I. Local/Specified/Defined Services	**3,032,985**	**3,379,474**	**2,447**	**-**	**2,668,973**	**708,054**	**682,358**	**3.77%**
	TOTAL S.S.I. ELECTORAL AREA	**8,678,645**	**9,024,957**	**42,856**	**693,607**	**3,461,035**	**4,827,459**	**4,749,402**	**1.64%**
	Southern Gulf Islands Electoral Area								
1.110	Electoral Area Admin Exp - SGI	420,697	396,198	37,166	-	16,647	342,385	342,385	0.00%
1.117	Grant-in-Aid - Southern Gulf Islands	63,643	103,479	-	-	870	102,609	62,791	63.41%
1.125	SGI Economic Development Commission	98,462	119,726	1,700	-	700	117,326	90,831	29.17%
1.138	Southern Gulf Islands Regional Library	203,001	206,895	1,010	-	1,610	204,275	200,278	2.00%
1.235	S. G. I. Small Craft Harbour Facilities	369,758	379,013	-	-	97,900	281,113	273,347	2.84%
1.314	SGI House Numbering	9,173	9,340	-	-	130	9,210	9,059	1.67%
1.373	S.G.I. Emergency Program	244,937	244,668	-	-	2,080	242,588	242,888	-0.12%
1.533	Stormwater Quality Management - Outer Gulf Is.	44,877	38,275	-	-	400	37,875	44,488	-14.86%
1.923	Emergency Comm - CREST - S.G.I.	161,541	164,237	-	-	1,630	162,607	159,461	1.97%
	Total Southern Gulf Islands Regional	**1,616,089**	**1,661,831**	**39,876**	**-**	**121,967**	**1,499,988**	**1,425,528**	**5.22%**
1.137	Galiano Island Community Use Building	60,862	61,968	-	-	250	61,718	60,616	1.82%
1.170	Gossip Island Electric Power Supply	57,504	57,220	-	-	293	56,927	57,079	-0.27%
1.227	Saturna Island Medical Clinic	15,387	15,568	-	-	1,730	13,838	5,686	143.37%
1.228	Galiano Health Service	123,011	125,270	150	-	40	125,080	122,684	1.95%
1.352	South Galiano Fire Protection	379,103	386,230	-	-	310	385,920	378,803	1.88%
1.356	Pender Fire Protection	1,027,091	1,107,570	-	-	126,010	981,560	960,110	2.23%
1.359	N. Galiano Fire Protection	224,034	214,628	-	-	700	213,928	201,713	6.06%
1.363	Saturna Island Fire	170,002	173,109	-	-	7,360	165,749	162,741	1.85%
1.369	Electoral Area Fire Services - SGI	75,350	75,350	-	-	-	75,350	75,350	0.00%
1.465	Saturna Island Comm. Parks	18,615	24,060	-	-	1,060	23,000	17,554	31.02%
1.468	Saturna Island - Community Rec.	13,529	13,748	-	-	380	13,368	11,621	15.03%
1.475	Mayne Is. Com. Parks & Rec	81,525	83,484	-	-	270	83,214	81,263	2.40%
1.476	Mayne Is. Comm. Parks (reserve)	22,177	3,923	-	-	3,923	-	-	0
1.478	Mayne Is. Community Rec.	35,745	34,267	-	-	60	34,207	32,797	4.30%
1.485	North & South Pender Com. Parks	154,960	156,882	-	-	1,240	155,642	153,720	1.25%
1.488	North & South Pender Com. Rec	60,366	61,707	-	-	860	60,847	58,653	3.74%
1.495	Galiano Parks	90,080	92,140	-	-	60	92,080	90,020	2.29%
1.498	Galiano Community Recreation	35,981	36,720	-	-	20	36,700	35,894	2.25%
2.630	Magic Lakes Estate Water System	949,363	951,945	-	-	383,428	568,517	568,517	0.00%
2.640	Saturna Island Water System (Lyall Harbour)	236,700	253,049	-	-	119,792	133,257	131,030	1.70%
2.642	Skana Water (Mayne)	66,870	69,509	-	-	46,624	22,885	23,070	-0.80%
2.665	Sticks Allison Water (Galiano)	52,102	63,999	-	-	53,999	10,000	5,000	100.00%
2.667	Surfside Park Estates (Mayne)	110,845	108,191	-	-	86,044	22,147	27,843	-20.46%
3.830	Magic Lake Estates Sewer System	974,068	856,453	-	10,654	266,403	579,396	698,611	-17.06%
3.830D	Magic Lake Estates Sewer Debt	-	93,740	-	-	-	93,740	-	0
	Total S.G.I. Local/Specified/Defined Services	**5,035,270**	**5,120,730**	**150**	**10,654**	**1,100,856**	**4,009,070**	**3,960,375**	**1.23%**
	TOTAL S.G.I. ELECTORAL AREA	**6,651,359**	**6,782,561**	**40,026**	**10,654**	**1,222,823**	**5,509,058**	**5,385,903**	**2.29%**
	TOTAL FOR ELECTORAL AREAS ONLY	**23,413,746**	**24,004,224**	**126,480**	**1,706,732**	**7,476,493**	**14,694,519**	**14,437,999**	**1.78%**

CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

	EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2021	2022	2023	2024	2025	TOTAL
	EXPENDITURE						
B	Buildings	42,844,926	163,202,500	12,608,000	5,969,500	1,405,000	226,029,926
E	Equipment	13,416,201	10,787,694	6,873,216	3,833,604	2,755,143	37,665,858
L	Land	14,407,947	4,755,000	4,530,000	4,975,000	4,200,000	32,867,947
S	Engineered Structures	111,139,992	91,649,868	94,189,058	86,825,472	36,779,566	420,583,956
V	Vehicles	2,908,000	1,498,000	870,000	2,223,000	870,000	8,369,000
		184,717,067	**271,893,062**	**119,070,274**	**103,826,576**	**46,009,709**	**725,516,688**
	SOURCE OF FUNDS						
C	Capital Funds on Hand	47,345,532	23,464,268	22,001,918	25,136,472	16,755,066	134,703,256
D	Debenture Debt (New Debt Only)	46,245,255	64,276,000	50,122,541	42,305,375	13,950,000	216,899,171
E	ERF	6,223,261	3,598,694	3,455,216	3,963,604	2,325,143	19,565,918
G	Grants (Federal, Provincial)	12,993,700	7,214,000	10,526,500	8,925,000	225,000	39,884,200
R	Reserve Fund	42,289,800	32,940,100	25,364,099	14,496,125	12,154,500	127,244,624
O	Other	29,619,518	140,400,000	7,600,000	9,000,000	600,000	187,219,518
		184,717,067	**271,893,062**	**119,070,274**	**103,826,576**	**46,009,709**	**725,516,688**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2021

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	47,200					**47,200**			47,200				**47,200**
1.014	Chief Administrative Officer	4,835					**4,835**			4,835				**4,835**
1.015	Real Estate	967					**967**			967				**967**
1.016	Human Resources	7,326					**7,326**			7,326				**7,326**
1.017	Finance	159,075					**159,075**	100,000		59,075				**159,075**
1.018	Health & Capital Planning Strategies	3,000					**3,000**			3,000				**3,000**
1.022	Information Technology	340,250					**340,250**	320,000		20,250				**340,250**
1.024	GM - Planning & Protective Services	-					**-**			-				**-**
1.025	Corporate Emergency	-					**-**			-				**-**
1.105	Facitilies Management	18,600	120,000				**138,600**			138,600				**138,600**
1.106	Facilities and Risk	65,000		949,729			**1,014,729**	109,729				905,000		**1,014,729**
1.107	Corporate Satellite Facilities			25,000			**25,000**					25,000		**25,000**
1.109	JDF Admin. Expenditures	-					**-**			-				**-**
1.110	SGI Admin. Expenditures	-					**-**			-				**-**
1.111	SSI Admin. Expenditures	6,210					**6,210**			6,210				**6,210**
1.118	Corporate Communications	7,899					**7,899**			7,899				**7,899**
1.123	Family Court Building			287,500			**287,500**	87,500				200,000		**287,500**
1.137	Galiano Island Community Use Building			15,000			**15,000**					15,000		**15,000**
1.141	SSI Public Library			80,000			**80,000**				50,000	30,000		**80,000**
1.226	Health Facilities - VIHA	75,000		830,000		-	**905,000**	680,000				225,000		**905,000**
1.235	SGI Small Craft Harbour Facilities				1,091,000		**1,091,000**	200,000	441,000			400,000	50,000	**1,091,000**
1.236	SSI Small Craft Harbour (Fernwood Dock)				5,500		**5,500**				-	5,500		**5,500**
1.238A	Community Transit (SSI)		-		45,000		**45,000**				5,000	40,000		**45,000**
1.238B	Community Transportation (SSI)				760,000		**760,000**	210,000	-		490,000	60,000		**760,000**
1.280	Regional Parks	1,526,640	180,000	690,000	6,213,627	11,150,000	**19,760,267**	3,310,267	540,000	209,000	1,275,000	14,426,000		**19,760,267**
1.290	Royal Theatre	212,000		1,010,000			**1,222,000**	50,000			69,000	586,000	517,000	**1,222,000**
1.295	McPherson Theatre	170,000		565,000			**735,000**	370,000			35,000	321,000	9,000	**735,000**
1.297	Arts Grants and Development	-					**-**			-				**-**
1.310	Land Banking and Housing	2,000		32,683,518			**32,685,518**		-	2,000	7,200,000		25,483,518	**32,685,518**
1.313	Animal Care Services	3,029	18,000				**21,029**			21,029				**21,029**
1.318	Building Inspection	10,000	45,000				**55,000**			55,000				**55,000**
1.323	ByLaw Services	970	15,000				**15,970**			15,970				**15,970**
1.324	Regional Planning Services	17,300					**17,300**			17,300				**17,300**
1.325	Community Planning	11,830					**11,830**			11,830				**11,830**
1.335	Geo-Spatial Referencing	40,000					**40,000**			40,000				**40,000**
1.350	Willis Point Fire	65,000		18,000	-		**83,000**			65,000		18,000		**83,000**
1.352	South Galiano Fire		-	603,000			**603,000**		600,000	3,000				**603,000**
1.353	Otter Point Fire	40,000					**40,000**			10,000		30,000		**40,000**
1.356	Pender Island Fire	34,000	75,000	18,000			**127,000**			109,000		18,000	-	**127,000**
1.357	East Sooke Fire	13,800	160,000				**173,800**			173,800				**173,800**
1.358	Port Renfrew Fire	28,000					**28,000**			28,000				**28,000**
1.360	Shirley Fire Department	10,000					**10,000**			10,000				**10,000**
1.369	Electoral Area Fire Services	156,300					**156,300**					156,300		**156,300**
1.370	JDF Emergency Program	4,970					**4,970**			4,970				**4,970**
1.371	SSI Emergency Program					-	**-**		-					**-**
1.372	Emergency Planning Coordination	2,500					**2,500**			2,500				**2,500**
1.373	SGI Emergency Program					-	**-**		-					**-**
1.375	Hazardous Material Incident Response	10,000					**10,000**			10,000				**10,000**
1.377	JDF Search and Rescue	-	-				**-**						-	**-**
1.405	JDF EA Community Parks & Recreation					100,000	**100,000**				100,000			**100,000**
1.40X	SEAPARC	266,700	-	424,500	35,000	-	**726,200**	37,000	-	89,700	470,000	129,500		**726,200**
1.44x	Panorama Recreation	499,600	468,000	3,669,179	80,000		**4,716,779**	487,179	1,753,000	817,600	750,000	909,000		**4,716,779**
1.455	SSI Community Parks	5,000	65,000		285,000		**355,000**		-	5,000	125,000	225,000		**355,000**
1.458	SSI Community Recreation	5,000		15,000	-		**20,000**			5,000	-	15,000		**20,000**
1.459	SSI Park Land & Rec Programs	27,500		481,500	50,000	910,000	**1,469,000**		-	27,500	246,500	1,195,000		**1,469,000**
1.465	Saturna Island Community Parks				10,000	-	**10,000**					10,000	-	**10,000**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2021

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.475	Mayne Island Community Parks	-				-	**-**					-		**-**
1.485	Pender Island Community Parks				10,000		**10,000**				-	10,000		**10,000**
1.495	Galiano Community Parks				13,000		**13,000**					13,000		**13,000**
1.521	Environmental Resource Management	843,000			10,278,000		**11,121,000**	953,000	-	643,000		9,525,000		**11,121,000**
1.523	Port Renfrew Refuse Disposal	-			-		**-**			-		-		**-**
1.535	SSI Stormwater Quality Management					-	**-**		-					**-**
1.575	Environmental Administration Services	7,000					**7,000**			7,000				**7,000**
1.576	Environmental Engineering Services	40,000	125,000				**165,000**	45,000		120,000				**165,000**
1.577	IW - Environmental Operations	779,200					**779,200**			779,200				**779,200**
1.578	Environmental Protection	415,000	42,000				**457,000**			457,000				**457,000**
1.579	Environmental Water Quality	21,000					**21,000**			21,000				**21,000**
1.911	911 Call Answer	1,000,000					**1,000,000**			1,000,000				**1,000,000**
1.913	913 Fire Dispatch	5,000					**5,000**			5,000				**5,000**
2.610	Saanich Peninsula Water Supply	75,000			4,683,000		**4,758,000**		-	60,000	1,200,000	3,498,000		**4,758,000**
2.620	Highland Water (SSI)				79,365		**79,365**	79,365						**79,365**
2.621	Highland & Fernwood Water (SSI)	74,000			620,000		**694,000**	50,000	490,000		85,000	69,000		**694,000**
2.622	Cedars of Tuam Water (SSI)	36,000			-		**36,000**		-		30,000	6,000		**36,000**
2.624	Beddis Water (SSI)	132,000			36,000		**168,000**	-	-		150,000	18,000		**168,000**
2.626	Fulford Water (SSI)	38,000			120,000		**158,000**		-		80,000	78,000		**158,000**
2.628	Cedar Lane Water (SSI)				105,000		**105,000**				50,000	55,000		**105,000**
2.630	Magic Lake Estates Water (Pender)	250,000			90,000		**340,000**					340,000		**340,000**
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			15,000		**15,000**		-		-	15,000		**15,000**
2.642	Skana Water (Mayne)	-			25,000		**25,000**		-			25,000		**25,000**
2.650	Port Renfrew Water	10,000			-		**10,000**		-			10,000		**10,000**
2.660	Fernwood Water (SSI)					-	**-**		-					**-**
2.665	Sticks Allison Water (Galiano)	14,500					**14,500**					14,500		**14,500**
2.667	Surfside Park Estates (Mayne)	25,000					**25,000**					25,000		**25,000**
2.670	Regional Water Supply	4,710,000	520,000	440,000	16,248,000	1,615,350	**23,533,350**	20,223,350	1,800,000	310,000			1,200,000	**23,533,350**
2.680	JDF Water Distribution	745,000	650,000	40,000	24,565,000		**26,000,000**	12,060,000	6,500,000	450,000		4,630,000	2,360,000	**26,000,000**
2.691	Wilderness Mountain Water Service				25,000		**25,000**		-			25,000		**25,000**
3.701	Millstream Site Remediation					632,597	**632,597**	289,397			343,200			**632,597**
3.705	SSI Septage / Composting				175,000		**175,000**	30,000	-		70,000	75,000		**175,000**
3.718	Saanich Peninsula Wastewater	192,500			3,765,000		**3,957,500**	100,000		342,500		3,515,000		**3,957,500**
3.798C	Core Area Wastewater Treatment Program		425,000		35,200,000		**35,625,000**	7,553,745	28,071,255					**35,625,000**
3.810	Ganges Sewer Utility (SSI)	106,500			357,500		**464,000**				140,000	324,000		**464,000**
3.820	Maliview Sewer Utility (SSI)				325,000		**325,000**		300,000		-	25,000		**325,000**
3.830	Magic Lake Sewer Utility (Pender)				5,780,000		**5,780,000**		5,750,000		-	30,000		**5,780,000**
3.850	Port Renfrew Sewer				50,000		**50,000**		-		30,000	20,000		**50,000**
TOTAL		**13,416,201**	**2,908,000**	**42,844,926**	**111,139,992**	**14,407,947**	**184,717,067**	**47,345,532**	**46,245,255**	**6,223,261**	**12,993,700**	**42,289,800**	**29,619,518**	**184,717,067**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2022

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	**Service Name**	**Equipment**	**Vehicles**	**Buildings**	**Engineered Structures**	**Land**	**TOTAL**	**Capital Funds on Hand**	**Debenture Debt**	**Equipment Repl Fund**	**Grants**	**Capital Reserves**	**Other**	**TOTAL**
1.011	Board Expenditures	95,000					**95,000**			95,000				**95,000**
1.014	Chief Administrative Officer	2,901					**2,901**			2,901				**2,901**
1.015	Real Estate	-					**-**			-				**-**
1.016	Human Resources	3,917					**3,917**			3,917				**3,917**
1.017	Finance	215,570					**215,570**	200,000		15,570				**215,570**
1.018	Health & Capital Planning Strategies	-					**-**			-				**-**
1.022	Information Technology	541,350					**541,350**	529,000		12,350				**541,350**
1.024	GM - Planning & Protective Services	1,475					**1,475**			1,475				**1,475**
1.025	Corporate Emergency	6,000					**6,000**			6,000				**6,000**
1.105	Facitilies Management	2,000	50,000				**52,000**			52,000				**52,000**
1.106	Facilities and Risk	-		200,000			**200,000**	-				200,000		**200,000**
1.107	Corporate Satellite Facilities			-			**-**					-		**-**
1.109	JDF Admin. Expenditures	2,000					**2,000**			2,000				**2,000**
1.110	SGI Admin. Expenditures	1,500					**1,500**			1,500				**1,500**
1.111	SSI Admin. Expenditures	9,890					**9,890**			9,890				**9,890**
1.118	Corporate Communications	5,851					**5,851**			5,851				**5,851**
1.123	Family Court Building			-			**-**	-				-		**-**
1.137	Galiano Island Community Use Building			-			**-**					-		**-**
1.141	SSI Public Library			10,000			**10,000**				-	10,000		**10,000**
1.226	Health Facilities - VIHA	85,000		2,522,500		-	**2,607,500**	-				2,607,500		**2,607,500**
1.235	SGI Small Craft Harbour Facilities				240,000		**240,000**	-	90,000			150,000	-	**240,000**
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		**-**				-	-		**-**
1.238A	Community Transit (SSI)		15,000		-		**15,000**				-	15,000		**15,000**
1.238B	Community Transportation (SSI)				265,000		**265,000**	-	200,000		-	65,000		**265,000**
1.280	Regional Parks	68,000	225,000	485,000	4,030,000	3,830,000	**8,638,000**	-	-	293,000	2,700,000	5,645,000		**8,638,000**
1.290	Royal Theatre	-		540,000			**540,000**	-			-	540,000	-	**540,000**
1.295	McPherson Theatre	-		-			**-**	-			-	-	-	**-**
1.297	Arts Grants and Development	1,550					**1,550**			1,550				**1,550**
1.310	Land Banking and Housing	1,500		156,500,000			**156,501,500**		21,300,000	1,500	-		135,200,000	**156,501,500**
1.313	Animal Care Services	4,040	18,000				**22,040**			22,040				**22,040**
1.318	Building Inspection	-	-				**-**			-				**-**
1.323	ByLaw Services	990	15,000				**15,990**			15,990				**15,990**
1.324	Regional Planning Services	5,100					**5,100**			5,100				**5,100**
1.325	Community Planning	35,000					**35,000**			35,000				**35,000**
1.335	Geo-Spatial Referencing	30,000					**30,000**			30,000				**30,000**
1.350	Willis Point Fire	20,000		12,000	-		**32,000**			20,000		12,000		**32,000**
1.352	South Galiano Fire		-	3,000			**3,000**		-	3,000				**3,000**
1.353	Otter Point Fire	40,000					**40,000**			10,000		30,000		**40,000**
1.356	Pender Island Fire	4,000	-	-			**4,000**			4,000		-	-	**4,000**
1.357	East Sooke Fire	13,900	300,000				**313,900**			313,900				**313,900**
1.358	Port Renfrew Fire	-					**-**			-				**-**
1.360	Shirley Fire Department	-					**-**			-				**-**
1.369	Electoral Area Fire Services	-					**-**					-		**-**
1.370	JDF Emergency Program	11,710					**11,710**			11,710				**11,710**
1.371	SSI Emergency Program					-	**-**		-					**-**
1.372	Emergency Planning Coordination	-					**-**			-				**-**
1.373	SGI Emergency Program					-	**-**		-					**-**
1.375	Hazardous Material Incident Response	90,000					**90,000**			90,000				**90,000**
1.377	JDF Search and Rescue	-	-				**-**						-	**-**
1.405	JDF EA Community Parks & Recreation					80,000	**80,000**				80,000			**80,000**
1.40X	SEAPARC	118,700	30,000	330,000	-	-	**478,700**	-	-	93,700	-	385,000		**478,700**
1.44x	Panorama Recreation	286,150	-	190,000	103,600		**579,750**	80,000	-	286,150	55,000	158,600		**579,750**
1.455	SSI Community Parks	5,000	40,000		1,030,000		**1,075,000**		1,000,000	45,000	-	30,000		**1,075,000**
1.458	SSI Community Recreation	5,000		-	300,000		**305,000**			5,000	175,000	125,000		**305,000**
1.459	SSI Park Land & Rec Programs	62,500		175,000	400,000	-	**637,500**		-	62,500	325,000	250,000		**637,500**
1.465	Saturna Island Community Parks				10,000	-	**10,000**					10,000	-	**10,000**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2022

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	**Service Name**	**Equipment**	**Vehicles**	**Buildings**	**Engineered Structures**	**Land**	**TOTAL**	**Capital Funds on Hand**	**Debenture Debt**	**Equipment Repl Fund**	**Grants**	**Capital Reserves**	**Other**	**TOTAL**
1.475	Mayne Island Community Parks	-				-	**-**					-		**-**
1.485	Pender Island Community Parks				10,000		**10,000**				-	10,000		**10,000**
1.495	Galiano Community Parks				20,000		**20,000**					20,000		**20,000**
1.521	Environmental Resource Management	283,000			15,950,000		**16,233,000**	250,000	-	283,000		15,700,000		**16,233,000**
1.523	Port Renfrew Refuse Disposal	-			-		**-**			-		-		**-**
1.535	SSI Stormwater Quality Management					-	**-**		-					**-**
1.575	Environmental Administration Services	-					**-**			-				**-**
1.576	Environmental Engineering Services	40,000	-				**40,000**	-		40,000				**40,000**
1.577	IW - Environmental Operations	604,600					**604,600**			604,600				**604,600**
1.578	Environmental Protection	76,000	240,000				**316,000**			316,000				**316,000**
1.579	Environmental Water Quality	-					**-**			-				**-**
1.911	911 Call Answer	-					**-**			-				**-**
1.913	913 Fire Dispatch	5,000					**5,000**			5,000				**5,000**
2.610	Saanich Peninsula Water Supply	-			6,754,000		**6,754,000**		2,550,000	60,000	3,450,000	694,000		**6,754,000**
2.620	Highland Water (SSI)				-		**-**	-						**-**
2.621	Highland & Fernwood Water (SSI)	280,000			1,500,000		**1,780,000**	-	1,740,000		-	40,000		**1,780,000**
2.622	Cedars of Tuam Water (SSI)	35,000			77,000		**112,000**		15,000		79,000	18,000		**112,000**
2.624	Beddis Water (SSI)	150,000			85,000		**235,000**	-	150,000		50,000	35,000		**235,000**
2.626	Fulford Water (SSI)	180,000			-		**180,000**		180,000		-	-		**180,000**
2.628	Cedar Lane Water (SSI)				10,000		**10,000**				-	10,000		**10,000**
2.630	Magic Lake Estates Water (Pender)	-			35,000		**35,000**					35,000		**35,000**
2.640	Lyall Harbour Boot Cove Water (Saturna)	96,000			215,000		**311,000**		311,000		-	-		**311,000**
2.642	Skana Water (Mayne)	400,000			80,000		**480,000**		450,000			30,000		**480,000**
2.650	Port Renfrew Water	10,000			25,000		**35,000**		-			35,000		**35,000**
2.660	Fernwood Water (SSI)					-	**-**		-					**-**
2.665	Sticks Allison Water (Galiano)	10,000					**10,000**					10,000		**10,000**
2.667	Surfside Park Estates (Mayne)	-					**-**					-		**-**
2.670	Regional Water Supply	5,785,000	215,000	2,195,000	21,775,004	845,000	**30,815,004**	9,500,004	15,900,000	215,000			5,200,000	**30,815,004**
2.680	JDF Water Distribution	490,000	350,000	40,000	15,565,000		**16,445,000**	5,520,000	5,900,000	350,000		4,675,000	-	**16,445,000**
2.691	Wilderness Mountain Water Service				850,000		**850,000**		850,000			-		**850,000**
3.701	Millstream Site Remediation					-	**-**	-			-			**-**
3.705	SSI Septage / Composting				210,000		**210,000**	-	-		100,000	110,000		**210,000**
3.718	Saanich Peninsula Wastewater	17,500			950,000		**967,500**	-		167,500		800,000		**967,500**
3.798C	Core Area Wastewater Treatment Program		-		19,125,264		**19,125,264**	7,385,264	11,740,000					**19,125,264**
3.810	Ganges Sewer Utility (SSI)	550,000			50,000		**600,000**				140,000	460,000		**600,000**
3.820	Maliview Sewer Utility (SSI)				1,900,000		**1,900,000**		1,900,000		-	-		**1,900,000**
3.830	Magic Lake Sewer Utility (Pender)				-		**-**		-		-	-		**-**
3.850	Port Renfrew Sewer				85,000		**85,000**		-		60,000	25,000		**85,000**
TOTAL		**10,787,694**	**1,498,000**	**163,202,500**	**91,649,868**	**4,755,000**	271,893,062	**23,464,268**	**64,276,000**	**3,598,694**	**7,214,000**	**32,940,100**	**140,400,000**	271,893,062

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	21,500					**21,500**			21,500				**21,500**
1.014	Chief Administrative Officer	13,128					**13,128**			13,128				**13,128**
1.015	Real Estate	-					**-**			-				**-**
1.016	Human Resources	4,425					**4,425**			4,425				**4,425**
1.017	Finance	234,732					**234,732**	200,000		34,732				**234,732**
1.018	Health & Capital Planning Strategies	1,973					**1,973**			1,973				**1,973**
1.022	Information Technology	294,650					**294,650**	290,000		4,650				**294,650**
1.024	GM - Planning & Protective Services	1,934					**1,934**			1,934				**1,934**
1.025	Corporate Emergency	6,000					**6,000**			6,000				**6,000**
1.105	Facitilies Management	2,000	50,000				**52,000**			52,000				**52,000**
1.106	Facilities and Risk	-		1,115,000			**1,115,000**	-				1,115,000		**1,115,000**
1.107	Corporate Satellite Facilities			-			**-**					-		**-**
1.109	JDF Admin. Expenditures	-					**-**			-				**-**
1.110	SGI Admin. Expenditures	1,530					**1,530**			1,530				**1,530**
1.111	SSI Admin. Expenditures	1,200					**1,200**			1,200				**1,200**
1.118	Corporate Communications	1,934					**1,934**			1,934				**1,934**
1.123	Family Court Building			-			**-**	-				-		**-**
1.137	Galiano Island Community Use Building			-			**-**					-		**-**
1.141	SSI Public Library			-			**-**				-	-		**-**
1.226	Health Facilities - VIHA	245,000		-		-	**245,000**	-				245,000		**245,000**
1.235	SGI Small Craft Harbour Facilities				250,000		**250,000**	-	-			250,000	-	**250,000**
1.236	SSI Small Craft Harbour (Fernwood Dock)				191,500		**191,500**				44,500	147,000		**191,500**
1.238A	Community Transit (SSI)		-		-		**-**				-	-		**-**
1.238B	Community Transportation (SSI)				240,000		**240,000**	-	200,000		-	40,000		**240,000**
1.280	Regional Parks	102,000	236,000	-	4,314,740	3,800,000	**8,452,740**	-	-	278,000	2,100,000	6,074,740		**8,452,740**
1.290	Royal Theatre	-		500,000			**500,000**	-			-	500,000	-	**500,000**
1.295	McPherson Theatre	-		500,000			**500,000**	-			-	500,000	-	**500,000**
1.297	Arts Grants and Development	-					**-**			-				**-**
1.310	Land Banking and Housing	4,000		-			**4,000**		-	4,000	-		-	**4,000**
1.313	Animal Care Services	4,120	18,000				**22,120**			22,120				**22,120**
1.318	Building Inspection	5,000	-				**5,000**			5,000				**5,000**
1.323	ByLaw Services	1,010	15,000				**16,010**			16,010				**16,010**
1.324	Regional Planning Services	12,000					**12,000**			12,000				**12,000**
1.325	Community Planning	2,410					**2,410**			2,410				**2,410**
1.335	Geo-Spatial Referencing	45,000					**45,000**			45,000				**45,000**
1.350	Willis Point Fire	6,000		5,000	-		**11,000**			6,000		5,000		**11,000**
1.352	South Galiano Fire		-	3,000			**3,000**		-	3,000				**3,000**
1.353	Otter Point Fire	40,000					**40,000**			10,000		30,000		**40,000**
1.356	Pender Island Fire	25,000	-	-			**25,000**			25,000		-	-	**25,000**
1.357	East Sooke Fire	14,100	-				**14,100**			14,100				**14,100**
1.358	Port Renfrew Fire	-					**-**			-				**-**
1.360	Shirley Fire Department	-					**-**			-				**-**
1.369	Electoral Area Fire Services	-					**-**					-		**-**
1.370	JDF Emergency Program	7,470					**7,470**			7,470				**7,470**
1.371	SSI Emergency Program					-	**-**		-					**-**
1.372	Emergency Planning Coordination	-					**-**			-				**-**
1.373	SGI Emergency Program					-	**-**		-					**-**
1.375	Hazardous Material Incident Response	10,000					**10,000**			10,000				**10,000**
1.377	JDF Search and Rescue	-	-				**-**						-	**-**
1.405	JDF EA Community Parks & Recreation					-	**-**				-			**-**
1.40X	SEAPARC	116,000	30,000	-	1,000,000	-	**1,146,000**	-	-	66,000	750,000	330,000		**1,146,000**
1.44x	Panorama Recreation	180,500	26,000	70,000	-		**276,500**	-	-	206,500	-	70,000		**276,500**
1.455	SSI Community Parks	5,000	-		140,000		**145,000**		-	5,000	-	140,000		**145,000**
1.458	SSI Community Recreation	5,000		-	-		**5,000**			5,000	-	-		**5,000**
1.459	SSI Park Land & Rec Programs	60,000		8,205,000	100,000	-	**8,365,000**		8,000,000	60,000	150,000	155,000		**8,365,000**
1.465	Saturna Island Community Parks				10,000	-	**10,000**					10,000	-	**10,000**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	**Service Name**	**Equipment**	**Vehicles**	**Buildings**	**Engineered Structures**	**Land**	**TOTAL**	**Capital Funds on Hand**	**Debenture Debt**	**Equipment Repl Fund**	**Grants**	**Capital Reserves**	**Other**	**TOTAL**
1.475	Mayne Island Community Parks	-				-	**-**					-		**-**
1.485	Pender Island Community Parks				10,000		**10,000**				-	10,000		**10,000**
1.495	Galiano Community Parks				16,900		**16,900**					16,900		**16,900**
1.521	Environmental Resource Management	283,000			17,868,000		**18,151,000**	-	1,762,541	1,233,000		15,155,459		**18,151,000**
1.523	Port Renfrew Refuse Disposal	-			-		**-**			-		-		**-**
1.535	SSI Stormwater Quality Management					-	**-**		-					**-**
1.575	Environmental Administration Services	10,500					**10,500**			10,500				**10,500**
1.576	Environmental Engineering Services	40,000	40,000				**80,000**	-		80,000				**80,000**
1.577	IW - Environmental Operations	418,100					**418,100**			418,100				**418,100**
1.578	Environmental Protection	96,000	-				**96,000**			96,000				**96,000**
1.579	Environmental Water Quality	-					**-**			-				**-**
1.911	911 Call Answer	-					**-**			-				**-**
1.913	913 Fire Dispatch	5,000					**5,000**			5,000				**5,000**
2.610	Saanich Peninsula Water Supply	-			11,270,000		**11,270,000**		5,550,000	60,000	5,450,000	210,000		**11,270,000**
2.620	Highland Water (SSI)				-		**-**	-						**-**
2.621	Highland & Fernwood Water (SSI)	20,000			-		**20,000**	-	-		-	20,000		**20,000**
2.622	Cedars of Tuam Water (SSI)	600,000			5,000		**605,000**		605,000		-	-		**605,000**
2.624	Beddis Water (SSI)	-			300,000		**300,000**	-	300,000		-	-		**300,000**
2.626	Fulford Water (SSI)	806,000			-		**806,000**		800,000		-	6,000		**806,000**
2.628	Cedar Lane Water (SSI)				30,000		**30,000**				-	30,000		**30,000**
2.630	Magic Lake Estates Water (Pender)	-			15,000		**15,000**					15,000		**15,000**
2.640	Lyall Harbour Boot Cove Water (Saturna)	45,000			2,020,000		**2,065,000**		65,000		2,000,000	-		**2,065,000**
2.642	Skana Water (Mayne)	-			35,000		**35,000**		35,000			-		**35,000**
2.650	Port Renfrew Water	110,000			1,955,000		**2,065,000**		2,055,000			10,000		**2,065,000**
2.660	Fernwood Water (SSI)					-	**-**		-					**-**
2.665	Sticks Allison Water (Galiano)	-					**-**					-		**-**
2.667	Surfside Park Estates (Mayne)	-					**-**					-		**-**
2.670	Regional Water Supply	2,800,000	265,000	2,170,000	29,025,000	730,000	**34,990,000**	9,925,000	17,200,000	265,000			7,600,000	**34,990,000**
2.680	JDF Water Distribution	165,000	190,000	40,000	7,910,000		**8,305,000**	5,995,000	2,100,000	190,000		20,000	-	**8,305,000**
2.691	Wilderness Mountain Water Service				-		**-**		-			-		**-**
3.701	Millstream Site Remediation					-	**-**	-			-			**-**
3.705	SSI Septage / Composting				2,000,000		**2,000,000**	-	2,000,000		-	-		**2,000,000**
3.718	Saanich Peninsula Wastewater	-			400,000		**400,000**	-		150,000		250,000		**400,000**
3.798C	Core Area Wastewater Treatment Program		-		14,891,918		**14,891,918**	5,591,918	9,300,000					**14,891,918**
3.810	Ganges Sewer Utility (SSI)	-			-		**-**				-	-		**-**
3.820	Maliview Sewer Utility (SSI)				41,000		**41,000**		-		32,000	9,000		**41,000**
3.830	Magic Lake Sewer Utility (Pender)				-		**-**		-		-	-		**-**
3.850	Port Renfrew Sewer				150,000		**150,000**		150,000		-	-		**150,000**
TOTAL		**6,873,216**	**870,000**	**12,608,000**	**94,189,058**	**4,530,000**	**119,070,274**	**22,001,918**	**50,122,541**	**3,455,216**	**10,526,500**	**25,364,099**	**7,600,000**	**119,070,274**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	37,000					**37,000**			37,000				**37,000**
1.014	Chief Administrative Officer	3,917					**3,917**			3,917				**3,917**
1.015	Real Estate	1,934					**1,934**			1,934				**1,934**
1.016	Human Resources	2,950					**2,950**			2,950				**2,950**
1.017	Finance	140,178					**140,178**	100,000		40,178				**140,178**
1.018	Health & Capital Planning Strategies	1,505					**1,505**			1,505				**1,505**
1.022	Information Technology	667,600					**667,600**	648,000		19,600				**667,600**
1.024	GM - Planning & Protective Services	-					**-**			-				**-**
1.025	Corporate Emergency	8,000					**8,000**			8,000				**8,000**
1.105	Facitilies Management	3,500	50,000				**53,500**			53,500				**53,500**
1.106	Facilities and Risk	-		1,600,000			**1,600,000**	-				1,600,000		**1,600,000**
1.107	Corporate Satellite Facilities			-			**-**					-		**-**
1.109	JDF Admin. Expenditures	-					**-**			-				**-**
1.110	SGI Admin. Expenditures	-					**-**			-				**-**
1.111	SSI Admin. Expenditures	1,200					**1,200**			1,200				**1,200**
1.118	Corporate Communications	2,950					**2,950**			2,950				**2,950**
1.123	Family Court Building			-			**-**	-				-		**-**
1.137	Galiano Island Community Use Building			-			**-**					-		**-**
1.141	SSI Public Library			-			**-**				-	-		**-**
1.226	Health Facilities - VIHA	110,000		-		75,000	**185,000**	-				185,000		**185,000**
1.235	SGI Small Craft Harbour Facilities				50,000		**50,000**	-	-			50,000	-	**50,000**
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		**-**				-	-		**-**
1.238A	Community Transit (SSI)		-		-		**-**				-	-		**-**
1.238B	Community Transportation (SSI)				240,000		**240,000**	-	200,000		-	40,000		**240,000**
1.280	Regional Parks	74,000	555,000	-	1,635,000	3,800,000	**6,064,000**	-	-	629,000	-	5,435,000		**6,064,000**
1.290	Royal Theatre	-		1,000,000			**1,000,000**	-			500,000	500,000	-	**1,000,000**
1.295	McPherson Theatre	-		500,000			**500,000**	-			-	500,000	-	**500,000**
1.297	Arts Grants and Development	-					**-**			-				**-**
1.310	Land Banking and Housing	5,000		-			**5,000**		-	5,000	-		-	**5,000**
1.313	Animal Care Services	4,205	18,000				**22,205**			22,205				**22,205**
1.318	Building Inspection	-	45,000				**45,000**			45,000				**45,000**
1.323	ByLaw Services	1,030	15,000				**16,030**			16,030				**16,030**
1.324	Regional Planning Services	-					**-**			-				**-**
1.325	Community Planning	3,910					**3,910**			3,910				**3,910**
1.335	Geo-Spatial Referencing	40,000					**40,000**			40,000				**40,000**
1.350	Willis Point Fire	20,000		8,500	-		**28,500**			20,000		8,500		**28,500**
1.352	South Galiano Fire		600,000	-			**600,000**		-	600,000				**600,000**
1.353	Otter Point Fire	10,000					**10,000**			10,000		-		**10,000**
1.356	Pender Island Fire	-	-	-			**-**			-		-	-	**-**
1.357	East Sooke Fire	14,300	-				**14,300**			14,300				**14,300**
1.358	Port Renfrew Fire	-					**-**			-				**-**
1.360	Shirley Fire Department	-					**-**			-				**-**
1.369	Electoral Area Fire Services	-					**-**					-		**-**
1.370	JDF Emergency Program	-					**-**			-				**-**
1.371	SSI Emergency Program					-	**-**		-					**-**
1.372	Emergency Planning Coordination	2,500					**2,500**			2,500				**2,500**
1.373	SGI Emergency Program					-	**-**		-					**-**
1.375	Hazardous Material Incident Response	10,000					**10,000**			10,000				**10,000**
1.377	JDF Search and Rescue	-	-				**-**						-	**-**
1.405	JDF EA Community Parks & Recreation					-	**-**				-			**-**
1.40X	SEAPARC	66,000	-	200,000	-	500,000	**766,000**	-	500,000	66,000	-	200,000		**766,000**
1.44x	Panorama Recreation	524,525	-	136,000	-		**660,525**	-	-	374,525	-	286,000		**660,525**
1.455	SSI Community Parks	5,000	-		30,000		**35,000**		-	5,000	-	30,000		**35,000**
1.458	SSI Community Recreation	5,000		-	-		**5,000**			5,000	-	-		**5,000**
1.459	SSI Park Land & Rec Programs	35,000		2,445,000	30,000	100,000	**2,610,000**		-	35,000	2,425,000	150,000		**2,610,000**
1.465	Saturna Island Community Parks				10,000	-	**10,000**					10,000	-	**10,000**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	**Service Name**	**Equipment**	**Vehicles**	**Buildings**	**Engineered Structures**	**Land**	**TOTAL**	**Capital Funds on Hand**	**Debenture Debt**	**Equipment Repl Fund**	**Grants**	**Capital Reserves**	**Other**	**TOTAL**
1.475	Mayne Island Community Parks	-				-	**-**					-		**-**
1.485	Pender Island Community Parks				10,000		**10,000**				-	10,000		**10,000**
1.495	Galiano Community Parks				2,000		**2,000**					2,000		**2,000**
1.521	Environmental Resource Management	283,000			5,050,000		**5,333,000**	250,000	1,185,375	283,000		3,614,625		**5,333,000**
1.523	Port Renfrew Refuse Disposal	-			-		**-**			-		-		**-**
1.535	SSI Stormwater Quality Management					-	**-**		-					**-**
1.575	Environmental Administration Services	-					**-**			-				**-**
1.576	Environmental Engineering Services	40,000	80,000				**120,000**	-		120,000				**120,000**
1.577	IW - Environmental Operations	311,400					**311,400**			311,400				**311,400**
1.578	Environmental Protection	98,000	-				**98,000**			98,000				**98,000**
1.579	Environmental Water Quality	-					**-**			-				**-**
1.911	911 Call Answer	-					**-**			-				**-**
1.913	913 Fire Dispatch	5,000					**5,000**			5,000				**5,000**
2.610	Saanich Peninsula Water Supply	-			7,720,000		**7,720,000**		4,500,000	60,000	3,000,000	160,000		**7,720,000**
2.620	Highland Water (SSI)				-		**-**	-						**-**
2.621	Highland & Fernwood Water (SSI)	25,000			-		**25,000**	-	-		-	25,000		**25,000**
2.622	Cedars of Tuam Water (SSI)	-			-		**-**		-		-	-		**-**
2.624	Beddis Water (SSI)	-			50,000		**50,000**	-	-		-	50,000		**50,000**
2.626	Fulford Water (SSI)	10,000			-		**10,000**		-		-	10,000		**10,000**
2.628	Cedar Lane Water (SSI)				15,000		**15,000**				-	15,000		**15,000**
2.630	Magic Lake Estates Water (Pender)	-			75,000		**75,000**					75,000		**75,000**
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			20,000		**20,000**		20,000		-	-		**20,000**
2.642	Skana Water (Mayne)	-			-		**-**		-			-		**-**
2.650	Port Renfrew Water	10,000			-		**10,000**		-			10,000		**10,000**
2.660	Fernwood Water (SSI)					-	**-**		-					**-**
2.665	Sticks Allison Water (Galiano)	-					**-**					-		**-**
2.667	Surfside Park Estates (Mayne)	-					**-**					-		**-**
2.670	Regional Water Supply	1,060,000	280,000	40,000	42,500,000	500,000	**44,380,000**	12,000,000	23,100,000	280,000			9,000,000	**44,380,000**
2.680	JDF Water Distribution	165,000	580,000	40,000	6,660,000		**7,445,000**	6,545,000	300,000	580,000		20,000	-	**7,445,000**
2.691	Wilderness Mountain Water Service				-		**-**		-			-		**-**
3.701	Millstream Site Remediation					-	**-**	-			-			**-**
3.705	SSI Septage / Composting				-		**-**	-	-		-	-		**-**
3.718	Saanich Peninsula Wastewater	-			1,635,000		**1,635,000**	-		150,000		1,485,000		**1,635,000**
3.798C	Core Area Wastewater Treatment Program		-		16,743,472		**16,743,472**	5,593,472	11,150,000					**16,743,472**
3.810	Ganges Sewer Utility (SSI)	25,000			-		**25,000**				-	25,000		**25,000**
3.820	Maliview Sewer Utility (SSI)				-		**-**		-		-	-		**-**
3.830	Magic Lake Sewer Utility (Pender)				3,000,000		**3,000,000**		-		3,000,000	-		**3,000,000**
3.850	Port Renfrew Sewer				1,350,000		**1,350,000**		1,350,000		-	-		**1,350,000**
TOTAL		**3,833,604**	**2,223,000**	**5,969,500**	**86,825,472**	**4,975,000**	**103,826,576**	**25,136,472**	**42,305,375**	**3,963,604**	**8,925,000**	**14,496,125**	**9,000,000**	**103,826,576**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	35,000					**35,000**			35,000				**35,000**
1.014	Chief Administrative Officer	4,835					**4,835**			4,835				**4,835**
1.015	Real Estate	967					**967**			967				**967**
1.016	Human Resources	7,326					**7,326**			7,326				**7,326**
1.017	Finance	21,818					**21,818**	-		21,818				**21,818**
1.018	Health & Capital Planning Strategies	3,009					**3,009**			3,009				**3,009**
1.022	Information Technology	285,000					**285,000**	260,000		25,000				**285,000**
1.024	GM - Planning & Protective Services	-					**-**			-				**-**
1.025	Corporate Emergency	-					**-**			-				**-**
1.105	Facitilies Management	2,000	-				**2,000**			2,000				**2,000**
1.106	Facilities and Risk	-		100,000			**100,000**	-				100,000		**100,000**
1.107	Corporate Satellite Facilities			-			**-**					-		**-**
1.109	JDF Admin. Expenditures	-					**-**			-				**-**
1.110	SGI Admin. Expenditures	-					**-**			-				**-**
1.111	SSI Admin. Expenditures	-					**-**			-				**-**
1.118	Corporate Communications	7,899					**7,899**			7,899				**7,899**
1.123	Family Court Building			-			**-**	-				-		**-**
1.137	Galiano Island Community Use Building			-			**-**					-		**-**
1.141	SSI Public Library			-			**-**				-	-		**-**
1.226	Health Facilities - VIHA	-		-		-	**-**	-				-		**-**
1.235	SGI Small Craft Harbour Facilities				50,000		**50,000**	-	-			50,000	-	**50,000**
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		**-**				-	-		**-**
1.238A	Community Transit (SSI)		-		-		**-**				-	-		**-**
1.238B	Community Transportation (SSI)				240,000		**240,000**	-	200,000		-	40,000		**240,000**
1.280	Regional Parks	60,000	370,000	-	2,770,000	3,800,000	**7,000,000**	-	-	430,000	-	6,570,000		**7,000,000**
1.290	Royal Theatre	-		400,000			**400,000**	-			-	400,000	-	**400,000**
1.295	McPherson Theatre	-		500,000			**500,000**	-			-	500,000	-	**500,000**
1.297	Arts Grants and Development	-					**-**			-				**-**
1.310	Land Banking and Housing	-		-			**-**		-	-	-		-	**-**
1.313	Animal Care Services	-	-				**-**			-				**-**
1.318	Building Inspection	-	-				**-**			-				**-**
1.323	ByLaw Services	-	-				**-**			-				**-**
1.324	Regional Planning Services	-					**-**			-				**-**
1.325	Community Planning	-					**-**			-				**-**
1.335	Geo-Spatial Referencing	-					**-**			-				**-**
1.350	Willis Point Fire	-		-	-		**-**			-		-		**-**
1.352	South Galiano Fire		-	-			**-**		-	-				**-**
1.353	Otter Point Fire	-					**-**			-		-		**-**
1.356	Pender Island Fire	-	-	-			**-**			-		-	-	**-**
1.357	East Sooke Fire	49,420	-				**49,420**			49,420				**49,420**
1.358	Port Renfrew Fire	-					**-**			-				**-**
1.360	Shirley Fire Department	-					**-**			-				**-**
1.369	Electoral Area Fire Services	-					**-**					-		**-**
1.370	JDF Emergency Program	-					**-**			-				**-**
1.371	SSI Emergency Program					-	**-**		-					**-**
1.372	Emergency Planning Coordination	-					**-**			-				**-**
1.373	SGI Emergency Program					-	**-**		-					**-**
1.375	Hazardous Material Incident Response	10,000					**10,000**			10,000				**10,000**
1.377	JDF Search and Rescue	-	-				**-**						-	**-**
1.405	JDF EA Community Parks & Recreation					-	**-**				-			**-**
1.40X	SEAPARC	-	-	-	200,000	-	**200,000**	-	-	-	-	200,000		**200,000**
1.44x	Panorama Recreation	613,069	-	250,000	-		**863,069**	-	-	478,069	-	385,000		**863,069**
1.455	SSI Community Parks	5,000	55,000		40,000		**100,000**		-	60,000	-	40,000		**100,000**
1.458	SSI Community Recreation	5,000		-	-		**5,000**			5,000	-	-		**5,000**
1.459	SSI Park Land & Rec Programs	30,000		75,000	-	-	**105,000**		-	30,000	25,000	50,000		**105,000**
1.465	Saturna Island Community Parks				-	-	**-**					-	-	**-**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.475	Mayne Island Community Parks	-				-	**-**					-		**-**
1.485	Pender Island Community Parks				-		**-**				-	-		**-**
1.495	Galiano Community Parks				-		**-**					-		**-**
1.521	Environmental Resource Management	-			2,000,000		**2,000,000**	-	-	-		2,000,000		**2,000,000**
1.523	Port Renfrew Refuse Disposal	-			-		**-**			-		-		**-**
1.535	SSI Stormwater Quality Management					-	**-**		-					**-**
1.575	Environmental Administration Services	-					**-**			-				**-**
1.576	Environmental Engineering Services	40,000	-				**40,000**	-		40,000				**40,000**
1.577	IW - Environmental Operations	379,300					**379,300**			379,300				**379,300**
1.578	Environmental Protection	75,500	-				**75,500**			75,500				**75,500**
1.579	Environmental Water Quality	-					**-**			-				**-**
1.911	911 Call Answer	-					**-**			-				**-**
1.913	913 Fire Dispatch	5,000					**5,000**			5,000				**5,000**
2.610	Saanich Peninsula Water Supply	-			1,324,500		**1,324,500**		300,000	60,000	200,000	764,500		**1,324,500**
2.620	Highland Water (SSI)				-		**-**	-						**-**
2.621	Highland & Fernwood Water (SSI)	40,000			-		**40,000**	-	-		-	40,000		**40,000**
2.622	Cedars of Tuam Water (SSI)	-			-		**-**		-		-	-		**-**
2.624	Beddis Water (SSI)	30,000			-		**30,000**	-	-		-	30,000		**30,000**
2.626	Fulford Water (SSI)	-			-		**-**		-		-	-		**-**
2.628	Cedar Lane Water (SSI)				-		**-**				-	-		**-**
2.630	Magic Lake Estates Water (Pender)	-			45,000		**45,000**					45,000		**45,000**
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		**-**		-		-	-		**-**
2.642	Skana Water (Mayne)	-			-		**-**		-			-		**-**
2.650	Port Renfrew Water	10,000			200,000		**210,000**		200,000			10,000		**210,000**
2.660	Fernwood Water (SSI)					-	**-**		-					**-**
2.665	Sticks Allison Water (Galiano)	-					**-**					-		**-**
2.667	Surfside Park Estates (Mayne)	-					**-**					-		**-**
2.670	Regional Water Supply	870,000	280,000	40,000	3,450,000	400,000	**5,040,000**	4,160,000	-	280,000			600,000	**5,040,000**
2.680	JDF Water Distribution	165,000	165,000	40,000	6,555,000		**6,925,000**	6,740,000	-	165,000		20,000	-	**6,925,000**
2.691	Wilderness Mountain Water Service				-		**-**		-			-		**-**
3.701	Millstream Site Remediation					-	**-**	-			-			**-**
3.705	SSI Septage / Composting				-		**-**	-	-		-	-		**-**
3.718	Saanich Peninsula Wastewater	-			1,060,000		**1,060,000**	-		150,000		910,000		**1,060,000**
3.798C	Core Area Wastewater Treatment Program		-		18,445,066		**18,445,066**	5,595,066	12,850,000					**18,445,066**
3.810	Ganges Sewer Utility (SSI)	-			-		**-**				-	-		**-**
3.820	Maliview Sewer Utility (SSI)				-		**-**		-		-	-		**-**
3.830	Magic Lake Sewer Utility (Pender)				-		**-**		-		-	-		**-**
3.850	Port Renfrew Sewer				400,000		**400,000**		400,000		-	-		**400,000**
TOTAL		**2,755,143**	**870,000**	**1,405,000**	**36,779,566**	**4,200,000**	**46,009,709**	**16,755,066**	**13,950,000**	**2,325,143**	**225,000**	**12,154,500**	**600,000**	**46,009,709**

	CENTRAL SAANICH	2021 CENTRAL SAANICH	Cost per Avg. Residential Assessment	2020 CENTRAL SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	379,755	44.58	364,311	42.76	15,444	1.81	4.24%
1.101	G.I.S.	2,846	0.33	2,797	0.33	49	0.01	1.74%
1.224	Community Health	26,941	3.16	26,979	3.17	(38)	(0.00)	-0.14%
1.280	Regional Parks	484,211	56.84	476,009	55.88	8,201	0.96	1.72%
1.280A	Regional Parks - Land Acquisition	169,484	19.89	169,484	19.89	-	-	0.00%
1.309	Climate Action and Adaptation	20,023	2.35	19,688	2.31	335	0.04	1.70%
1.310	Land Banking & Housing	58,731	6.89	56,312	6.61	2,419	0.28	4.30%
1.324	Regional Planning Services	52,168	6.12	51,296	6.02	872	0.10	1.70%
1.335	Geo-Spatial Referencing System	7,149	0.84	7,118	0.84	31	0.00	0.44%
1.374	Regional Emergency Program Support	5,646	0.66	5,646	0.66	-	-	0.00%
1.375	Hazardous Material Incident response	13,847	1.63	13,658	1.60	189	0.02	1.39%
1.911	Call Answer	6,662	0.78	6,560	0.77	102	0.01	1.55%
1.921	Regional CREST Contribution	70,779	8.31	69,638	8.17	1,141	0.13	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,762	0.21	(1,762)	(0.21)	-100.00%
	Total Regional	**$1,298,244**	**$152.39**	**$1,271,259**	**$149.23**	**$26,984**	**$3.17**	**2.12%**
1.126	Victoria Family Court Committee	689	0.08	689	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	14,067	1.65	13,731	1.61	336	0.04	2.44%
1.230	Traffic Safety Commission	3,258	0.38	3,258	0.38	-	-	0.00%
1.311	Regional Housing Trust Fund	51,702	6.07	51,702	6.07	-	-	0.00%
1.330	Regional Growth Strategy	13,746	1.61	13,683	1.61	63	0.01	0.46%
1.44X	Panorama Recreation Center	2,031,882	238.51	1,960,672	230.15	71,211	8.36	3.63%
1.537	Stormwater Quality Management - Peninsula	30,841	3.62	30,324	3.56	517	0.06	1.70%
1.538	Source - Stormwater Quality - Peninsula	22,783	2.67	22,403	2.63	380	0.04	1.70%
1.912B	Call Answer - Municipalities	(48,993)	(5.75)	(53,519)	(6.28)	4,525	0.53	8.46%
3.700	Septage Disposal	1,892	0.22	1,860	0.22	32	0.00	1.70%
3.701	Millstream Remediation	8,717	1.02	15,764	1.85	(7,046)	(0.83)	-44.70%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	40,382	4.74	53,330	6.26	(12,948)	(1.52)	-24.28%
3.718	Peninsula Wastewater TP	1,716,547	201.50	1,503,354	176.47	213,193	25.03	14.18%
3.720	L.W.M.P. (Peninsula) - Implementation	22,798	2.68	5,034	0.59	17,764	2.09	352.85%
3.755	Regional Source Control Program	51,628	6.06	50,765	5.96	863	0.10	1.70%
3.775	Debt - Saanich Pen. Waste Water System	-	-	(193)	(0.02)	193	0.02	-100.00%
	Total Sub Regional	**$3,961,939**	**$465.07**	**$3,672,858**	**$431.14**	**$289,081**	**$33.93**	**7.87%**
	Total Capital Regional District	**$5,260,183**	**$617.46**	**$4,944,117**	**$580.36**	**$316,066**	**$37.10**	**6.39%**
	% Change					**6.39%**		
	Cost/average residential property	$617.46		$580.36		$37.10		
1.15X	Debt Service - M.F.A.	642,301	75.40	670,760	78.74	(28,459)	(3.34)	-4.24%
CRHD	Capital Regional Hospital District	1,241,771	145.76	1,290,189	151.45	(48,418)	(5.68)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$7,144,255**	**$838.62**	**$6,905,067**	**$810.55**	**$239,188**	**$28.08**	**3.46%**
	Average residential assessment - 2020			**772,372**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.81	0.22%
Regional Parks	0.96	0.12%
Panorama Recreation Center	8.36	1.03%
Call Answer - Municipalities	0.53	0.07%
Millstream Remediation	(0.83)	-0.10%
W.W. (Trk Swrs & Swge Disp) - Operating	(1.52)	-0.19%
Peninsula Wastewater TP	25.03	3.09%
L.W.M.P. (Peninsula) - Implementation	2.09	0.26%
Debt Service - M.F.A.	(3.34)	-0.41%
Capital Regional Hospital District	(5.68)	-0.70%
Various	0.67	0.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$28.08**	**3.46%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.81	0.31%
Regional Parks	0.96	0.17%
Panorama Recreation Center	8.36	1.44%
Call Answer - Municipalities	0.53	0.09%
Millstream Remediation	(0.83)	-0.14%
W.W. (Trk Swrs & Swge Disp) - Op	(1.52)	-0.26%
Peninsula Wastewater TP	25.03	4.31%
L.W.M.P. (Peninsula) - Implementation	2.09	0.36%
Various	0.67	0.12%
TOTAL CRD	**$37.10**	**6.39%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total C. Saanich	Municipality's Share Share of Budget
3.714	C. Saanich	53,330	40,382	(12,948)	40,382	100%
3.718	Peninsula Wastewater	3,604,302	4,115,433	511,131	1,716,547	42%
	Sewer Operating	3,657,632	4,155,815		1,756,929	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total C. Saanich	Municipality's Share Share of Budget
3.775	SPWWT System	(465)	-	465	-	0%
	Sewer Debt	(465)	-		-	

	COLWOOD	2021 COLWOOD	Cost per Avg. Residential Assessment	2020 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	277,935	38.01	266,632	36.46	11,303	1.55	4.24%
1.101	G.I.S.	2,083	0.28	2,047	0.28	36	0.00	1.74%
1.224	Community Health	19,718	2.70	19,745	2.70	(28)	(0.00)	-0.14%
1.280	Regional Parks	354,384	48.46	348,382	47.64	6,002	0.82	1.72%
1.280A	Regional Parks - Land Acquisition	124,042	16.96	124,042	16.96	-	-	0.00%
1.309	Climate Action and Adaptation	17,753	2.43	17,456	2.39	297	0.04	1.70%
1.310	Land Banking & Housing	42,984	5.88	41,214	5.64	1,771	0.24	4.30%
1.324	Regional Planning Services	38,181	5.22	37,543	5.13	638	0.09	1.70%
1.335	Geo-Spatial Referencing System	5,232	0.72	5,210	0.71	23	0.00	0.44%
1.374	Regional Emergency Program Support	5,006	0.68	5,006	0.68	-	-	0.00%
1.375	Hazardous Material Incident response	12,277	1.68	12,109	1.66	168	0.02	1.39%
1.911	Call Answer	6,949	0.95	6,843	0.94	106	0.01	1.55%
1.921	Regional CREST Contribution	73,823	10.10	72,633	9.93	1,190	0.16	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,289	0.18	(1,289)	(0.18)	-100.00%
	Total Regional	**$980,368**	**$134.06**	**$960,151**	**$131.30**	**$20,217**	**$2.76**	**2.11%**
1.126	Victoria Family Court Committee	601	0.08	601	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	10,295	1.41	10,050	1.37	246	0.03	2.44%
1.330	Regional Growth Strategy	10,060	1.38	10,015	1.37	46	0.01	0.46%
1.536	Stormwater Quality Management - Core Area	27,425	3.75	26,967	3.69	458	0.06	1.70%
1.912A	Call Answer - RCMP	-	-	(2,865)	(0.39)	2,865	0.39	-100.00%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	902,103	123.36	1,507,705	206.18	(605,602)	(82.82)	-40.17%
3.700	Septage Disposal	2,828	0.39	2,780	0.38	47	0.01	1.70%
3.701	Millstream Remediation	27,534	3.77	49,790	6.81	(22,256)	(3.04)	-44.70%
3.707	On Site System Management Program	74,533	10.19	74,533	10.19	-	-	0.00%
3.750	LWMP	13,866	1.90	13,634	1.86	232	0.03	1.70%
3.752	Stage 3 Harbour Studies	19,528	2.67	19,528	2.67	0	0.00	0.00%
3.755	Regional Source Control Program	45,053	6.16	44,300	6.06	753	0.10	1.70%
	Total Sub Regional	**$1,133,827**	**$155.05**	**$1,757,037**	**$240.27**	**($623,210)**	**($85.22)**	**-35.47%**
	Total Capital Regional District	**$2,114,195**	**$289.11**	**$2,717,188**	**$371.57**	**($602,993)**	**($82.46)**	**-22.19%**
	% Change					**-22.19%**		
	Cost/average residential property	$289.11		$371.57		($82.46)		
1.15X	Debt Service - M.F.A.	834,039	114.05	834,039	114.05	-	-	0.00%
CRHD	Capital Regional Hospital District	908,828	124.28	944,264	129.13	(35,436)	(4.85)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$3,857,062**	**$527.45**	**$4,495,491**	**$614.75**	**($638,430)**	**($87.30)**	**-14.20%**
	Average residential assessment - 2020			**658,535**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.55	0.25%
Regional Parks	0.82	0.13%
Call Answer - RCMP	0.39	0.06%
W.W. (Trk Swrs & Swge Disp) - Debt	(82.82)	-13.47%
Millstream Remediation	(3.04)	-0.50%
Capital Regional Hospital District	(4.85)	-0.79%
Various	0.64	0.10%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($87.30)**	**-14.20%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.55	0.42%
Regional Parks	0.82	0.22%
Call Answer - RCMP	0.39	0.11%
W.W. (Trk Swrs & Swge Disp) - Debt	(82.82)	-22.29%
Millstream Remediation	(3.04)	-0.82%
Various	0.64	0.17%
TOTAL CRD	**($82.46)**	**-22.19%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Colwood	Municipality's Share Share of Budget
3.710	N W Trunk	2,766,953	-	(2,766,953)	-	0%
3.717	Core Area Wastewater Operations	-	27,545,224	27,545,224	1,006,976	4%
(invoice)	Sewer Operating	2,766,953	27,545,224		1,006,976	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Colwood	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	3,396	3,860	464	1,413	37%
3.769	Macaulay - Genset	13,562	13,557	(5)	2,786	21%
3.772	NWT Upgrade	14,435	(1,523)	(15,958)	(441)	29%
3.776	W. Communities Trunk	86	-	(86)	-	0%
3.777	Esq Trunk Upgrade	452	-	(452)	-	0%
3.792	Craigflower PS	66,358	30,650	(35,708)	9,358	31%
3.798	Core - Sewage Integrated T.F.	526,554	758,228	231,674	38,823	5%
3.798B	Core - Sewage Integrated T.F.	1,102,198	759,891	(342,307)	28,715	4%
3.798C	Core - Wastewater Treatment Program	35,000,000	19,994,860	(15,005,140)	821,449	4%
	Sewer Debt	36,727,050	21,559,523		902,103	

	ESQUIMALT	2021 ESQUIMALT	Cost per Avg. Residential Assessment	2020 ESQUIMALT	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	263,228	43.38	252,523	41.62	10,705	1.76	4.24%
1.101	G.I.S.	1,973	0.33	1,939	0.32	34	0.01	1.74%
1.224	Community Health	18,675	3.08	18,701	3.08	(26)	(0.00)	-0.14%
1.280	Regional Parks	335,632	55.31	329,947	54.37	5,685	0.94	1.72%
1.280A	Regional Parks - Land Acquisition	117,478	19.36	117,478	19.36	-	-	0.00%
1.309	Climate Action and Adaptation	17,280	2.85	16,991	2.80	289	0.05	1.70%
1.310	Land Banking & Housing	40,710	6.71	39,033	6.43	1,677	0.28	4.30%
1.324	Regional Planning Services	36,160	5.96	35,556	5.86	604	0.10	1.70%
1.335	Geo-Spatial Referencing System	4,956	0.82	4,934	0.81	22	0.00	0.44%
1.374	Regional Emergency Program Support	4,872	0.80	4,872	0.80	-	-	0.00%
1.375	Hazardous Material Incident response	11,950	1.97	11,787	1.94	163	0.03	1.39%
1.911	Call Answer	6,893	1.14	6,788	1.12	105	0.02	1.55%
1.921	Regional CREST Contribution	73,233	12.07	72,052	11.87	1,180	0.19	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,221	0.20	(1,221)	(0.20)	-100.00%
	Total Regional	**$933,039**	**$153.76**	**$913,821**	**$150.60**	**$19,218**	**$3.17**	**2.10%**
1.126	Victoria Family Court Committee	604	0.10	604	0.10	-	-	0.00%
1.128	Greater Victoria Police Victim Services	9,751	1.61	9,518	1.57	233	0.04	2.44%
1.230	Traffic Safety Commission	2,258	0.37	2,258	0.37	-	-	0.00%
1.297	Arts Grants	155,956	25.70	153,375	25.28	2,581	0.43	1.68%
1.311	Regional Housing Trust Fund	44,768	7.38	44,768	7.38	-	-	0.00%
1.330	Regional Growth Strategy	9,528	1.57	9,485	1.56	43	0.01	0.46%
1.536	Stormwater Quality Management - Core Area	56,501	9.31	55,557	9.16	944	0.16	1.70%
1.912B	Call Answer - Municipalities	(50,691)	(8.35)	(55,374)	(9.13)	4,682	0.77	8.46%
3.700	Septage Disposal	965	0.16	949	0.16	16	0.00	1.70%
3.701	Millstream Remediation	4,796	0.79	8,673	1.43	(3,877)	(0.64)	-44.70%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	1,064,136	175.37	51,609	8.51	1,012,527	166.86	1961.92%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	930,134	153.28	1,573,482	259.31	(643,348)	(106.02)	-40.89%
3.750	LWMP	24,127	3.98	23,724	3.91	403	0.07	1.70%
3.752	Stage 3 Harbour Studies	19,372	3.19	19,371	3.19	0	0.00	0.00%
3.755	Regional Source Control Program	75,733	12.48	74,468	12.27	1,266	0.21	1.70%
	Total Sub Regional	**$2,347,938**	**$386.94**	**$1,972,466**	**$325.06**	**$375,472**	**$61.88**	**19.04%**
	Total Capital Regional District	**$3,280,976**	**$540.70**	**$2,886,287**	**$475.66**	**$394,689**	**$65.04**	**13.67%**
	% Change					**13.67%**		
	Cost/average residential property	$540.70		$475.66		$65.04		
1.15X	Debt Service - M.F.A.	877,457	144.60	874,317	144.09	3,140	0.52	0.36%
CRHD	Capital Regional Hospital District	860,736	141.85	894,297	147.38	(33,561)	(5.53)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$5,019,169**	**$827.15**	**$4,654,901**	**$767.12**	**$364,268**	**$60.03**	**7.83%**
	Average residential assessment - 2020			**751,618**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.76	0.23%
Regional Parks	0.94	0.12%
Arts Grants	0.43	0.06%
Call Answer - Municipalities	0.77	0.10%
Millstream Remediation	(0.64)	-0.08%
W.W. (Trk Swrs & Swge Disp) - Operating	166.86	21.75%
W.W. (Trk Swrs & Swge Disp) - Debt	(106.02)	-13.82%
Debt Service - M.F.A.	0.52	0.07%
Capital Regional Hospital District	(5.53)	-0.72%
Various	0.94	0.12%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$60.03**	**7.83%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.76	0.37%
Regional Parks	0.94	0.20%
Arts Grants	0.43	0.09%
Call Answer - Municipalities	0.77	0.16%
Millstream Remediation	(0.64)	-0.13%
W.W. (Trk Swrs & Swge Disp) - Op	166.86	35.08%
W.W. (Trk Swrs & Swge Disp) - Debt	(106.02)	-22.29%
Various	0.94	0.20%
TOTAL CRD	**$65.04**	**13.67%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Esquimalt	Municipality's Share Share of Budget
3.710	N W Trunk	2,766,953	-	(2,766,953)	-	0%
3.717	Core Area Wastewater Operations	-	27,545,224	27,545,224	1,064,136	4%
	Sewer Operating	2,766,953	27,545,224		1,064,136	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Esquimalt	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	3,396	3,860	464	17	0%
3.769	Macaulay - Genset	13,562	13,557	(5)	5,950	44%
3.772	NWT Upgrade	14,435	(1,523)	(15,958)	6,854	-450%
3.776	W. Communities Trunk	86	-	(86)	-	0%
3.777	Esq Trunk Upgrade	452	-	(452)	-	0%
3.792	Craigflower PS	66,358	30,650	(35,708)	(39)	0%
3.798	Core - Sewage Integrated T.F.	526,554	758,228	231,674	15,354	2%
3.798B	Core - Sewage Integrated T.F.	1,102,198	759,891	(342,307)	15,878	2%
3.798C	Core - Wastewater Treatment Program	35,000,000	19,994,860	(15,005,140)	886,119	4%
	Sewer Debt	36,727,050	21,559,523		930,134	

	HIGHLANDS	2021 HIGHLANDS	Cost per Avg. Residential Assessment	2020 HIGHLANDS	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	48,226	47.00	46,264	45.09	1,961	1.91	4.24%
1.101	G.I.S.	361	0.35	355	0.35	6	0.01	1.74%
1.224	Community Health	3,421	3.33	3,426	3.34	(5)	(0.00)	-0.14%
1.280	Regional Parks	61,491	59.93	60,449	58.92	1,042	1.02	1.72%
1.280A	Regional Parks - Land Acquisition	21,523	20.98	21,523	20.98	-	-	0.00%
1.309	Climate Action and Adaptation	2,644	2.58	2,600	2.53	44	0.04	1.70%
1.374	Regional Emergency Program Support	746	0.73	746	0.73	-	-	0.00%
1.375	Hazardous Material Incident response	1,828	1.78	1,803	1.76	25	0.02	1.39%
1.911	Call Answer	914	0.89	900	0.88	14	0.01	1.55%
1.310	Land Banking & Housing	7,458	7.27	7,151	6.97	307	0.30	4.30%
1.324	Regional Planning Services	6,625	6.46	6,514	6.35	111	0.11	1.70%
1.335	Geo-Spatial Referencing System	908	0.88	904	0.88	4	0.00	0.44%
1.921	Regional CREST Contribution	9,708	9.46	9,551	9.31	156	0.15	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	224	0.22	(224)	(0.22)	-100.00%
	Total Regional	**$165,853**	**$161.65**	**$162,411**	**$158.29**	**$3,442**	**$3.35**	**2.12%**
3.700	Septage Disposal	8,292	8.08	8,154	7.95	139	0.14	1.70%
1.128	Greater Victoria Police Victim Services	1,786	1.74	1,744	1.70	43	0.04	2.44%
1.297	Arts Grants	7,152	6.97	7,034	6.86	118	0.12	1.68%
1.311	Regional Housing Trust Fund	6,831	6.66	6,831	6.66	-	-	0.00%
1.126	Victoria Family Court Committee	91	0.09	91	0.09	-	-	0.00%
1.313	Animal Care Services	22,114	21.55	21,817	21.26	297	0.29	1.36%
1.912A	Call Answer - RCMP	-	-	(377)	(0.37)	377	0.37	-100.00%
1.913	Fire Dispatch	20,376	19.86	19,869	19.37	507	0.49	2.55%
1.330	Regional Growth Strategy	1,746	1.70	1,738	1.69	8	0.01	0.46%
1.230	Traffic Safety Commission	414	0.40	414	0.40	-	-	0.00%
3.701	Millstream Remediation	1,695	1.65	3,065	2.99	(1,370)	(1.34)	-44.70%
	Total Sub Regional	**$70,497**	**$68.71**	**$70,379**	**$68.59**	**$118**	**$0.12**	**0.17%**
	Total Capital Regional District	**$236,350**	**$230.36**	**$232,790**	**$226.89**	**$3,560**	**$3.47**	**1.53%**
	% Change					**1.53%**		
	Cost/average residential property	$230.36		$226.89		$3.47		
1.15X	Debt Service - M.F.A.	87,658	85.43	87,658	85.43	-	-	0.00%
CRHD	Capital Regional Hospital District	157,695	153.70	163,843	159.69	(6,149)	(5.99)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$481,703**	**$469.49**	**$484,292**	**$472.01**	**($2,589)**	**($2.52)**	**-0.53%**
	Average residential assessment - 2020			**814,394**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.91	0.40%
Regional Parks	1.02	0.22%
Land Banking & Housing	0.30	0.06%
Call Answer - RCMP	0.37	0.08%
Fire Dispatch	0.49	0.10%
Millstream Remediation	(1.34)	-0.28%
Capital Regional Hospital District	(5.99)	-1.27%
Various	0.72	0.15%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($2.52)**	**-0.53%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.91	0.84%
Regional Parks	1.02	0.45%
Land Banking & Housing	0.30	0.13%
Call Answer - RCMP	0.37	0.16%
Fire Dispatch	0.49	0.22%
Millstream Remediation	(1.34)	-0.59%
Various	0.72	0.32%
TOTAL CRD	**$3.47**	**1.53%**

	LANGFORD	2021 LANGFORD	Cost per Avg. Residential Assessment	2020 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	772,243	36.61	740,836	35.12	31,407	1.49	4.24%
1.101	G.I.S.	5,787	0.27	5,688	0.27	99	0.00	1.74%
1.224	Community Health	54,786	2.60	54,863	2.60	(76)	(0.00)	-0.14%
1.280	Regional Parks	984,656	46.68	967,978	45.89	16,678	0.79	1.72%
1.280A	Regional Parks - Land Acquisition	344,650	16.34	344,650	16.34	-	-	0.00%
1.309	Climate Action and Adaptation	43,948	2.08	43,213	2.05	735	0.03	1.70%
1.310	Land Banking & Housing	119,432	5.66	114,512	5.43	4,920	0.23	4.30%
1.324	Regional Planning Services	106,085	5.03	104,312	4.94	1,773	0.08	1.70%
1.335	Geo-Spatial Referencing System	14,538	0.69	14,475	0.69	63	0.00	0.44%
1.374	Regional Emergency Program Support	12,392	0.59	12,392	0.59	-	-	0.00%
1.375	Hazardous Material Incident response	30,393	1.44	29,978	1.42	415	0.02	1.39%
1.911	Call Answer	15,709	0.74	15,469	0.73	240	0.01	1.55%
1.921	Regional CREST Contribution	166,894	7.91	164,204	7.78	2,690	0.13	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,582	0.17	(3,582)	(0.17)	-100.00%
	Total Regional	**$2,671,514**	**$126.64**	**$2,616,152**	**$124.01**	**$55,361**	**$2.62**	**2.12%**
1.126	Victoria Family Court Committee	1,401	0.07	1,401	0.07	-	-	0.00%
1.128	Greater Victoria Police Victim Services	28,606	1.36	27,923	1.32	683	0.03	2.44%
1.230	Traffic Safety Commission	6,625	0.31	6,625	0.31	-	-	0.00%
1.330	Regional Growth Strategy	27,953	1.33	27,825	1.32	128	0.01	0.46%
1.536	Stormwater Quality Management - Core Area	58,895	2.79	57,911	2.75	984	0.05	1.70%
1.912A	Call Answer - RCMP	-	-	(6,477)	(0.31)	6,477	0.31	-100.00%
1.913	Fire Dispatch	350,305	16.61	341,587	16.19	8,718	0.41	2.55%
3.700	Septage Disposal	5,701	0.27	5,605	0.27	95	0.00	1.70%
3.701	Millstream Remediation	24,569	1.16	44,429	2.11	(19,859)	(0.94)	-44.70%
3.707	On Site System Management Program	54,871	2.60	54,871	2.60	-	-	0.00%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	2,265,169	107.38	493,399	23.39	1,771,770	83.99	359.09%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	2,710,399	128.48	4,688,325	222.24	(1,977,926)	(93.76)	-42.19%
3.750	LWMP	23,821	1.13	23,423	1.11	398	0.02	1.70%
3.752	Stage 3 Harbour Studies	44,147	2.09	44,146	2.09	1	0.00	0.00%
3.755	Regional Source Control Program	95,389	4.52	93,795	4.45	1,594	0.08	1.70%
	Total Sub Regional	**$5,697,850**	**$270.10**	**$5,904,789**	**$279.91**	**($206,939)**	**($9.81)**	**-3.50%**
	Total Capital Regional District	**$8,369,363**	**$396.74**	**$8,520,941**	**$403.92**	**($151,578)**	**($7.19)**	**-1.78%**
	% Change					**-1.78%**		
	Cost/average residential property	$396.74		$403.92		($7.19)		
CRHD	Capital Regional Hospital District	2,525,175	119.70	2,623,635	124.37	(98,460)	(4.67)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$10,894,538**	**$516.44**	**$11,144,576**	**$528.29**	**($250,038)**	**($11.85)**	**-2.24%**
	Average residential assessment - 2020			**634,274**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.49	0.28%
Regional Parks	0.79	0.15%
Call Answer - RCMP	0.31	0.06%
Fire Dispatch	0.41	0.08%
Millstream Remediation	(0.94)	-0.18%
W.W. (Trk Swrs & Swge Disp) - Operating	83.99	15.90%
W.W. (Trk Swrs & Swge Disp) - Debt	(93.76)	-17.75%
Capital Regional Hospital District	(4.67)	-0.88%
Various	0.53	0.10%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($11.85)**	**-2.24%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.49	0.37%
Regional Parks	0.79	0.20%
Call Answer - RCMP	0.31	0.08%
Fire Dispatch	0.41	0.10%
Millstream Remediation	(0.94)	-0.23%
W.W. (Trk Swrs & Swge Disp) - Op	83.99	20.79%
W.W. (Trk Swrs & Swge Disp) - Debt	(93.76)	-23.21%
Various	0.53	0.13%
TOTAL CRD	**($7.19)**	**-1.78%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Langford	Municipality's Share Share of Budget
3.710	N W Trunk	2,766,953	-	(2,766,953)	-	0%
3.717	Core Area Wastewater Operations	-	27,545,224	27,545,224	2,265,169	8%
	Sewer Operating	2,766,953	27,545,224		2,265,169	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Langford	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	3,396	3,860	464	2,429	63%
3.769	Macaulay - Genset	13,562	13,557	(5)	4,433	33%
3.772	NWT Upgrade	14,435	(1,523)	(15,958)	(443)	29%
3.776	W. Communities Trunk	86	-	(86)	-	0%
3.777	Esq Trunk Upgrade	452	-	(452)	-	0%
3.792	Craigflower PS	66,358	30,650	(35,708)	12,423	41%
3.798	Core - Sewage Integrated T.F.	526,554	758,228	231,674	42,147	6%
3.798B	Core - Sewage Integrated T.F.	1,102,198	759,891	(342,307)	56,008	7%
3.798C	Core - Wastewater Treatment Program	35,000,000	19,994,860	(15,005,140)	2,593,402	13%
	Sewer Debt	36,727,050	21,559,523		2,710,399	

	METCHOSIN	2021 METCHOSIN	Cost per Avg. Residential Assessment	2020 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	80,904	46.31	77,613	44.42	3,290	1.88	4.24%
1.101	G.I.S.	606	0.35	596	0.34	10	0.01	1.74%
1.224	Community Health	5,740	3.29	5,748	3.29	(8)	(0.00)	-0.14%
1.280	Regional Parks	103,157	59.04	101,410	58.04	1,747	1.00	1.72%
1.280A	Regional Parks - Land Acquisition	36,107	20.67	36,107	20.67	-	-	0.00%
1.309	Climate Action and Adaptation	4,989	2.86	4,906	2.81	83	0.05	1.70%
1.310	Land Banking & Housing	12,512	7.16	11,997	6.87	515	0.29	4.30%
1.324	Regional Planning Services	11,114	6.36	10,928	6.25	186	0.11	1.70%
1.335	Geo-Spatial Referencing System	1,523	0.87	1,516	0.87	7	0.00	0.44%
1.374	Regional Emergency Program Support	1,407	0.81	1,407	0.81	-	-	0.00%
1.375	Hazardous Material Incident response	3,450	1.97	3,403	1.95	47	0.03	1.39%
1.911	Call Answer	1,903	1.09	1,874	1.07	29	0.02	1.55%
1.921	Regional CREST Contribution	20,222	11.57	19,896	11.39	326	0.19	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	375	0.21	(375)	(0.21)	-100.00%
	Total Regional	**$283,634**	**$162.34**	**$277,776**	**$158.99**	**$5,858**	**$3.35**	**2.11%**
1.126	Victoria Family Court Committee	174	0.10	174	0.10	-	-	0.00%
1.128	Greater Victoria Police Victim Services	2,997	1.72	2,925	1.67	72	0.04	2.44%
1.297	Arts Grants	13,505	7.73	13,281	7.60	224	0.13	1.68%
1.311	Regional Housing Trust Fund	12,915	7.39	12,915	7.39	-	-	0.00%
1.313	Animal Care Services	37,098	21.23	36,600	20.95	498	0.29	1.36%
1.330	Regional Growth Strategy	2,928	1.68	2,915	1.67	13	0.01	0.46%
1.912A	Call Answer - RCMP	-	-	(785)	(0.45)	785	0.45	-100.00%
1.913	Fire Dispatch	42,444	24.29	41,388	23.69	1,056	0.60	2.55%
3.700	Septage Disposal	1,943	1.11	1,910	1.09	32	0.02	1.70%
3.701	Millstream Remediation	5,657	3.24	10,230	5.85	(4,573)	(2.62)	-44.70%
	Total Sub Regional	**$119,661**	**$68.49**	**$121,553**	**$69.57**	**($1,893)**	**($1.08)**	**-1.56%**
	Total Capital Regional District	**$403,295**	**$230.83**	**$399,329**	**$228.56**	**$3,965**	**$2.27**	**0.99%**
	% Change					**0.99%**		
	Cost/average residential property	$230.83		$228.56		$2.27		
CRHD	Capital Regional Hospital District	264,548	151.42	274,864	157.32	(10,315)	(5.90)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$667,843**	**$382.24**	**$674,193**	**$385.88**	**($6,350)**	**($3.63)**	**-0.94%**
	Average residential assessment - 2020			**802,315**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.88	0.49%
Regional Parks	1.00	0.26%
Call Answer - RCMP	0.45	0.12%
Fire Dispatch	0.60	0.16%
Millstream Remediation	(2.62)	-0.68%
Capital Regional Hospital District	(5.90)	-1.53%
Various	0.95	0.25%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($3.63)**	**-0.94%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	1.88	0.82%
Regional Parks	1.00	0.44%
Call Answer - RCMP	0.45	0.20%
Fire Dispatch	0.60	0.26%
Millstream Remediation	(2.62)	-1.15%
Various	0.95	0.42%
TOTAL CRD	**$2.27**	**0.99%**

	NORTH SAANICH	2021 N.SAANICH	Cost per Avg. Residential Assessment	2020 N.SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	355,092	58.96	340,650	56.57	14,441	2.40	4.24%
1.101	G.I.S.	2,661	0.44	2,615	0.43	46	0.01	1.74%
1.224	Community Health	25,192	4.18	25,227	4.19	(35)	(0.01)	-0.14%
1.280	Regional Parks	452,763	75.18	445,094	73.91	7,669	1.27	1.72%
1.280A	Regional Parks - Land Acquisition	158,477	26.32	158,477	26.32	-	-	0.00%
1.309	Climate Action and Adaptation	15,949	2.65	15,682	2.60	267	0.04	1.70%
1.310	Land Banking & Housing	54,917	9.12	52,655	8.74	2,262	0.38	4.30%
1.324	Regional Planning Services	48,780	8.10	47,965	7.96	815	0.14	1.70%
1.335	Geo-Spatial Referencing System	6,685	1.11	6,656	1.11	29	0.00	0.44%
1.374	Regional Emergency Program Support	4,497	0.75	4,497	0.75	-	-	0.00%
1.375	Hazardous Material Incident response	11,030	1.83	10,879	1.81	151	0.03	1.39%
1.911	Call Answer	4,374	0.73	4,307	0.72	67	0.01	1.55%
1.921	Regional CREST Contribution	46,469	7.72	45,720	7.59	749	0.12	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,647	0.27	(1,647)	(0.27)	-100.00%
	Total Regional	**$1,186,884**	**$197.09**	**$1,162,071**	**$192.97**	**$24,813**	**$4.12**	**2.14%**
3.700	Septage Disposal	2,671	0.44	2,626	0.44	45	0.01	1.70%
3.701	Millstream Remediation	8,570	1.42	15,497	2.57	(6,927)	(1.15)	-44.70%
1.330	Regional Growth Strategy	12,853	2.13	12,795	2.12	59	0.01	0.46%
1.126	Victoria Family Court Committee	563	0.09	563	0.09	-	-	0.00%
1.311	Regional Housing Trust Fund	41,060	6.82	41,060	6.82	-	-	0.00%
1.44X	Panorama Recreation Center	1,608,630	267.12	1,552,253	257.76	56,377	9.36	3.63%
1.537	Stormwater Quality Management - Peninsula	39,901	6.63	39,232	6.51	669	0.11	1.70%
1.538	Source - Stormwater Quality - Peninsula	14,958	2.48	14,708	2.44	249	0.04	1.70%
3.720	L.W.M.P. (Peninsula) - Implementation	8,388	1.39	1,852	0.31	6,536	1.09	352.85%
1.912A	Call Answer - RCMP	-	-	(1,803)	(0.30)	1,803	0.30	-100.00%
1.230	Traffic Safety Commission	3,046	0.51	3,046	0.51	-	-	0.00%
3.755	Regional Source Control Program	18,996	3.15	18,678	3.10	317	0.05	1.70%
	Total Sub Regional	**$1,759,636**	**$292.19**	**$1,700,507**	**$282.37**	**$59,128**	**$9.82**	**3.48%**
	Total Capital Regional District	**$2,946,520**	**$489.28**	**$2,862,578**	**$475.34**	**$83,942**	**$13.94**	**2.93%**
	% Change					**2.93%**		
	Cost/average residential property	$489.28		$475.34		$13.94		
1.15X	Debt Service - M.F.A.	498,548	82.79	498,548	82.79	-	-	0.00%
CRHD	Capital Regional Hospital District	1,161,122	192.81	1,206,396	200.33	(45,274)	(7.52)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,606,190**	**$764.87**	**$4,567,522**	**$758.45**	**$38,668**	**$6.42**	**0.85%**
	Average residential assessment - 2020			**1,021,646**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	2.40	0.32%
Regional Parks	1.27	0.17%
Land Banking & Housing	0.38	0.05%
Millstream Remediation	(1.15)	-0.15%
Panorama Recreation Center	9.36	1.23%
L.W.M.P. (Peninsula) - Implementation	1.09	0.14%
Call Answer - RCMP	0.30	0.04%
Capital Regional Hospital District	(7.52)	-0.99%
Various	0.30	0.04%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6.42**	**0.85%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	2.40	0.50%
Regional Parks	1.27	0.27%
Land Banking & Housing	0.38	0.08%
Millstream Remediation	(1.15)	-0.24%
Panorama Recreation Center	9.36	1.97%
L.W.M.P. (Peninsula) - Implementation	1.09	0.23%
Call Answer - RCMP	0.30	0.06%
Various	$0.30	0.06%
TOTAL CRD	**$13.94**	**2.93%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total N. Saanich	Municipality's Share Share of Budget
3.718	Peninsula Wastewater	3,604,302	4,115,433	511,131	631,307	15%
(invoice)	Sewer Operating	3,604,302	4,115,433		631,307	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total N. Saanich	Municipality's Share Share of Budget
3.775	SPWWT System	(465)	-	465	-	0%
(invoice)	Sewer Debt	(465)	-		-	

	OAK BAY	2021 OAK BAY	Cost per Avg. Residential Assessment	2020 OAK BAY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	537,471	78.51	515,613	75.32	21,859	3.19	4.24%
1.101	G.I.S.	4,028	0.59	3,959	0.58	69	0.01	1.74%
1.224	Community Health	38,131	5.57	38,184	5.58	(53)	(0.01)	-0.14%
1.280	Regional Parks	685,308	100.10	673,700	98.41	11,608	1.70	1.72%
1.280A	Regional Parks - Land Acquisition	239,872	35.04	239,872	35.04	-	-	0.00%
1.309	Climate Action and Adaptation	24,466	3.57	24,057	3.51	409	0.06	1.70%
1.310	Land Banking & Housing	83,123	12.14	79,699	11.64	3,424	0.50	4.30%
1.324	Regional Planning Services	73,834	10.78	72,600	10.60	1,234	0.18	1.70%
1.335	Geo-Spatial Referencing System	10,118	1.48	10,074	1.47	44	0.01	0.44%
1.374	Regional Emergency Program Support	6,899	1.01	6,899	1.01	-	-	0.00%
1.375	Hazardous Material Incident response	16,920	2.47	16,689	2.44	231	0.03	1.39%
1.911	Call Answer	6,839	1.00	6,734	0.98	105	0.02	1.55%
1.921	Regional CREST Contribution	72,653	10.61	71,482	10.44	1,171	0.17	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	2,493	0.36	(2,493)	(0.36)	-100.00%
	Total Regional	**$1,799,663**	**$262.87**	**$1,762,056**	**$257.38**	**$37,607**	**$5.49**	**2.13%**
1.126	Victoria Family Court Committee	900	0.13	900	0.13	-	-	0.00%
1.128	Greater Victoria Police Victim Services	19,909	2.91	19,434	2.84	475	0.07	2.44%
1.230	Traffic Safety Commission	4,611	0.67	4,611	0.67	-	-	0.00%
1.290	Royal Theatre	52,734	7.70	55,580	8.12	(2,847)	(0.42)	-5.12%
1.297	Arts Grants	220,367	32.19	216,720	31.66	3,647	0.53	1.68%
1.311	Regional Housing Trust Fund	63,005	9.20	63,005	9.20	-	-	0.00%
1.330	Regional Growth Strategy	19,455	2.84	19,366	2.83	89	0.01	0.46%
1.536	Stormwater Quality Management - Core Area	55,813	8.15	54,880	8.02	933	0.14	1.70%
1.912B	Call Answer - Municipalities	(50,290)	(7.35)	(54,936)	(8.02)	4,645	0.68	8.46%
3.700	Septage Disposal	31	0.00	31	0.00	1	0.00	1.70%
3.701	Millstream Remediation	4,338	0.63	7,845	1.15	(3,507)	(0.51)	-44.70%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	2,558,662	373.74	764,945	111.73	1,793,718	262.01	234.49%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	52,896	7.73	128,141	18.72	(75,245)	(10.99)	-58.72%
3.750	LWMP	28,803	4.21	28,321	4.14	481	0.07	1.70%
3.755	Regional Source Control Program	107,298	15.67	105,505	15.41	1,793	0.26	1.70%
	Total Sub Regional	**$3,138,532**	**$458.44**	**$1,414,348**	**$206.59**	**$1,724,184**	**$251.85**	**121.91%**
	Total Capital Regional District	**$4,938,195**	**$721.32**	**$3,176,404**	**$463.97**	**$1,761,791**	**$257.34**	**55.46%**
	% Change					**55.46%**		
	Cost/average residential property	$721.32		$463.97		$257.34		
1.15X	Debt Service - M.F.A.	276,972	40.46	276,972	40.46	-	-	0.00%
CRHD	Capital Regional Hospital District	1,757,490	256.71	1,826,017	266.72	(68,527)	(10.01)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6,972,656**	**$1,018.49**	**$5,279,392**	**$771.16**	**$1,693,264**	**$247.33**	**32.07%**
	Average residential assessment - 2020			**1,360,271**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	3.19	0.41%
Regional Parks	1.70	0.22%
Land Banking & Housing	0.50	0.06%
Royal Theatre	(0.42)	-0.05%
Arts Grants	0.53	0.07%
Call Answer - Municipalities	0.68	0.09%
Millstream Remediation	(0.51)	-0.07%
W.W. (Trk Swrs & Swge Disp) - Operating	262.01	33.98%
W.W. (Trk Swrs & Swge Disp) - Debt	(10.99)	-1.43%
Capital Regional Hospital District	(10.01)	-1.30%
Various	0.66	0.09%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$247.33**	**32.07%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	3.19	0.69%
Regional Parks	1.70	0.37%
Land Banking & Housing	0.50	0.11%
Royal Theatre	(0.42)	-0.09%
Arts Grants	0.53	0.11%
Call Answer - Municipalities	0.68	0.15%
Millstream Remediation	(0.51)	-0.11%
W.W. (Trk Swrs & Swge Disp) - Op	262.01	56.47%
W.W. (Trk Swrs & Swge Disp) - Debt	(10.99)	-2.37%
Various	0.66	0.14%
TOTAL CRD	**$257.34**	**55.46%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Oak Bay	Municipality's Share Share of Budget
3.712	NE Trunk	1,952,873	-	(1,952,873)	-	0%
3.713	East Coast Interceptor	958,579	-	(958,579)	-	0%
3.715	NE Trunk #2 - Bowker	501,362	-	(501,362)	-	0%
3.717	Core Area Wastewater Operations	-	27,545,224	27,545,224	2,558,662	9%
	Sewer Operating	3,412,814	27,545,224		2,558,662	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Oak Bay	Municipality's Share Share of Budget
3.771	NET Bowker	(660)	-	660	-	0%
3.779	LWMP	9	-	(9)	-	0%
3.770	NET & ECI Upgrade	795,545	327,730	(467,815)	52,896	16%
3.770A	NET & ECI Upgrade	856,122	856,738	616	138,278	16%
3.770A	NET & ECI Upgrade (100% for Invoice)			-	(138,278)	Invoice
3.798	Core - Sewage Integrated T.F.	526,554	758,228	231,674	48,788	6%
3.798	Core - Sewage Integrated T.F. (100%)			-	(48,788)	Invoice
3.798B	Core - Sewage Integrated T.F.	1,102,198	759,891	(342,307)	68,078	9%
3.798B	Core - Sewage Integrated T.F. (100%)			-	(68,078)	Invoice
3.798C	Core - Wastewater Treatment Program	35,000,000	19,994,860	(15,005,140)	1,324,528	7%
3.798C	Core - Wastewater Treatment Program			-	(1,324,528)	Invoice
3.799	Oak Bay - Humber / Rutland	32,649	32,639	(10)	32,639	100%
3.799	Oak Bay - Humber / Rutland (100%)				(32,639)	Invoice
	Sewer Debt	38,312,417	22,730,086		52,896	

	SAANICH	2021 SAANICH	Cost per Avg. Residential Assessment	2020 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	2,254,379	48.31	2,162,695	46.35	91,684	1.96	4.24%
1.101	G.I.S.	16,894	0.36	16,605	0.36	289	0.01	1.74%
1.224	Community Health	159,935	3.43	160,158	3.43	(223)	(0.00)	-0.14%
1.280	Regional Parks	2,874,468	61.60	2,825,781	60.56	48,687	1.04	1.72%
1.280A	Regional Parks - Land Acquisition	1,006,125	21.56	1,006,125	21.56	-	-	0.00%
1.309	Climate Action and Adaptation	127,005	2.72	124,882	2.68	2,123	0.05	1.70%
1.310	Land Banking & Housing	348,653	7.47	334,291	7.16	14,362	0.31	4.30%
1.324	Regional Planning Services	309,691	6.64	304,515	6.53	5,176	0.11	1.70%
1.335	Geo-Spatial Referencing System	42,441	0.91	42,256	0.91	185	0.00	0.44%
1.374	Regional Emergency Program Support	35,812	0.77	35,812	0.77	-	-	0.00%
1.375	Hazardous Material Incident response	87,833	1.88	86,633	1.86	1,200	0.03	1.39%
1.911	Call Answer	44,997	0.96	44,309	0.95	688	0.01	1.55%
1.921	Regional CREST Contribution	478,042	10.24	470,336	10.08	7,706	0.17	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	10,458	0.22	(10,458)	(0.22)	-100.00%
	Total Regional	**$7,786,276**	**$166.86**	**$7,624,856**	**$163.41**	**$161,419**	**$3.46**	**2.12%**
1.536	Stormwater Quality Management - Core Area	192,748	4.13	189,527	4.06	3,221	0.07	1.70%
3.700	Septage Disposal	4,744	0.10	4,665	0.10	79	0.00	1.70%
1.128	Greater Victoria Police Victim Services	83,508	1.79	81,515	1.75	1,993	0.04	2.44%
3.701	Millstream Remediation	39,802	0.85	71,975	1.54	(32,173)	(0.69)	-44.70%
1.126	Victoria Family Court Committee	4,489	0.10	4,489	0.10	-	-	0.00%
1.290	Royal Theatre	277,596	5.95	275,982	5.91	1,614	0.03	0.58%
1.230	Traffic Safety Commission	19,339	0.41	19,339	0.41	-	-	0.00%
1.297	Arts Grants	1,145,397	24.55	1,126,439	24.14	18,958	0.41	1.68%
1.311	Regional Housing Trust Fund	328,302	7.04	328,302	7.04	-	-	0.00%
1.330	Regional Growth Strategy	81,602	1.75	81,229	1.74	372	0.01	0.46%
1.912B	Call Answer - Municipalities	(330,899)	(7.09)	(361,464)	(7.75)	30,565	0.66	8.46%
3.707	On Site System Management Program	50,664	1.09	50,664	1.09	-	-	0.00%
3.750	LWMP	103,020	2.21	101,298	2.17	1,722	0.04	1.70%
3.752	Stage 3 Harbour Studies	126,452	2.71	126,451	2.71	2	0.00	0.00%
3.755	Regional Source Control Program	348,626	7.47	342,799	7.35	5,827	0.12	1.70%
	Total Sub Regional	**$2,475,391**	**$53.05**	**$2,443,210**	**$52.36**	**$32,180**	**$0.69**	**1.32%**
	Total Capital Regional District	**$10,261,666**	**$219.91**	**$10,068,067**	**$215.76**	**$193,600**	**$4.15**	**1.92%**
	% Change					**1.92%**		
	Cost/average residential property	$219.91		$215.76		$4.15		
1.15X	Debt Service - M.F.A.	4,445,410	95.27	4,244,761	90.97	200,649	4.30	4.73%
CRHD	Capital Regional Hospital District	7,371,646	157.98	7,659,077	164.14	(287,431)	(6.16)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$22,078,723**	**$473.16**	**$21,971,905**	**$470.87**	**$106,818**	**$2.29**	**0.49%**
	Average residential assessment - 2020			**837,093**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.96	0.42%
Regional Parks	1.04	0.22%
Land Banking & Housing	0.31	0.07%
Millstream Remediation	(0.69)	-0.15%
Arts Grants	0.41	0.09%
Call Answer - Municipalities	0.66	0.14%
Debt Service - M.F.A.	4.30	0.91%
Capital Regional Hospital District	(6.16)	-1.31%
Various	0.46	0.10%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$2.29**	**0.49%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.96	0.91%
Regional Parks	1.04	0.48%
Land Banking & Housing	0.31	0.14%
Millstream Remediation	(0.69)	-0.32%
Arts Grants	0.41	0.19%
Call Answer - Municipalities	0.66	0.30%
Various	0.46	0.21%
TOTAL CRD	**$4.15**	**1.92%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Saanich	Municipality's Share Share of Budget
3.710	N W Trunk	2,766,953	-	(2,766,953)	-	0%
3.712	NE Trunk	1,952,873	-	(1,952,873)	-	0%
3.713	East Coast Interceptor	958,579	-	(958,579)	-	0%
3.715	NE Trunk #2 - Bowker	501,362	-	(501,362)	-	0%
3.717	Core Area Wastewater Operations	-	27,545,224	27,545,224	8,314,845	30%
(Invoice)	Sewer Operating	6,179,767	27,545,224		8,314,845	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Saanich	Municipality's Share Share of Budget
3.771	NET Bowker	(660)	-	660	-	0%
3.772	NWT Upgrade	14,435	(1,523)	(15,958)	(4,166)	274%
3.779	LWMP	9	-	(9)	-	0%
3.770	NET & ECI Upgrade	795,545	327,730	(467,815)	73,641	22%
3.770A	NET & ECI Upgrade	856,122	856,738	616	192,509	22%
3.794	Saanich (no grant)	(90)	-	90	-	0%
3.798	Core - Sewage Integrated T.F.	526,554	758,228	231,674	244,579	32%
3.798B	Core - Sewage Integrated T.F.	1,102,198	759,891	(342,307)	243,492	32%
3.798C	Core - Wastewater Treatment Program	35,000,000	19,994,860	(15,005,140)	6,271,484	31%
(Invoice)	Sewer Debt	38,294,113	22,695,924		7,021,539	

	SIDNEY	2021 SIDNEY	Cost per Avg. Residential Assessment	2020 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	313,964	40.10	301,196	38.47	12,769	1.63	4.24%
1.101	G.I.S.	2,353	0.30	2,313	0.30	40	0.01	1.74%
1.224	Community Health	22,274	2.84	22,305	2.85	(31)	(0.00)	-0.14%
1.280	Regional Parks	400,324	51.13	393,543	50.26	6,781	0.87	1.72%
1.280A	Regional Parks - Land Acquisition	140,122	17.90	140,122	17.90	-	-	0.00%
1.309	Climate Action and Adaptation	15,056	1.92	14,805	1.89	252	0.03	1.70%
1.310	Land Banking & Housing	48,556	6.20	46,556	5.95	2,000	0.26	4.30%
1.324	Regional Planning Services	43,130	5.51	42,409	5.42	721	0.09	1.70%
1.335	Geo-Spatial Referencing System	5,911	0.75	5,885	0.75	26	0.00	0.44%
1.374	Regional Emergency Program Support	4,246	0.54	4,246	0.54	-	-	0.00%
1.375	Hazardous Material Incident response	10,413	1.33	10,270	1.31	142	0.02	1.39%
1.911	Call Answer	4,506	0.58	4,437	0.57	69	0.01	1.55%
1.921	Regional CREST Contribution	47,873	6.11	47,102	6.02	772	0.10	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,456	0.19	(1,456)	(0.19)	-100.00%
	Total Regional	**$1,058,728**	**$135.22**	**$1,036,645**	**$132.40**	**$22,083**	**$2.82**	**2.13%**
1.126	Victoria Family Court Committee	527	0.07	527	0.07	-	-	0.00%
1.128	Greater Victoria Police Victim Services	11,630	1.49	11,353	1.45	278	0.04	2.44%
1.230	Traffic Safety Commission	2,693	0.34	2,693	0.34	-	-	0.00%
1.311	Regional Housing Trust Fund	38,812	4.96	38,812	4.96	-	-	0.00%
1.330	Regional Growth Strategy	11,365	1.45	11,313	1.44	52	0.01	0.46%
1.44X	Panorama Recreation Center	1,534,708	196.01	1,480,922	189.14	53,786	6.87	3.63%
1.537	Stormwater Quality Management - Peninsula	27,203	3.47	26,747	3.42	456	0.06	1.70%
1.538	Source - Stormwater Quality - Peninsula	15,410	1.97	15,153	1.94	257	0.03	1.70%
1.912A	Call Answer - RCMP	-	-	(1,858)	(0.24)	1,858	0.24	-100.00%
3.700	Septage Disposal	611	0.08	601	0.08	10	0.00	1.70%
3.701	Millstream Remediation	2,960	0.38	5,353	0.68	(2,393)	(0.31)	-44.70%
3.720	L.W.M.P. (Peninsula) - Implementation	21,683	2.77	4,788	0.61	16,895	2.16	352.85%
3.755	Regional Source Control Program	49,103	6.27	48,283	6.17	821	0.10	1.70%
3.775	Debt - Saanich Pen. Waste Water System	-	-	(191)	(0.02)	191	0.02	100.00%
	Total Sub Regional	**$1,716,707**	**$219.26**	**$1,644,496**	**$210.03**	**$72,210**	**$9.22**	**4.39%**
	Total Capital Regional District	**$2,775,435**	**$354.48**	**$2,681,141**	**$342.43**	**$94,294**	**$12.04**	**3.52%**
	% Change					**3.52%**		
	Cost/average residential property	$354.48		$342.43		$12.04		
1.15X	Debt Service - M.F.A.	613,739	78.39	522,686	66.76	91,053	11.63	17.42%
CRHD	Capital Regional Hospital District	1,026,640	131.12	1,066,670	136.23	(40,030)	(5.11)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,415,814**	**$563.98**	**$4,270,497**	**$545.42**	**$145,317**	**$18.56**	**3.40%**
	Average residential assessment - 2020			**694,782**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.63	0.30%
Regional Parks	0.87	0.16%
Panorama Recreation Center	6.87	1.26%
Millstream Remediation	(0.31)	-0.06%
L.W.M.P. (Peninsula) - Implementation	2.16	0.40%
Debt Service - M.F.A.	11.63	2.13%
Capital Regional Hospital District	(5.11)	-0.94%
Various	0.82	0.15%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$18.56**	**3.40%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.63	0.48%
Regional Parks	0.87	0.25%
Panorama Recreation Center	6.87	2.01%
Millstream Remediation	(0.31)	-0.09%
L.W.M.P. (Peninsula) - Implementation	2.16	0.63%
Various	0.82	0.24%
TOTAL CRD	**$12.04**	**3.52%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Sidney	Municipality's Share Share of Budget
3.718	Peninsula Wastewater	3,604,302	4,115,433	511,131	1,632,592	40%
(Invoice)	Sewer Operating	3,604,302	4,115,433		1,632,592	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Sidney	Municipality's Share Share of Budget
3.775	SPWWT System	(465)	-	465	-	0%
	Sewer Debt	(465)	-		-	

	SOOKE	2021 SOOKE	Cost per Avg. Residential Assessment	2020 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	203,737	29.41	195,452	28.22	8,286	1.20	4.24%
1.101	G.I.S.	1,527	0.22	1,501	0.22	26	0.00	1.74%
1.224	Community Health	14,454	2.09	14,474	2.09	(20)	(0.00)	-0.14%
1.280	Regional Parks	259,778	37.50	255,377	36.87	4,400	0.64	1.72%
1.280A	Regional Parks - Land Acquisition	90,928	13.13	90,928	13.13	-	-	0.00%
1.309	Climate Action and Adaptation	13,468	1.94	13,243	1.91	225	0.03	1.70%
1.310	Land Banking & Housing	31,509	4.55	30,211	4.36	1,298	0.19	4.30%
1.324	Regional Planning Services	27,988	4.04	27,520	3.97	468	0.07	1.70%
1.335	Geo-Spatial Referencing System	3,836	0.55	3,819	0.55	17	0.00	0.44%
1.374	Regional Emergency Program Support	3,798	0.55	3,798	0.55	-	-	0.00%
1.375	Hazardous Material Incident response	9,314	1.34	9,187	1.33	127	0.02	1.39%
1.911	Call Answer	5,398	0.78	5,316	0.77	83	0.01	1.55%
1.921	Regional CREST Contribution	57,350	8.28	56,426	8.15	924	0.13	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	945	0.14	(945)	(0.14)	-100.00%
	Total Regional	**$723,086**	**$104.39**	**$708,197**	**$102.24**	**$14,889**	**$2.15**	**2.10%**
1.126	Victoria Family Court Committee	449	0.06	449	0.06	-	-	0.00%
1.230	Traffic Safety Commission	1,748	0.25	1,748	0.25	-	-	0.00%
1.297	Arts Grant	36,469	5.26	35,865	5.18	604	0.09	1.68%
1.311	Regional Housing Trust Fund	34,897	5.04	34,897	5.04	-	-	0.00%
1.313	Animal Care Services	93,424	13.49	92,169	13.31	1,254	0.18	1.36%
1.330	Regional Growth Strategy	7,375	1.06	7,341	1.06	34	0.00	0.46%
1.40X	SEAPARC	2,216,276	319.96	2,159,679	311.78	56,597	8.17	2.62%
1.912A	Call Answer - RCMP	-	-	(2,226)	(0.32)	2,226	0.32	-100.00%
1.913	Fire Dispatch	120,376	17.38	117,381	16.95	2,996	0.43	2.55%
3.700	Septage Disposal	4,310	0.62	4,238	0.61	72	0.01	1.70%
3.701	Millstream Remediation	12,137	1.75	21,947	3.17	(9,810)	(1.42)	-44.70%
	Total Sub Regional	**$2,527,460**	**$364.88**	**$2,473,488**	**$357.09**	**$53,972**	**$7.79**	**2.18%**
1.121	Sooke Regional Museum	123,115	17.77	121,038	17.47	2,076	0.30	1.72%
1.531	Stormwater Quality Management	37,470	5.41	36,844	5.32	626	0.09	1.70%
	Total Local	**$160,585**	**$23.18**	**$157,882**	**$22.79**	**$2,702**	**$0.39**	**1.71%**
	Total Capital Regional District	**$3,411,130**	**$492.45**	**$3,339,567**	**$482.12**	**$71,562**	**$10.33**	**2.14%**
	% Change					**2.14%**		
	Cost/average residential property	$492.45		$482.12		$10.33		
1.15X	Debt Service - M.F.A.	484,127	69.89	484,127	69.89	-	-	0.00%
CRHD	Capital Regional Hospital District	666,206	96.18	692,182	99.93	(25,976)	(3.75)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,561,463**	**$658.52**	**$4,515,877**	**$651.94**	**$45,586**	**$6.58**	**1.01%**
	Average residential assessment - 2020			**509,623**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.20	0.18%
Regional Parks	0.64	0.10%
SEAPARC	8.17	1.25%
Call Answer - RCMP	0.32	0.05%
Fire Dispatch	0.43	0.07%
Millstream Remediation	(1.42)	-0.22%
Sooke Regional Museum	0.30	0.05%
Capital Regional Hospital District	(3.75)	-0.58%
Various	0.69	0.11%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6.58**	**1.01%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.20	0.25%
Regional Parks	0.64	0.13%
SEAPARC	8.17	1.69%
Call Answer - RCMP	0.32	0.07%
Fire Dispatch	0.43	0.09%
Millstream Remediation	(1.42)	-0.29%
Sooke Regional Museum	0.30	0.06%
Various	$0.69	0.14%
TOTAL CRD	**$10.33**	**2.14%**

	VICTORIA	2021 VICTORIA	Cost per Avg. Residential Assessment	2020 VICTORIA	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	2,318,060	48.18	2,223,786	46.22	94,274	1.96	4.24%
1.101	G.I.S.	17,371	0.36	17,074	0.35	297	0.01	1.74%
1.224	Community Health	164,453	3.42	164,683	3.42	(229)	(0.00)	-0.14%
1.280	Regional Parks	2,955,665	61.43	2,905,603	60.39	50,062	1.04	1.72%
1.280A	Regional Parks - Land Acquisition	1,034,545	21.50	1,034,545	21.50	-	-	0.00%
1.309	Climate Action and Adaptation	113,186	2.35	111,294	2.31	1,892	0.04	1.70%
1.310	Land Banking & Housing	358,502	7.45	343,734	7.14	14,767	0.31	4.30%
1.324	Regional Planning Services	318,439	6.62	313,117	6.51	5,322	0.11	1.70%
1.335	Geo-Spatial Referencing System	43,640	0.91	43,449	0.90	191	0.00	0.44%
1.374	Regional Emergency Program Support	31,916	0.66	31,916	0.66	-	-	0.00%
1.375	Hazardous Material Incident response	78,276	1.63	77,207	1.60	1,070	0.02	1.39%
1.911	Call Answer	34,623	0.72	34,093	0.71	529	0.01	1.55%
1.921	Regional CREST Contribution	367,826	7.64	361,897	7.52	5,929	0.12	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	10,753	0.22	(10,753)	(0.22)	-100.00%
	Total Regional	**$7,836,501**	**$162.87**	**$7,673,149**	**$159.47**	**$163,351**	**$3.39**	**2.13%**
1.126	Victoria Family Court Committee	3,835	0.08	3,835	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	85,867	1.78	83,818	1.74	2,049	0.04	2.44%
1.230	Traffic Safety Commission	19,885	0.41	19,885	0.41	-	-	0.00%
1.290	Royal Theatre	249,670	5.19	248,438	5.16	1,233	0.03	0.50%
1.295	McPherson Theatre	750,000	15.59	750,000	15.59	-	-	0.00%
1.297	Arts Grants	1,019,921	21.20	1,003,039	20.85	16,882	0.35	1.68%
1.311	Regional Housing Trust Fund	291,864	6.07	291,864	6.07	-	-	0.00%
1.330	Regional Growth Strategy	83,907	1.74	83,524	1.74	383	0.01	0.46%
1.536	Stormwater Quality Management - Core Area	188,527	3.92	185,376	3.85	3,151	0.07	1.70%
1.912B	Call Answer - Municipalities	(254,608)	(5.29)	(278,125)	(5.78)	23,518	0.49	8.46%
3.700	Septage Disposal	14,582	0.30	14,339	0.30	244	0.01	1.70%
3.701	Millstream Remediation	23,881	0.50	43,184	0.90	(19,303)	(0.40)	-44.70%
3.752	Stage 3 Harbour Studies	97,298	2.02	97,296	2.02	1	0.00	0.00%
3.755	Regional Source Control Program	471,266	9.79	463,389	9.63	7,877	0.16	1.70%
	Total Sub Regional	**$3,045,895**	**$63.30**	**$3,009,862**	**$62.55**	**$36,033**	**$0.75**	**1.20%**
	Total Capital Regional District	**$10,882,396**	**$226.17**	**$10,683,011**	**$222.03**	**$199,384**	**$4.14**	**1.87%**
	% Change					**1.87%**		
	Cost/average residential property	$226.17		$222.03		$4.14		
1.15X	Debt Service - M.F.A.	5,634,265	117.10	5,782,254	120.17	(147,989)	(3.08)	-2.56%
CRHD	Capital Regional Hospital District	7,579,878	157.53	7,875,428	163.68	(295,550)	(6.14)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$24,096,539**	**$500.80**	**$24,340,693**	**$505.88**	**($244,155)**	**($5.07)**	**-1.00%**
	Average residential assessment - 2020			**834,734**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.96	0.39%
Regional Parks	1.04	0.21%
Land Banking & Housing	0.31	0.06%
Arts Grants	0.35	0.07%
Call Answer - Municipalities	0.49	0.10%
Millstream Remediation	(0.40)	-0.08%
Debt Service - M.F.A.	(3.08)	-0.61%
Capital Regional Hospital District	(6.14)	-1.21%
Various	0.40	0.08%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($5.07)**	**-1.00%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.96	0.88%
Regional Parks	1.04	0.47%
Land Banking & Housing	0.31	0.14%
Arts Grants	0.35	0.16%
Call Answer - Municipalities	0.49	0.22%
Millstream Remediation	(0.40)	-0.18%
Various	$0.40	0.18%
TOTAL CRD	**$4.14**	**1.87%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Victoria	Municipality's Share Share of Budget
3.710	N W Trunk	2,766,953	-	(2,766,953)	-	0%
3.712	NE Trunk	1,952,873	-	(1,952,873)	-	0%
3.713	East Coast Interceptor	958,579	-	(958,579)	-	0%
3.715	NE Trunk #2 - Bowker	501,362	-	(501,362)	-	0%
3.717	Core Area Wastewater Operations	-	27,545,224	27,545,224	11,236,814	41%
	Total Sewer Operating	6,179,767	27,545,224	(6,179,767)	11,236,814	
(Invoice)	Sewer Operating	-	-		11,236,814	
	Net Sewer Operating	6,179,767	27,545,224		-	

L.W.M.P. - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Victoria	Municipality's Share Share of Budget
3.750	LWMP	337,558	343,296	5,738	138,166	40%
	Total L.W.M.P.	337,558	343,296	5,738	138,166	
(Invoice)	L.W.M.P.	-	-		138,166	
	Net L.W.M.P.	337,558	343,296		-	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total Victoria	Municipality's Share Share of Budget
3.771	NET Bowker	(660)	-	660	-	0%
3.772	NWT Upgrade	14,435	(1,523)	(15,958)	(3,287)	216%
3.776	W. Communities Trunk	86	-	(86)	-	0%
3.779	LWMP	9	-	(9)	-	0%
3.770	NET & ECI Upgrade	795,545	327,730	(467,815)	201,193	61%
3.770A	NET & ECI Upgrade	856,122	856,738	616	525,951	61%
3.798	Core - Sewage Integrated T.F.	526,554	758,228	231,674	330,163	44%
3.798B	Core - Sewage Integrated T.F.	1,102,198	759,891	(342,307)	326,560	43%
3.798C	Core - Wastewater Treatment Program	35,000,000	19,994,860	(15,005,140)	7,444,050	37%
	Total Sewer Debt	38,294,289	22,695,924	(15,598,365)	8,824,631	
(Invoice)	Sewer Debt	-	-		8,824,631	
	Net Sewer Debt	38,294,289	22,695,924		-	

	VIEW ROYAL	2021 VIEW ROYAL	Cost per Avg. Residential Assessment	2020 VIEW ROYAL	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	208,988	42.52	200,489	40.79	8,499	1.73	4.24%
1.101	G.I.S.	1,566	0.32	1,539	0.31	27	0.01	1.74%
1.224	Community Health	14,827	3.02	14,847	3.02	(21)	(0.00)	-0.14%
1.280	Regional Parks	266,473	54.22	261,959	53.30	4,513	0.92	1.72%
1.280A	Regional Parks - Land Acquisition	93,271	18.98	93,271	18.98	-	-	0.00%
1.309	Climate Action and Adaptation	11,907	2.42	11,708	2.38	199	0.04	1.70%
1.310	Land Banking & Housing	32,321	6.58	30,990	6.31	1,331	0.27	4.30%
1.324	Regional Planning Services	28,709	5.84	28,230	5.74	480	0.10	1.70%
1.335	Geo-Spatial Referencing System	3,934	0.80	3,917	0.80	17	0.00	0.44%
1.374	Regional Emergency Program Support	3,357	0.68	3,357	0.68	-	-	0.00%
1.375	Hazardous Material Incident response	8,234	1.68	8,122	1.65	113	0.02	1.39%
1.911	Call Answer	4,260	0.87	4,195	0.85	65	0.01	1.55%
1.921	Regional CREST Contribution	45,260	9.21	44,530	9.06	730	0.15	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	969	0.20	(969)	(0.20)	-100.00%
	Total Regional	**$723,108**	**$147.13**	**$708,124**	**$144.08**	**$14,984**	**$3.05**	**2.12%**
1.126	Victoria Family Court Committee	405	0.08	405	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	7,741	1.58	7,557	1.54	185	0.04	2.44%
1.230	Traffic Safety Commission	1,793	0.36	1,793	0.36	-	-	0.00%
1.297	Arts Grants	107,386	21.85	105,608	21.49	1,777	0.36	1.68%
1.311	Regional Housing Trust Fund	30,783	6.26	30,783	6.26	-	-	0.00%
1.330	Regional Growth Strategy	7,565	1.54	7,530	1.53	35	0.01	0.46%
1.536	Stormwater Quality Management - Core Area	40,470	8.23	39,793	8.10	676	0.14	1.70%
1.912A	Call Answer - RCMP	-	-	(1,757)	(0.36)	1,757	0.36	-100.00%
3.700	Septage Disposal	173	0.04	170	0.03	3	0.00	1.70%
3.701	Millstream Remediation	5,068	1.03	9,164	1.86	(4,096)	(0.83)	-44.70%
3.707	On Site System Management Program	1,372	0.28	1,372	0.28	-	-	0.00%
3.750	LWMP	8,987	1.83	8,837	1.80	150	0.03	1.70%
3.752	Stage 3 Harbour Studies	11,972	2.44	11,972	2.44	0	0.00	0.00%
3.755	Regional Source Control Program	31,465	6.40	30,939	6.29	526	0.11	1.70%
	Total Sub Regional	**$255,179**	**$51.92**	**$254,167**	**$51.71**	**$1,012**	**$0.21**	**0.40%**
	Total Capital Regional District	**$978,287**	**$199.05**	**$962,290**	**$195.79**	**$15,997**	**$3.25**	**1.66%**
	% Change					**1.66%**		
	Cost/average residential property	$199.05		$195.79		$3.25		
1.15X	Debt Service - M.F.A.	567,103	115.39	567,103	115.39	-	-	0.00%
CRHD	Capital Regional Hospital District	683,376	139.04	710,022	144.47	(26,646)	(5.42)	-3.75%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$2,228,766**	**$453.48**	**$2,239,415**	**$455.65**	**($10,649)**	**($2.17)**	**-0.48%**
	Average residential assessment - 2020			**736,763**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.73	0.38%
Regional Parks	0.92	0.20%
Arts Grants	0.36	0.08%
Call Answer - RCMP	0.36	0.08%
Millstream Remediation	(0.83)	-0.18%
Capital Regional Hospital District	(5.42)	-1.19%
Various	0.72	0.16%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($2.17)**	**-0.48%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	1.73	0.88%
Regional Parks	0.92	0.47%
Arts Grants	0.36	0.18%
Call Answer - RCMP	0.36	0.18%
Millstream Remediation	(0.83)	-0.43%
Various	0.72	0.37%
TOTAL CRD	**$3.25**	**1.66%**

Capital Regional District
Sewers Operating - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total View Royal	Municipality's Share Share of Budget
3.710	N W Trunk	2,766,953	-	(2,766,953)	-	0%
3.717	Core Area Wastewater Operations	-	27,545,224	27,545,224	746,852	3%
	Total Sewer Operating	2,766,953	27,545,224	(2,766,953)	746,852	
(Invoice)	Sewer Operating	-	-		746,852	
	Net Sewer Operating	2,766,953	27,545,224		-	

Sewers Debt - 2021

	Service	2020 Requisition	2021 Requisition	Increase (Decrease)	Municipality's Share 2021 Total View Royal	Municipality's Share Share of Budget
3.772	NWT Upgrade	14,435	(1,523)	(15,958)	(41)	3%
3.792	Craigflower PS	66,358	30,650	(35,708)	8,908	29%
3.798	Core - Sewage Integrated T.F.	526,554	758,228	231,674	38,375	5%
3.798B	Core - Sewage Integrated T.F.	1,102,198	759,891	(342,307)	21,160	3%
3.798C	Core - Wastewater Treatment Program	35,000,000	19,994,860	(15,005,140)	653,827	3%
	Total Sewer Debt	36,709,554	21,542,106	(15,167,448)	722,229	
(Invoice)	Sewer Debt	-	-		722,229	
	Net Sewer Debt	36,709,554	21,542,106		-	

	Electoral Area Juan de Fuca	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	140,927	32.98	135,196	31.64	5,731	1.34	4.24%
1.101	G.I.S.	1,056	0.25	1,038	0.24	18	0.00	1.74%
1.224	Community Health - Homeless Sec.	9,998	2.34	10,012	2.34	(14)	(0.00)	-0.14%
1.280	Regional Parks	179,691	42.05	176,647	41.34	3,044	0.71	1.72%
1.280A	Regional Parks - Land Acquisition	62,896	14.72	62,896	14.72	-	-	0.00%
1.309	Climate Action and Adaptation	6,723	1.57	6,610	1.55	112	0.03	1.70%
1.310	Land Banking & Housing	21,795	5.10	20,897	4.89	898	0.21	4.30%
1.324	Regional Planning Service	19,360	4.53	19,036	4.45	324	0.08	1.70%
1.335	Geo-Spatial Referencing System	2,653	0.62	2,642	0.62	12	0.00	0.44%
1.374	Regional Emergency Program Support	1,896	0.44	1,896	0.44	-	-	0.00%
1.375	Hazardous Material Incident Response	4,649	1.09	4,586	1.07	64	0.01	1.39%
1.911	Call Answer	1,999	0.47	1,968	0.46	31	0.01	1.55%
1.921	Regional CREST Contribution	21,235	4.97	20,893	4.89	342	0.08	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	654	0.15	(654)	(0.15)	-100.00%
	Total Regional	**$474,877**	**$111.13**	**$464,970**	**$108.82**	**$9,907**	**$2.32**	**2.13%**
1.126	Victoria Family Court Committee	224	0.05	224	0.05	-	-	0.00%
1.128	Greater Victoria Police Victim Services	708	1.55	691	1.51	17	0.04	2.44%
1.230	Traffic Safety Commission	1,209	0.28	1,209	0.28	-	-	0.00%
1.313	Animal Care Services	64,622	15.12	63,755	14.92	867	0.20	1.36%
1.330	Regional Growth Strategy	5,101	1.19	5,078	1.19	23	0.01	0.46%
1.912A	Call Answer - RCMP	-	-	(824)	(0.19)	824	0.19	-100.00%
1.913	Fire Dispatch	44,571	10.43	43,462	10.17	1,109	0.26	2.55%
3.701	Millstream Remediation	7,237	1.69	13,086	3.06	(5,849)	(1.37)	-44.70%
	Total Sub-Regional	**$123,672**	**$30.33**	**$126,681**	**$31.00**	**($3,009)**	**($0.67)**	**-2.16%**
1.103	Elections	5,686	1.33	4,549	1.06	1,137	0.27	25.00%
1.104	U.B.C.M.	2,055	0.48	3,215	0.75	(1,161)	(0.27)	-36.10%
1.318	Building Inspection	101,282	23.70	94,657	22.15	6,625	1.55	7.00%
1.320	Noise Control	9,017	2.11	8,875	2.08	141	0.03	1.59%
1.322	Nuisances & Unsightly Premises	11,976	2.80	11,773	2.76	203	0.05	1.72%
1.372	Electoral Area Emergency Program	33,575	7.86	33,053	7.74	522	0.12	1.58%
	Total Joint Electoral Area	**$163,590**	**$38.28**	**$156,123**	**$36.54**	**$7,468**	**$1.75**	**4.78%**
1.109	Electoral Area Admin Exp-JDF	56,695	13.27	58,034	13.58	(1,339)	(0.31)	-2.31%
1.114	Grants in Aid - Juan de Fuca	-	-	9,859	2.31	(9,859)	(2.31)	-100.00%
1.317	JDF Building Numbering	12,850	3.01	12,639	2.96	211	0.05	1.67%
1.319	Soil Deposit Removal	5,621	1.32	5,534	1.30	87	0.02	1.57%
1.325	Electoral Area Services - Planning	684,090	160.10	672,654	157.42	11,436	2.68	1.70%
1.370	Juan de Fuca Emergency Program	86,605	20.27	85,204	19.94	1,401	0.33	1.64%
1.377	JDF Search and Rescue	64,579	15.11	63,603	14.88	976	0.23	1.53%
1.405	JDF EA - Community Parks	190,193	44.51	186,996	43.76	3,197	0.75	1.71%
1.924	Emergency Comm - Crest - J.D.F.	106,974	25.03	105,475	24.68	1,499	0.35	1.42%
	Total JDF Electoral Area	**$1,207,607**	**$282.61**	**$1,199,998**	**$280.83**	**$7,609**	**$1.78**	**0.63%**
	Total Capital Regional District	**$1,969,747**	**$462.36**	**$1,947,772**	**$457.18**	**$21,975** **1.1%**	**$5.18**	**1.13%**
	Cost/average residential property	$462.36		$457.18		$5.18		
CRHD	Capital Regional Hospital District	460,822	107.84	478,790	112.05	(17,968)	(4.21)	-3.75%
	Total CRD and CRHD	**$2,430,569**	**$570.20**	**$2,426,562**	**$569.23**	**$4,007**	**$0.97**	**0.17%**

Average residential assessment (2020) **$571,443**

Major Impacts

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	1.34	0.24%
Regional Parks	0.71	0.13%
SUB-REGIONAL		
Millstream Remediation	(1.37)	-0.24%
JOINT EA		
Building Inspection	1.55	0.27%
JDF EA		
Grants in Aid - Juan de Fuca	(2.31)	-0.41%
Electoral Area Services - Planning	2.68	0.47%
Juan de Fuca Emergency Program	0.33	0.06%
JDF EA - Community Parks	0.75	0.13%
Emergency Comm - Crest - J.D.F.	0.35	0.06%
Capital Regional Hospital District	(4.21)	-0.74%
Other	1.14	0.20%
Total	**$0.97**	**0.17%**

	Juan de Fuca Local/Specified/Defined Services	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.119	Vancouver Island Regional Library	308,702	80.66	304,078	79.45	4,624	1.21	1.52%
1.121	Sooke Regional Museum	73,158	19.12	71,925	18.79	1,234	0.32	1.72%
1.133	Langford E.A. - Greater Victoria Public Library	31,006	67.89	30,589	66.98	417	0.91	1.36%
1.232	Port Renfrew Street Lighting	3,825	45.75	3,763	45.01	62	0.74	1.65%
1.350	Willis Point Fire Protection	136,394	586.46	132,660	570.41	3,734	16.06	2.81%
1.353	Otter Point Fire Protection	485,161	394.67	520,563	423.47	(35,402)	(28.80)	-6.80%
1.354	Malahat Fire Protection	62,872	683.05	61,430	667.38	1,442	15.67	2.35%
1.355	Durrance Road Fire Protection	2,990	349.66	2,939	343.70	51	5.96	1.74%
1.357	East Sooke Fire Protection	435,783	502.19	430,286	495.86	5,497	6.33	1.28%
1.358	Port Renfrew Fire Protection	93,219	243.76	91,513	239.30	1,706	4.46	1.86%
1.360	Shirley Fire Protection	164,964	499.69	161,440	489.01	3,524	10.67	2.18%
1.40X	SEAPARC	700,855	183.12	700,197	182.95	658	0.17	0.09%
1.408	JDF EA - Community Recreation	68,316	17.85	67,301	17.58	1,015	0.27	1.51%
1.523	Port Renfrew Refuse Disposal	33,438	87.25	32,855	85.73	583	1.52	1.77%
2.650	Port Renfrew Water	59,209	316.21	58,327	311.50	882	4.71	1.51%
2.655	Snuggery Cove Water	-	-	(8,034)	(43.36)	8,034	43.36	-100.00%
2.691	Wilderness Mountain	68,150	874.73	63,859	819.65	4,291	55.08	6.72%
3.700	Septage Disposal - JDF Service Area	394	0.10	388	0.10	7	0.00	1.70%
3.755	Regional Source Control - Port Renfrew Sewer	735	7.93	722	7.80	12	0.13	1.70%
3.850	Port Renfrew Sewer	57,309	686.17	48,210	577.23	9,099	108.94	18.87%
	Total JdF Local/Specified/Defined Requisition	**$2,786,481**		**$2,775,011**		**$11,470**		
	Average residential assessment (2020)			**$571,443**				

	Electoral Area Salt Spring Island	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	269,742	39.92	258,772	38.30	10,970	1.62	4.24%
1.101	G.I.S.	2,021	0.30	1,987	0.29	35	0.01	1.74%
1.224	Community Health - Homeless Sec.	19,137	2.83	19,163	2.84	(27)	(0.00)	-0.14%
1.280	Regional Parks	343,937	50.90	338,112	50.04	5,826	0.86	1.72%
1.280A	Regional Parks - Land Acquisition	120,385	17.82	120,385	17.82	-	-	0.00%
1.309	Climate Action and Adaptation	13,340	1.97	13,117	1.94	223	0.03	1.70%
1.310	Land Banking & Housing	41,717	6.17	39,999	5.92	1,718	0.25	4.30%
1.324	Regional Planning Service	37,055	5.48	36,436	5.39	619	0.09	1.70%
1.335	Geo-Spatial Referencing System	5,078	0.75	5,056	0.75	22	0.00	0.44%
1.374	Regional Emergency Program Support	3,762	0.56	3,762	0.56	-	-	0.00%
1.375	Hazardous Material Incident Response	9,226	1.37	9,100	1.35	126	0.02	1.39%
1.911	Call Answer	4,142	0.61	4,079	0.60	63	0.01	1.55%
1.921	Regional CREST Contribution	44,008	6.51	43,298	6.41	709	0.10	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,251	0.19	(1,251)	(0.19)	-100.00%
	Total Regional	**$913,551**	**$135.19**	**$894,517**	**$132.38**	**$19,034**	**$2.82**	**2.13%**
1.230	Traffic Safety Commission	2,314	0.34	2,314	0.34	-	-	0.00%
1.311	Regional Housing Trust Fund	34,408	5.09	34,408	5.09	-	-	0.00%
1.313	Animal Care Services	123,690	18.30	122,029	18.06	1,660	0.25	1.36%
1.912A	Call Answer - RCMP	-	-	(1,708)	(0.25)	1,708	0.25	-100.00%
1.913	Fire Dispatch	92,370	13.67	90,072	13.33	2,299	0.34	2.55%
	Total Sub-Regional	**$252,782**	**$37.41**	**$247,115**	**$36.57**	**$5,667**	**$0.84**	**2.29%**
1.103	Elections	10,884	1.61	8,707	1.29	2,177	0.32	25.00%
1.104	U.B.C.M.	3,932	0.58	6,154	0.91	(2,222)	(0.33)	-36.10%
1.318	Building Inspection	193,859	28.69	181,178	26.81	12,681	1.88	7.00%
1.320	Noise Control	17,258	2.55	16,988	2.51	270	0.04	1.59%
1.322	Nuisances & Unsightly Premises	22,922	3.39	22,534	3.33	388	0.06	1.72%
1.372	Electoral Area Emergency Program	64,264	9.51	63,265	9.36	999	0.15	1.58%
	Total Joint Electoral Area	**$313,120**	**$46.34**	**$298,827**	**$44.22**	**$14,293**	**$2.12**	**4.78%**
1.111	Electoral Area Admin Exp-SSI	521,375	77.16	512,280	75.81	9,095	1.35	1.78%
1.116	Grants in Aid - Salt Spring Island	50,087	7.41	45,397	6.72	4,690	0.69	10.33%
1.124	SSI Economic Development Commission	77,028	11.40	77,028	11.40	-	-	0.00%
1.141	Salt Spring Island Public Library	660,235	97.71	660,235	97.71	-	-	0.00%
1.236	Salt Spring Island Fernwood Dock	31,283	5.64	31,283	5.64	-	-	0.00%
1.238A	Community Transit (S.S.I.)	240,847	35.64	232,253	34.37	8,594	1.27	3.70%
1.238B	Community Transportation (S.S.I.)	170,052	25.17	167,496	24.79	2,556	0.38	1.53%
1.299	Salt Spring Island Arts	118,407	17.52	116,005	17.17	2,402	0.36	2.07%
1.316	SSI House Numbering	9,420	1.39	9,266	1.37	154	0.02	1.66%
1.371	S.S.I. Emergency Program	127,920	18.93	111,308	16.47	16,612	2.46	14.92%
1.378	SSI Search and Rescue	23,336	3.45	22,034	3.26	1,302	0.19	5.91%
1.455	Salt Spring Island Community Parks	417,807	61.83	380,308	56.28	37,499	5.55	9.86%
1.458	Salt Spring Island Community Rec	53,511	7.92	49,918	7.39	3,593	0.53	7.20%
1.459	Salt Spring Island Park, Land & Rec Prog	1,500,046	221.99	1,541,158	228.07	(41,112)	(6.08)	-2.67%
1.535	Stormwater Quality Management - S.S.I.	27,500	4.07	22,502	3.33	4,998	0.74	22.21%
1.925	Emergency Comm - Crest - S.S.I.	90,551	13.40	88,573	13.11	1,978	0.29	2.23%
3.705	S.S.I. Liquid Waste Disposal	356,696	64.50	348,805	63.07	7,891	1.43	2.26%
	Total SSI Electoral Area	**$4,476,101**	**$675.13**	**$4,415,849**	**$665.96**	**$60,252**	**$9.18**	**1.38%**
	Total Capital Regional District	**$5,955,555**	**$894.07**	**$5,856,308**	**$879.13**	**$99,246** **1.7%**	**$14.95**	**1.70%**
	Cost/average residential property	$894.07		$879.13		$14.95		
CRHD	Capital Regional Hospital District	882,036	130.53	916,428	$135.62	(34,392)	(5.09)	-3.75%
	Total CRD and CRHD	**$6,837,590**	**$1,024.60**	**$6,772,736**	**$1,014.75**	**$64,855**	**$9.86**	**0.97%**

Average residential assessment (2020) **$691,653**

Major Impacts

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	1.62	0.16%
Regional Parks	0.86	0.08%
JOINT EA		
Building Inspection	1.88	0.18%
SSI EA		
Electoral Area Admin Exp-SSI	1.35	0.13%
Grants in Aid - Salt Spring Island	0.69	0.07%
Community Transit (S.S.I.)	1.27	0.13%
S.S.I. Emergency Program	2.46	0.24%
Stormwater Quality Management - S.S.I.	0.74	0.07%
S.S.I. Liquid Waste Disposal**	1.43	0.14%
Capital Regional Hospital District	(5.09)	-0.50%
Other	2.65	0.26%
Total	**$9.86**	**0.97%**

	Salt Spring Island Local/Specified/Defined Services	**2021**	**Cost per Avg. Res Asst/ Parcel**	**2020**	**Cost per Avg. Res Asst/ Parcel**	**Difference Increase/ (Decrease)**	**Change in cost per avg household/Parcel $**	**%**
1.234	Salt Spring Island Street Lighting	23,508	3.56	25,401	3.85	(1,893)	(0.29)	-7.45%
2.620	SSI Highland Water System	31,152	129.08	30,514	126.44	638	2.64	2.09%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	56,822	179.60	18,178	57.46	31.99%
2.624	Beddis Water	77,576	595.97	72,240	554.98	5,336	40.99	7.39%
2.626	Fulford Water	60,405	623.33	66,359	684.77	(5,954)	(61.44)	-8.97%
2.628	Cedar Lane Water	12,024	342.04	11,951	339.96	73	2.08	0.61%
2.660	Fernwood Water	14,693	195.75	16,138	215.00	(1,445)	(19.25)	-8.95%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	7,404	16.07	7,280	*15.80*	124	0.27	1.70%
3.810	Ganges Sewer	57,000	143.86	54,128	136.61	2,872	7.25	5.31%
	Total Local/Specified/Defined Services	**$358,762**		**$340,833**		**$17,929**		
	Average residential assessment (2020)			**$691,653**				

	Electoral Area Southern Gulf Islands	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	197,956	28.43	189,906	27.28	8,051	1.16	4.24%
1.101	G.I.S.	1,483	0.21	1,458	0.21	25	0.00	1.74%
1.224	Community Health - Homeless Sec.	14,044	2.02	14,063	2.02	(20)	(0.00)	-0.14%
1.280	Regional Parks	252,406	36.25	248,131	35.64	4,275	0.61	1.72%
1.280A	Regional Parks - Land Acquisition	88,348	12.69	88,348	12.69	-	-	0.00%
1.309	Climate Action and Adaptation	8,039	1.15	7,904	1.14	134	0.02	1.70%
1.310	Land Banking & Housing	30,615	4.40	29,354	4.22	1,261	0.18	4.30%
1.324	Regional Planning Service	27,194	3.91	26,739	3.84	455	0.07	1.70%
1.335	Geo-Spatial Referencing System	3,727	0.54	3,710	0.53	16	0.00	0.44%
1.374	Regional Emergency Program Support	2,267	0.33	2,267	0.33	-	-	0.00%
1.375	Hazardous Material Incident Response	5,559	0.80	5,483	0.79	76	0.01	1.39%
1.911	Call Answer	1,868	0.27	1,839	0.26	29	0.00	1.55%
1.921	Regional CREST Contribution	19,846	2.85	19,526	2.80	320	0.05	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	918	0.13	(918)	(0.13)	-100.00%
	Total Regional	**$653,352**	**$93.84**	**$639,648**	**$91.87**	**$13,704**	**$1.97**	**2.14%**
1.230	Traffic Safety Commission	1,698	0.24	1,698	0.24	-	-	0.00%
1.297	Arts Grants	21,703	3.12	21,344	3.07	359	0.05	1.68%
1.311	Regional Housing Trust Fund	20,651	2.97	20,651	2.97	-	-	0.00%
1.313	Animal Care Services	90,773	13.04	89,554	12.86	1,218	0.18	1.36%
1.912A	Call Answer - RCMP	-	-	(770)	(0.11)	770	0.11	-100.00%
1.913	Fire Dispatch	41,656	5.98	40,619	5.83	1,037	0.15	2.55%
	Total Sub-Regional	**$176,481**	**$25.35**	**$173,097**	**$24.86**	**$3,385**	**$0.49**	**1.96%**
1.103	Elections	7,987	1.15	6,390	0.92	1,597	0.23	25.00%
1.104	U.B.C.M.	2,886	0.41	4,516	0.65	(1,630)	(0.23)	-36.10%
1.318	Building Inspection	142,268	20.43	132,962	19.10	9,306	1.34	7.00%
1.320	Noise Control	12,665	1.82	12,467	1.79	198	0.03	1.59%
1.322	Nuisances & Unsightly Premises	16,822	2.42	16,537	2.38	285	0.04	1.72%
1.372	Electoral Area Emergency Program	47,161	6.77	46,428	6.67	733	0.11	1.58%
	Total Joint Electoral Area	**$229,790**	**$33.00**	**$219,301**	**$31.50**	**$10,490**	**$1.51**	**4.78%**
1.110	Electoral Area Admin Exp-SGI	342,385	49.18	342,385	49.18	-	-	0.00%
1.117	Grants in Aid - Southern Gulf Islands	102,609	14.74	62,791	9.02	39,818	5.72	63.41%
1.125	SGI Economic Development Commission	117,326	16.85	90,831	13.05	26,495	3.81	29.17%
1.138	Southern Gulf Islands - Public Library	204,275	29.34	200,278	28.77	3,997	0.57	2.00%
1.235	SGI Small Craft Harbour Facilities**	281,113	47.97	273,347	46.64	7,766	1.33	2.84%
1.314	SGI House Numbering	9,210	1.32	9,059	1.30	151	0.02	1.67%
1.373	Southern Gulf Islands. Emergency Program	242,588	34.84	242,888	34.89	(300)	(0.04)	-0.12%
1.533	Stormwater Quality Management - Southern Gulf Is.	37,875	5.44	44,488	6.39	(6,613)	(0.95)	-14.86%
1.923	Emergency Comm - Crest - S.G.I.	162,607	23.36	159,461	22.90	3,146	0.45	1.97%
	Total SGI Electoral Area	**$1,499,988**	**$223.03**	**$1,425,528**	**$212.13**	**$74,460**	**$10.90**	**5.14%**
	Total Capital Regional District	**$2,559,611**	**$375.22**	**$2,457,573**	**$360.36**	**$102,038**	**$14.87**	**4.13%**
						4.2%		
	Cost/average residential property	$375.22		$360.36		$14.87		
CRHD	Capital Regional Hospital District	647,302	92.97	672,541	96.60	(25,239)	(3.63)	-3.75%
	Total CRD and CRHD	**$3,206,913**	**$468.20**	**$3,130,114**	**$456.96**	**$76,799**	**$11.24**	**2.46%**

Average residential assessment (2020) **$492,635**

Major Impacts

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	1.16	0.25%
Regional Parks	0.61	0.13%
JOINT EA		
Building Inspection	1.34	0.29%
SGI EA		
Grants in Aid - Southern Gulf Islands	5.72	1.25%
SGI Economic Development Commission	3.81	0.83%
Southern Gulf Islands - Public Library	0.57	0.13%
SGI Small Craft Harbour Facilities**	1.33	0.29%
Stormwater Quality Management - Southern Gulf Is.	(0.95)	-0.21%
Capital Regional Hospital District	(3.63)	-0.79%
Other	1.28	0.28%
Total	**$11.24**	**2.46%**

	Southern Gulf Islands Local/Specified/Defined Services	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.137	Galiano Island Community Use Building	61,718	39.73	60,616	39.02	1,102	0.71	1.82%
1.170	Gossip Island Electric Power Supply	56,927	1,069.92	57,079	1,072.78	(152)	(2.86)	-0.27%
1.227	Saturna Island Medical Clinic	13,838	21.07	5,686	99.75	8,152	(78.68)	-78.88%
1.228	Galiano Health Service	125,080	80.52	122,684	78.98	2,396	1.54	1.95%
1.352	South Galiano Fire Protection	405,009	432.32	397,892	424.73	7,117	7.60	1.79%
1.356	Pender Fire Protection	1,029,018	408.96	1,007,568	400.43	21,450	8.52	2.13%
1.359	N. Galiano Fire Protection	222,730	554.44	210,515	524.03	12,215	30.41	5.80%
1.363	Saturna Is. Fire Protection	165,749	249.91	162,741	245.38	3,008	4.54	1.85%
1.465	Saturna Is Community Parks	23,000	34.84	17,554	26.59	5,446	8.25	31.02%
1.468	Saturna Is Community Recreation	13,368	20.25	11,621	17.60	1,747	2.65	15.03%
1.475	Mayne Is Community Parks	83,214	48.41	81,263	47.27	1,951	1.13	2.40%
1.478	Mayne Is Community Rec	34,207	19.90	32,797	19.08	1,410	0.82	4.30%
1.485	N & S Pender Community Parks	155,642	61.37	153,720	60.61	1,922	0.76	1.25%
1.488	N & S Pender Community Rec	60,847	23.99	58,653	23.13	2,194	0.87	3.74%
1.495	Galiano Parks	92,080	68.16	90,020	66.64	2,060	1.52	2.29%
1.498	Galiano Community Recreation	36,700	27.17	35,894	26.57	806	0.60	2.25%
2.630	Magic Lakes Estate Water System	568,517	497.39	568,517	497.39	-	-	0.00%
2.640	Lyall Harbour/Boot Cove Water	133,257	806.05	131,030	792.58	2,227	13.47	1.70%
2.642	Skana Water	22,885	329.95	23,070	332.62	(185)	(2.67)	-0.80%
2.665	Sticks Allison Water	10,000	276.98	5,000	138.49	5,000	138.49	100.00%
2.667	Surfside Park Estates Water	22,147	221.99	27,843	279.09	(5,696)	(57.10)	-20.46%
3.755	Regional Source Control - Magic Lake Estates	3,833	5.35	3,769	5.26	64	0.09	1.70%
3.830	Magic Lake Estates Sewer System	579,396	855.28	698,611	1,031.26	(119,215)	(175.98)	-17.06%
3.830D	Magic Lake Estates Sewer Debt	93,740	145.42	-	-	93,740	145.42	0.00%
	Total Local/Specified/Defined Services	**$4,012,903**		**$3,964,144**		**$48,759**		
	Average residential assessment (2020)			**$492,635**				

Captial Regional District
2021 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE
Parks & Recreation		
REGIONAL PARKS		
Potential Land Acquisition Transactions	11.0	Reserves
Construct E&N Rail Trail Phases 3 & 4	3.4	Capital Funds on Hand, Debt, Grants
Purchase and Install Elk Lake Remediation Systems	1.4	Grants, Reserves
Mayne Island Demonstration Trail	1.2	Capital Funds on Hand, Grants, Reserves
Construct Hamsterly Beach Washroom	0.6	Reserves
PANORAMA RECREATION		
Heat Recovery Plant	2.5	Debt, Grants
Planning & Protective Services		
LAND BANKING & HOUSING		
RHFP - Hockley (Langford) (CRD/CMHC/CRHC)	32.7	Grants, Other
911 CALL ANSWER		
New Equipment	1.0	ERF
Environmental Services		
ENVIRONMENTAL RESOURCE MANAGEMENT		
Aggregate Production for Internal Use	4.3	Debt, Reserves
Hartland North Site Buffer Acquisition	2.0	Reserves
Landfill Gas Utilization	1.5	Debt, Reserves
MILLSTREAM SITE REMEDIATION		
Millstream Remediation	0.6	Capital Funds on Hand, Grants
Integrated Water Services		
SAANICH PENINSULA WATER SUPPLY		
SPW System Upgrade and Expansion	3.0	Debt, Grants, Reserves
REGIONAL WATER SUPPLY		
RWS Supply Main No. 4 Upgrade	3.0	Capital Funds on Hand, Debt, Other
Butchart Dam No. 5 Remediation	2.9	Capital Funds on Hand, Debt
Implications from Sooke Lake Dam Safety Review	0.9	Capital Funds on Hand, Debt
Sooke Lake Dam - Instrumentation System Improvements	0.9	Capital Funds on Hand, Debt
Sooke Intake Screens Replacement	0.8	Capital Funds on Hand, Debt
GVWSA Land Acquisition Priorities	0.8	Capital Funds on Hand, Debt
Cabin Pond Dams Decommissioning	0.6	Capital Funds on Hand, Debt
JDF WATER DISTRIBUTION		
Rocky Point Upgrades	5.4	Capital Funds on Hand, Debt, Other
Goldstream AC Replacement	4.8	Capital Funds on Hand, Debt,
AC Pipe Replacement Program	3.0	Capital Funds on Hand, Debt
Comprehensive Pump Station Upgrades	1.0	Capital Funds on Hand, Debt
Sun River Reservoir Replacement	0.8	Capital Funds on Hand, Debt
Residential Service & Meter Replacement	0.8	Capital Funds on Hand, Debt
JDF WATER DISTRIBUTION (DCC)		
McCallum Pump Station	4.6	Reserves
REGIONAL WATER SUPPLY & JDF WATER DISTRIBUTION		
Voice Radio Upgrade	0.6	Capital Funds on Hand, Debt
SAANICH PENINSULA TREATMENT PLANT		
Trunk Sewer Relining	1.1	Reserves
SPWWTP Replacement of Rotary Presses	0.9	Reserves
SPWWTP Concrete Tank Repairs	0.9	Reserves

Continued on next page

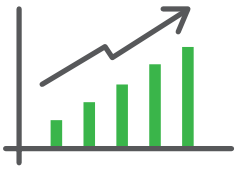
Captial Regional District
2021 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE
Integrated Water Services (continued)		
CORE AREA WASTEWATER TREATMENT		
Wastewater Treatment Plant	23.5	Capital Funds on Hand, Debt
Bowker Sewer Rehabilitation	4.3	Debt
Annual Provisional Emergency Repairs	1.0	Debt
Salt Spring Island (SSI)		
COMMUNITY TRANSPORTATION (SSI)		
Pathway Booth Canal to Vesuvius - Phase 2	0.7	Capital Funds on Hand, Grants
PARKS AND RECREATION (SSI)		
Purchase Additional Parkland	0.8	Reserves
Southern Gulf Islands (SGI)		
SOUTH GALIANO FIRE (SGI)		
South Galiano Fire Hall	0.6	Debt
MAGIC LAKE SEWER SYSTEM		
Wastewater Improvements - Phase 1	5.8	Debt

Total Projects > $500K	135.7
Total Projects < $500K	49.0
Total 2021 Capital Projects	**184.7**

CRD 2021 Financial Indicators

BUILDING INFRASTRUCTURE

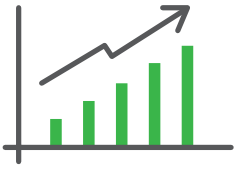


Investment on capital is **7.1x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2021, the investment in capital will be $184.7M* compared to an amortization of $26.1M*.

**Amortization based on net book value as per the audited financial statements from the preceding year*

MANAGING DEBT



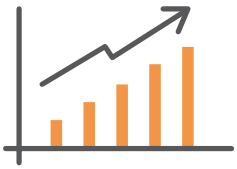
Debt servicing costs are **11.1%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2021, debt servicing costs will account for $25.0M* out of total revenue of $226.0M.**

**This excludes municipal borrowing.*

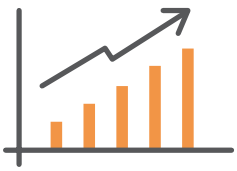
***This excludes municipal debt (15.0M), internal allocations (44.6M), and surplus carryforward (7.4M).*

SAVING FOR THE FUTURE



Reserve transfers make up **9.0%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2021, reserve transfers will total $26.4M while the operating budget will total $293.0M.



Reserve transfers make up **1.8%** of the depreciated value of assets

This is the amount of total reserve contributions compared to the total net book value of CRD assets. In 2021, reserve transfers will total $26.4M while the net book value will total $1,467.2M.*

**Based on net book value as per the audited statements from the preceeding year.*

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 28, 2020
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part A

*Click on the **Department name** below to access budget package*

1. Introduction/Overview

1.0	Budget Report

2. Executive Services

2.2	C.A.O. & Executive Office
2.3	Human Resources
2.4	Corporate Communications

3. Corporate Services

3.1	Corporate Services
3.2	Board Expenditures
3.3	Real Estate
3.4	First Nation Relations
3.5	Elections
3.6	Union of B.C. Municipalities

4. Finance and Technology

4.1 Financial Services

4.1.1	Finance
4.1.2	Regional Grant in Aid
4.1.3	Victoria Family Court Committee
4.1.4	Greater Victoria Police Victims Services
4.1.5	Royal Theatre
4.1.6	McPherson Theatre
4.1.7	Arts Grants and Development
4.1.8	Feasibility Study Reserve

4.2 Technology and Initiatives

4.2.1	Information Technology
4.2.2	GIS Information Systems
4.2.3	Geo-Spatial Referencing

CAPITAL REGIONAL DISTRICT

2021 BUDGET

EXECUTIVE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2020

COMMITTEE OF THE WHOLE
October 28, 2020

TABLE OF CONTENTS

Click on the service area name below to access selected budgets

Executive Services			Page
2.1	1.014	C.A.O. & Executive Office	**3 - 5**
2.2	1.016	Human Resources	**6 - 12**
2.3	1.118	Corporate Communications	**13 - 18**

CAPITAL REGIONAL DISTRICT

2021 BUDGET

CAO & Executive Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.014 CAO & Executive Services **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition

CAO & Executive Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	640,089	610,000	665,093	-	-	665,093	666,709	681,067	695,730	710,705
Allocations	50,897	50,897	51,492	-	-	51,492	52,658	53,701	54,767	55,852
Legal Expenses	1,768	1,000	1,800	-	-	1,800	1,840	1,880	1,920	1,960
Software Licenses	3,669	5,000	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Other Operating Expenses	37,132	24,295	39,210	-	-	39,210	39,980	40,770	41,570	42,390
TOTAL OPERATING COSTS	**733,555**	**691,192**	**762,595**	**-**	**-**	**762,595**	**766,287**	**782,618**	**799,287**	**816,317**
*Percentage Increase over prior year						4.0%	0.5%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,175	1,175	1,190	-	-	1,190	1,210	1,230	1,250	1,280
TOTAL CAPITAL / RESERVES	1,175	1,175	1,190	-	-	1,190	1,210	1,230	1,250	1,280
TOTAL COSTS	**734,730**	**692,367**	**763,785**	**-**	**-**	**763,785**	**767,497**	**783,848**	**800,537**	**817,597**
Internal Recovery from CAWTP	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	**734,730**	**692,367**	**763,785**	**-**	**-**	**763,785**	**767,497**	**783,848**	**800,537**	**817,597**
*Percentage increase over prior year Net Costs			4.0%			4.0%	0.5%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	4.0	4.0	4.0	-	-	4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Human Resources

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.016 Human Resources **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide Human Resources services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2020 to 2021 Service: 1.016 Human Resources	Total Expenditure	Comments
2020 Budget	**2,295,051**	
Change in Salaries:		
Base salary change	39,093	Inclusive of estimated collective agreement changes
Step Increase/Paygrade change	24,488	
1.0 FTE Manager Diversity & Inclusion	129,175	2021 IBC 15c-1.3: Manager, Diversity, Inclusion & Org Dev
1.0 FTE HR Advisor	88,666	2021 Support IBC HR
Other Adjustments	(680)	
Total Change in Salaries	280,742	
Other Changes:		
Office Costs	9,000	Office costs associated with new ongoing FTEs
Contract for Services	(10,363)	
Other costs	2,883	
Total Other Changes	1,520	
2021 Budget	**2,577,313**	
% expense increase from 2020:	***12.3%***	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There is a one-time favourable variance of $181,500 (41.6%) due largely to temporary staff vacancies ($158,000)

1.016 - Human Resources	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries and Wages	1,586,010	1,428,000	1,648,912	217,841	-	1,866,753	1,871,402	1,911,710	1,952,883	1,994,938
Allocations	67,848	67,848	62,453	-	-	62,453	64,012	65,189	66,389	67,610
Legal Expenses	15,640	13,000	15,910	-	-	15,910	16,230	16,550	16,880	17,220
Staff Training and Membership Dues	114,110	104,000	111,840	-	-	111,840	114,070	116,350	118,680	121,060
Contract for Services	307,310	175,000	186,947	-	110,000	296,947	190,680	194,490	198,380	202,350
Software Licenses	2,610	4,000	4,150	-	-	4,150	4,230	4,310	4,400	4,490
Other Operating Expenses	194,023	160,210	161,260	6,000	43,000	210,260	170,574	173,960	177,407	180,926
			-	-	-	-				
TOTAL OPERATING COSTS	**2,287,551**	**1,952,058**	**2,191,472**	**223,841**	**153,000**	**2,568,313**	**2,431,198**	**2,482,559**	**2,535,019**	**2,588,594**
*Percentage Increase over prior year						12.3%	-5.3%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	7,500	7,500	7,500	1,500	-	9,000	9,000	9,000	9,000	9,000
TOTAL CAPITAL / RESERVE	**7,500**	**7,500**	**7,500**	**1,500**	**-**	**9,000**	**9,000**	**9,000**	**9,000**	**9,000**
TOTAL COSTS	**2,295,051**	**1,959,558**	**2,198,972**	**225,341**	**153,000**	**2,577,313**	**2,440,198**	**2,491,559**	**2,544,019**	**2,597,594**
						12.3%	-5.3%	2.1%	2.1%	2.1%
INTERNAL RECOVERIES										
Recovery Costs	(20,000)	(16,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
First Aid Recovery	(5,507)	(5,507)	(5,600)	-	-	(5,600)	(5,712)	(5,826)	(5,942)	(6,061)
Transfer from Internal Reserve	(182,000)	(32,000)	-	-	(150,000)	(150,000)	-	-	-	-
Safety Officer Recovery	(140,244)	(140,244)	(157,582)	-	-	(157,582)	(157,940)	(161,349)	(164,829)	(168,382)
Human Resources	(1,511,038)	(1,511,038)	(1,572,112)	(225,341)	(3,000)	(1,800,453)	(1,836,459)	(1,873,189)	(1,910,652)	(1,948,861)
TOTAL INTERNAL RECOVERIES	**(1,858,789)**	**(1,704,789)**	**(1,755,294)**	**(225,341)**	**(153,000)**	**(2,133,635)**	**(2,020,111)**	**(2,060,364)**	**(2,101,423)**	**(2,143,304)**
NET COSTS	**436,262**	**254,769**	**443,678**	**-**	**-**	**443,678**	**420,087**	**431,195**	**442,596**	**454,290**
*Percentage increase over prior year Net Costs						1.7%	-5.3%	2.6%	2.6%	2.6%
AUTHORIZED POSITIONS: Salaried	11.0	11.0	11.0	2.0	-	13.0	13.0	13.0	13.0	13.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.016 Human Resources		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$7,326	$3,917	$4,425	$2,950	$7,326	$25,944
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$7,326**	**$3,917**	**$4,425**	**$2,950**	**$7,326**	**$25,944**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$7,326	$3,917	$4,425	$2,950	$7,326	$25,944
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$7,326**	**$3,917**	**$4,425**	**$2,950**	**$7,326**	**$25,944**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.016
Service Name: Human Resources

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Computer	Computer Replacement	$7,326	E	ERF	$0	$7,326	$0	$0	$0	$0	$7,326
22-01	Replacement	Computer	Computer Replacement	$3,917	E	ERF	$0	$0	$3,917	$0	$0	$0	$3,917
23-01	Replacement	Computer	Computer Replacement	$4,425	E	ERF	$0	$0	$0	$4,425	$0	$0	$4,425
24-01	Replacement	Computer	Computer Replacement	$2,950	E	ERF	$0	$0	$0	$0	$2,950	$0	$2,950
25-01	Replacement	Computer	Computer Replacement	$7,326	E	ERF	$0	$0	$0	$0	$0	$7,326	$7,326
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$25,944**			**$0**	**$7,326**	**$3,917**	**$4,425**	**$2,950**	**$7,326**	**$25,944**

Reserve Schedule

Reserve Fund: 1.016 Human Resources

Reserve Cash Flow

Fund: 1022 Fund Center: 101419 ERF Group: HR.ERF	**ESTIMATED**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	15,876	21,881	23,555	28,638	33,213	39,263
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(1,495)	(7,326)	(3,917)	(4,425)	(2,950)	(7,326)
Transfer from Operating Budget	7,500	9,000	9,000	9,000	9,000	9,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**21,881**	**23,555**	**28,638**	**33,213**	**39,263**	**40,937**

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Corporate Communications

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.118 Corporate Communications **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide administrative services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

CORPORATE COMMUNICATIONS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	855,923	791,606	839,650	-	50,000	889,650	842,256	860,345	878,814	897,681
Allocations	42,877	42,877	43,862	-	-	43,862	44,947	45,840	46,750	47,679
Contract for Services	41,042	36,886	27,500	-	5,000	32,500	28,050	28,610	29,180	29,760
Printing & Copying	7,358	4,100	7,480	-	-	7,480	7,630	7,780	7,930	8,090
Other Operating Expenses	49,468	50,194	50,280	-	-	50,280	51,260	52,260	53,280	54,320
TOTAL OPERATING COSTS	**996,668**	**925,663**	**968,772**	**-**	**55,000**	**1,023,772**	**974,143**	**994,835**	**1,015,954**	**1,037,530**
*Percentage Increase over prior year			-2.8%			2.7%	-4.8%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	3,000	3,000	5,000	-	-	5,000	5,500	6,000	6,500	7,000
TOTAL CAPITAL / RESERVES	3,000	3,000	5,000	-	-	5,000	5,500	6,000	6,500	7,000
TOTAL COSTS	**999,668**	**928,663**	**973,772**	**-**	**55,000**	**1,028,772**	**979,643**	**1,000,835**	**1,022,454**	**1,044,530**
			-2.6%			2.9%	-4.8%	2.2%	2.2%	2.2%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**999,668**	**928,663**	**973,772**	**-**	55,000	**1,028,772**	**979,643**	**1,000,835**	**1,022,454**	**1,044,530**
REVENUE										
Transfer from Operating Project	(64,000)	(14,000)	-	-	(55,000)	(55,000)	-	-	-	-
Interest Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUES	**(64,200)**	**(14,200)**	**(200)**	**-**	**(55,000)**	**(55,200)**	**(200)**	**(200)**	**(200)**	**(200)**
NET COSTS	**935,468**	**914,463**	**973,572**	**-**	**-**	**973,572**	**979,443**	**1,000,635**	**1,022,254**	**1,044,330**
*Percentage increase over prior year Net Costs			4.1%			4.1%	0.6%	2.2%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	6.0	6.0	6.0	-	-	6.0	6.0	6.0	6.0	6.0
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.118 Corporate Communications		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
	Buildings	B	$0	$0	$0	$0	$0	$0	$0
	Equipment	E	$0	$7,899	$5,851	$1,934	$2,950	$7,899	$26,533
	Land	L	$0	$0	$0	$0	$0	$0	$0
	Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
	Vehicles	V	$0	$0	$0	$0	$0	$0	$0
			$0	**$7,899**	**$5,851**	**$1,934**	**$2,950**	**$7,899**	**$26,533**
SOURCE OF FUNDS									
	Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
	Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
	Equipment Replacement Fund	ERF	$0	$7,899	$5,851	$1,934	$2,950	$7,899	$26,533
	Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
	Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
	Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$7,899**	**$5,851**	**$1,934**	**$2,950**	**$7,899**	**$26,533**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.118

Service Name: Corporate Communications

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Computer	Computer Replacement	$7,899	E	ERF	$0	$7,899	$0	$0	$0	$0	$7,899
22-01	Replacement	Computer	Computer Replacement	$5,851	E	ERF	$0	$0	$5,851	$0	$0	$0	$5,851
23-01	Replacement	Computer	Computer Replacement	$1,934	E	ERF	$0	$0	$0	$1,934	$0	$0	$1,934
24-01	Replacement	Computer	Computer Replacement	$2,950	E	ERF	$0	$0	$0	$0	$2,950	$0	$2,950
25-01	Replacement	Computer	Computer Replacement	$7,899	E	ERF	$0	$0	$0	$0	$0	$7,899	$7,899
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$26,533**			**$0**	**$7,899**	**$5,851**	**$1,934**	**$2,950**	**$7,899**	**$26,533**

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

Assets held by Corporate Communications consists of computers and equipment to support service delivery.

Reserve Cash Flow

Fund: 1022 Fund Center: 101518 ERF Group: COMREL.ERF	**ESTIMATED**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	11,667	8,354	5,455	5,104	9,170	12,720
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(6,313)	(7,899)	(5,851)	(1,934)	(2,950)	(7,899)
Transfer from Operating Budget	3,000	5,000	5,500	6,000	6,500	7,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**8,354**	**5,455**	**5,104**	**9,170**	**12,720**	**11,821**

CAPITAL REGIONAL DISTRICT

2021 BUDGET

CORPORATE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2020

COMMITTEE OF THE WHOLE
October 28, 2020

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CAPITAL REGIONAL DISTRICT

2021 BUDGET

Corporate Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.014 Corporate Services **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Risk management including insurance claims, loss control and tender call/contract review.
Corporate administrative support including legal services, legislative services, reception, mail, printing and Freedom of Information requests.
Support for electoral area volunteer services and fire departments.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2020 to 2021 Service: 1.014 CORPORATE SERVICES	Total Expenditure	Comments
2020 Budget	**1,953,983**	
Change in Salaries:		
Base salary change	35,983	Inclusive of estimated collective agreement changes
Step increase / paygrade change	73,578	
Total Change in Salaries	109,561	
Other Changes:		
Contract for Services	(30,000)	Reduction in one-time project Commission Review; $120k carryforward in 2021 net of $30k estimated spend in 2020 (Total Project $150k)
Contract for Services	(30,000)	Reduction in one-time project EDRMS; $70k carry forward in 2021 net of $30k estimated spend in 2020 (Total Project $100k)
Other Costs	2,996	
Total Other Changes	(57,004)	
2021 Budget	**2,006,540**	
% expense increase from 2020:	***2.7%***	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $170,000 (10.0%) due to partial vacancies ($80,000); reduced use of auxiliary budget ($70,000); legal services ($7,000); and staff training ($7,000).

CORPORATE SERVICES	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	1,539,336	1,388,000	1,648,897	-	-	1,648,897	1,654,432	1,689,934	1,726,193	1,763,225
Allocations	79,847	79,847	81,393	-	-	81,393	83,938	85,685	87,466	89,283
Legal Expenses	7,154	-	7,280	-	-	7,280	7,430	7,580	7,730	7,880
Contract for Services	250,000	60,000	-	-	190,000	190,000	-	-	-	-
Software Licenses	12,264	12,000	12,470	-	-	12,470	12,720	12,970	13,230	13,490
Other Operating Expenses	58,677	47,450	59,680	-	-	59,680	60,870	62,080	63,310	64,590
TOTAL OPERATING COSTS	**1,947,278**	**1,587,297**	**1,809,720**	**-**	**190,000**	**1,999,720**	**1,819,390**	**1,858,249**	**1,897,929**	**1,938,468**
*Percentage Increase over prior year						2.7%	-9.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	3,935	3,935	4,000	-	-	4,000	4,080	4,160	4,240	4,320
Transfer to Operating Reserve Fund	2,770	2,700	2,820	-	-	2,820	2,880	2,940	3,000	3,060
Transfer to Climate Action Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**6,705**	**6,635**	**6,820**	**-**	**-**	**6,820**	**6,960**	**7,100**	**7,240**	**7,380**
TOTAL COSTS	**1,953,983**	**1,593,932**	**1,816,540**	**-**	**190,000**	**2,006,540**	**1,826,350**	**1,865,349**	**1,905,169**	**1,945,848**
*Percentage increase over prior year						2.7%	-9.0%	2.1%	2.1%	2.1%
REVENUE										
FOI Revenue	-	-	-	-	-	-	-	-	-	-
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(250,000)	(60,000)	-	-	(190,000)	(190,000)	-	-	-	-
TOTAL REVENUE	**(250,000)**	**(60,000)**	**-**	**-**	**(190,000)**	**(190,000)**	**-**	**-**	**-**	**-**
NET COSTS	**1,703,983**	**1,533,932**	**1,816,540**	**-**	**-**	**1,816,540**	**1,826,350**	**1,865,349**	**1,905,169**	**1,945,848**
*Percentage increase over prior year Net Costs						6.6%	0.5%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	11.0	11.0	11.0	-	-	11.0	11.0	11.0	11.0	11.0
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.014 CAO / Corporate Services		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$4,835	$2,901	$13,128	$3,917	$4,835	$29,616
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$4,835**	**$2,901**	**$13,128**	**$3,917**	**$4,835**	**$29,616**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$4,835	$2,901	$13,128	$3,917	$4,835	$29,616
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$4,835**	**$2,901**	**$13,128**	**$3,917**	**$4,835**	**$29,616**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.014

Service Name: CAO / Corporate Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Computer	Computer Replacement	$4,835	E	ERF	$0	$4,835	$0	$0	$0	$0	$4,835
22-01	Replacement	Computer	Computer Replacement	$2,901	E	ERF	$0	$0	$2,901	$0	$0	$0	$2,901
23-01	Replacement	Computer	Computer Replacement	$13,128	E	ERF	$0	$0	$0	$13,128	$0	$0	$13,128
24-01	Replacement	Computer	Computer Replacement	$3,917	E	ERF	$0	$0	$0	$0	$3,917	$0	$3,917
25-01	Replacement	Computer	Computer Replacement	$4,835	E	ERF	$0	$0	$0	$0	$0	$4,835	$4,835
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$29,616**			**$0**	**$4,835**	**$2,901**	**$13,128**	**$3,917**	**$4,835**	**$29,616**

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101366 ERF Group: CAO.ERF	**ESTIMATED**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	72,361	75,628	75,983	78,372	70,634	72,207
Actual Purchases		-	-	-		-
Planned Purchases (Based on Capital Plan)	(2,742)	(4,835)	(2,901)	(13,128)	(3,917)	(4,835)
Transfer from Operating Budget	5,110	5,190	5,290	5,390	5,490	5,600
Interest Income	900	-	-	-	-	-
Ending Balance $	**75,628**	**75,983**	**78,372**	**70,634**	**72,207**	**72,972**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Board Expenditures

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.011 Board Expenditures **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for the remuneration and expenses of the Capital Regional District members of the Board. One-half of the remuneration paid to the electoral area directors is charged to the Electoral Area Administrative Budgets (starting with the year 2003 budget).

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Native Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition

1.011 - Board Expenditures	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Directors' Remuneration	748,503	748,000	763,041	-	-	763,041	778,302	793,868	809,745	825,940
Allocations	142,859	142,859	134,048	-	-	134,048	128,718	131,362	134,059	136,811
Legal Expenses	15,000	-	15,260	-	-	15,260	15,570	15,880	16,200	16,520
Contract for Services	19,307	5,000	19,640	-	-	19,640	20,030	20,430	20,840	21,260
Software Licenses	50,671	50,000	51,530	-	-	51,530	52,560	53,610	54,680	55,770
Meetings & Printing	26,245	12,000	26,690	-	-	26,690	27,220	27,760	28,320	28,890
Scholarship Programs	16,045	16,000	16,320	-	-	16,320	16,640	16,970	17,310	17,660
Other Operating Expenses	50,179	26,170	50,880	-	-	50,880	51,890	52,920	53,970	55,040
			-	-	-	-				
TOTAL OPERATING COSTS	**1,068,809**	**1,000,029**	**1,077,409**	**-**	**-**	**1,077,409**	**1,090,930**	**1,112,800**	**1,135,124**	**1,157,891**
*Percentage Increase over prior year						0.8%	1.3%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	40,000	40,000	40,000	-	-	40,000	40,800	41,620	42,450	43,300
TOTAL CAPITAL / RESERVE	**40,000**	**40,000**	**40,000**	**-**	**-**	**40,000**	**40,800**	**41,620**	**42,450**	**43,300**
TOTAL COSTS	**1,108,809**	**1,040,029**	**1,117,409**	**-**	**-**	**1,117,409**	**1,131,730**	**1,154,420**	**1,177,574**	**1,201,191**
*Percentage increase over prior year Total Costs						**0.8%**	1.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.011 Board Expenditures		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
	Buildings	B	$0	$0	$0	$0	$0	$0	$0
	Equipment	E	$20,000	$47,200	$95,000	$21,500	$37,000	$35,000	$235,700
	Land	L	$0	$0	$0	$0	$0	$0	$0
	Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
	Vehicles	V	$0	$0	$0	$0	$0	$0	$0
			$20,000	**$47,200**	**$95,000**	**$21,500**	**$37,000**	**$35,000**	**$235,700**
SOURCE OF FUNDS									
	Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
	Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
	Equipment Replacement Fund	ERF	$20,000	$47,200	$95,000	$21,500	$37,000	$35,000	$235,700
	Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
	Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
	Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
			$20,000	**$47,200**	**$95,000**	**$21,500**	**$37,000**	**$35,000**	**$235,700**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.011
Service Name: Board Expenditures

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Boardroom Video Distribution Equipment	Replacement of all existing video switching equipment	$56,000	E	ERF	$20,000	$0	$0	$0	$15,000	$10,000	$25,000
19-02	Replacement	Boardroom Projector and Screen Replacement	Replace projector and screen in Main office boardroom	$10,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
19-03	Replacement	Boardroom Chairs	Replace boardroom chairs	$30,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
20-01	Replacement	Boardroom Audio System	Replace boardroom audio system	$21,700	E	ERF	$0	$13,500	$0	$0	$10,000	$10,000	$33,500
20-02	Replacement	Boardroom Video Storage and Power Equipment	Replace video storage and power equipment	$3,000	E	ERF	$0	$0	$0	$1,500	$0	$0	$1,500
21-01	Replacement	Boardroom Control System Equipment Replacement	Replace control system equipment	$6,200	E	ERF	$0	$6,200	$0	$0	$0	$0	$6,200
21-02	Replacement	Boardroom Video Streaming Equipment Replacement	Replace video streaming equipment	$17,500	E	ERF	$0	$17,500	$0	$0	$12,000	$5,000	$34,500
22-01	Replacement	iPad and Tablet Replacements	Replace director iPads and tablets	$25,000	E	ERF	$0	$0	$25,000	$0	$0	$0	$25,000
22-02	Replacement	Boardroom Microphone System Replacement	Replace microphone system	$70,000	E	ERF	$0	$0	$70,000	$0	$0	$0	$70,000
23-01	Replacement		Replace Video Display and Switching	$20,000	E	ERF	$0	$10,000	$0	$20,000	$0	$10,000	$40,000
			GRAND TOTAL	$259,400			$20,000	$47,200	$95,000	$21,500	$37,000	$35,000	$235,700

Reserve Schedule

Reserve Fund: 1.011 Board

Boardroom Technology - The Board of Director assets include IPADs, computers, equipment and furniture used to support the Board and for activities held in the Boardroom.

Reserve Cash Flow

Fund: 1022 Fund Center: 101413 ERF Group: BOARD.ERF	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	171,479	105,779	98,579	44,379	64,499	69,949
Actual Purchases		-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(105,700)	(47,200)	(95,000)	(21,500)	(37,000)	(35,000)
Transfer from Operating Budget	40,000	40,000	40,800	41,620	42,450	43,300
Transfer from Operating Reserve	-					
Interest Income	-	-	-	-	-	-
Ending Balance $	**105,779**	**98,579**	**44,379**	**64,499**	**69,949**	**78,249**

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Real Estate

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.015 Real Estate **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Acquisition, disposal and management of real estate interests on behalf of CRD departments and commissions/committees.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Internal recoveries and requisition

Real Estate Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	389,881	361,594	395,684	-	-	395,684	396,753	405,294	414,013	422,915
Allocations	55,708	55,708	55,021	-	-	55,021	53,321	54,378	55,457	56,556
Legal Expenses	1,104	1,100	1,120	-	-	1,120	1,140	1,160	1,180	1,200
Software Licenses	2,126	4,144	2,160	7,000	-	9,160	9,340	9,530	9,720	9,910
Other Operating Expenses	20,884	19,056	21,210	-	-	21,210	21,620	22,041	22,463	22,895
TOTAL OPERATING COSTS	**469,703**	**441,602**	**475,195**	**7,000**	**-**	**482,195**	**482,174**	**492,403**	**502,833**	**513,476**
*Percentage Increase over prior year						2.7%	0.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVE	**1,000**	**1,000**	**1,000**	**-**	**-**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
TOTAL COSTS	**470,703**	**442,602**	**476,195**	**7,000**	**-**	**483,195**	**483,174**	**493,403**	**503,833**	**514,476**
Internal Recoveries	(376,269)	(400,000)	(380,156)	(7,000)	-	(387,156)	(385,739)	(393,922)	(402,266)	(410,781)
NET COSTS	**94,434**	**42,602**	**96,039**	**-**	**-**	**96,039**	**97,435**	**99,481**	**101,567**	**103,695**
*Percentage increase over prior year Net Costs						**1.7%**	1.5%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	0	0	3.0	3.0	3.0	3.0	3.0
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.015 Real Estate		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
	Buildings	B	$0	$0	$0	$0	$0	$0	$0
	Equipment	E	$0	$967	$0	$0	$1,934	$967	$3,868
	Land	L	$0	$0	$0	$0	$0	$0	$0
	Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
	Vehicles	V	$0	$0	$0	$0	$0	$0	$0
			$0	**$967**	**$0**	**$0**	**$1,934**	**$967**	**$3,868**
SOURCE OF FUNDS									
	Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
	Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
	Equipment Replacement Fund	ERF	$0	$967	$0	$0	$1,934	$967	$3,868
	Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
	Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
	Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$967**	**$0**	**$0**	**$1,934**	**$967**	**$3,868**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.015
Service Name: Real Estate

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Computer	Computer Replacement	$967	E	ERF	$0	$967	$0	$0	$0	$0	$967
22-01	Replacement	Computer	Computer Replacement	$0	E	ERF	$0	$0	$0	$0	$0	$0	$0
23-01	Replacement	Computer	Computer Replacement	$0	E	ERF	$0	$0	$0	$0	$0	$0	$0
24-01	Replacement	Computer	Computer Replacement	$1,934	E	ERF	$0	$0	$0	$0	$1,934	$0	$1,934
25-01	Replacement	Computer	Computer Replacement	$967	E	ERF	$0	$0	$0	$0	$0	$967	$967
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$3,868**			**$0**	**$967**	**$0**	**$0**	**$1,934**	**$967**	**$3,868**

Reserve Schedule

Reserve Fund: 1.015 Real Estate

Reserve Cash Flow

Fund: 1022 Fund Center: 101418 ERF Group: PRPSRV.ERF		**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	23,923	23,392	23,425	24,425	25,425	24,491
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(1,828)	(967)	-	-	(1,934)	(967)
Transfer from Operating Budget	1,000	1,000	1,000	1,000	1,000	1,000
Interest Income	297	-	-	-	-	-
Ending Balance $	**23,392**	**23,425**	**24,425**	**25,425**	**24,491**	**24,524**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

First Nations Relations

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.027 First Nations Relations **Committee: First Nations Relations**

DEFINITION:

To provide for the management of intergovernmental relations between the CRD and the First Nations.

SERVICE DESCRIPTION:

This service was created to provide for 1) the management of intergovernmental relations, primarily First Nations, through a process of consultation, and 2) the coordination of various CRD First Nations initiatives to ensure the alignment of interests and to build positive working relationships between the CRD and First Nations communities with the Region.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

1.027 - First Nations Relations	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025
OPERATING COSTS										
Salaries and Wages	345,410	313,960	357,700	-	-	357,700	358,604	366,322	374,204	382,263
Allocations	26,664	26,664	38,493	-	-	38,493	42,221	43,065	43,926	44,805
Meetings, Programs & Special Events	48,034	22,500	41,580	-	-	41,580	42,410	43,260	44,130	45,010
Contract for Services	213,364	40,000	115,490	-	-	115,490	117,800	120,160	122,560	125,010
Legal Expenses	1,533	-	1,560	-	-	1,560	1,590	1,620	1,650	1,680
Other Operating Expenses	14,732	15,700	21,260	-	-	21,260	21,680	22,102	22,535	22,990
TOTAL OPERATING COSTS	**649,737**	**418,824**	**576,083**	**-**	**-**	**576,083**	**584,305**	**596,529**	**609,005**	**621,758**
*Percentage Increase over prior year						-11.3%	1.4%	2.1%	2.1%	2.1%
Internal Recoveries	(240,062)	(240,062)	(244,140)	-	-	(244,140)	(249,020)	(254,000)	(259,080)	(264,260)
TOTAL COSTS LESS INTERNAL RECOVERIES	**409,675**	**178,762**	**331,943**	**-**	**-**	**331,943**	**335,285**	**342,529**	**349,925**	**357,498**
SOURCES OF FUNDING										
			-	-	-	-				
Transfer from Internal Reserve Account	(100,000)	(20,000)	(17,000)	-	-	(17,000)	-	-	-	-
Other Income										
TOTAL REVENUE	**(100,000)**	**(20,000)**	**(17,000)**	**-**	**-**	**(17,000)**	**-**	**-**	**-**	**-**
NET COSTS	**309,675**	**158,762**	**314,943**	**-**	**-**	**314,943**	**335,285**	**342,529**	**349,925**	**357,498**
*Percentage Increase over prior year Net Costs						1.7%	6.5%	2.2%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	-	-	3	3.0	3.0	3.0	3.0

Reserve Schedule

Reserve Fund: 1.027 FIRST NATIONS RELATIONS

Reserve Cash Flow

Fund: 1022 Fund Center: 102157 ERF Group: INTGOV.ERF	**ESTIMATED**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	4,287	4,287	4,287	4,287	4,287	4,287
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance $	**4,287**	**4,287**	**4,287**	**4,287**	**4,287**	**4,287**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Elections

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.103 Elections	Committee: Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Electoral Area Elections	-	520	-	-	-	-	122,500	-	-	-
Islands Trust	-	-	-	-	-	-	74,900	-	-	-
Allocations and Insurance	166	166	37	-	-	37	38	39	39	39
TOTAL OPERATING COSTS	**166**	**686**	**37**	**-**	**-**	**37**	**197,438**	**39**	**39**	**39**
*Percentage Increase over prior year						-77.7%	533516.2%	-100.0%	0.0%	0.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	19,992	19,902	25,033	-	-	25,033	29,863	32,031	34,031	36,031
TOTAL COSTS	**20,158**	**20,588**	**25,070**	**-**	**-**	**25,070**	**227,301**	**32,070**	**34,070**	**36,070**
FUNDING SOURCES (REVENUE)										
Recovery from Islands Trust	-	(500)	-	-	-	-	(74,900)	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(122,331)	-	-	-
Other Income	(158)	(88)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(158)**	**(588)**	**(70)**	**-**	**-**	**(70)**	**(197,301)**	**(70)**	**(70)**	**(70)**
REQUISITION	**(20,000)**	**(20,000)**	**(25,000)**	**-**	**-**	**(25,000)**	**(30,000)**	**(32,000)**	**(34,000)**	**(36,000)**
*Percentage increase over prior year Requisition						25.0%	20.0%	6.7%	6.3%	5.9%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2020	2021	2022	2023	2024	2025
Beginning Balance		46,620	76,493	101,526	9,058	41,089	75,120
Transfer from Op Budget		19,992	25,033	29,863	32,031	34,031	36,031
Transfer from ERF		9,170					
Planned Spending		-	-	(122,331)	-	-	-
Interest Income		710	-	-	-	-	-
Ending Balance $		**76,493**	**101,526**	**9,058**	**41,089**	**75,120**	**111,151**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections in 2022 at an estimated cost of $120,000 - $140,000

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Union of B.C. Municipalities

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Area**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Membership Fee	16,805	12,875	12,893	-	-	12,893	13,157	13,414	13,682	13,950
TOTAL COSTS	**16,805**	**12,875**	**12,893**	**-**	**-**	**12,893**	**13,157**	**13,414**	**13,682**	**13,950**
*Percentage Increase over prior year						-23.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	3,930	(3,930)	-	-	(3,930)	-	-	-	-
Balance c/fwd from 2019 to 2020	(2,832)	(2,832)	-	-	-	-	-	-	-	-
Other Revenue	(87)	(87)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(2,919)**	**1,011**	**(4,020)**	**-**	**-**	**(4,020)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(13,886)**	**(13,886)**	**(8,873)**	**-**	**-**	**(8,873)**	**(13,067)**	**(13,324)**	**(13,592)**	**(13,860)**
*Percentage increase over prior year Requisition						-36.1%	47.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

FINANCE & TECHNOLOGY

COMMITTEE OF THE WHOLE

OCTOBER 2020

COMMITTEE OF THE WHOLE
October 28, 2020
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CAPITAL REGIONAL DISTRICT

2021 BUDGET

Finance

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.017 Finance **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide financial services to the Board of the Capital Regional District.

SERVICE DESCRIPTION:

Financial services and systems including budget preparation, financial accounting and reporting, financial analysis, accounts payable and payments, revenue billing and collection, payroll, financial systems support, banking, investments, long term debt and bylaw preparation.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2020 to 2021 Service: 1.017 Finance	Total Expenditure	Comments
2020 Budget - Financial Services	**5,913,566**	
Change in Salaries:		
Base salary change	108,610	Inclusive of estimated collective agreement changes
Step increase / paygrade change	(44,642)	
Term Positions Ending	(147,605)	CAWTP Term Positions
1.0 FTE Senior Financial Officer	2,759	2021 IBC 14a-2: Health & Capital Planning (Conversion)
1.0 FTE Financial Analyst	97,299	2021 IBC 15b-1: Financial Services Treasury
2.0 FTE Financial Analyst	99,960	2021 IBC 15b-2: Financial Support Local Services/PPS (1.0 FTE Conversion)
Reduction in auxiliary wages	(40,000)	offset 2021 IBC 15b-2: Financial Support Local Services/PPS
2.2 FTE Business Analyst/Data Entry Clerk	214,444	2021 Support IBC Financial Services
Annualization of 2020 Position	63,182	Annualization of 2020 IBC 15b-2: Asset Management
1.0 FTE Info Tech	(111,498)	Grants function re-positioned to Asset Management
Total Change in Salaries	242,509	
Other Changes:		
Other Costs	27,878	
Total Other Changes	27,878	
2021 Budget: Financial Services Subtotal	**6,183,953**	
2020 Budget - Asset Management	**351,137**	
Change in Salaries:		
Base salary change	4,008	Inclusive of estimated collective agreement changes
Step increase / paygrade change	4,148	
1.0 FTE Info Tech	111,498	Grants function re-positioned to Asset Management
Reduction in auxiliary wages	(10,260)	
Total Change in Salaries	109,394	
Other Changes:		
Transfer to General Capital Fund	(125,000)	Asset Management Transfer to Capital Fund in 2020
Other Costs	(36,670)	
Total Other Changes	(161,670)	
2021 Budget: Asset Management Subtotal	**298,861**	
2021 Budget Grand Total	**6,482,814**	
% expense increase from 2020:	***3.5%***	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There is a one-time favourable variance of $287,000 (5.0%) due mainly to partial vacancy of positions and paygrade differences ($361,000).

FINANCE	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	5,066,019	4,764,777	4,877,408	490,513	50,000	5,417,921	5,451,728	5,572,735	5,692,560	5,814,965
Allocations	263,024	263,704	245,653	2,000	-	247,653	250,749	255,826	261,005	266,291
Auditing Expense	60,000	60,000	61,020	-	-	61,020	62,240	63,480	64,750	66,050
Contract for Services	165,780	80,000	80,180	-	50,000	130,180	181,680	183,210	201,770	220,370
Consulting	-	-	-	-	-	-	-	-	-	-
Postage & Freight	245,640	245,721	234,670	-	-	234,670	239,360	244,150	249,030	254,010
Supplies	95,710	100,150	106,880	2,000	10,000	118,880	111,060	113,280	115,550	117,860
Other Operating Expenses	235,860	198,879	251,490	6,000	-	257,490	262,660	267,900	273,260	278,710
TOTAL OPERATING COSTS	**6,132,033**	**5,713,231**	**5,857,301**	**500,513**	**110,000**	**6,467,814**	**6,559,477**	**6,700,581**	**6,857,925**	**7,018,256**
*Percentage Increase over prior year						5.5%	1.4%	2.2%	2.3%	2.3%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	7,670	27,670	15,000	-	-	15,000	20,000	20,000	20,000	20,000
Transfer to General Capital Fund	125,000	125,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**132,670**	**152,670**	**15,000**	**-**	**-**	**15,000**	**20,000**	**20,000**	**20,000**	**20,000**
TOTAL COSTS	**6,264,703**	**5,865,901**	**5,872,301**	**500,513**	**110,000**	**6,482,814**	**6,579,477**	**6,720,581**	**6,877,925**	**7,038,256**
REVENUE										
US Bank Rebate	(56,050)	(47,800)	(57,000)	-	-	(57,000)	(58,140)	(59,300)	(60,490)	(61,700)
Provincial Grants	(70,000)	(60,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Sales of Services	(213,540)	(200,127)	(214,000)	-	-	(214,000)	(218,280)	(222,650)	(227,110)	(231,650)
Other	(80,470)	(80,470)	(84,540)	-	-	(84,540)	(84,838)	(86,653)	(88,514)	(90,412)
Allocation Recoveries	-	-	-	(100,000)	-	(100,000)	(102,000)	(104,040)	(106,120)	(108,240)
Transfer from Reserve	(100,000)	-	-	-	(100,000)	(100,000)	-	-	-	-
TOTAL REVENUES	**(520,060)**	**(388,397)**	**(415,540)**	**(100,000)**	**(100,000)**	**(615,540)**	**(523,258)**	**(532,643)**	**(542,234)**	**(552,002)**
NET COSTS	**5,744,643**	**5,477,504**	**5,456,761**	**400,513**	**10,000**	**5,867,274**	**6,056,219**	**6,187,938**	**6,335,691**	**6,486,254**
*Percentage increase over prior year Net Costs			-5.0%			2.1%	3.2%	2.2%	2.4%	2.4%
AUTHORIZED POSITIONS:										
Salaried	40.5	40.5	37.5	5.2	-	42.7	42.7	42.7	42.7	42.7

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.017 Finance		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
	Buildings	B	$0	$0	$0	$0	$0	$0	$0
	Equipment	E	$100,000	$159,075	$215,570	$234,732	$140,178	$21,818	$771,373
	Land	L	$0	$0	$0	$0	$0	$0	$0
	Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
	Vehicles	V	$0	$0	$0	$0	$0	$0	$0
			$100,000	**$159,075**	**$215,570**	**$234,732**	**$140,178**	**$21,818**	**$771,373**
SOURCE OF FUNDS									
	Capital Funds on Hand	Cap	$100,000	$100,000	$200,000	$200,000	$100,000	$0	$600,000
	Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
	Equipment Replacement Fund	ERF	$0	$59,075	$15,570	$34,732	$40,178	$21,818	$171,373
	Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
	Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
	Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
			$100,000	**$159,075**	**$215,570**	**$234,732**	**$140,178**	**$21,818**	**$771,373**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.017
Service Name: Finance

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Computer	Computer and Office Equipment Replacement	$59,075	E	ERF	$0	$59,075	$0	$0	$0	$0	$59,075
22-01	Replacement	Computer	Computer and Office Equipment Replacement	$15,570	E	ERF	$0	$0	$15,570	$0	$0	$0	$15,570
23-01	Replacement	Computer	Computer and Office Equipment Replacement	$34,732	E	ERF	$0	$0	$0	$34,732	$0	$0	$34,732
24-01	Replacement	Computer	Computer and Office Equipment Replacement	$40,178	E	ERF	$0	$0	$0	$0	$40,178	$0	$40,178
25-01	Replacement	Computer	Computer and Office Equipment Replacement	$21,818	E	ERF	$0	$0	$0	$0	$0	$21,818	$21,818
21-02	New	Enterprise Asset Management	SAP Software & Hardware costs for IBC 15b-2 "Asset Management and Risk Analysis"	$625,000	E	Cap	$100,000	$100,000	$200,000	$200,000	$100,000	$0	$600,000
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$796,373**			**$100,000**	**$159,075**	**$215,570**	**$234,732**	**$140,178**	**$21,818**	**$771,373**

Reserve Schedule

Reserve Fund: 1.017 Finance

Reserve Cash Flow

Fund: 1022 Fund Center: 101420 ERF Group: FIN.ERF	**ESTIMATED** **2020**	**Budget** **2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	139,694	123,224	79,149	83,579	68,847	48,669
Actual Purchases		-	-	-		
Planned Purchases (Based on Capital Plan)	(44,140)	(59,075)	(15,570)	(34,732)	(40,178)	(21,818)
Transfer from Operating Budget	27,670	15,000	20,000	20,000	20,000	20,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**123,224**	**79,149**	**83,579**	**68,847**	**48,669**	**46,851**

Assumptions/Background:

Reserve Schedule

Reserve Fund: Asset Management

Reserve Cash Flow

Capital Fund	ESTIMATED	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	-	600,000	500,000	300,000	100,000	-
Actual Purchases	(25,000)	-	-	-		
Planned Purchases (Based on Capital Plan)		(100,000)	(200,000)	(200,000)	(100,000)	-
Transfer from Operating Budget	125,000					
Transfer from Allocation						
Interest Income	500,000	-	-	-	-	-
Ending Balance $	**600,000**	**500,000**	**300,000**	**100,000**	**-**	**-**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Grant in Aid

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.112 Regional Grant in Aid **Committee: Governance & Finance Committee**

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest of the Capital Region. (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services of the Regional District.

PARTICIPATION:

All member municipalities and electoral areas.

MAXIMUM LEVY:

$0.05 / $1,000 on converted value of hospital assessed land and improvements.

PRIOR YEAR LEVIES:

2013	$	600,000
2014	$	300,000
2015	$	300,000
2016	$	-
2017	$	-
2018	$	-

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

1.112 - Regional Grants in Aid	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Grants in Aid	1,444,622	-	1,452,600	-	-	1,452,600	-	-	-	-
TOTAL OPERATING COSTS	**1,444,622**	**-**	**1,452,600**	**-**	**-**	**1,452,600**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year						0.6%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	1,430,600	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,408,622)	(1,408,622)	(1,430,600)	-	-	(1,430,600)	-	-	-	-
Interest Income	(36,000)	(21,978)	(22,000)	-	-	(22,000)	-	-	-	-
TOTAL REVENUE	(1,444,622)	-	(1,452,600)	-	-	(1,452,600)	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Victoria Family Court Committee

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.126 Vic Family Court & Youth Justice Committee **Committee: Planning and Protective Services**

DEFINITION:

To fund the operation of the Victoria Family Court Committee & Juvenile Justice Issues as appointed under the Provincial Court Act. (Division VI, Supplementary Letters Patent issued March 16, 1967, amended September 10, 1987).

SERVICE DESCRIPTION:

This service provides funding for the operating of the Victoria Family Court and Youth Justice Committee. The committee has been given authority are under the federal Youth Criminal Justice Act. A family court committee is a requirement of the Provincial Court Act, which states that a municipality operating a family court must have a committee

- to monitor the proceedings of the court and address issues pertaining to resources and legislation concerning families and youth and advocate changes.
- to provide funding for Board-approved committees whose purpose is related to juvenile justice issues. Currently the only Board-approved committee is the Capital Region Action Team (CRAT), which deals with teenagers involved in the sex trade.
- to promote and examine extra-legal options in justice.
- to liaise with governmental and non-governmental bodies around youth justice.

PARTICIPATION:

On the basis of the net taxable value of land and improvements as fixed for taxation in the immediately preceding year for Hospital District purposes as to one half of such cost, and the other one half shall be apportioned on the basis of population based on the last census established by Census Canada prior to year of apportionment.

MAXIMUM LEVY:

$15,000 (Bylaw No. 3048)

MAXIMUM CAPITAL DEBT:

Nil

METHOD OF AUTHORIZATION:

Supplementary Letters Patent - March 16, 1967; amended September 10, 1987.

FUNDING:

Service: 1.126 Vic Family Court & Youth Justice Committee **Committee: Planning and Protective Services**

Member Municipality	ASSESSMENTS 2020 Previous Yr (50%) Converted	Previous Year Actual	2016 (50%) Census Populations	
City of Colwood	467,335,257	4,272,694,615	16,859	4.01%
City of Victoria	3,802,392,177	28,842,004,286	85,792	25.57%
District of Central Saanich	630,209,611	5,288,501,682	16,814	4.59%
District of Highlands	82,584,078	765,883,689	2,225	0.60%
District of Langford	1,238,027,429	10,150,926,392	35,342	9.34%
District of Metchosin	141,352,646	1,381,213,441	4,708	1.16%
District of North Saanich	608,873,249	5,491,012,215	11,249	3.75%
District of Saanich	3,932,790,666	35,528,150,269	114,148	29.93%
District of Sooke	333,344,380	3,059,065,366	13,001	2.99%
District of Oak Bay	969,231,359	9,391,617,809	18,094	6.00%
Town of Sidney	527,003,806	4,442,242,189	11,672	3.51%
Town of View Royal	350,089,405	3,016,691,248	10,408	2.70%
Township of Esquimalt	441,694,787	3,932,409,391	17,655	4.02%
Subtotal	**13,524,928,850**	**115,562,412,592**	**357,967**	**98.18%**
Electoral Area				
Juan de Fuca EA	228,133,680	1,913,350,223	4,860	1.49%
Subtotal	**228,133,680**	**1,913,350,223**	**4,860**	**1.49%**
First Nations Taxation				
Songhees	19,001,544	158,461,000	1,842	0.32%
Subtotal	**19,001,544**	**158,461,000**	**1,842**	**0.32%**
TOTAL	**13,772,064,074**	**117,634,223,815**	**364,669**	**100.00%**

1.126 Vic Family Court &Youth Justice Committee	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Internal Allocation	216	216	268	-	-	268	325	332	338	345
Third Party Payments	15,718	15,718	15,620	-	-	15,620	15,563	15,556	15,550	15,543
TOTAL OPERATING COSTS	**15,934**	**15,934**	**15,888**	**-**	**-**	**15,888**	**15,888**	**15,888**	**15,888**	**15,888**
*Percentage Increase		0.0%	-0.29%			-0.29%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(46)	(46)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(888)	(888)	(888)	-	-	(888)	(888)	(888)	(888)	(888)
TOTAL REVENUE	(934)	(934)	(888)	-	-	(888)	(888)	(888)	(888)	(888)
REQUISITION	**(15,000)**	**(15,000)**	**(15,000)**	**-**	**-**	**(15,000)**	**(15,000)**	**(15,000)**	**(15,000)**	**(15,000)**
*Percentage Increase		0.0%	0.00%			0.00%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Greater Victoria Police Victims Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.128 Greater Victoria Police Victims Services **Committee: Planning and Protective Services**

DEFINITION:

To make Grants-In-Aid to the Greater Victoria Police Victims Services on behalf of participating members.
Extended service Bylaw No. 1998 (May 27, 1992).

SERVICE DESCRIPTION:

Greater Victoria Police Victims Services is contracted by the provincial gov't (Solicitor General who provide partial funding of $170,000) to provide the following services under the Victims of Crime Act to those impacted by crime or trauma : Emotional support/Service referral including at scene triage and referral to Sexual Assault, Spousal Assault, Child Abuse and Men's Trauma centres; Public Education on victim's rights and support services, justice system and court orientation; Court Support for Crown Counsel in Victoria and West Shore including orientation and ongoing support through judicial process for victims, witnesses, friends and family; Safety planning assistance for ongoing safety following criminal victimization; Emotional support for next-of-kin sudden death notification (police accompaniment); Convicted Criminal updates to victims regarding court dates, sentencing, parole hearings and decisions and release dates/ conditions; Victim Impact Statement guidance on content of statement; Victims of Crime Assistance applications for lost income from criminal victimization.

PARTICIPATION:

All municipalities except the District of North Saanich and the District of Sooke and a portion of the electoral Area of Juan de Fuca (former small Langford Electoral Area).

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Service: 1.128 Greater Victoria Police Victims Services **Committee: Planning and Protective Services**

Member Municipality	ASSESSMENTS 2019 Converted		ASSESSMENTS 2019 Actual	ASSESSMENTS 2020 Converted		ASSESSMENTS 2020 Actual
City of Colwood	467,335,257	3.69%	4,272,694,615	481,566,458	3.71%	4,376,278,815
City of Victoria	3,802,392,177	30.04%	28,842,004,286	4,016,398,746	30.91%	30,082,961,727
District of Central Saanich	630,209,611	4.98%	5,288,501,682	657,985,149	5.06%	5,446,784,895
Township of Esquimalt	441,694,787	3.49%	3,932,409,391	456,083,497	3.51%	4,050,747,456
District of Langford	1,238,027,429	9.78%	10,150,926,392	1,338,030,651	10.30%	10,919,092,082
District of Saanich	3,932,790,666	31.07%	35,528,150,269	3,906,061,746	30.06%	35,161,271,712
District of Oak Bay	969,231,359	7.66%	9,391,617,809	931,252,281	7.17%	9,000,862,259
District of Metchosin	141,352,646	1.12%	1,381,213,441	140,177,990	1.08%	1,368,320,842
Town of Sidney	527,003,806	4.16%	4,442,242,189	543,992,242	4.19%	4,544,259,546
Town of View Royal	350,089,405	2.77%	3,016,691,248	362,104,799	2.79%	3,130,354,407
District of Highland	82,584,078	0.65%	765,883,689	83,558,649	0.64%	769,857,750
Subtotal	**12,582,711,221**	**99.40%**	**107,012,335,011**	**12,917,212,208**	**99.40%**	**108,850,791,491**
Electoral Area						
JDF - Langford - R(761) ESA # 36	1,310,677	0.01%	4,251,300	1,012,424	0.01%	3,353,200
JDF - Langford - R(762) ESA # 36	8,884,450	0.07%	87,346,786	11,783,108	0.09%	116,213,625
JDF - Langford - R(763) ESA # 36	20,292,775	0.16%	202,009,200	20,304,980	0.16%	202,117,600
Subtotal	**30,487,902**	**0.24%**	**293,607,286**	**33,100,512**	**0.25%**	**321,684,425**
First Nations Taxation						
Songhees	19,001,544	0.15%	158,461,000	19,001,544	0.15%	158,461,000
Tsawout	26,083,283	0.21%	221,937,200	26,083,283	0.20%	221,937,200
Subtotal	**45,084,827**	**0.36%**	**380,398,200**	**45,084,827**	**0.35%**	**380,398,200**
TOTAL	**12,658,283,950**	**100.00%**	**107,686,340,497**	**12,995,397,547**	**100.00%**	**109,552,874,116**

1.128 Greater Victoria Police Victims Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Internal Allocation	4,971	4,971	5,401	-	-	5,401	5,842	5,959	6,078	6,200
Third Party Payments	281,200	281,200	286,800	-	-	286,800	292,500	298,350	304,317	310,403
Interest Charge	200	200	200	-	-	200	200	200	200	200
TOTAL OPERATING COSTS	**286,371**	**286,371**	**292,401**	**-**	**-**	**292,401**	**298,542**	**304,509**	**310,595**	**316,803**
*Percentage Increase		0.0%	2.11%			2.11%	2.1%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(600)	(600)	-	-	-	-	-	-	-	-
Grants in Lieu	(14,461)	(14,461)	(14,461)	-	-	(14,461)	(14,461)	(14,461)	(14,461)	(14,461)
Interest Income	(110)	(110)	(110)	-	-	(110)	(110)	(110)	(110)	-
TOTAL REVENUE	(15,171)	(15,171)	(14,571)	-	-	(14,571)	(14,571)	(14,571)	(14,571)	(14,461)
REQUISITION	**(271,200)**	**(271,200)**	**(277,830)**	**-**	**-**	**(277,830)**	**(283,971)**	**(289,938)**	**(296,024)**	**(302,342)**
*Percentage Increase		0.0%	2.44%			2.44%	2.2%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Royal Theatre

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.290 Royal Theatre **Committee: Administration**

DEFINITION:

The function of purchasing, maintaining, equipping, operating and selling the Royal Theatre in Victoria to the Capital Regional District. The function is for the purpose of pleasure, recreation and community use and includes all facilities and concessions associated with the Royal Theatre and a parking lot. Local Services Establishment Bylaw No. 2587, March 25, 1998.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the Royal Theatre in the City of Victoria as a community centre of art and education. Ownership was transferred to the CRD in 1998. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support.

PARTICIPATION:

City of Victoria, District of Saanich, and District of Oak Bay, apportioned 50% on converted value of land and improvements and 50% on the basis of population (see bylaw for details).

MAXIMUM LEVY:

Capital Expenditures	$480,000
Annual Operating Expenditures	$100,000

Note: Grants in Lieu of Taxes paid to the Regional District will be held to the credit of the participant.

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Governance and Finance Committee.

FUNDING:

ROYAL THEATRE	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Third Party Payment	40,838	40,838	45,773	-	-	45,773	49,219	48,208	47,171	46,116
Insurance Costs	33,330	33,330	32,540	-	-	32,540	33,190	33,850	34,530	35,220
Internal Allocation	25,232	25,232	21,087	-	-	21,087	16,991	17,342	17,699	18,064
Operating Cost - Other (Interest)	600	600	600	-	-	600	600	600	600	600
TOTAL OPERATING COSTS	**100,000**	**100,000**	**100,000**	**-**	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**
*Percentage Increase		0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchase	100,000	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
Transfer to Capital Reserve Fund	380,000	380,000	380,000	-	-	380,000	380,000	380,000	380,000	380,000
TOTAL CAPITAL / RESERVES	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
Debt Charges	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	**480,000**	**480,000**	**480,000**	**-**	**-**	**480,000**	**480,000**	**480,000**	**480,000**	**480,000**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year		-								
Balance C/F from Prior to Current year			-	-	-	-				
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**(580,000)**	**(580,000)**	**(580,000)**	**-**	**-**	**(580,000)**	**(580,000)**	**(580,000)**	**(580,000)**	**(580,000)**
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.290 Royal Theatre		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$50,000	$1,010,000	$540,000	$500,000	$1,000,000	$400,000	$3,450,000
Equipment		E	$0	$212,000	$0	$0	$0	$0	$212,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$50,000	**$1,222,000**	**$540,000**	**$500,000**	**$1,000,000**	**$400,000**	**$3,662,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$69,000	$0	$0	$500,000	$0	$569,000
Donations / Third Party Funding		Other	$0	$517,000	$0	$0	$0	$0	$517,000
Reserve Fund		Res	$0	$586,000	$540,000	$500,000	$500,000	$400,000	$2,526,000
			$50,000	**$1,222,000**	**$540,000**	**$500,000**	**$1,000,000**	**$400,000**	**$3,662,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.290
Service Name: Royal Theatre

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Replace Theatre Doors	Replace theatre doors to soundproof theatre from lobby cross over.	$357,000	B	Other	$0	$0	$0	$0	$0	$0	$0
18-01	Replacement	Replace Theatre Doors	Replace theatre doors to soundproof theatre from lobby cross over.		B	Res	$0	$290,000	$0	$0	$0	$0	$290,000
20-03	New	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort	$75,000	B	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-01	Replacement	HVAC Upgrade	Replace 1994 HVAC main unit in audience chamber.	$500,000	B	Other	$0	$500,000	$0	$0	$0	$0	$500,000
21-02	Replacement	Replace House Light System - Phase 2	Replace House Light System with upgraded LED technology	$90,000	B	Res	$0	$90,000	$0	$0	$0	$0	$90,000
21-03	Renewal	Stage Light Fixtures	Add new technology of computerized lighting fixtures to expand capability	$35,000	E	Res	$0	$35,000	$0	$0	$0	$0	$35,000
21-04	Replacement	Replace Dimmer Modules and CEMs	Replace 20+ year old dimmer & control modules that are past end of useful life	$45,000	E	Res	$0	$45,000	$0	$0	$0	$0	$45,000
21-05	Replacement	Replace Extendable Scissor Lift	Replace existing scissor lift that is past end of life for safety & reliability	$26,000	E	Res	$0	$26,000	$0	$0	$0	$0	$26,000
21-06	Renewal	COVID-19 Safety Improvements	Prepare the theatre for opening with COVID-19 safety protocols in place	$86,000	E	Grant	$0	$69,000	$0	$0	$0	$0	$69,000
21-06	Renewal	COVID-19 Safety Improvements	Prepare the theatre for opening with COVID-19 safety protocols in place		E	Other	$0	$17,000	$0	$0	$0	$0	$17,000
21-07	Renewal	Accessible Access & Centre Front Doors	Upgrading current building access and washrooms to improve accessiblity	$20,000	B	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-08	Replacement	Replace Exit Signs	Replace existing exit signs with up to code internationally recognized, green pictogram "Running Man"	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-09	New	Add Water Bottle filling stations	to reduce carbon footprint and increase patron access to water	$23,000	E	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-10	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
22-01	Study	Study and Plan Rebuilding of Orchestra Pit	Study and Develop Plan to Renovate Theatre Floor, Rebuild Orchestra Pit and Add New Pit Railings	$40,000	B	Res	$0	$0	$40,000	$0	$0	$0	$40,000
22-02	Replacement	Replace Seats and Aisle Lights	Replace 20 year old seats that are at the end of useful life and aisle lights for safety and comfort	$500,000	B	Res	$0	$0	$500,000	$0	$0	$0	$500,000
23-01	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.	$2,000,000	B	Res	$0	$0	$0	$500,000	$500,000	$400,000	$1,400,000
23-01	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.		B	Grant	$0	$0	$0	$0	$500,000	$0	$500,000
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$3,857,000**			**$50,000**	**$1,222,000**	**$540,000**	**$500,000**	**$1,000,000**	**$400,000**	**$3,662,000**

Service: 1.290 Royal Theatre

Proj. No.	18-01	**Capital Project Title**	Replace Theatre Doors	**Capital Project Description**	Replace theatre doors to soundproof theatre from lobby cross over.
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replace Theatre Doors. Replacing the theatre doors will improve the audience experience by soundproofing the theatre from the lobby cross over. In 2020, consultants will prepare the plan for soundproofing, with the installation in 2021.*				

Proj. No.	20-03	**Capital Project Title**	Add Balcony & Pit Railings	**Capital Project Description**	Add railings to ensure patron safety and comfort
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Add Balcony Railings. The addition of railings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.*				

Proj. No.	21-01	**Capital Project Title**	HVAC Upgrade	**Capital Project Description**	Replace 1994 HVAC main unit in audience chamber.
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replace main HVAC unit in the audience chamber.*				

Proj. No.	21-02	**Capital Project Title**	Replace House Light System - Phase 2	**Capital Project Description**	Replace House Light System with upgraded LED technology
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Phase 2 will improve illumination in the audience chamber with the installation of new lighting fixtures, in new positions in the ceiling created by architectural intervention. The improved illumination will assist in maintaining appropriate COVID-19 cleaning standards.*				

Proj. No.	21-03	**Capital Project Title**	Stage Light Fixtures	**Capital Project Description**	Add new technology of computerized lighting fixtures to expand capability
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Older incandescent lighting technology is replaced with energy efficient LED technology and lighting fixtures which are flexible in the their deployment, a requirememt of the advanced productions the Royal Theatre is currently supporting.*				

Service: 1.290 Royal Theatre

Proj. No.	21-04	**Capital Project Title**	Replace Dimmer Modules and CEMs	**Capital Project Description**	Replace 20+ year old dimmer & control modules that are past end of useful life
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*This project addresses the now expired lifespan of a group of critical elements in the stage lighting control system.*				

Proj. No.	21-05	**Capital Project Title**	Replace Extendable Scissor Lift	**Capital Project Description**	Replace existing scissor lift that is past end of life for safety & reliability
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*The current scissor lift has reached the end of its useful life as it is 25+ years.*				

Proj. No.	21-06	**Capital Project Title**	COVID-19 Safety Improvements	**Capital Project Description**	Prepare the theatre for opening with COVID-19 safety protocols in place
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Prepare the theatre for re-opening with new COVID-19 safety protocols in place for the audience and staff protection which will require infrastructure improvements.*				

Proj. No.	21-07	**Capital Project Title**	Accessible Access & Centre Front Doors	**Capital Project Description**	Upgrading current building access and washrooms to improve accessiblity
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Install accessible electronic door arms on doors to the box office and accessible washrooms. This will include touchless sensors and emergency pull stations for both washrooms. Replace 3 sets of double doors from the street for incressed access and security for the building.*				

Proj. No.	21-08	**Capital Project Title**	Replace Exit Signs	**Capital Project Description**	Replace existing exit signs with up to code internationally recognized, green pictogram "Running Man"
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replace existing exit signs with up to code internationally recognized, green pictogram "Running Man"*				

Service: 1.290 Royal Theatre

Proj. No.	21-09	**Capital Project Title**	Add Water Bottle filling stations	**Capital Project Description**	to reduce carbon footprint and increase patron access to water
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Add water bottle filling stations in the west lobby (1x) and mezzanie (2x), to help reduce waste from plastic water bottles. Increase patron experience and safety in a post covid time where touchless water bottle fillling stations will replace drinking fountains.*				

Proj. No.	21-10	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*To use for unforeseen emergency repairs*				

Proj. No.	22-01	**Capital Project Title**	Study and Plan Rebuilding of Orchestra Pit	**Capital Project Description**	Study and Develop Plan to Renovate Theatre Floor, Rebuild Orchestra Pit and Add New Pit Railings
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Study to develop plan for renewals which will have the following results: renovating the threatre floor will enhance the in house experience for the patrons, rebuilding the orchestra pit will provide efficiencies in setups and strikes for shows and adding a new railing will improve safety for patrons and staff.*				

Proj. No.	22-02	**Capital Project Title**	Replace Seats and Aisle Lights	**Capital Project Description**	Replace 20 year old seats that are at the end of useful life and aisle lights for safety and comfort
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols.*				

Proj. No.	23-01	**Capital Project Title**	Repair Building Envelope	**Capital Project Description**	Repairing building envelope of the 1914 structure.
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption*				

1.290 Royal Theatre
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

Royal Theatre

Assets held by the Royal Theatre service consist of land, Royal Theatre built in 1913 as well as various equipment. Royal Theatre was renovated in 2003 and 2005.

Capital Reserve Fund Schedule

Reserve Fund: 1.290 Royal Theatre Capital Reserve Fund (Bylaw No. 2855)

Cost Centre: 101607 (PLO)

Capital Reserve Fund	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	553,762	823,905	936,905	730,905	570,905	450,905	330,905
Planned Capital Expenditure (Based on Capital Plan)	(131,663)	(280,000)	(586,000)	(540,000)	(500,000)	(500,000)	(400,000)
Transfer from Operating Budget	383,000	383,000	380,000	380,000	380,000	380,000	380,000
Interest Income**	18,806	10,000	-	-	-	-	-
Total projected year end balance	**823,905**	**936,905**	**730,905**	**570,905**	**450,905**	**330,905**	**310,905**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

McPherson Theatre

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.295 McPherson Theatre **Committee: Administration**

DEFINITION:

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia. Local Services Establishment Bylaw No. 2685, March 10, 1999.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the McPherson Theatre in the City of Victoria. The building is owned by the City of Victoria. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support. This building operation was transferred to the CRD for ease of administration with the Royal & McPherson Theatres Society and to recognize the benefits of one organization operating the two theatres (one ticket system, ability to move acts between if financially beneficial, etc.)

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

The maximum amount that may be requisitioned under section 816(1) of the Municipal Act (Section 803 of the Local Government Act) for the annual cost of the local service will be:

(a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfer and annual debt servicing payments. The maximum amount will be $400,000.

(b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will be $350,000.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Governance and Finance Committee.

FUNDING:

McPHERSON THEATRE	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Third Party Payments	308,667	308,667	309,214	-	-	309,214	307,380	306,523	305,649	304,757
Internal Allocations	39,355	39,355	40,486	-	-	40,486	42,320	43,177	44,051	44,943
Interest Charge	300	300	300	-	-	300	300	300	300	300
TOTAL OPERATING COSTS	**348,322**	**348,322**	**350,000**	**-**	**-**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**
*Percentage Increase	0.00%	0.00%	0.48%			0.48%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchases	84,000	84,000	92,000	-	-	92,000	88,000	88,000	90,000	90,000
Transfer to Reserve Fund	353,521	353,521	343,843	-	-	343,843	347,843	347,843	345,843	345,843
TOTAL CAPITAL / RESERVES	**437,521**	**437,521**	**435,843**	**-**	**-**	**435,843**	**435,843**	**435,843**	**435,843**	**435,843**
TOTAL COSTS	**785,843**	**785,843**	**785,843**	**-**	**-**	**785,843**	**785,843**	**785,843**	**785,843**	**785,843**
FUNDING SOURCES (REVENUE)										
estimated balance C/F from current to Next y	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(35,843)	(35,843)	(35,843)	-	-	(35,843)	(35,843)	(35,843)	(35,843)	(35,843)
TOTAL REVENUE	(35,843)	(35,843)	(35,843)	-	-	(35,843)	(35,843)	(35,843)	(35,843)	(35,843)
REQUISITION	**(750,000)**	**(750,000)**	**(750,000)**	**-**	**-**	**(750,000)**	**(750,000)**	**(750,000)**	**(750,000)**	**(750,000)**
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.295 McPherson Theatre		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$370,000	$565,000	$0	$500,000	$500,000	$500,000	$2,065,000
Equipment		E	$0	$170,000	$0	$0	$0	$0	$170,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$370,000	**$735,000**	**$0**	**$500,000**	**$500,000**	**$500,000**	**$2,235,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$370,000	$370,000	$0	$0	$0	$0	$370,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$35,000	$0	$0	$0	$0	$35,000
Donations / Third Party Funding		Other	$0	$9,000	$0	$0	$0	$0	$9,000
Reserve Fund		Res	$0	$321,000	$0	$500,000	$500,000	$500,000	$1,821,000
			$370,000	**$735,000**	**$0**	**$500,000**	**$500,000**	**$500,000**	**$2,235,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.295
Service Name: McPherson Theatre

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Replace Lobby Windows	Replacing the current single pane leaking windows	$350,000	B	Cap	$350,000	$350,000	$0	$0	$0	$0	$350,000
20-05	Study	Railing Study	Study to assess the upgrades to interior railings necessary for health and safety	$20,000	B	Cap	$20,000	$20,000	$0	$0	$0	$0	$20,000
21-01	Replacement	Replace stage light fixtures	Replacing old incandescent stage lighting with LED models.	$50,000	E	Res	$0	$50,000	$0	$0	$0	$0	$50,000
21-02	Replacement	Replace Stage Dimmer Rack control Modules	Replaces 20 year old Stage Dimmer rack control modules.	$30,000	E	Res	$0	$35,000	$0	$0	$0	$0	$35,000
21-03	Replacement	Replace House Light System Phase 2	Replace House Light System with upgraded LED technology.	$80,000	B	Res	$0	$80,000	$0	$0	$0	$0	$80,000
21-04	Replacement	Replace Extendable Scissor Lift	Replace current scissor lift that has reached the end of its useful life.	$26,000	E	Res	$0	$26,000	$0	$0	$0	$0	$26,000
21-05	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
21-06	Renewal	Accessible Access	Upgrade current box office access and washrooms to improve accessibility	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-07	Replacement	Replace Exit Signs	Replace existing exit signs with up to code, internationally recognized, grean pictogram "Running Man"	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-08	New	Add water bottle filling stations	Add water bottle filling stations to reduce carbon footprint and increase patron access to water	$15,000	E	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-09	Replacement	Replace and Add FOH Directional Signage	Replace and add directional signage to improve safety, access, audience flow and crowd management.	$20,000	B	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-10	Replacement	Balcony Rail Fabrication and Installation	Install interior railings for patron and staff safety	$25,000	B	Res	$0	$25,000	$0	$0	$0	$0	$25,000
21-11	Renewal	COVID-19 Safety Improvements	Prepare the theatre for opening with COVID-19 safety protocols in place	$44,000	E	Grant	$0	$35,000	$0	$0	$0	$0	$35,000
21-11	Renewal	COVID-19 Safety Improvements	Prepare the theatre for opening with COVID-19 safety protocols in place		E	Other	$0	$9,000	$0	$0	$0	$0	$9,000
23-01	Renewal	Repair Building Envelope and Restore Façade	Repair building envelope and restore façade	$1,500,000	B	Res	$0	$0	$0	$500,000	$500,000	$500,000	$1,500,000
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$2,230,000**			**$370,000**	**$735,000**	**$0**	**$500,000**	**$500,000**	**$500,000**	**$2,235,000**

Service: 1.295 McPherson Theatre

Proj. No.	18-01	**Capital Project Title**	Replace Lobby Windows	**Capital Project Description**	Replacing the current single pane leaking windows
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replace the current single pane leaking windows with better more energy efficient windows*				

Proj. No.	20-05	**Capital Project Title**	Railing Study	**Capital Project Description**	Study to assess the upgrades to interior railings necessary for health and safety
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Study to assess the upgrades to interior railings necessary for health and safety*				

Proj. No.	21-01	**Capital Project Title**	Replace stage light fixtures	**Capital Project Description**	Replacing old incandescent stage lighting with LED models.
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Older incandescent lighting technology is replaced with energy efficient LED technology and lighting fixtures which are flexible in the their deployment, a requirement of the advanced productions the Royal Theatre is currently supporting.*				

Proj. No.	21-02	**Capital Project Title**	Replace Stage Dimmer Rack control Modules	**Capital Project Description**	Replaces 20 year old Stage Dimmer rack control modules.
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*This project addresses the now expired lifespan of a group of critical elements in the stage lighting control system.*				

Proj. No.	21-03	**Capital Project Title**	Replace House Light System Phase 2	**Capital Project Description**	Replace House Light System with upgraded LED technology.
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replacing the House Light System which has reached the end of its lifespan and upgrading the technology to LED will reduce energy consumption and continue to ensure patron safety in the theatre. This will improve illumination to the audience chamber.*				

Service: 1.295 McPherson Theatre

Proj. No.	21-04	**Capital Project Title**	Replace Extendable Scissor Lift	**Capital Project Description**	Replace current scissor lift that has reached the end of its useful life.
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replace existing 25+ year old scissor lift which has reached the end of its useful life.*				

Proj. No.	21-05	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Capital funds to accommodate any emergency repairs to the building.*				

Proj. No.	21-06	**Capital Project Title**	Accessible Access	**Capital Project Description**	Upgrade current box office access and washrooms to improve accessibility
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Install electronic door arms on existing doors to the box office and accessible washrooms. Includes touchless door sensors and emergency pull stations for both washrooms.*				

Proj. No.	21-07	**Capital Project Title**	Replace Exit Signs	**Capital Project Description**	Replace existing exit signs with up to code, internationally recognized, grean pictogram "Running Man"
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*replace existing exit signs with up to code, internationally recognized, green pictogram "Running Man"*				

Proj. No.	21-08	**Capital Project Title**	Add water bottle filling stations	**Capital Project Description**	Add water bottle filling stations to reduce carbon footprint and increase patron access to water
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Add water bottle filling stations in Eastwick lobby, main lobby and mezzanine, to help reduce waste from plastic bottles. Increase patron experience and safety in a post COVID time where touchless water bottle filling stations will replace drinking fountains.*				

Service: 1.295 McPherson Theatre

Proj. No.	21-09	**Capital Project Title**	Replace and Add FOH Directional Signage	**Capital Project Description**	Replace and add directional signage to improve safety, access, audience flow and crowd management.
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Replacing and adding directional signage will improve safety, access, audience flow and crowd management.*				

Proj. No.	21-10	**Capital Project Title**	Balcony Rail Fabrication and Installation	**Capital Project Description**	Install interior railings for patron and staff safety
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Install upgrades to interior railings for safety of patrons and staff.*				

Proj. No.	21-11	**Capital Project Title**	COVID-19 Safety Improvements	**Capital Project Description**	Prepare the theatre for opening with COVID-19 safety protocols in place
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*To prepare the theatre for re-opening in response to the COVID-19 pandemic, implementation of new cleaning, sanitizing, safety, and physical distancing protocols which require infrastructure.*				

Proj. No.	23-01	**Capital Project Title**	Repair Building Envelope and Restore Façade	**Capital Project Description**	Repair building envelope and restore façade
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Repairing building envelope will ensure the 1913 structure will remain stable and will reduce energy consumption. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.*				

1.295 McPherson Theatre
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

McPherson Theatre

Assets held by the McPherson Theatre service consist of new upgrades to McPherson Theatre built in 1914 as well as various equipment.

Capital Reserve Fund Schedule

Reserve Fund: 1.295 McPherson Playhouse Capital Reserve Fund (Bylaw No. 3270)

Cost Centre: 101899 (PLO)

Capital Reserve Fund	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	1,339,943	1,664,880	1,373,401	1,396,244	1,744,087	1,591,930	1,437,773
Planned Capital Expenditure (Based on Capital Plan)	(71,094)	(665,000)	(321,000)	-	(500,000)	(500,000)	(500,000)
Transfer from Operating Budget	354,088	353,521	343,843	347,843	347,843	345,843	345,843
Interest Income*	41,943	20,000	-	-	-	-	-
Total projected year end balance	**1,664,880**	**1,373,401**	**1,396,244**	**1,744,087**	**1,591,930**	**1,437,773**	**1,283,616**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Arts Grants and Development

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.297 Arts Grants and Development **Commission: Arts**

DEFINITION:

To establish a service for the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community. Bylaw No. 2884, July 3, 2001.

SERVICE DESCRIPTION:

CRD municipalities invest in the arts for the economic impact and employment they provide, for their contribution to the quality of life, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Committee. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support three types of smaller organizations: those that work on a Project-to-Project basis, new and emerging arts organizations, those undertaking special, one-time initiatives or development projects. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

PARTICIPATION:

Municipalities of Victoria, Saanich, Oak Bay, Esquimalt, and View Royal (Group 1 participating area) and Highlands, Metchosin and Sooke (Group 2 participating area).

MAXIMUM LEVY:

Greater of $1,980,000 or $0.102 / $1,000 for hospital assessed values of Group 1 participating area.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

ARTS GRANTS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
ARTS GRANTS:										
Operating Grants	2,204,399	2,204,400	2,236,500	-	-	2,236,500	2,281,230	2,326,855	2,373,392	2,420,860
Project Grants	310,000	289,820	310,000	-	-	310,000	316,200	322,524	328,974	335,553
Total Grants Payment	**2,514,399**	**2,494,220**	**2,546,500**	**-**	**-**	2,546,500	**2,597,430**	**2,649,379**	**2,702,366**	**2,756,413**
		-0.8%	1.3%			1.3%	2.0%	2.0%	2.0%	2.0%
ADMINISTRATION COSTS:										
Salaries and Wages	289,616	289,616	296,642	-	-	296,642	297,318	303,726	310,271	316,956
Internal Allocations	60,114	60,114	67,536	-	-	67,536	74,602	76,102	77,631	79,191
Insurance Cost	660	660	700	-	-	700	710	720	730	740
Opearting Cost - Other	28,802	24,515	30,696	-	-	30,696	31,309	31,935	32,574	33,226
Total Administration Costs	**379,192**	**374,905**	**395,574**	**-**	**-**	395,574	**403,939**	**412,483**	**421,206**	**430,113**
		-1.1%	4.3%			4.3%	2.1%	2.1%	2.1%	2.1%
TOTAL OPERATING COSTS	**2,893,591**	**2,869,125**	**2,942,074**	**-**	**-**	2,942,074	**3,001,369**	**3,061,862**	**3,123,572**	**3,186,526**
		-0.8%	1.7%			1.7%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE TRANSFER										
Transfer to Operating Reserve Fund	-	12,466	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES TRANSFER	**-**	**12,466**	**-**	**-**		**-**	**-**	**-**	**-**	**-**
Internal Recoveries	(13,220)	(13,220)	(13,552)	-	-	(13,552)	(13,582)	(13,876)	(14,174)	(14,480)
TOTAL COSTS	**2,880,371**	**2,868,371**	**2,928,522**	**-**	**-**	**2,928,522**	**2,987,787**	**3,047,986**	**3,109,398**	**3,172,046**
		-0.4%	1.7%			1.7%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next yea	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(12,000)	-	(15,000)	-	-	(15,000)	-	-	-	-
Payments In Lieu of Taxes	(185,665)	(185,665)	(185,665)	-	-	(185,665)	(185,665)	(185,665)	(185,665)	(185,665)
					-	-				
TOTAL REVENUE	**(197,665)**	**(185,665)**	**(200,665)**	**-**	**-**	(200,665)	**(185,665)**	**(185,665)**	**(185,665)**	**(185,665)**
		-6.1%	1.5%			1.5%	-7.5%	0.0%	0.0%	0.0%
REQUISITION	**(2,682,706)**	**(2,682,706)**	**(2,727,857)**	**-**	**-**	**(2,727,857)**	**(2,802,122)**	**(2,862,321)**	**(2,923,733)**	**(2,986,381)**
			1.7%			1.7%	2.7%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:	2.8	2.8	2.8		0.0	2.8	2.8	2.8	2.8	2.8

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.297 Arts Grants and Development		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$1,550	$0	$0	$0	$1,550
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,550**	**$0**	**$0**	**$0**	**$1,550**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$1,550	$0	$0	$0	$1,550
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,550**	**$0**	**$0**	**$0**	**$1,550**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.297
Service Name: Arts Grants and Development

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	$1,890	E	ERF	$0	$0	$0	$0	$0	$0	$0
22-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	$1,550	E	ERF	$0	$0	$1,550	$0	$0	$0	$1,550
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$3,440**			**$0**	**$0**	**$1,550**	**$0**	**$0**	**$0**	**$1,550**

Service: 1.297 Arts Grants and Development

Proj. No.	18-01	**Capital Project Title**	Computer and Printer	**Capital Project Description**	IT scheduled Routine Replacement
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department*				

Proj. No.	22-01	**Capital Project Title**	Computer and Printer	**Capital Project Description**	IT scheduled Routine Replacement
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Arts & Culture
Project Rationale	*Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department*				

1.297 Arts and Cultural Grants
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Arts and Cultural Grants

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule	Actual	Actual	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	166,844	199,240	214,206	199,206	199,206	199,206	199,206
Planned Purchase			(15,000)				
Transfer from Ops Budget	27,701	12,466					
Interest Income*	4,695	2,500					
Total projected year end balance	**199,240**	**214,206**	**199,206**	**199,206**	**199,206**	**199,206**	**199,206**

Assumptions/Background:

15k in 2021 is to limit requisition increase to below 1.7%

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.297 Arts grants and Development
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

Arts grants and Development

Assets held by the Arts grants and Development service consist of computers and office equipment.

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Actual	Estimate	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	9,068	9,184	7,300	7,300	5,750	5,750	5,750
Planned Purchase (Based on Capital Plan)		(1,984)	-	(1,550)	-	-	-
Transfer from Ops Budget							
Interest Income*	116	100	-	-	-	-	-
Ending Balance $	**9,184**	**7,300**	**7,300**	**5,750**	**5,750**	**5,750**	**5,750**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Feasibility Reserve Fund

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 21.1 Feasibility Study Reserve **Committee: Governance & Finance**

DEFINITION:

Capital Regional District Bylaw No. 79 to establish a Feasibility Study Reserve Fund to be used for the possible adoption of a service.

SERVICE DESCRIPTION:

Funding to be used for conducting research on possible new services.

PARTICIPATION:

All member municipalities on the basis of converted hospital assessments. Pursuant to Section 804 of the Local Government Act in the case of feasibility studies in relation to proposed services, the costs are apportioned among the electoral areas.

MAXIMUM LEVY:

$0.10/1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

Service: 21.1 Feasibility Study Reserve **Committee: Governance & Finance**

Member Municipality	ASSESSMENTS 2019 Converted		ASSESSMENTS 2019 Actual	ASSESSMENTS 2020 Converted		ASSESSMENTS 2020 Actual
City of Colwood	413,555,801	3.12%	3,766,004,015	467,335,257	3.22%	4,272,694,615
District of Langford	1,094,749,961	8.26%	8,919,426,360	1,238,027,429	8.52%	10,150,926,392
District of Highland	76,515,855	0.58%	706,756,792	82,584,078	0.57%	765,883,689
City of Victoria	3,397,572,932	25.65%	25,938,617,772	3,802,392,177	26.18%	28,842,004,286
District of Central Saanich	585,075,444	4.42%	4,917,349,011	630,209,611	4.34%	5,288,501,682
Township of Esquimalt	401,350,752	3.03%	3,555,193,156	441,694,787	3.04%	3,932,409,391
District of Saanich	3,685,500,412	27.82%	33,373,289,134	3,932,790,666	27.08%	35,528,150,269
District of Oak Bay	914,104,829	6.90%	8,867,750,409	969,231,359	6.67%	9,391,617,809
District of North Saanich	573,433,132	4.33%	5,196,950,864	608,873,249	4.19%	5,491,012,215
District of Metchosin	129,871,419	0.98%	1,268,385,770	141,352,646	0.97%	1,381,213,441
Town of Sidney	472,321,557	3.57%	3,950,489,739	527,003,806	3.63%	4,442,242,189
District of Sooke	294,839,286	2.23%	2,702,811,506	333,344,380	2.30%	3,059,065,366
Town of View Royal	308,648,403	2.33%	2,655,917,318	350,089,405	2.41%	3,016,691,248
Subtotal	**12,347,539,783**	**93.20%**	**105,818,941,846**	**13,524,928,850**	**93.13%**	**115,562,412,592**
Electoral Area						
Juan de Fuca EA	204,054,344	1.54%	1,712,253,632	228,133,680	1.57%	1,913,350,223
Salt Spring Island (F)	401,038,363	3.03%	3,796,568,376	440,155,880	3.03%	4,157,391,950
Southern Gulf Islands	295,825,707	2.23%	2,863,845,743	329,891,049	2.27%	3,196,501,906
Subtotal	**900,918,414**	**6.80%**	**8,372,667,751**	**998,180,609**	**6.87%**	**9,267,244,079**
TOTAL	**13,248,458,197**	**100.00%**	**114,191,609,597**	**14,523,109,459**	**100.00%**	**124,829,656,671**

FEASIBILITY STUDY	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Regional Studies (un-allocated)	24,976	-	29,640	-	-	29,640	-	-	-	-
- IBC 12a-1: Study regional art facility needs	40,000	40,000	-	-	-	-	-	-	-	-
Total Regional	64,976	40,000	29,640	-	-	29,640	-	-	-	-
Electoral Area										
Southern Gulf Islands	-	-	-	-	-	-	-	-	-	-
Juan de Fuca	-	-	-	-	-	-	-	-	-	-
Salt Spring Island	-	-	-	-	-	-	-	-	-	-
Total Electoral Area	**-**	**-**	**-**	**-**	**-**		**-**	**-**	**-**	**-**
TOTAL OPERATING COSTS	**64,976**	**40,000**	**29,640**	**-**	**-**	**29,640**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year						-54.4%				
REVENUES										
Estimated balance c/fwd	-	29,640	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(24,976)	(28,186)	(29,640)	-	-	(29,640)	-	-	-	-
Interest Income	-	(1,454)	-	-	-	-	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Feasibility Study Funding	-	-	-	-	-	-	-	-	-	-
Grant Provincial	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Transfer from Revenue Fund	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**(24,976)**	**-**	**(29,640)**	**-**	**-**	**(29,640)**	**-**	**-**	**-**	**-**
REQUISITION	**(40,000)**	**(40,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Information Technology

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.022 Information Technology **Committee: Governance & Finance**

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

Corporate information system development and support, telecommunications & phone systems, desktop support, networking, 911 systems, data communications, emergency systems, radio systems design & support, corporate web site, social media, application analysis & development, data management, Geographic Information Systems, web mapping, geospatial services, mapping and property information.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Band

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2020 to 2021

Service: 1.022 INFORMATION TECHNOLOGY	**Total Expenditure**	**Comments**
2020 Budget	**6,560,222**	
Change in Salaries:		
Base salary change	90,046	Inclusive of estimated collective agreement changes
Step increase / paygrade change	98,001	
Annualization of 2020 position	63,182	Annualization of 2020 IBC 15b-2
0.5 FTE Systems Officer	32,392	2021 IBC 1a-2: Housing Investment Through RHFP and Other Funding Programs (6 months)
1.0 FTE Systems Officer	97,175	2021 IBC 15f-1.4: IT Support for Hartland Scales and Perfectmind Applications (9 months)
1.0 FTE Systems Officer	97,175	2021 IBC 15f-1.5: Mobile Maintenance Workorder Platform Support (9 months)
1.0 FTE Systems Officer	97,175	2021 IBC 15f-1.9: IWS Infrastructure Resilience - IT (9 months)
2.5 FTE Systems Officer / Business Analyst	161,958	2021 Support IBC IT&GIS (6 months)
Other Adjustments	(39,973)	
Total Change in Salaries	697,131	
Other Changes:		
Licences & Fees	76,810	Inlcudes IBC 15f-1.7: Microsoft Office 365 - Maintenance/Support ($52,000)
Office costs	27,000	Office costs associated with additional ongoing 6.0 FTEs
Human Resources allocation	26,923	
Other allocations - Cell Towers	(222,785)	Removal of Cell Towers budget
Other Costs	34,013	
Total Other Changes	(58,039)	
2021 Budget	**7,199,314**	
% expense increase from 2020:	***9.7%***	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There is a one-time favourable variance of $140,000 (2.22%) due mainly to temporary vacancies of full time positions ($232,000) and offset by $67,000 additional costs for Software Licences.

1.022 INFORMATION TECHNOLOGY	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	3,891,864	3,619,431	4,103,120	485,875	-	4,588,995	4,895,223	5,000,381	5,107,773	5,217,488
Allocations	413,438	199,833	228,729	3,000	-	231,729	234,653	239,401	244,244	249,184
Consulting	44,370	39,500	44,940	-	-	44,940	45,840	46,750	47,680	48,630
Contract for Services	505,100	525,925	510,870	-	-	510,870	521,090	531,510	542,140	552,990
Software Licenses & Computer Mtce	974,260	1,041,050	999,070	52,000	-	1,051,070	1,072,100	1,093,540	1,115,400	1,137,710
Other Operating Expenses	307,430	290,160	309,430	12,000	15,000	336,430	327,850	334,380	341,070	347,890
TOTAL OPERATING COSTS	**6,136,462**	**5,715,899**	**6,196,159**	**552,875**	**15,000**	**6,764,034**	**7,096,756**	**7,245,962**	**7,398,307**	**7,553,892**
*Percentage Increase over prior year			1.0%			10.2%	4.9%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to General Capital Fund	325,770	325,770	335,140	-	-	335,140	343,840	452,720	461,770	471,010
Transfer to Equipment Replacement Fund	97,990	97,990	100,140	-	-	100,140	102,140	104,190	106,270	108,400
TOTAL CAPITAL / RESERVES	**423,760**	**423,760**	**435,280**	**-**	**-**	**435,280**	**445,980**	**556,910**	**568,040**	**579,410**
TOTAL COSTS	**6,560,222**	**6,139,659**	**6,631,439**	**552,875**	**15,000**	**7,199,314**	**7,542,736**	**7,802,872**	**7,966,347**	**8,133,302**
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**6,560,222**	**6,139,659**	**6,631,439**	**552,875**	**15,000**	**7,199,314**	**7,542,736**	**7,802,872**	**7,966,347**	**8,133,302**
Lease Revenue	(17,340)	-	-	-	-	-	-	-	-	-
Service Fees	(263,585)	-	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
Other Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**(280,925)**	**-**	**(40,000)**	**-**	**-**	**(40,000)**	**(40,000)**	**(40,000)**	**(40,000)**	**(40,000)**
NET COSTS	**6,279,297**	**6,139,659**	**6,591,439**	**552,875**	**15,000**	**7,159,314**	**7,502,736**	**7,762,872**	**7,926,347**	**8,093,302**
*Percentage increase over prior year Net Costs			5.0%			14.0%	4.8%	3.5%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	30.0	30.0	30.0	6.0	-	36.0	36.0	36.0	36.0	36.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.022 Information Technology		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$197,000	$340,250	$541,350	$294,650	$667,600	$285,000	$2,128,850
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$197,000	**$340,250**	**$541,350**	**$294,650**	**$667,600**	**$285,000**	**$2,128,850**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$197,000	$320,000	$529,000	$290,000	$648,000	$260,000	$2,047,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$20,250	$12,350	$4,650	$19,600	$25,000	$81,850
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$197,000	**$340,250**	**$541,350**	**$294,650**	**$667,600**	**$285,000**	**$2,128,850**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.022
Service Name: Information Technology

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Data Centre Replacements	Corporate Firewall	$68,000	E	CAP	$0	$0	$0	$0	$68,000	$0	$68,000
19-04	Replacement	Data Centre Replacements	Additional Storage	$455,000	E	CAP	$40,000	$20,000	$40,000	$20,000	$300,000	$25,000	$405,000
18-06	Replacement	Data Centre Replacements	Replace Backup	$100,000	E	CAP	$50,000	$50,000	$0	$50,000	$0	$50,000	$150,000
18-07	Replacement	Data Centre Replacements	Server Replacements	$285,000	E	CAP	$10,000	$50,000	$110,000	$50,000	$50,000	$50,000	$310,000
19-05	Replacement	Data Centre Replacements	Router & Switch Network Data Centre	$114,000	E	CAP	$0	$10,000	$54,000	$20,000	$20,000	$15,000	$119,000
19-06	Replacement	Data Centre Replacements	Wi-Fi Network System	$150,000	E	CAP	$20,000	$0	$50,000	$0	$50,000	$0	$100,000
22-01	Replacement	Data Centre Replacements	SPAM Email Appliance	$40,000	E	CAP	$0	$0	$40,000	$0	$0	$30,000	$70,000
20-02	Replacement	Data Centre Replacements	Vitual Server Hosts	$345,000	E	CAP	$0	$90,000	$135,000	$40,000	$40,000	$25,000	$330,000
20-03	Replacement	Data Centre Replacements	Application Load Balancer	$60,000	E	CAP	$25,000	$0	$0	$0	$35,000	$0	$35,000
20-04	Replacement	Data Centre Replacements	Network Data/Voice Switches (Fisgard)	$305,000	E	CAP	$40,000	$65,000	$70,000	$65,000	$35,000	$20,000	$255,000
20-05	Replacement	Data Centre Replacements	uninterruptible power supply	$82,000	E	CAP	$12,000	$0	$20,000	$0	$50,000	$0	$70,000
20-06	Replacement	Data Centre Replacements	Fisgard Phone System	$40,000	E	CAP	$0	$10,000	$10,000	$20,000	$0	$20,000	$60,000
20-07	Replacement	Meeting Room Equipment Replacement	Replacement of A/V technology components	$81,250	E	ERF	$0	$20,250	$12,350	$4,650	$19,600	$25,000	$81,850
17-01	Replacement	SAP	Business Warehouse	$75,000	E	CAP	$0	$25,000	$0	$25,000	$0	$25,000	$75,000
			GRAND TOTAL	**$2,200,250**			**$197,000**	**$340,250**	**$541,350**	**$294,650**	**$667,600**	**$285,000**	**$2,128,850**

Reserve Schedule

Reserve Fund: 1.022 Information Technology

Reserve Cash Flow

Fund: 1022 Fund Center: 101421 ERF Group: INFOTECH.ERF (ITG.ERF)	**ESTIMATED**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	153,969	202,585	308,755	414,385	522,535	633,245
Actual Purchases	(109,526)	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Operating Budget	157,142	106,170	105,630	108,150	110,710	116,330
Interest Income	1,000	-	-	-	-	-
Ending Balance $	**202,585**	**308,755**	**414,385**	**522,535**	**633,245**	**749,575**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.022 Fisgard Meeting Room ERF

Fisgard Meeting Room Technology - Funding for replacement of IT equipment and infrastructure in the various meeting rooms at 625 Fisgard St location.

Reserve Cash Flow

Fund: 1022 Fund Center: 102217 ERF Group: ITMTGROOM.ERF (ITG.ERF)	**ESTIMATED**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	-	30,972	27,722	35,372	50,722	51,122
Actual Purchases	-	-	-	-	-	-
Transfer from Other L&G ERF	38,372					
Planned Purchases (Based on Capital Plan)	(24,400)	(20,250)	(12,350)	(4,650)	(19,600)	(18,300)
Transfer from Operating Budget	17,000	17,000	20,000	20,000	20,000	17,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**30,972**	**27,722**	**35,372**	**50,722**	**51,122**	**49,822**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

GIS Information Systems

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.101 GIS Information Systems **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent under the general administrative provisions of the Local Government Act.
Provides GIS Services to CRD departments, municipalities and Electoral Areas.

PARTICIPATION:

All CRD departments, municipalities and Electoral Areas.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries.

1.101 GIS INFORMATION SYSTEMS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	366,342	321,800	375,324	-	-	375,324	376,212	384,310	392,590	401,046
Allocations	21,132	8,332	9,529	-	-	9,529	9,720	9,915	10,114	10,317
Data Processing Services	91,110	92,500	93,110	-	-	93,110	94,970	96,870	98,810	100,790
Supplies	43,080	50,900	44,020	-	-	44,020	44,900	45,800	46,710	47,640
Other Operating Expenses	13,980	8,490	14,330	-	-	14,330	14,610	14,900	15,200	15,500
TOTAL OPERATING COSTS	**535,644**	**482,022**	**536,313**	**-**	**-**	**536,313**	**540,412**	**551,795**	**563,424**	**575,293**
*Percentage Increase over prior year			0.1%			0.1%	0.8%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	22,530	76,152	23,030	-	-	23,030	23,490	23,960	24,440	24,930
TOTAL CAPITAL / RESERVES	22,530	76,152	23,030	-	-	23,030	23,490	23,960	24,440	24,930
TOTAL COSTS	**558,174**	**558,174**	**559,343**	**-**	**-**	**559,343**	**563,902**	**575,755**	**587,864**	**600,223**
Internal Recoveries	(491,222)	(491,222)	(491,222)	-	-	(491,222)	(494,422)	(504,895)	(515,594)	(526,513)
TOTAL COSTS LESS INTERNAL RECOVERIES	**66,952**	**66,952**	**68,121**	**-**	-	**68,121**	**69,480**	**70,860**	**72,270**	**73,710**
SOURCES OF FUNDING										
PILT Revenue	(3,250)	(3,250)	(3,310)	-	-	(3,310)	(3,370)	(3,430)	(3,490)	(3,550)
TOTAL REVENUE	(3,250)	(3,250)	(3,310)	-	-	(3,310)	(3,370)	(3,430)	(3,490)	(3,550)
REQUISITION	**(63,702)**	**(63,702)**	**(64,811)**	**-**	**-**	**(64,811)**	**(66,110)**	**(67,430)**	**(68,780)**	**(70,160)**
*Percentage increase over prior year requisition			1.7%			1.7%	2.0%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Geo-Spatial Referencing

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.335 Geo-Spatial Referencing **Committee: Governance & Finance**

DEFINITION:

To replace the network of permanent survey control monuments in the Capital Regional District with a reference system based on Differential Global Positioning System (DGPS) technology. The Province will no longer support the current permanent monument system. The CRD will assume responsibility for acquiring and operating the new system on behalf of its member municipalities. This information is required to effectively deal with development infrastructure issues as well as the ongoing infrastructure works.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

None stated.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Governance & Finance

FUNDING:

Requisition

AUTHORITY:

General Services under the Municipal Act.

1.335 GEOSPATIAL REFERENCING	2020 BOARD BUDGET	ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	ONGOING	ONE-TIME	TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Allocations	42,508	42,508	32,823	-	-	32,823	26,222	26,746	27,281	27,827
Contract for Services	20,820	18,850	21,280	-	-	21,280	21,710	22,140	22,580	23,030
Consulting	13,960	11,200	14,270	-	-	14,270	14,560	14,850	15,150	15,450
Facilities Rental	14,330	12,420	14,650	-	-	14,650	14,940	15,240	15,540	15,850
Software Licenses & Fees	20,150	20,600	20,600	-	-	20,600	21,010	21,430	21,860	22,290
Other Operating Expenses	16,770	13,470	17,100	-	-	17,100	17,440	17,790	18,150	18,510
TOTAL OPERATING COSTS	**128,538**	**119,048**	**120,723**	**-**	**-**	**120,723**	**115,882**	**118,196**	**120,561**	**122,957**
*Percentage Increase over prior year			-6.1%			-6.1%	-4.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	49,982	51,672	58,876	-	-	58,876	60,050	61,250	62,480	63,730
TOTAL CAPITAL / RESERVES	49,982	51,672	58,876	-	-	58,876	60,050	61,250	62,480	63,730
TOTAL COSTS	**178,520**	**170,720**	**179,599**	**-**	**-**	**179,599**	**175,932**	**179,446**	**183,041**	**186,687**
SOURCES OF FUNDING										
PILT Revenue	(8,950)	(8,950)	(9,150)	-	-	(9,150)	(9,330)	(9,510)	(9,700)	(9,890)
Sale of Services	(7,800)	-	(7,970)	-	-	(7,970)	(8,130)	(8,290)	(8,460)	(8,630)
Interest Income	(150)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(16,900)**	**(9,100)**	**(17,270)**	**-**	**-**	**(17,270)**	**(17,610)**	**(17,950)**	**(18,310)**	**(18,670)**
REQUISITION	**(161,620)**	**(161,620)**	**(162,329)**	**-**	**-**	**(162,329)**	**(158,322)**	**(161,496)**	**(164,731)**	**(168,017)**
*Percentage increase over prior year requisition			0.4%			0.4%	-2.5%	2.0%	2.0%	2.0%
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.335 Geo-Spatial Referencing		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$40,000	$30,000	$45,000	$40,000	$0	$155,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$40,000**	**$30,000**	**$45,000**	**$40,000**	**$0**	**$155,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$40,000	$30,000	$45,000	$40,000	$0	$155,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$40,000**	**$30,000**	**$45,000**	**$40,000**	**$0**	**$155,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.335

Service Name: Geo-Spatial Referencing

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-01	Replacement	RTK Monitor Computers	RTK Monitor Computers	$30,000	E	ERF	$0	$0	$30,000	$0	$0	$0	$30,000
18-01	Replacement	Data Radio Backhaul H/Ware	Data Radio Backhaul H/Ware	$40,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
19-01	Replacement	Survey grade rover kit	Survey grade rover kit	$40,000	E	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
20-01	Replacement	V10 Rover Receiver	V10 Rover Receiver	$45,000	E	ERF	$0	$0	$0	$45,000	$0	$0	$45,000
22-01	Replacement	4 Net R9 ACP site receivers	4 Net R9 ACP site receivers	$40,000	E	ERF	$0	$0	$0	$0	$40,000	$0	$40,000
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$195,000**			**$0**	**$40,000**	**$30,000**	**$45,000**	**$40,000**	**$0**	**$155,000**

Reserve Schedule

Reserve Fund: 1.335 Geospatial

Reserve Cash Flow

Fund: 1022 Fund Center: 101726 ERF Group: GEOSPA.ERF	**ESTIMATED** **2020**	**Budget** **2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	68,348	80,349	99,225	129,275	145,525	168,005
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(40,000)	(40,000)	(30,000)	(45,000)	(40,000)	-
Transfer from Operating Budget	51,672	58,876	60,050	61,250	62,480	63,730
Interest Income	329	-	-	-	-	-
Ending Balance $	**80,349**	**99,225**	**129,275**	**145,525**	**168,005**	**231,735**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 28, 2020
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part B

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5. Parks and Recreation

5.1	Regional Parks
5.2	Panorama Recreation
5.3	SEAPARC - Facilities and Recreation

6. Environmental Services

6.1	6.1.1	GM - Parks & Environmental Services
	6.1.2	Environmental Administration Services
6.2	**Environmental Resource Management**	
	6.2.1	Environmental Resource Management
6.3	**Environmental Protection and Water Quality**	
	6.3.1	Other Legislative & General - Climate
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CAPITAL REGIONAL DISTRICT

2021 BUDGET

PARKS & RECREATION

COMMITTEE OF THE WHOLE

OCTOBER 2020

COMMITTEE OF THE WHOLE
October 28, 2020
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CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Parks

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.280 Regional Parks **Committee: Regional Parks**

DEFINITION:

To establish an extended service of Regional Parks for all of the Regional District for the purpose of operating Regional Parks.
Bylaw No. 1749 (November 1989); Amended Bylaw No. 2419 (October 1996).

Land Acquisition Fund: 2000 to 2009 Requisition increase equates to $10 per average household each year.
2010 increased requisition equates to $12 per average household.
2011-2014 increased requisition further $2 per average household in each year.
2015-2019 requisition equates to $20 per average household in each year.
2020-2029 requisition equates to $20 per average household in each year.

SERVICE DESCRIPTION:

This is a service to administer and coordinate the provision of regional parks and trails systems for residents and visitors to the Capital Region. Services include planning and developing strategies for growth and protection of parks and trails, project management of capital facilities, environmental interpretation, conservation, education, security and parks operations of all regional parks and trails. The land acquisition fund acquires regionally significant natural areas to achieve the vision for future regional parks and trails systems. Land acquisition contributes to environmental, social and economic regional sustainability.

PARTICIPATION:

All member municipalities and electoral areas participate.

MAXIMUM LEVY:

Based on converted hospital assessed values for land and improvements.

CAPITAL BORROWING:

Bylaw.4142 for Construction of E&N Trail Phase 3&4	$ 6,100,000
BORROWED:	$ (4,560,000)
REMAINING	$ 1,540,000

Service: 1.280 Regional Parks **Committee: Regional Parks**

	BASIS FOR COST APPORTIONMENT				BASIS FOR MAXIMUM LEVY	
	Converted 2019		Converted 2020		Actual 2019	Actual 2020
Member Municipality						
City of Colwood	467,335,257	3.21%	481,566,458	3.21%	4,272,694,615	4,376,278,815
City of Victoria	3,802,392,177	26.10%	4,016,398,746	26.80%	28,842,004,286	30,082,961,727
District of Central Saanich	630,209,611	4.33%	657,985,149	4.39%	5,288,501,682	5,446,784,895
Township of Esquimalt	441,694,787	3.03%	456,083,497	3.04%	3,932,409,391	4,050,747,456
District of Langford	1,238,027,429	8.50%	1,338,030,651	8.93%	10,150,926,392	10,919,092,082
District of Saanich	3,932,790,666	27.00%	3,906,061,746	26.07%	35,528,150,269	35,161,271,712
District of Oak Bay	969,231,359	6.65%	931,252,281	6.21%	9,391,617,809	9,000,862,259
District of North Saanich	608,873,249	4.18%	615,251,368	4.11%	5,491,012,215	5,493,557,267
District of Metchosin	141,352,646	0.97%	140,177,990	0.94%	1,381,213,441	1,368,320,842
Town of Sidney	527,003,806	3.62%	543,992,242	3.63%	4,442,242,189	4,544,259,546
Town of View Royal	350,089,405	2.40%	362,104,799	2.42%	3,016,691,248	3,130,354,407
District of Highland	82,584,078	0.57%	83,558,649	0.56%	765,883,689	769,857,750
District of Sooke	333,344,380	2.29%	353,006,866	2.36%	3,059,065,366	3,230,727,435
Subtotal	**13,524,928,850**	**92.84%**	**13,885,470,442**	92.66%	**115,562,412,592**	**117,575,076,193**
Electoral Area						
Juan de Fuca EA	228,133,680	1.57%	244,178,800	1.63%	1,913,350,223	2,059,785,495
Salt Spring Island (F)	440,155,880	3.02%	467,369,988	3.12%	4,157,391,950	4,402,932,233
Southern Gulf Islands	329,891,049	2.26%	342,990,218	2.29%	3,196,501,906	3,324,241,936
Subtotal	**998,180,609**	**6.85%**	**1,054,539,006**	7.04%	**9,267,244,079**	**9,786,959,664**
First Nations Taxation						
Songhees	19,001,544	0.13%	19,001,544	0.13%	158,461,000	158,461,000
Tsawout	26,083,283	0.18%	26,083,283	0.17%	221,937,200	221,937,200
Subtotal	**45,084,827**	**0.31%**	**45,084,827**	0.30%	**380,398,200**	**380,398,200**
TOTAL	**14,568,194,286**	**100.00%**	**14,985,094,275**	**100.00%**	**125,210,054,871**	**127,742,434,057**

REGIONAL PARKS SUMMARY	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	6,325,960	5,743,136	6,408,455	-	-	6,408,455	6,588,893	6,729,113	6,872,304	7,018,530
Internal Allocations	854,522	898,625	950,885	-	-	950,885	988,469	1,007,132	1,026,221	1,045,703
Insurance Cost	49,330	49,330	54,140	-	-	54,140	55,220	56,330	57,460	58,610
Consultant and Contract for Services	266,490	391,253	265,980	-	-	265,980	346,299	397,433	318,734	335,108
Vehicles and Equipment	327,280	426,224	354,800	-	-	354,800	361,896	369,134	376,516	384,047
Parks Maintenance and Repairs	245,350	265,680	255,997	-	-	255,997	306,117	312,239	318,485	324,854
Utilities & Disposal Costs	183,660	202,635	178,380	-	-	178,380	181,947	185,586	189,298	193,084
Operating Supplies	359,350	399,274	369,660	-	-	369,660	392,053	399,894	407,892	416,050
Legal/Licences/Surveys Cost	37,170	30,200	37,170	-	-	37,170	37,810	38,463	39,130	39,809
Telecommunications&Training	116,630	112,839	129,270	-	-	129,270	131,855	134,492	137,182	139,926
Operating Cost - Other	275,890	265,225	294,050	-	-	294,050	399,930	407,927	416,086	424,405
TOTAL OPERATING COSTS	**9,041,632**	**8,784,421**	**9,298,787**	**-**	**-**	**9,298,787**	**9,790,490**	**10,037,743**	**10,159,309**	**10,380,126**
*Percentage increase over prior year		-2.8%	2.84%			2.84%	5.29%	2.5%	1.2%	2.2%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	8,500	8,500	7,000	-	-	7,000	7,000	2,000	7,000	5,000
Transfer to Capital Fund	237,200	237,000	114,670	-	-	114,670	117,190	119,770	122,400	125,100
Land Acquisition Levy	3,859,865	3,859,865	3,859,865	-	-	3,859,865	3,859,865	3,859,865	3,859,865	3,859,865
Transfer to ERF Reserve	275,000	275,000	280,500	-	-	280,500	286,110	291,832	297,669	303,622
Transfer to Capital Reserve Fund	2,091,000	2,375,690	2,100,601	-	-	2,100,601	2,145,826	2,190,114	2,235,334	2,281,504
TOTAL CAPITAL / RESERVE TRNSFER	**6,471,565**	**6,756,055**	**6,362,636**	**-**	**-**	**6,362,636**	**6,415,991**	**6,463,581**	**6,522,268**	**6,575,091**
*Percentage increase over prior year		4.4%	-1.68%			-1.68%	0.84%	0.7%	0.9%	0.8%
DEBT CHARGES	389,595	389,595	499,895	-	-	499,895	499,895	499,895	499,895	499,895
TOTAL COSTS	**15,902,792**	**15,930,071**	**16,161,318**	**-**	**-**	**16,161,318**	**16,706,376**	**17,001,219**	**17,181,471**	**17,455,112**
*Percentage increase over prior year			1.63%			1.63%	3.37%	1.8%	1.1%	1.6%
Internal Recoveries	(76,779)	(76,779)	(112,783)	-	-	(112,783)	(77,917)	(78,501)	(79,095)	(79,694)
OPERATING LESS RECOVERIES	**15,826,013**	**15,853,292**	**16,048,535**	**-**	**-**	**16,048,535**	**16,628,459**	**16,922,718**	**17,102,377**	**17,375,418**
FUNDING SOURCES (REVENUE)			1.41%			1.41%	3.61%	1.8%	1.1%	1.6%
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year										
Fee Income	(347,060)	(405,025)	(448,080)	-	-	(448,080)	(454,876)	(461,807)	(468,879)	(476,090)
Rental Income	(99,910)	(69,223)	(45,130)	-	-	(45,130)	(46,033)	(46,953)	(47,892)	(48,850)
Transfer from Operating Reserve Fund	(10,500)	(10,500)	-	-	-	-	-	(20,000)	-	(8,000)
Payments - In Lieu of Taxes	(667,939)	(667,940)	(667,939)	-	-	(667,939)	(667,939)	(667,939)	(667,939)	(667,939)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,125,409)	(1,152,688)	(1,161,149)	-	-	(1,161,149)	(1,168,848)	(1,196,700)	(1,184,711)	(1,200,879)
REQUISITION	**(14,700,604)**	**(14,700,604)**	**(14,887,386)**	**-**	**-**	**(14,887,386)**	**(15,459,611)**	**(15,726,019)**	**(15,917,666)**	**(16,174,539)**
*Percentage increase over prior year requisition			1.27%			1.27%	3.84%	1.72%	1.22%	1.61%
PARTICIPANTS: Regional. AUTHORIZED POSITIONS:	54.00	54.00	54.00	-	-	54.00	54.00	54.00	54.00	54.00

1.280 Regional Parks

2021

Ongoing Increase Items:	**-**	**One-Time Increase Items:**	**-**

TOTAL	**$0**

2022

Ongoing Increase Items:	**343,800**	**One-Time Increase Items:**	**40,000**
Parks & Trails Management Planning (1 FTE Planning Assistant)	$103,800	Regional Parks Strategy Update	$40,000
Mapping Products (Auxiliary GIS Technician)	$35,000		
Environmental Stewardship Volunteers	$25,000		
Mill Farm & St. John Maintenance	$30,000		
Parks Image Bank	$35,000		
Pike Lake Operation & Maintenance	$15,000		
Elk/Beaver Lake Remediation System Operation	$100,000		

TOTAL	**$383,800**

2023			
Ongoing Increase Items:	**-**	**One-Time Increase Items:**	**60,000**
		Regional Parks Strategy Update	$60,000
	TOTAL	**$60,000**	
2024			
Ongoing Increase Items:	**-**	**One-Time Increase Items:**	**-**
	TOTAL	**$0**	
2025			
Ongoing Increase Items:	**-**	**One-Time Increase Items:**	**-**
	TOTAL	**$0**	

REGIONAL PARKS - 2021 BUDGET

REGIONAL PARKS SUMMARY

MISSION: To establish and protect a network of regional parks in perpetuity that represent and help maintain the diverse range of natural environments in the Capital Regional District. To provide opportunities for outdoor experiences and activities that foster enjoyment of and appreciation and respect for the region's natural environments.

FINANCIAL SUMMARY:	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOATL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
Headquarters and Admin Services	1,160,155	1,143,723	1,289,094	-	-	1,289,094	1,328,315	1,355,889	1,384,027	1,412,739
Visitor Services	523,350	520,785	404,105	91,200	-	495,305	532,920	544,217	555,753	567,534
Environmental Interpretative Prgm	399,640	373,252	449,900	(49,420)	-	400,480	402,516	411,088	419,842	428,781
Volunteed Services Program	108,730	108,918	131,900	(20,890)	-	111,010	136,555	139,433	142,370	145,370
Social Science Research Program	137,410	128,909	125,990	(20,890)	-	105,100	141,195	169,215	147,343	150,486
Planning & Facility Development	811,905	948,331	844,300	-	-	844,300	1,028,386	1,069,166	1,030,381	1,052,047
Resource Management	235,990	214,532	234,760	-	-	234,760	236,707	241,681	246,761	251,947
Parks Operations North	944,470	1,002,302	929,260	5,360	-	934,620	1,070,238	1,092,785	1,115,805	1,139,308
Parks Operations West	912,980	923,431	926,610	(13,120)	-	913,490	919,135	939,117	959,521	980,355
Parks Operations Central			688,200	224,380	-	912,580	932,649	952,341	972,450	992,984
Regional Trails & Gulf Islands	725,520	667,168	69,110	(69,110)	-					
HQ Maintenance and Equipment	1,895,870	2,011,956	2,011,350	224,670	-	2,236,020	2,270,135	2,316,468	2,363,743	2,411,983
Compliance and Enforcement	970,012	508,255	950,125	(372,180)	-	577,945	580,262	592,404	604,857	617,574
Mount McDonald	83,561	83,561	72,880	-	-	72,880	74,699	75,337	75,991	86,660
TOTAL OPERATING COST	**8,909,593**	**8,635,123**	**9,127,584**			**9,127,584**	**9,653,712**	**9,899,140**	**10,018,844**	**10,237,768**
Percentage change over prior year			2.45%			2.45%	5.76%	2.54%	1.21%	2.19%
Land Acquisition Levy	3,859,865	3,859,865	3,859,865	-	-	3,859,865	3,859,865	3,859,865	3,859,865	3,859,865
Land Acquisition (planning costs)	55,260	72,519	58,420	-	-	58,420	58,860	60,102	61,370	62,664
Transfer to Operating Reserves Fund	8,500	8,500	7,000	-	-	7,000	7,000	2,000	7,000	5,000
Transfer to ERF and Capital	2,603,200	2,887,690	2,495,771	-	-	2,495,771	2,549,126	2,601,716	2,655,403	2,710,226
Debt Servicing Cost	389,595	389,595	499,895	-	-	499,895	499,895	499,895	499,895	499,895
TOTAL LAND, RESERVE AND DEBT	**6,916,420**	**7,218,169**	**6,920,951**			**6,920,951**	**6,974,746**	**7,023,578**	**7,083,533**	**7,137,650**
Percentage change over prior year			0.07%			0.07%	0.78%	0.70%	0.85%	0.76%
Balance C/F										
Transfer from Operating Reserve	(10,500)	(10,500)		-	-			(20,000)		(8,000)
Fee Income	(347,060)	(405,025)	(448,080)	-	-	(448,080)	(454,876)	(461,807)	(468,879)	(476,090)
Rental Income	(99,910)	(69,223)	(45,130)	-	-	(45,130)	(46,033)	(46,953)	(47,892)	(48,850)
Payments - In Lieu of Taxes	(667,939)	(667,940)	(667,939)	-	-	(667,939)	(667,939)	(667,939)	(667,939)	(667,939)
TOTAL REVENUE	**(1,125,409)**	**(1,152,688)**	**(1,161,149)**			**(1,161,149)**	**(1,168,848)**	**(1,196,700)**	**(1,184,711)**	**(1,200,879)**
TOTAL REQUISITION	**(14,700,604)**	**(14,700,604)**	**(14,887,386)**			**(14,887,386)**	**(15,459,611)**	**(15,726,019)**	**(15,917,666)**	**(16,174,539)**
Percentage change over prior year requisition			1.27%			1.27%	3.84%	1.72%	1.22%	1.61%
Participants: All municipalities and electoral areas										
AUTHORIZED POSITIONS:										
Salaried	54.00	54.00	54.00	-	-	54.00	54.00	54.00	54.00	54.00
Converted	-	-	-	-	-	-	-	-	-	-

REGIONAL PARKS - 2021 BUDGET

PROGRAM:	HEADQUARTERS AND ADMINISTRATIVE SERVICES
DESCRIPTION:	Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	371,420	367,041	390,910	-	-	390,910	391,811	400,255	408,880	417,689
Other Operating Expenditures	788,735	776,682	898,184	-	-	898,184	936,504	955,634	975,147	995,050
TOTAL EXPENDITURES	1,160,155	1,143,723	1,289,094	-	-	1,289,094	1,328,315	1,355,889	1,384,027	1,412,739
Requisition	**(1,160,155)**	**(1,143,723)**	**(1,289,094)**	**-**	**-**	**(1,289,094)**	**(1,328,315)**	**(1,355,889)**	**(1,384,027)**	**(1,412,739)**
Percentage Change			11.11%			11.11%	3.04%	2.08%	2.08%	2.07%

PROGRAM:	LAND ACQUISITION

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Capital	3,859,865	3,859,865	3,859,865	-	-	3,859,865	3,859,865	3,859,865	3,859,865	3,859,865
Salaries & Wages	38,040	37,429	41,200	-	-	41,200	41,296	42,187	43,096	44,025
Other Operating Expenditures	17,220	35,090	17,220	-	-	17,220	17,564	17,915	18,274	18,639
TOTAL EXPENDITURES	3,915,125	3,932,384	3,918,285	-	-	3,918,285	3,918,725	3,919,967	3,921,235	3,922,529
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	**(3,915,125)**	**(3,932,384)**	**(3,918,285)**	**-**	**-**	**(3,918,285)**	**(3,918,725)**	**(3,919,967)**	**(3,921,235)**	**(3,922,529)**
Percentage Change			**0.08%**			**0.08%**	**0.01%**	**0.03%**	**0.03%**	**0.03%**

REGIONAL PARKS - 2021 BUDGET

PROGRAM: TRANSFER TO RESERVES AND DEBT SERVICING

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Debt Servicing	389,595	389,595	499,895	-	-	499,895	499,895	499,895	499,895	499,895
Transfer to Capital Reserve Fund	1,816,500	1,816,500	1,821,460	-	-	1,821,460	1,861,532	1,900,554	1,940,395	1,981,073
Total Expenditures	2,206,095	2,206,095	2,321,355	-	-	2,321,355	2,361,427	2,400,449	2,440,290	2,480,968
REVENUE										
Transfer from Operating Reserve				-	-					
MFA Debt Reserve Fund Earning	(780)	(780)	(1,080)	-	-	(1,080)	(1,080)	(1,080)	(1,080)	(1,080)
Requisition	**(2,205,315)**	**(2,205,315)**	**(2,320,275)**			**(2,320,275)**	**(2,360,347)**	**(2,399,369)**	**(2,439,210)**	**(2,479,888)**
Percentage Change			5.21%			5.21%	1.73%	1.65%	1.66%	1.67%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2021 BUDGET

PROGRAM:	VISITOR INFORMATION SERVICES
DESCRIPTION:	Develops, coordinates and delivers strategic communications to inform, promote and educate visitors about regional parks and trails, and to provide internal communications support to the CRD board, committees and staff.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	413,790	418,582	334,545	91,200	-	425,745	426,969	436,147	445,521	455,098
Other Operating Expenditures	109,560	102,203	69,560	-	-	69,560	105,951	108,070	110,232	112,436
TOTAL EXPENDITURES	523,350	520,785	404,105	91,200	-	495,305	532,920	544,217	555,753	567,534
Other Revenue										
TOTAL REVENUE										
Requisition	**(523,350)**	**(520,785)**	**(404,105)**	**(91,200)**	**-**	**(495,305)**	**(532,920)**	**(544,217)**	**(555,753)**	**(567,534)**
Percentage Change			-22.78%			-5.36%	7.59%	2.12%	2.12%	2.12%

PROGRAM:	ENVIRONMENTAL INTERPRETIVE PROGRAM
DESCRIPTION:	Environmental Interpretation provides a variety of educational experiences and opportunities for visitors to learn about regional parks and trails, park values and issues, and conservation.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	378,000	360,412	428,260	(49,420)	-	378,840	380,444	388,574	396,878	405,358
Other Operating Expenditures	21,640	12,840	21,640	-	-	21,640	22,073	22,514	22,965	23,424
Internal Recoveries				-	-					
TOTAL EXPENDITURES	399,640	373,252	449,900	(49,420)	-	400,480	402,516	411,088	419,842	428,781
Program Fees and Donations	(14,400)	(5,340)	(14,400)	-	-	(14,400)	(14,688)	(14,982)	(15,281)	(15,587)
TOTAL REVENUE	**(14,400)**	**(5,340)**	**(14,400)**	**-**	**-**	**(14,400)**	**(14,688)**	**(14,982)**	**(15,281)**	**(15,587)**
Requisition	**(385,240)**	**(367,912)**	**(435,500)**	**49,420**	**-**	**(386,080)**	**(387,828)**	**(396,106)**	**(404,561)**	**(413,194)**
Percentage Change			13.05%			0.22%	0.45%	2.13%	2.13%	2.13%

REGIONAL PARKS - 2021 BUDGET

PROGRAM:	VOLUNTEER SERVICES PROGRAM
DESCRIPTION:	The partnership development and volunteer services program provide opportunities for residents and community organizations of the Capital Regional District to become involved in the stewartship of regional parks and trails.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	100,710	105,942	123,880	(20,890)	-	102,990	123,375	125,989	128,658	131,383
Other Operating Expenditures	8,020	2,976	8,020	-	-	8,020	13,180	13,444	13,713	13,987
TOTAL EXPENDITURES	108,730	108,918	131,900	(20,890)	-	111,010	136,555	139,433	142,370	145,370
Other Revenue				-	-					
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	**(108,730)**	**(108,918)**	**(131,900)**	**20,890**	**-**	**(111,010)**	**(136,555)**	**(139,433)**	**(142,370)**	**(145,370)**
Percentage Change			21.31%			2.10%	23.01%	2.11%	2.11%	2.11%

PROGRAM:	SOCIAL SCIENCE RESEARCH PROGRAM
DESCRIPTION:	Social Science Research Program would lead the research and analysis of data related to regional parks and trails, residents and visitors, and contributes to the understanding of visitors' needs and views.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	134,270	124,217	158,290	(20,890)	-	137,400	137,992	140,940	143,951	147,026
Other Operating Expenditures	3,140	4,692	3,140	-	-	3,140	3,203	28,275	3,392	3,460
Internal Recovery			(35,440)	-	-	(35,440)				
TOTAL EXPENDITURES	137,410	128,909	125,990	(20,890)		105,100	141,195	169,215	147,343	150,486
Transfer to Operating Reserve	5,000	5,000	5,000	-	-	5,000	5,000		5,000	5,000
Recovery Cost	(2,900)	(25,106)	(2,900)	-	-	(2,900)	(2,958)	(3,017)	(3,078)	(3,139)
Transfer From Own Funds				-	-			(20,000)		
TOTAL REVENUE	(2,900)	(25,106)	(2,900)	-	-	(2,900)	(2,958)	(23,017)	(3,078)	(3,139)
Requisition	**(139,510)**	**(108,803)**	**(128,090)**	**20,890**	**-**	**(107,200)**	**(143,237)**	**(146,198)**	**(149,265)**	**(152,347)**
Percentage Change			-8.19%			-23.16%	33.62%	2.07%	2.10%	2.06%

REGIONAL PARKS - 2021 BUDGET

PROGRAM:	PLANNING & FACILITY DEVELOPMENT
DESCRIPTION:	The goal of planning is to address the protection of a park and trail's natural environment and to identify appropriate outdoor recreational activities and experiences and the facilities for these services.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	642,910	672,643	662,570			662,570	793,022	809,897	827,130	844,727
Other Operating Expenditures	168,995	275,688	181,730			181,730	235,364	259,269	203,251	207,320
TOTAL OPS EXPENDITURES	811,905	948,331	844,300	-	-	844,300	1,028,386	1,069,166	1,030,381	1,052,047
Transfer to Capital Reserve Fund	204,000	204,000	208,080			208,080	212,660	217,340	222,120	227,000
TOTAL TRANSFERS	204,000	204,000	208,080			208,080	212,660	217,340	222,120	227,000
Other Revenue		(3,208)								
TOTAL REVENUE	-	(3,208.00)	-	-	-	-	-	-	-	-
Requisition	(1,015,905)	(1,149,123)	(1,052,380)	-	-	(1,052,380)	(1,241,046)	(1,286,506)	(1,252,501)	(1,279,047)
Percentage Change			3.59%			3.59%	17.93%	3.66%	-2.64%	2.12%

PROGRAM:	RESOURCE MANAGEMENT
DESCRIPTION:	Resource management provides leadership, guidance and information to Regional Parks staff on the conservation of the natural environment in regional parks and trails and works with other CRD departments, other levels of government, and non-governmental organizations. Resource management is responsible for scientific and technical work related to environmental management, conservation and restoration in regional parks and trails. The key areas of responsibility are; (1) environmental conservation policy; (2) conservation and restoration plans, programs and projects; (3) ecological inventories and assessments; and (4) environmental impact assessments.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	157,180	135,722	155,810			155,810	156,178	159,541	162,978	166,489
Other Operating Expenditures	78,810	78,810	78,950			78,950	80,529	82,140	83,782	85,458
TOTAL EXPENDITURES	235,990	214,532	234,760	-	-	234,760	236,707	241,681	246,761	251,947
Grant Revenue										
TOTAL REVENUE				-	-					
Requisition	(235,990)	(214,532)	(234,760)	-	-	(234,760)	(236,707)	(241,681)	(246,761)	(251,947)
Percentage Change			-0.52%			-0.52%	0.83%	2.10%	2.10%	2.10%

Participants: All municipalities and electoral areas

PROGRAM:	HEADQUARTERS MAINTENANCE AND EQUIPMENT
DESCRIPTION:	This program is made up of three functions: (1) headquarters maintenance, (2) vehicles and equipment (3) equipment maintenance & operations. Headquarters maintenance includes janitorial services and the maintenance of the structural components of the buildings and ancillary equipment. Vehicles and Equipment is the purchase, repair and preventative maintenance of small equipment, fleet vehicles and heavy construction equipment. Equipment maintenance & operations is the day to day project and park maintenance tasks assigned to equipment operators.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	1,379,500	1,344,706	1,398,390			1,398,390	1,415,753	1,444,998	1,474,843	1,505,305
Other Operating Expenditures	516,370	667,250	612,960	224,670		837,630	854,383	871,470	888,900	906,678
TOTAL OPS EXPENDITURES	1,895,870	2,011,956.00	2,011,350	224,670.00	-	2,236,020	2,270,135	2,316,468	2,363,743	2,411,983
Transfer to Capital and ERF	537,700	537,500	421,231			421,231	429,934	438,822	447,888	457,153
TOTAL CAP EXPENDITURES	537,700	537,500.00	421,231	-	-	421,231	429,934	438,822	447,888	457,153
Other Revenue		(1,195)								
TOTAL REVENUE	-	(1,195.00)	-	-	-	-	-	-	-	-
Requisition	(2,433,570)	(2,548,261)	(2,432,581)	(224,670)		(2,657,251)	(2,700,069)	(2,755,290)	(2,811,631)	(2,869,136)
Percentage Change			-0.04%			9.19%	1.61%	2.05%	2.04%	2.05%

PROGRAM:	COMPLIANCE AND ENFORCEMENT
DESCRIPTION:	This program is made up of two functions: (1) Security, (2) Bylaw Enforcement. Security includes emergency responses in the parks. The major part of this program is Regional Parks' response to fire, liaising with local fire departments, CRD Water Services and the Ministry of Forests to provide fire protection for Regional Parks. Bylaw Enforcement provides park resource protection and public safety. This is carried out with the cooperation of CRD Bylaw and local police departments.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	698,110	207,885	693,390	(244,560)		448,830	450,204	459,872	469,747	479,833
Bylaw Enforcement	103,892	135,000	114,725			114,725	115,380	117,561	119,839	122,165
Other Operating Expenditures	168,010	165,370	142,010	(127,620)		14,390	14,678	14,971	15,271	15,576
TOTAL OPS EXPENDITURES	970,012	508,255	950,125	(372,180)	-	577,945	580,262	592,404	604,857	617,574
Transfer to Operating Reserve										
TOTAL CAP EXPENDITURES	-	-	-	-	-	-	-	-	-	-
Other Revenue										
TOTAL REVENUE										
Requisition	(970,012)	(508,255)	(950,125)	372,180		(577,945)	(580,262)	(592,404)	(604,857)	(617,574)
Percentage Change			-2.05%			-40.42%	0.40%	2.09%	2.10%	2.10%

PROGRAM:	MOUNT MCDONALD
DESCRIPTION:	In Sooke Hills Wilderness Regional Park Reserve, Regional Parks operates and maintains the Mount McDonald communications tower site which includes the mountain access road leading to the site.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages										
Other Operating Expenditures	111,350	111,350	101,163			101,163	103,486	104,638	105,816	117,014
Internal Recoveries	(27,789)	(27,789)	(28,283)			(28,283)	(28,787)	(29,301)	(29,825)	(30,354)
TOTAL OPS EXPENDITURES	83,561	83,561	72,880			72,880	74,699	75,337	75,991	86,660
Transfer to Operating Reserve	3,500	3,500	2,000			2,000	2,000	2,000	2,000	
Transfer to Capital Reserve	45,000	45,000	45,000			45,000	45,000	45,000	45,000	45,000
TOTAL CAP EXPENDITURES	48,500	48,500	47,000			47,000	47,000	47,000	47,000	45,000
Lease Revenue	(97,480)	(107,209)	(107,200)			(107,200)	(107,200)	(107,200)	(107,200)	(107,200)
Transfer from Operating Reserve	(10,500)	(10,500)								(8,000)
TOTAL REVENUE	(107,980)	(117,709)	(107,200)			(107,200)	(107,200)	(107,200)	(107,200)	(115,200)
Requisition	(24,081)	(14,352)	(12,680)			(12,680)	(14,499)	(15,137)	(15,791)	(16,460)
Percentage Change			-47.34%			-47.34%	14.35%	4.40%	4.32%	4.24%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2021 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST & CENTRAL
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the downtown core, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, south to East Sooke and West to Jordan River.

PARKS OPERATIONS NORTH

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	666,610	729,398	670,900	84,000		754,900	756,924	773,204	789,832	806,817
Other Operating Expenditures	277,860	272,904	258,360	(78,640)		179,720	313,314	319,581	325,973	332,492
TOTAL EXPENDITURES	944,470	1,002,302	929,260	5,360.00	-	934,620	1,070,238	1,092,785	1,115,805	1,139,308
Fee and Rental Revenue	(183,520)	(197,850)	(242,900)	(72,230)		(315,130)	(321,433)	(327,861)	(334,418)	(341,107)
TOTAL REVENUE	(183,520)	(197,850)	(242,900)	(72,230.00)	-	(315,130)	(321,433)	(327,861)	(334,418)	(341,107)
Requisition	(760,950)	(804,452)	(686,360)	66,870.00	-	(619,490)	(748,806)	(764,924)	(781,387)	(798,201)
Percentage Change			-9.80%			-18.59%	20.87%	2.15%	2.15%	2.15%

PARKS OPERATIONS WEST

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages	755,150	759,141	760,950	(5,610)		755,340	757,365	773,655	790,293	807,287
Other Operating Expenditures	180,660	187,120	188,490	(7,510)		180,980	184,600	188,292	192,057	195,899
Internal Recoveries	(22,830)	(22,830)	(22,830)			(22,830)	(22,830)	(22,830)	(22,830)	(22,830)
TOTAL EXPENDITURES	912,980	923,431	926,610	(13,120)		913,490	919,135	939,117	959,521	980,355
Fee and Rental Revenue	(101,390)	(83,060)	(72,230)	72,230						
TOTAL REVENUE	(101,390)	(83,060)	(72,230)	72,230						
Requisition	(811,590)	(840,371)	(854,380)	(59,110)		(913,490)	(919,135)	(939,117)	(959,521)	(980,355)
Percentage Change			5.27%			12.56%	0.62%	2.17%	2.17%	2.17%

Participants: All municipalities and electoral areas

PARKS OPERATIONS CENTRAL

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Salaries & Wages			535,130	220,400		755,530	757,561	773,854	790,496	807,495
Other Operating Expenditures			153,070	3,980		157,050	175,088	178,487	181,953	185,489
Internal Recoveries										
TOTAL EXPENDITURES			688,200	224,380		912,580	932,649	952,341	972,450	992,984
Fee and Rental Revenue										
TOTAL REVENUE										
Requisition			(688,200)	(224,380)		(912,580)	(932,649)	(952,341)	(972,450)	(992,984)
Percentage Change			#DIV/0!			#DIV/0!	2.20%	2.11%	2.11%	2.11%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2021 BUDGET

PROGRAM:	REGIONAL TRAILS AND GULF ISLANDS
MISSION:	To establish, where feasible, non-motorized trails that provide a range of trail use opportunities in a natural setting. These trails are designed to connect the region's communities and national, provincial, regional and major municipal parks, and connect the CRD to other parts of Vancouver Island. To create natural corridors that link park areas and provide habitat for wildlife and plants.

FINANCIAL SUMMARY:	2020 Budget	2020 Actual	2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 Total	2023 Total	2024 Total	2025 Total
Regional Trails										
Salaries & Wages	533,920	423,968								
Other Operating Expenditures	118,370	187,150								
	652,290	611,118		-	-					
Gulf Islands										
Salaries & Wages	56,350	56,050	54,230	(54,230)						
Other Operating Expenditures	16,880		14,880	(14,880)						
	73,230	56,050	69,110	(69,110)	-					
E&N Trail										
Salaries										
Other Operating Expenditures										
				-	-					
TOTAL EXPENDITURES	725,520	667,168	69,110	(69,110)	-					
Other Revenue										
TOTAL REVENUE				-						
Requisition	(725,520)	(667,168)	(69,110)	69,110	-					
Percentage Change			-90.47%			-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Participants: All municipalities and electoral areas

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.280 Regional Parks		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$690,000	$485,000	$0	$0	$0	$1,175,000
Equipment		E	$11,640	$1,526,640	$68,000	$102,000	$74,000	$60,000	$1,830,640
Land		L	$0	$11,150,000	$3,830,000	$3,800,000	$3,800,000	$3,800,000	$26,380,000
Engineered Structures		S	$3,298,627	$6,213,627	$4,030,000	$4,314,740	$1,635,000	$2,770,000	$18,963,367
Vehicles		V	$0	$180,000	$225,000	$236,000	$555,000	$370,000	$1,566,000
			$3,310,267	**$19,760,267**	**$8,638,000**	**$8,452,740**	**$6,064,000**	**$7,000,000**	**$49,915,007**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$3,310,267	$3,310,267	$0	$0	$0	$0	$3,310,267
Debenture Debt (New Debt Only)		Debt	$0	$540,000	$0	$0	$0	$0	$540,000
Equipment Replacement Fund		ERF	$0	$209,000	$293,000	$278,000	$629,000	$430,000	$1,839,000
Grants (Federal, Provincial)		Grant	$0	$1,275,000	$2,700,000	$2,100,000	$0	$0	$6,075,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$14,426,000	$5,645,000	$6,074,740	$5,435,000	$6,570,000	$38,150,740
			$3,310,267	**$19,760,267**	**$8,638,000**	**$8,452,740**	**$6,064,000**	**$7,000,000**	**$49,915,007**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.280

Service Name: Regional Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
14-01	Replacement	Install/Replace Signs	Insatll/ replace signs by replacing wayfinding & regulatory signs and updating trail data and park maps.	$350,000	S	Res	$0	$25,000	$0	$0	$0	$0	$25,000
15-02	New	Mayne Island Demonstration Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.	$2,410,000	S	Cap	$64,425	$64,425	$0	$0	$0	$0	$64,425
15-02	New	Mayne Island Demonstration Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.		S	Res	$0	$575,000	$575,000	$0	$0	$0	$1,150,000
15-02	New	Mayne Island Demonstration Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.		S	Grant	$0	$575,000	$575,000	$0	$0	$0	$1,150,000
16-01	New	Develop Ecosystem Inventory for Land Acquisition	Develop Ecosystem Inventory for land acquisition including GIS modelling of areas of high conservation value west of Sooke River.	$81,250	E	Cap	$11,640	$11,640	$0	$0	$0	$0	$11,640
16-02	Renewal	Upgrade Durrance Lake Dam	Upgrade Durrance Lake Dam for seismic stability and flow control.	$1,125,290	S	Res	$0	$0	$0	$504,740	$0	$0	$504,740
16-02	Renewal	Upgrade Durrance Lake Dam	Upgrade Durrance Lake Dam for seismic stability and flow control.		S	Cap	$128,500	$128,500	$0	$0	$0	$0	$128,500
17-01	New	Construct E&N Rail Trail Phases 3 & 4	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.	$6,100,000	S	Cap	$2,829,459	$2,829,459	$0	$0	$0	$0	$2,829,459
17-01	New	Construct E&N Rail Trail Phases 3 & 4	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.		S	Debt	$0	$540,000	$0	$0	$0	$0	$540,000
17-01	New	Construct E&N Rail Trail Phases 3 & 4	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.		S	Grant	$0	$0	$0	$0	$0	$0	$0
18-01a	New	Planning S2S and SHW	Planning of visitor facilities	$58,104	S	Cap	$0	$0	$0	$0	$0	$0	$0
18-01b	New	Trail improvements S2S and SHW	Construct trails in parks	$241,896	S	Cap	$0					$0	$0
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	$175,000	S	Res	$0	$25,000	$25,000	$25,000	$25,000	$0	$100,000
19-04	New	Develop Jordan River Regional Park	Develop Jordan River Regional Park by removing buildings and developing new facilities at the campground.	$191,500	S	Cap	$137,000	$137,000	$0	$0	$0	$0	$137,000
19-05	Renewal	Repair Veitch Creek, Ayum, Matheson, Charters, Bilsten & Interurban Bridges	Undertake slope protection, footing armouring and pier reinforcement for bridges	$424,000	S	Cap	$30,000	$30,000	$0	$0	$0	$0	$30,000
19-05	Renewal	Repair Veitch Creek, Ayum, Matheson, Charters, Bilsten & Interurban Bridges	Undertake slope protection, footing armouring and pier reinforcement for bridges.		S	Res	$0	$340,000	$0	$0	$0	$0	$340,000
19-07	Study	Elk/Beaver Lake Geotechnical Assessment	Complete geotechnical investigations and inflow design studies as required for Dam Safety Review for dams at Thetis and Elk/Beaver Lakes.	$50,000	S	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-08	Study	Thetis Lake Inflow Design for 6 Dams	Complete geotechnical investigations and inflow design studies as required for Dam Safety Review for dams at Thetis and Elk/Beaver Lakes.	$25,000	S	Cap	$25,000	$25,000	$0	$0	$0	$0	$25,000
20-03	New	Construct Park Facilities at St. John Point and Mill Farm	Construct new facilities identified in management plans for these two parks.	$170,000	S	Cap	$30,000	$30,000	$0	$0	$0	$0	$30,000
20-08	New	Develop Matthew's Point Facilities	Develop visitor facilities at Matthews Point Regional Park as identified in the management plan.	$55,000	S	Cap	$0	$0	$0	$0	$0	$0	$0
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Developing and constructing an engineered long term solution to meet on-going parking demands.	$383,000	S	Cap	$4,243	$4,243	$0	$0	$0	$0	$4,243
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Developing and constructing an engineered long term solution to meet on-going parking demands.		S	Res	$0	$25,000	$0	$350,000	$0	$0	$375,000
21-01	Study	Implement Humpback Reservoir Dam Safety Review	Implement Humpback Reservoir Dam safety review as per provincial regulations.	$75,000	S	Res	$0	$75,000	$0	$0	$0	$0	$75,000
21-02	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.	$4,400,000	S	Res	$0	$200,000	$100,000	$100,000	$0	$0	$400,000
21-02	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.		S	Grant	$0	$0	$2,000,000	$2,000,000	$0	$0	$4,000,000
21-03	Replacement	Construct Hamsterly Beach Washroom	Construct Hamsterly Beach washroom to replace the current washroom.	$600,000	B	Res	$0	$600,000	$0	$0	$0	$0	$600,000
21-04	Study	Selkirk Trestle Condition Assessment	Assess condition of Selkirk Trestle to enable future capital planning	$75,000	S	Res	$0	$75,000	$0	$0	$0	$0	$75,000
21-05	Replacement	Replace Hamsterly Beach Playground	Provide a new playground in one of the busiest day use areas in the Regional Park system.	$200,000	S	Res	$0	$200,000	$0	$0	$0	$0	$200,000
21-06	New	Purchase and Install Elk Lake Remediation Systems	In-lake remediation systems (structures, oxygen-tanks, etc.) will be purchased and installed at Elk and Beaver Lakes	$1,400,000	E	Res	$0	$700,000	$0	$0	$0	$0	$700,000
21-06	New	Purchase and Install Elk Lake Remediation Systems	In-lake remediation systems (structures, oxygen-tanks, etc.) will be purchased and installed at Elk and Beaver Lakes		E	Grant	$0	$700,000	$0	$0	$0	$0	$700,000
21-07	Replacement	Replace Picnic Shelter at Aylard Farm - East Sooke Regional Park	Current structure at end of useful life cycle.	$175,000	S	Res	$0	$175,000	$0	$0	$0	$0	$175,000
21-08	Renewal	Implement Environmental Restoration at Sooke Potholes Contaminated Site	Clean-up/Restoration work associated with contamination site.	$150,000	L	Res	$0	$150,000	$0	$0	$0	$0	$150,000
21-09	Renewal	Repair Thetis Lake Toilet Building	Older building structure requires repairs to keep in good running order.	$40,000	B	Res	$0	$40,000	$0	$0	$0	$0	$40,000
21-10	New	Purchase 1/3 share in BurnBoss Equipment	Joint purchase with IWS & Epro	$35,000	E	Res	$0	$35,000	$0	$0	$0	$0	$35,000
21-11	New	Construct Sooke Potholes Campground Toilet Building	To maintain adequate level of public health and sanitation.	$20,000	B	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-12	Renewal	Repair Paving on Lochside Trail near Swan Lake	Paving to improve surface of Lochside Regional Trail and enhance user safety.	$70,000	S	Res	$0	$70,000	$0	$0	$0	$0	$70,000
21-13	New	Purchase of Club Car Carryall 1550	Personal utility vehicle for rough terrain.	$40,000	V	Res	$0	$40,000	$0	$0	$0	$0	$40,000
21-14	New	Purchase of Pressure Washer Trailer	Mobility and operational efficiencies.	$11,000	E	Res	$0	$11,000	$0	$0	$0	$0	$11,000
21-15	New	Construct Toilet Building at Tower Point	Needed to maintain adequate level of public health and sanitation at busy day-use site.	$30,000	B	Res	$0	$30,000	$0	$0	$0	$0	$30,000
21-16	Renewal	Design & Construct Improvements to Tower Point Parking Area	Busy site receives high use, parking can be optimized for high capacity.	$50,000	S	Res	$0	$15,000	$35,000	$0	$0	$0	$50,000
21-17	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.	N/A	V	ERF	$0	$140,000	$225,000	$236,000	$555,000	$370,000	$1,526,000
21-18	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor eqiupment and furniture.	N/A	E	ERF	$0	$69,000	$68,000	$42,000	$74,000	$60,000	$313,000
21-19	New	Potential Land Acquisition Transactions	Potential land acquisition transactions for appraisals, environmental assessments and surveys.	N/A	L	Res	$0	$11,000,000	$3,800,000	$3,800,000	$3,800,000	$3,800,000	$26,200,000
22-01	New	Design & Connect Regional Parks HQ to Municipal Sewer	Sewer connection to eliminate reliance on septic field	$335,000	S	Res	$0	$0	$60,000	$275,000	$0	$0	$335,000
22-02	Renewal	Design & Construct Elk/Beaver Lake Dams Upgrades (Dams 1, 2 & 3)	Design & implement improvements at south dam on Beaver Lake.	$1,000,000	S	Res	$0	$0	$200,000	$0	$800,000	$0	$1,000,000
22-03	Renewal	Repair Paving at Matheson Lake Parking Lot	Repair parking lot surface to enhance visitor experience and provide safe access to the park.	$70,000	S	Res	$0	$0	$70,000	$0	$0	$0	$70,000
22-04	Decommission	Sooke Potholes Lodge Site Demolition	This project will focus on the removal and rehabilitation of the old lodgesite.	$425,000	B	Res	$0	$0	$425,000	$0	$0	$0	$425,000
22-05	New	Design & Construct West Beach Access Road and Parking at Thetis Lake	Design and construct improved access to West Beach parking area.	$340,000	S	Res	$0	$0	$40,000	$0	$300,000	$0	$340,000
22-06	Renewal	Implement Shoreline Stabilization at Thetis Lake Main Beach	Remove and replace old sandbags stabilizing the trail and beach area.	$30,000	L	Res	$0	$0	$30,000	$0	$0	$0	$30,000
22-07	Replacement	Replace Coles Bay Toilet Building	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.	$40,000	B	Res	$0	$0	$40,000	$0	$0	$0	$40,000

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
22-08	Replacement	Replace Elk Lake Fishing Pier	Provide improved access, safety and capacity for the many anglers that use this facility.	$250,000	S	Res	$0	$0	$125,000	$0	$0	$0	$125,000
22-08	Replacement	Replace Elk Lake Fishing Pier	Provide improved access, safety and capacity for the many anglers that use this facility.		S	Grant	$0	$0	$125,000	$0	$0	$0	$125,000
22-09	Decommission	Demolish Witty's Lagoon Nature Center	The temporary portable trailer is beyond it's serviceable lifespan.	$20,000	B	Res	$0	$0	$20,000	$0	$0	$0	$20,000
22-10	Replacement	Replace Matheson Creek Bridge	This project is to replace the footbridge on the Matheson Creek Trail.	$60,000	S	Res	$0	$0	$60,000	$0	$0	$0	$60,000
22-11	Renewal	Demolish Francis/King Residence and Upgrade Parking Area	This project is to remove the old residence at Francis King and use the footprint to increase parking capacity.	$40,000	S	Res	$0	$0	$40,000	$0	$0	$0	$40,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	$60,000	E	Res	$0	$0	$0	$60,000	$0	$0	$60,000
23-02	New	Design & Construct Mary Lake Trail	Design and construct Mary Lake Trail to connect Thetis Lake Regional Park with Gowlland Tod Provincial Park.	$50,000	S	Res	$0	$0	$0	$20,000	$30,000	$0	$50,000
23-03	New	Implement Mount Work Mangement Plan Actions	Capital funds identified to implement short and medium term actions identified in the Mount Work Management Plan.	$200,000	S	Res	$0	$0	$0	$200,000	$0	$0	$200,000
23-04	New	Implement East Sooke Management Plan Actions	Capital funds identified to implement short and medium term actions identified in the East Sooke Management Plan.	$200,000	S	Res	$0	$0	$0	$200,000	$0	$0	$200,000
23-05	Study	Design Salt Spring Island Regional Trail	Engineering design and cost estimate for 5 km of regional trail on Salt Spring Island	$200,000	S	Res	$0	$0	$0	$100,000	$0	$0	$100,000
23-05	Study	Design Salt Spring Island Regional Trail	Engineering design and cost estimate for 5 km of regional trail on Salt Spring Island		S	Grant	$0	$0	$0	$100,000	$0	$0	$100,000
23-06	New	Implement Matheson Lake & Roche Cove Management Plan Actions	Capital funds identified to implement short and medium term actions identified in the Matheson Lake and Roche Cove Management Plans.	$100,000	S	Res	$0	$0	$0	$100,000	$0	$0	$100,000
23-07	Renewal	Repair Paving on Lochside Trail in Sidney	Paving to improve surface of trail and enhance user safety.	$80,000	S	Res	$0	$0	$0	$80,000	$0	$0	$80,000
23-08	New	Construct Eagle Beach Retaining Wall	Project to mitigate erosion on Eagle Beach at Elk Lake.	$50,000	S	Res	$0	$0	$0	$50,000	$0	$0	$50,000
23-09	Renewal	Repair Wilkinson, Millstream and Colwood Creek Bridges	Implement repairs to bridges on the Galloping Goose Trail as identified in engineering report.	$60,000	S	Res	$0	$0	$0	$60,000	$0	$0	$60,000
23-10	Replacement	Assess, Design & Replace Swan and Brett Trestles	Project to replace critical assets on the Lochside Regional Trail as identified in engineering report.	$3,950,000	S	Res	$0	$0	$0	$150,000	$0	$2,500,000	$2,650,000
24-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.	$200,000	S	Res	$0	$0	$0	$0	$200,000	$0	$200,000
24-02	Renewal	Expand Harbourview Parking Lot in Sea to Sea Regional Park	Project to increase parking capacity at Harbourview Road in order to meet visitor use demands.	$100,000	S	Res	$0	$0	$0	$0	$100,000	$0	$100,000
24-03	Renewal	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.	$100,000	S	Res	$0	$0	$0	$0	$100,000	$0	$100,000
24-04	Renewal	Repair Brookleigh Boat Launch	Improving the boat launch at Brookleigh Beach on Elk Lake.	$80,000	S	Res	$0	$0	$0	$0	$80,000	$0	$80,000
25-01	Renewal	Repair Paving at Beaver Lake Entrance Road	Paving the Beaver Lake Entrance Road and mitigating potholes.	$170,000	S	Res	$0	$0	$0	$0	$0	$170,000	$170,000
25-02	Renewal	Repair Paving on Lochside Trail from Swan Trestle to Quadra	Paving to address root heaves and cracking on paved trail surface.	$80,000	S	Res	$0	$0	$0	$0	$0	$80,000	$80,000
25-03	Renewal	Repair Brookleigh Beach Dock	Replace and repair surface and railings on Brookleigh Beach dock on Elk Lake.	$20,000	S	Res	$0	$0	$0	$0	$0	$20,000	$20,000
			GRAND TOTAL	**$27,521,040**			**$3,310,267**	**$19,760,267**	**$8,638,000**	**$8,452,740**	**$6,064,000**	**$7,000,000**	**$49,915,007**

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Proj. No.	14-01	**Capital Project Title**	Install/Replace Signs	**Capital Project Description**	Insatll/ replace signs by replacing wayfinding & regulatory signs and updating trail data and park maps.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*The Sign Implementation Project commenced in 2014 to replace all way-finding and regulatory signs in regional parks. The project includes updating all the GIS trail data and producing new park maps for visitors. Funding in 2020 and 2021 will continue the initiative through to completion of all parks including road signs leading to parks..*				

Proj. No.	15-02	**Capital Project Title**	Mayne Island Demonstration Trail	**Capital Project Description**	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.
Asset Class	S	**Board Priority Area**	Community Wellbeing – Transportation & Housing	**Corporate Priority Area**	Transportation
Project Rationale	*Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.*				

Proj. No.	16-01	**Capital Project Title**	Develop Ecosystem Inventory for Land Acquisition	**Capital Project Description**	Develop Ecosystem Inventory for land acquisition including GIS modelling of areas of high conservation value west of Sooke River
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*In preparation for the 2019 land acquisition strategy update, this project will develop an interactive GIS-based model to evaluate areas for potential inclusion in the regional lparks system. This product will facilitate internal planning and public engagement. The information will be used to inform the development of the Land Acquisition Strategy and support decision-making regarding the potential extension of the land acquisition fund beyond 2019.*				

Proj. No.	16-02	**Capital Project Title**	Upgrade Durrance Lake Dam	**Capital Project Description**	Upgrade Durrance Lake Dam for seismic stability and flow control.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*A site characterization study by TetraTech Engineers for this dam indicated that upgrades to the dam are recommended to improve the seismic stability of the structure and to improve the functionality of the spillway to ensure it is able to adequately discharge water from Durrance Lake during periods of high inflows. This project is divided into phases, engineering and environmental assessment options for the structure and potential design in 2019, and implementation of recomendations in 2020-21.*				

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Proj. No.	17-01	**Capital Project Title**	Construct E&N Rail Trail Phases 3 & 4	**Capital Project Description**	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.
Asset Class	S	**Board Priority Area**	Community Wellbeing – Transportation	**Corporate Priority Area**	Transportation
Project Rationale	*The CRD is in the midst of building a 17 km paved pedestiran & cycling trail from the Johnson St. bridge in Victoria to Humpback Road in Langford. This project is being constructed in phases as funding is identified. Construction of Phase 3 between Atkins Avenue/E & N Railway Crossing and Savory School in Langford (approximately 1 km in length) will begin in 2019. Design and construction of Phase 4 from Esquimalt Road to the Blue Bridge in Victoria is targeted to occur in 2019-20.*				

Proj. No.	18-01a	**Capital Project Title**	Planning S2S and SHW	**Capital Project Description**	Planning of visitor facilities
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Plan, design and construct visitor facilities in these two parks, including trails, bridges, washrooms, parking, information kiosks, directional signs and mapping as appropriate to accommodate visitor use.*				

Proj. No.	18-01b	**Capital Project Title**	Trail improvements S2S and SHW	**Capital Project Description**	Construct trails in parks
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Plan, design and construct visitor facilities in these two parks, including trails, bridges, washrooms, parking, information kiosks, directional signs and mapping as appropriate to accommodate visitor use.*				

Proj. No.	18-02	**Capital Project Title**	Implement Kiosk Strategy	**Capital Project Description**	Implement kiosk strategy for the purpose of replacing ageing information kiosks.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2023.*				

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Proj. No.	19-04	**Capital Project Title**	Develop Jordan River Regional Park	**Capital Project Description**	Develop Jordan River Regional Park by removing buildings and developing new facilities at the campground.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This project is to remove old buildings that are not required for park purposes and to develop new facilities at the campground and at Sandcut Beach.*				

Proj. No.	19-05	**Capital Project Title**	Repair Veitch Creek, Ayum, Matheson, Charters, Bilsten & Interurban Bridges	**Capital Project Description**	Undertake slope protection, footing armouring and pier reinforcement for bridges
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*2018 condition assessment completed by consulting engineers recommends slope protection, footing armouring and pier reinforcement for Veitch Creek bridge on the Galloping Goose Trail.*				

Proj. No.	19-07	**Capital Project Title**	Elk/Beaver Lake Geotechnical Assessment	**Capital Project Description**	Complete geotechnical investigations and inflow design studies as required for Dam Safety Review for dams at Thetis and Elk/Beaver Lakes.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*A dam safety review for 6 dams at Thetis and Elk/Beaver Lake regional parks resulted in recommendations to complete additional geotechnical investigations and inflow design analyses to comply with provincial dam safety regulations.*				

Proj. No.	19-08	**Capital Project Title**	Thetis Lake Inflow Design for 6 Dams	**Capital Project Description**	Complete geotechnical investigations and inflow design studies as required for Dam Safety Review for dams at Thetis and Elk/Beaver Lakes.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Complete geotechnical investigations and inflow design studies as required for Dam Safety Review for dams at Thetis and Elk/Beaver Lakes.*				

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Proj. No.	20-03	**Capital Project Title**	Construct Park Facilities at St. John Point and Mill Farm	**Capital Project Description**	Construct new facilities identified in management plans for these two parks.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Management plans are scheduled to be completed for these two parks by 2020. Facilities need to be developed to accommodate visitor use and protect the environment, including trails, washrooms, parking and signage.*				

Proj. No.	20-08	**Capital Project Title**	Develop Matthew's Point Facilities	**Capital Project Description**	Develop visitor facilities at Matthews Point Regional Park as identified in the management plan.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This project is to install facilities at Matthews Point including trail work, signs, kiosk, and toilet building.*				

Proj. No.	20-09	**Capital Project Title**	Design & Expand East Sooke Aylard Farm Parking	**Capital Project Description**	Developing and constructing an engineered long term solution to meet on-going parking demands.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Developing and constructing an engineered long term solution to meet on-going parking demands in busy park, in place of in-the-field temporary dirt lot parking location.*				

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Proj. No.	21-01	**Capital Project Title**	Implement Humpback Reservoir Dam Safety Review	**Capital Project Description**	Implement Humpback Reservoir Dam safety review as per provincial regulations.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*A dam safety review is required by provincial dam safety regulations every ten years.*				

Proj. No.	21-02	**Capital Project Title**	Design & Construct E&N Rail Trail Phase 5	**Capital Project Description**	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.
Asset Class	S	**Board Priority Area**	Community Wellbeing – Transportation & Housing	**Corporate Priority Area**	Transportation
Project Rationale	*The CRD is in the midst of building a 17 km paved pedestrian & cycling trail from the Johnson St. bridge in Victoria to Humpback Road in Langford. Phase 5 consists of approximately 4 km of trail from Jacklin Road to Humpback Reservoir in Langford. Completion of this project will be dependent on securing funding.*				

Proj. No.	21-03	**Capital Project Title**	Construct Hamsterly Beach Washroom	**Capital Project Description**	Construct Hamsterly Beach washroom to replace the current washroom.
Asset Class	B	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This project will replace the 1950's era washroom at Hamsterly Beach in Elk Beaver Lake Regional Park. This facility has passed its expected life span and is in need of replacement to ensure adequate visitor experience.The building will be similar to the washrooms replaced in 2019 at Filter Beds, Beaver Beach and Eagle Beach.*				

Proj. No.	21-04	**Capital Project Title**	Selkirk Trestle Condition Assessment	**Capital Project Description**	Assess condition of Selkirk Trestle to enable future capital planning
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Selkirk Trestle is a critical link in the regional trails system. This is a major wooden former railway trestle. A comprehensive condition assessment is required to enable future capital planning for this asset.*				

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Proj. No.	21-05	**Capital Project Title**	Replace Hamsterly Beach Playground	**Capital Project Description**	Provide a new playground in one of the busiest day use areas in the Regional Park system.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*The playground at Hamsterly Beach in Elk Beaver Lake Park is many years beyond its serviceable life. While it has been kept safe through constant repairs and removal of irrepairable sections, it is now no longer wort repairing. This project will seek to provide a new playground in one of the busiest day use areas in the Regional Park system.*				

Proj. No.	21-06	**Capital Project Title**	Purchase and Install Elk Lake Remediation Systems	**Capital Project Description**	In-lake remediation systems (structures, oxygen-tanks, etc.) will be purchased and installed at Elk and Beaver Lakes
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Pending CRD approval and adoption of the recommendations of the Elk-Beaver Lake Initiative, in-lake remediation systems (structures, oxygen-tanks, etc.) will*				

Proj. No.	21-07	**Capital Project Title**	Replace Picnic Shelter at Aylard Farm - East Sooke Regional Park	**Capital Project Description**	Current structure at end of useful life cycle.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Current structure at end of useful life cycle, not repairable, high use location.*				

Proj. No.	21-08	**Capital Project Title**	Implement Environmental Restoration at Sooke Potholes Contaminated Site	**Capital Project Description**	Clean-up/Restoration work associated with contamination site.
Asset Class	L	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Clean-up/Restoration work associated with contamination site in old hanger structure in park.*				

Proj. No.	21-09	**Capital Project Title**	Repair Thetis Lake Toilet Building	**Capital Project Description**	Older building structure requires repairs to keep in good running order.
Asset Class	B	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Older building structure with piped water, flush toilets etc., requires repairs to keep in good running order.*				

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Proj. No.	21-10	**Capital Project Title**	Purchase 1/3 share in BurnBoss Equipment	**Capital Project Description**	Joint purchase with IWS & Epro
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*A mobile unit for the burning of vegetation waste. Parks will share ownership of the unit with IWS and Environmental Protection.*				

Proj. No.	21-11	**Capital Project Title**	Construct Sooke Potholes Campground Toilet Building	**Capital Project Description**	To maintain adequate level of public health and sanitation.
Asset Class	B	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Important to maintain adequate level of public health and sanitation at site with overnight accomodation.*				

Proj. No.	21-12	**Capital Project Title**	Repair Paving on Lochside Trail near Swan Lake	**Capital Project Description**	Paving to improve surface of Lochside Regional Trail and enhance user safety.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Paving to improve surface of Lochside Regional Trail and enhance user safety. Addresses root heaves and cracking on paved trail surface.*				

Proj. No.	21-13	**Capital Project Title**	Purchase of Club Car Carryall 1550	**Capital Project Description**	Personal utility vehicle for rough terrain.
Asset Class	V	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Personal utility vehicle for rough terrain.*				

Proj. No.	21-14	**Capital Project Title**	Purchase of Pressure Washer Trailer	**Capital Project Description**	Mobility and operational efficiencies.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Mobility and operational efficiencies.*				

Service: 1.280 **Regional Parks**

Proj. No.	21-15	**Capital Project Title**	Construct Toilet Building at Tower Point	**Capital Project Description**	Needed to maintain adequate level of public health and sanitation at busy day-use site.
Asset Class	B	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Needed to maintain adequate level of public health and sanitation at busy day-use site.*				

Proj. No.	21-16	**Capital Project Title**	Design & Construct Improvements to Tower Point Parking Area	**Capital Project Description**	Busy site receives high use, parking can be optimized for high capacity.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Busy site receives high use, parking can be optimized for high capacity.*				

Proj. No.	21-17	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle replacement based on a schedule for fleet vehicles.
Asset Class	V	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Regional Parks maintains a vehicle replacement fund to replace vehicles as they reach the end of their serviceable life.*				

Proj. No.	21-18	**Capital Project Title**	Equipment Replacement	**Capital Project Description**	Equipment replacement of outdoor and indoor eqiupment and furniture.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Regional Parks maintains an equipment replacement fund in order to replace equipment that is not captured within the vehicle replacement program. This includes office eqiupment and operational field equipment.*				

Proj. No.	21-19	**Capital Project Title**	Potential Land Acquisition Transactions	**Capital Project Description**	Potential land acquisition transactions for appraisals, environmental assessments and surveys.
Asset Class	L	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Potential Land Acquisition transactions estimated at maximum funds available.*				

Service: 1.280 **Regional Parks**

Proj. No.	22-01	**Capital Project Title**	Design & Connect Regional Parks HQ to Municipal Sewer	**Capital Project Description**	Sewer connection to eliminate reliance on septic field
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*The septic system at Mill Hill Regional Park HQ is an aging facility and will require replacement. Langford bylaws indicate that septic systems are to be phased*				

Proj. No.	22-02	**Capital Project Title**	Design & Construct Elk/Beaver Lake Dams Upgrades (Dams 1, 2 & 3)	**Capital Project Description**	Design & implement improvements at south dam on Beaver Lake.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Improvements include re-enforcement of the downstream face, tie-in to the existing spillway control and vegetation management are required for the main dam at the southern outlet of Beaver Lake.Design in 2022 and construction in 2024.*				

Proj. No.	22-03	**Capital Project Title**	Repair Paving at Matheson Lake Parking Lot	**Capital Project Description**	Repair parking lot surface to enhance visitor experience and provide safe access to the park.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Repair parking lot surface to enhance visitor experience and provide safe access to the park.*				

Proj. No.	22-04	**Capital Project Title**	Sooke Potholes Lodge Site Demolition	**Capital Project Description**	This project will focus on the removal and rehabilitation of the old lodgesite.
Asset Class	B	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This project will focus on the removal and rehabilitation of the old lodgesite that was abandoned in the 1980's.*				

Proj. No.	22-05	**Capital Project Title**	Design & Construct West Beach Access Road and Parking at Thetis Lake	**Capital Project Description**	Design and construct improved access to West Beach parking area.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Design and construct improved access to West Beach parking area to provide more parking and safe access for park visitors, staff and emergency responders.*				

Service: 1.280 **Regional Parks**

Proj. No.	22-06	**Capital Project Title**	Implement Shoreline Stabilization at Thetis Lake Main Beach	**Capital Project Description**	Remove and replace old sandbags stabilizing the trail and beach area.
Asset Class	L	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Remove and replace old sandbags stabilizing the trail and beach area leading away from the east side of Thetis Lake Main Beach.*				

Proj. No.	22-07	**Capital Project Title**	Replace Coles Bay Toilet Building	**Capital Project Description**	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.
Asset Class	B	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.*				

Proj. No.	22-08	**Capital Project Title**	Replace Elk Lake Fishing Pier	**Capital Project Description**	Provide improved access, safety and capacity for the many anglers that use this facility.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This project is grant dependant and seeks to replace and improve on the very popular Elk Lake Fishing Pier. Provide improved access, safety and capacity for the many anglers that use this facility.*				

Proj. No.	22-09	**Capital Project Title**	Demolish Witty's Lagoon Nature Center	**Capital Project Description**	The temporary portable trailer is beyond it’s serviceable lifespan.
Asset Class	B	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*The temporary portable trailer that serves as Nature Center at Witty’s Lagoon has been in place for over 20 years and is beyond it’s serviceable lifespan.*				

Proj. No.	22-10	**Capital Project Title**	Replace Matheson Creek Bridge	**Capital Project Description**	This project is to replace the footbridge on the Matheson Creek Trail.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This project is to replace the footbridge on the Matheson Creek Trail.*				

Service: 1.280 **Regional Parks**

Proj. No.	22-11	**Capital Project Title**	Demolish Francis/King Residence and Upgrade Parking Area	**Capital Project Description**	This project is to remove the old residence at Francis King and use the footprint to increase parking capacity.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*This project is to remove the old residence at Francis King and use the footprint to increase parking capacity. The residence requires significant work and the parking capacity at Francis King does not meet the demand.*				

Proj. No.	23-01	**Capital Project Title**	Purchase of New Genset for Mt. McDonald	**Capital Project Description**	New backup power supply required for emergency communication equipment on Mt. McDonald.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*A new backup power supply is required for the emergency communication equipment located on Mount McDonald.*				

Proj. No.	23-02	**Capital Project Title**	Design & Construct Mary Lake Trail	**Capital Project Description**	Design and construct Mary Lake Trail to connect Thetis Lake Regional Park with Gowlland Tod Provincial Park.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*The Mary Lake Trail will help to provide a connected trail network from Thetis Lake Regional Park to Gowlland Tod Provincial Park.*				

Proj. No.	23-03	**Capital Project Title**	Implement Mount Work Mangement Plan Actions	**Capital Project Description**	Capital funds identified to implement short and medium term actions identified in the Mount Work Management Plan.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Capital funds identified to implement short and medium term actions identified in the Mount Work Management Plan.*				

Service: 1.280 **Regional Parks**

Proj. No.	23-04	**Capital Project Title**	Implement East Sooke Management Plan Actions	**Capital Project Description**	Capital funds identified to implement short and medium term actions identified in the East Sooke Management Plan.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Capital funds identified to implement short and medium term actions identified in the East Sooke Management Plan.*				

Proj. No.	23-05	**Capital Project Title**	Design Salt Spring Island Regional Trail	**Capital Project Description**	Engineering design and cost estimate for 5 km of regional trail on Salt Spring Island
Asset Class	S	**Board Priority Area**	Community Wellbeing – Transportation & Housing	**Corporate Priority Area**	Transportation
Project Rationale	*This project continues implementation of the Gulf Islands Regional Trail Plan to construct regional trails on each of the Gulf Islands. Grant dependent.*				

Proj. No.	23-06	**Capital Project Title**	Implement Matheson Lake & Roche Cove Management Plan Actions	**Capital Project Description**	Capital funds identified to implement short and medium term actions identified in the Matheson Lake and Roche Cove
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Capital funds identified to implement short and medium term actions identified in the Matheson Lake and Roche Cove Management Plans.*				

Proj. No.	23-07	**Capital Project Title**	Repair Paving on Lochside Trail in Sidney	**Capital Project Description**	Paving to improve surface of trail and enhance user safety.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Paving to improve surface of trail and enhance user safety. Addresses root heaves and cracking on paved trail surface.*				

Proj. No.	23-08	**Capital Project Title**	Construct Eagle Beach Retaining Wall	**Capital Project Description**	Project to mitigate erosion on Eagle Beach at Elk Lake.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Project to mitigate erosion on Eagle Beach at Elk Lake. roject to mitigate erosion on Eagle Beach at Elk Lake.*				

Service: 1.280 **Regional Parks**

Proj. No.	23-09	**Capital Project Title**	Repair Wilkinson, Millstream and Colwood Creek Bridges	**Capital Project Description**	Implement repairs to bridges on the Galloping Goose Trail as identified in engineering report.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Implement repairs to bridges on the Galloping Goose Trail as identified in engineering report.*				

Proj. No.	23-10	**Capital Project Title**	Assess, Design & Replace Swan and Brett Trestles	**Capital Project Description**	Project to replace critical assets on the Lochside Regional Trail as identified in engineering report.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Project to replace critical assets on the Lochside Regional Trail as identified in engineering report.*				

Proj. No.	24-01	**Capital Project Title**	Upgrade Humpback Dam Spalling	**Capital Project Description**	Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*The concrete on the face of Humpback Reservoir dam is spalling (pitting). Repairs are required to arrest this process and remediate the dam. This is required regardless of the outcome of the Dam Safety Review planned in 2021.*				

Proj. No.	24-02	**Capital Project Title**	Expand Harbourview Parking Lot in Sea to Sea Regional Park	**Capital Project Description**	Project to increase parking capacity at Harbourview Road in order to meet visitor use demands.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Project to increase parking capacity at Harbourview Road in order to meet visitor use demands.*				

Proj. No.	24-03	**Capital Project Title**	Upgrade Sooke Potholes Campground Road	**Capital Project Description**	Improvements to road between parking lot #3 and Spring Salmon Place Campground.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Improve visitor experience and enhance safe access through improvements to road between parking lot #3 and Spring Salmon Place Campground.*				

Service: 1.280 **Regional Parks**

Proj. No.	24-04	**Capital Project Title**	Repair Brookleigh Boat Launch	**Capital Project Description**	Improving the boat launch at Brookleigh Beach on Elk Lake.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Improve visitor experience and enhance safe access through improving the boat launch at Brookleigh Beach on Elk Lake so it more easily accommodates the type of boats that frequent the facility.*				

Proj. No.	25-01	**Capital Project Title**	Repair Paving at Beaver Lake Entrance Road	**Capital Project Description**	Paving the Beaver Lake Entrance Road and mitigating potholes.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Improve visitor experience and enhance safe access through paving the Beaver Lake Entrance Road; mitigating potholes on one of the busiest vehicle accesses in the CRD Regional Parks system.*				

Proj. No.	25-02	**Capital Project Title**	Repair Paving on Lochside Trail from Swan Trestle to Quadra	**Capital Project Description**	Paving to address root heaves and cracking on paved trail surface.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Paving to improve surface of Lochside Regional Trail and enhance user safety. Addresses root heaves and cracking on paved trail surface.*				

Proj. No.	25-03	**Capital Project Title**	Repair Brookleigh Beach Dock	**Capital Project Description**	Replace and repair surface and railings on Brookleigh Beach dock on Elk Lake.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Parks & Natural Resource Protection
Project Rationale	*Replace and repair surface and railings on Brookleigh Beach dock on Elk Lake.*				

1.280 Regional Parks
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Regional Parks

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Summary

Reserve/Fund Summary	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Operating Reserve	83,135	82,135	89,135	96,135	78,135	85,135	90,135
Operating Reserve - Legacy Fund	14,375	14,550	14,550	14,550	14,550	14,550	14,550
Total projected year end balance	**97,510**	**96,685**	**103,685**	**110,685**	**92,685**	**99,685**	**104,685**

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Regional Parks

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105500

Operating Reserve Schedule	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	72,548	83,135	82,135	89,135	96,135	78,135	85,135
Planned Purchase	-	(10,500)	-	-	(20,000)	-	-
Transfer from Ops Budget	8,500	8,500	7,000	7,000	2,000	7,000	5,000
Interest Income*	2,087	1,000					
Total projected year end balance	**83,135**	**82,135**	**89,135**	**96,135**	**78,135**	**85,135**	**90,135**

Assumptions/Background:
2019: 29,930 to fund MFA Debt
2020: 10,500 to fund every 5 years CSA inspection for radio tower on Mt McDonald.
2023: $20,000 to fund Visitor Survey

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks Legacy Fund
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Regional Parks Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105102

Operating Reserve Schedule Projected year end balance	Actual 2019	Estimate 2020	Budget 2021	 2022	 2023	 2024	 2025
Beginning Balance	13,662	14,375	14,550	14,550	14,550	14,550	14,550
Planned Purchase							
Donation Received	325	-					
Interest Income*	388	175					
Total projected year end balance	**14,375**	**14,550**	**14,550**	**14,550**	**14,550**	**14,550**	**14,550**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks
Asset and Reserve Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

Regional Parks

Regional Parks and Trails consists of 30 parks and reserves with 214 km of hiking trails and 3 regional trails (88 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

Regional Parks Reserve/Fund Summary Projected year end balance	Actual 2019	Estimate 2020	Budget 2021	 2022	 2023	 2024	 2025
- Land Acquisition Levy	5,555,182	7,445,047	304,912	364,777	424,642	484,507	544,372
- Infrastructure/SSI&SGI Trail/Dams	2,198,209	2,217,442	892,043	1,192,869	1,108,223	1,708,557	1,220,061
Total Capital Reserve Fund	**7,753,391**	**9,662,489**	**1,196,955**	**1,557,646**	**1,532,865**	**2,193,064**	**1,764,433**
Parks Statutory Land Acquisition Reserve	**1,067,017**	**1,079,017**	**1,079,017**	**1,079,017**	**1,079,017**	**1,079,017**	**1,079,017**
Equipment Replacement Fund	**634,902**	**549,902**	**621,402**	**614,512**	**628,344**	**297,013**	**170,635**
Total projected year end balance	**9,455,310**	**11,291,408**	**2,897,374**	**3,251,175**	**3,240,226**	**3,569,094**	**3,014,085**

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Capital Reserve Fund (Bylaw No. 2313)

- Capital Reserve Fund for Regional Parks Service was established in 1995 under Bylaw No. 2313.
- These reserves can only be used to fund capital expenditure.
- Funding for this reserve may be paid from "the current revenue or, as available, from general revenue surplus, or as otherwise provided in the Municipal Act".

Cost Centre: 101469 (PLO)

Land Acquisition Levy Portion	**Actual**	**Est. Actual**	**Budget**				
	2019	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	8,509,809	5,555,182	7,445,047	304,912	364,777	424,642	484,507
Land Acquisition Expenditure (at maximum available)	(6,806,318)	(2,020,000)	(11,000,000)	(3,800,000)	(3,800,000)	(3,800,000)	(3,800,000)
Land Acquisition Annual Levy	3,751,181	3,859,865	3,859,865	3,859,865	3,859,865	3,859,865	3,859,865
Other proceeds							
Interest Income*	100,510	50,000	-	-	-	-	-
Ending Balance $ - Land Acquisition Levy Portion	**5,555,182**	**7,445,047**	**304,912**	**364,777**	**424,642**	**484,507**	**544,372**

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of $10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of $12 per average residential household assessment starting in 2010 and increasing by $2 per year to a maximum of $20 in 2015 and then remaining at this rate until 2019. Program renewed for an additional 10 year 2020-2029 at $20 per average residential household assessment.
- Land Acquisition Requisition for 2021-2025 are estimated based on 2020 Assessment data.
- Land Acquisition Expendture is estimated at maximum available each year.

1.280 Regional Parks
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Actual	Est. Actual	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	1,472,957	2,198,209	2,217,442	892,043	1,192,869	1,108,223	1,708,557
Planned Capital Expenditure (Based on Capital Plan)	(1,374,776)	(2,381,457)	(3,426,000)	(1,845,000)	(2,274,760)	(1,635,000)	(2,770,000)
Transfer from Operating Budget							
--Other Infrastructure	1,649,936	1,046,690	771,601	807,938	843,142	879,079	915,761
--SSI/SGI Trails	200,000	204,000	204,000	208,488	213,075	217,762	222,553
--Dam/Bridge/Trestle	200,000	200,000	200,000	204,400	208,897	213,493	218,189
--Infrastructure Renewal Special		925,000	925,000	925,000	925,000	925,000	925,000
Interest Income*	50,093	25,000	-	-	-	-	-
Ending Balance $ - Infrastructure Portion	**2,198,209**	**2,217,442**	**892,043**	**1,192,869**	**1,108,223**	**1,708,557**	**1,220,061**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Land Acquisition Reserve Fund (Bylaw No. 1831)

Cost Centre: 101375 (PLO)

Parks Statutory Land Acquisition Reserve	Actual	Estimate	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	1,037,811	1,067,017	1,079,017	1,079,017	1,079,017	1,079,017	1,079,017
Park Land Acquisition	-	-	-	-	-	-	-
Proceeds from Sale of Surplus Park Land							
Interest Income	29,206	12,000	-				
Ending Balance $ - Parks Statutory Land Acquisition Reserve	**1,067,017**	**1,079,017**	**1,079,017**	**1,079,017**	**1,079,017**	**1,079,017**	**1,079,017**

1.280 Regional Parks
Equipment Replacement Fund Schedule (ERF)
2021 - 2025 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.280 Regional Parks ERF (Bylaw No. 945)

Cost Centre: 101423 (PLO)

Equipment Replacement Fund	Actual	Est. Actual	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	762,871	634,902	549,902	621,402	614,512	628,344	297,013
Planned Purchase (Based on Capital Plan)	(170,235)	(364,000)	(209,000)	(293,000)	(278,000)	(629,000)	(430,000)
Transfer from Operating Budget	25,000	275,000	280,500	286,110	291,832	297,669	303,622
Disposal Proceeds	8,501	-	-	-	-	-	-
Interest Income*	8,764	4,000	-	-	-	-	-
Ending Balance $	**634,902**	**549,902**	**621,402**	**614,512**	**628,344**	**297,013**	**170,635**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Panorama Recreation

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.44X Panorama Recreation **Commission: Peninsula Recreation**

DEFINITION:

To operate an ice arena, swimming pool and recreation and community use service for the Municipalities of Sidney, North Saanich and Central Saanich combined as Saanich Peninsula Recreation Service (Bylaw No. 3008 - October 9, 2002).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation opportunities for Central Saanich, North Saanich, and Sidney through the operation, maintenance, and programming of: Panorama Recreation Centre (2 hockey arenas, 2 pools, 6 tennis courts, 2 squash courts, fitness rooms, weight room, multi-purpose rooms), Greenglade Community Centre in Sidney, Central Saanich Community and Cultural Centre and North Saanich Middle School.

PARTICIPATION:

50% by population and 50% on hospital assessments. North Saanich and Sidney.
Central Saanich added as a participant in 1996, Bylaw No. 2363.

MAXIMUM LEVY:

The greater of $11,220,000 or $1.134 / $1,000 on net taxable value of land and improvements.

CAPITAL DEBT:

Bylaw No. 3388 - $8,998,000 (for construction of Second Pool, $8,998,000 issued).
Bylaw No. 4116 - $1,080,000 (for replacement of Arena Floor, $1,080,000 issued).

COMMISSION:

Peninsula Recreation Commission
Established by Bylaw # 2397 (May 1996), amended by Bylaw # 2480 (1997), Bylaw # 2759 (2000) and Bylaw # 3142 (2004).
Originally established in 1976 (Bylaw # 314).

FUNDING:

Service: 1.44X Panorama Recreation **Commission: Peninsula Recreation**

Participants	Converted Assessment	Census Population	%	Actual Assessment
2016		**2011 Census**		
Central Saanich	452,059,640	15,936	39.35%	3,712,345,404
North Saanich	416,465,358	11,089	31.55%	3,765,978,126
Sidney	353,898,542	11,178	29.11%	2,864,797,656
TOTAL 2016	**1,222,423,540**	**38,203**	**100.00%**	**10,343,121,186**
2017		**2016 Census**		
Central Saanich	513,275,231	16,814	39.42%	4,280,858,520
North Saanich	490,428,238	11,249	31.60%	4,488,740,615
Sidney	401,865,172	11,672	28.98%	3,315,203,726
TOTAL 2017	**1,405,568,641**	**39,735**	**100.00%**	**12,084,802,861**
2018		**2016 Census**		
Central Saanich	585,416,808	16,814	39.12%	4,919,870,905
North Saanich	571,557,103	11,249	31.69%	5,189,160,212
Sidney	472,356,552	11,672	29.18%	3,950,613,739
TOTAL 2018	**1,629,330,463**	**39,735**	**100.00%**	**14,059,644,856**
2019		**2016 Census**		
Central Saanich	632,044,321	16,814	38.97%	5,303,510,888
North Saanich	611,260,076	11,249	31.38%	5,506,158,117
Sidney	530,718,725	11,672	29.65%	4,468,134,589
TOTAL 2018	**1,774,023,122**	**39,735**	**100.00%**	**15,277,803,594**
2020		**2016 Census**		
Central Saanich	657,985,149	16,814	39.26%	5,446,784,895
North Saanich	615,251,368	11,249	31.08%	5,493,557,267
Sidney	543,992,242	11,672	29.65%	4,544,259,546
TOTAL 2018	**1,817,228,759**	**39,735**	**100.00%**	**15,484,601,708**

Change in Budget 2020 to 2021

Service: 1.44X Panorama Rec Center	**Total Expenditure**	**Comments**
2020 Budget	**7,182,406**	
Change in Salaries:		
Base salary change	67,189	Inclusive of collective agreement changes
Salaried postions left vacant in 2020	178,835	Positions returning in 2021
Step Increase/paygrade change	1,537	
Total Change in Salaries	247,561	
Other Changes:		
Instructional services	132,072	Partial return of contract instructors, following 2020 closure period
Internal allocations	77,205	
Repair and maintenance	65,764	Partial return of service programming, following 2020 closure period
Other operating costs	61,137	Partial return of service programming, following 2020 closure period
Strategic planning	51,000	Quadrennial service planning
Operating supplies	41,957	Partial return of service programming, following 2020 closure period
Contracted services	36,879	
Transfer to capital reserve and ERF	24,772	
Utilities	(25,598)	Energy cost saving compared to 2020 related to the DES
Total Other Changes	465,188	
2021 Budget	**7,895,155**	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

The 2020 budget as amended for the effect of COVID-19, the 2021 budget continues to be based on the limited service levels that can be provided givien the health and safety conditions existing during the pandemic.

PANORAMA RECREATION	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	3,827,584	3,827,584	4,075,145	-	-	4,075,145	4,136,920	4,224,356	4,313,633	4,404,794
Utilities	655,576	655,576	629,978	-	-	629,978	645,103	660,599	676,473	692,738
Recreation Programs and Special Events	165,103	165,102	342,554	-	51,000	393,554	349,405	356,393	363,521	370,792
Operating Supplies & Promotion	226,933	226,933	267,777	-	-	267,777	273,133	278,597	284,165	289,850
Maintenance and Repairs	330,521	330,521	387,696	-	-	387,696	396,150	403,273	410,507	417,888
Internal Allocations	438,587	436,587	513,422	-	-	513,422	559,854	571,051	582,471	594,121
Licences/Surveys/Legal/Meeting	138,106	138,107	170,459	-	-	170,459	173,868	177,347	180,893	184,512
Advertising/Printing/Brouchures/Signs	40,693	42,693	35,285	-	-	35,285	35,991	36,709	37,445	38,194
Telephone/IT & Network Systems	54,378	54,378	54,779	-	-	54,779	55,875	56,992	58,132	59,294
Vehicles and Travel	55,361	55,361	68,889	-	-	68,889	70,266	71,674	73,105	74,569
Insurance	41,980	41,980	42,760	-	-	42,760	43,615	44,488	45,377	46,285
Contingency	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL OPERATING COSTS	**6,024,822**	**6,024,822**	**6,638,744**	**-**	**51,000**	**6,689,744**	**6,790,179**	**6,931,478**	**7,075,722**	**7,223,036**
Percentage increase over prior year			10.2%			11.0%	1.5%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	5,370	5,370	7,805	-	-	7,805	7,961	8,120	8,283	8,448
Transfer to Capital Reserve Fund	-	-	205,602	-	-	205,602	205,602	411,204	890,831	890,831
Transfer to Equipment Replacement Fund	396,000	396,000	215,170	-	-	215,170	396,000	396,000	396,000	396,000
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**401,370**	**401,370**	**428,577**	**-**	**-**	**428,577**	**609,563**	**815,324**	**1,295,114**	**1,295,279**
Percentage increase over prior year			6.8%			6.8%	42.2%	33.8%	58.8%	0.0%
DEBT CHARGES	756,214	756,214	776,834	-	-	776,834	926,877	857,977	378,350	241,001
TOTAL COSTS	**7,182,406**	**7,182,406**	**7,844,155**	**-**	**51,000**	**7,895,155**	**8,326,619**	**8,604,779**	**8,749,185**	**8,759,316**
Percentage increase over prior year		0.0%	9.2%			9.9%	5.5%	3.3%	1.7%	0.1%
Internal Recoveries										
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING LESS RECOVERIES	**7,182,406**	**7,182,406**	**7,844,155**	**-**	**51,000**	**7,895,155**	**8,326,619**	**8,604,779**	**8,749,185**	**8,759,316**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Fee Income	(1,520,819)	(1,520,819)	(1,689,149)	-	-	(1,689,149)	(1,722,933)	(1,757,388)	(1,792,541)	(1,828,390)
Rental Income	(478,406)	(478,406)	(806,300)	-	-	(806,300)	(822,219)	(838,251)	(854,604)	(871,283)
Sponsorships	(12,459)	(12,459)	(12,610)	-	-	(12,610)	(12,805)	(13,004)	(13,208)	(13,414)
Transfer from Operating Reserve Fund	-	-	-	-	(51,000)	(51,000)	-	-	-	-
Payments - In Lieu of Taxes	(160,875)	(160,875)	(160,875)	-	-	(160,875)	(160,875)	(160,875)	(160,875)	(160,875)
Grants - Other	(16,000)	(16,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(2,188,559)**	**(2,188,559)**	**(2,668,934)**	**-**	**(51,000)**	**(2,719,934)**	**(2,718,832)**	**(2,769,517)**	**(2,821,227)**	**(2,873,962)**
Percentage increase over prior year		0.0%	21.9%			24.3%	0.0%	1.9%	1.9%	1.9%
REQUISITION	**(4,993,847)**	**(4,993,847)**	**(5,175,221)**	**-**	**-**	**(5,175,221)**	**(5,607,787)**	**(5,835,262)**	**(5,927,958)**	**(5,885,354)**
Percentage increase over prior year			3.6%			3.6%	8.4%	4.1%	1.6%	-0.7%
PARTICIPANTS: North Saanich. Sidney,Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	34.85	34.85	34.85	0.00	0.00	34.85	34.85	34.85	34.85	34.85
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

*Amended Budget Bylaw #4366 (approved September 9, 2020) - Board Budget reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

PANORAMA RECREATION	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS										
Arena	1,503,721	1,503,721	1,635,584	-	-	1,635,584	1,677,864	1,713,372	1,749,636	1,799,353
Pool	1,747,616	1,747,616	1,899,673	-	-	1,899,673	1,945,664	1,986,665	2,028,534	2,083,972
Recreation - Community Recreation	2,643,897	2,643,896	3,032,884	-	-	3,032,884	3,095,650	3,160,019	3,225,716	3,305,490
Administration	84,958	84,959	28,408	-	51,000	79,408	28,963	29,542	30,119	(7,331)
Contingency	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
	6,030,192	**6,030,192**	**6,646,549**	**-**	**51,000**	**6,697,549**	**6,798,140**	**6,939,598**	**7,084,004**	**7,231,484**
Percentage increase over prior year			10.2%			11.1%				
CAPITAL / RESERVE										
Arena	132,000	132,000	174,524	-	-	174,524	234,801	337,602	337,602	337,602
Pool	132,000	132,000	174,525	-	-	174,525	234,801	337,602	817,229	817,229
Community Recreation	132,000	132,000	71,723	-	-	71,723	132,000	132,000	132,000	132,000
	396,000	**396,000**	**420,772**	**-**	**-**	**420,772**	**601,602**	**807,204**	**1,286,831**	**1,286,831**
DEBT CHARGES										
Arena	73,188	73,188	90,958	-	-	90,958	241,001	241,001	241,001	241,001
Pool	683,026	683,026	685,876	-	-	685,876	685,876	616,976	137,349	-
	756,214	**756,214**	**776,834**	**-**		**776,834**	**926,877**	**857,977**	**378,350**	**241,001**
TOTAL OPERATING, CAPITAL AND DEBT COSTS	**7,182,406**	**7,182,406**	**7,844,155**	**-**	**51,000**	**7,895,155**	**8,326,619**	**8,604,779**	**8,749,185**	**8,759,316**
						9.92%				
FUNDING SOURCES (REVENUE)										
Arena	(438,233)	(438,236)	(611,608)	-	-	(611,608)	(623,842)	(636,315)	(649,045)	(662,024)
Pool	(305,897)	(305,897)	(333,882)	-	-	(333,882)	(340,503)	(347,256)	(354,144)	(361,169)
Community Recreation	(1,182,592)	(1,182,592)	(1,534,169)	-	-	(1,534,169)	(1,564,644)	(1,595,524)	(1,627,025)	(1,659,153)
Administration	(84,962)	(84,959)	(28,400)	-	(51,000)	(79,400)	(28,968)	(29,547)	(30,138)	(30,741)
TOTAL REVENUE	**(2,011,684)**	**(2,011,684)**	**(2,508,059)**	**-**		**(2,559,059)**	**(2,557,957)**	**(2,608,642)**	**(2,660,352)**	**(2,713,087)**
Estimated balance C/F current to Next year						-				
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(160,875)	(160,875)	(160,875)	-	-	(160,875)	(160,875)	(160,875)	(160,875)	(160,875)
Grants - Other	(16,000)	(16,000)	-	-	-	-	-	-	-	-
REQUISITION	**(4,993,847)**	**(4,993,847)**	**(5,175,221)**	**-**	**(51,000)**	**(5,175,221)**	**(5,607,787)**	**(5,835,262)**	**(5,927,958)**	**(5,885,354)**
Percentage increase			3.6%			3.6%	8.4%	4.1%	1.6%	-0.7%
AUTHORIZED POSITIONS: Salaried	34.85	34.85	34.85	0.00	0.00	34.85	34.85	34.85	34.85	34.85
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	28.01%		31.97%			32.41%	30.72%	30.32%	30.41%	30.97%
User Funding excluding debt%	31.30%		35.49%			35.95%	34.57%	33.67%	31.78%	31.85%

* Amended Budget Bylaw #4366 (approved September 9, 2020) - Board Budget reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

1.44X Panorama

2021

Continuous Supplementary Items: $0

One-Time Single Supplementary Items: $0

Strategic Planning - contract for services	$51,000
Strategic Planning revenue from operating reserves	($51,000)

SUPPLEMENTARY TOTAL

2022

Continuous Supplementary Items: $0

One-Time Single Supplementary Items: $0

SUPPLEMENTARY TOTAL

2023

Continuous Supplementary Items: $0

One-Time Single Supplementary Items: $0

SUPPLEMENTARY TOTAL

2024

Continuous Supplementary Items: $0

One-Time Single Supplementary Items: $0

SUPPLEMENTARY TOTAL

2025

Continuous Supplementary Items: $0

One-Time Single Supplementary Items: $0

SUPPLEMENTARY TOTAL

PANORAMA RECREATION - ADMINISTRATION	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
ADMINISTRATION COSTS										
Salaries and Wages	353,252	353,252	404,457	-	-	404,457	405,381	414,119	423,045	432,162
Other Internal Allocations	425,190	425,190	502,394	-	-	502,394	548,605	559,577	570,768	582,184
Operating - Other	96,748	96,749	123,914	-	-	123,914	126,392	128,920	131,499	134,128
Telephone Rent & Installation	35,776	35,776	37,827	-	-	37,827	38,584	39,355	40,142	40,945
Operating - Supplies	21,428	21,428	21,557	-	-	21,557	21,988	22,428	22,876	23,334
Contract for Services & fees for service	66,055	66,055	98,462	-	51,000	149,462	100,431	102,440	104,489	106,579
Insurance	41,980	41,980	42,760	-	-	42,760	43,615	44,488	45,377	46,285
Allocation - System Services	11,397	11,397	11,028	-	-	11,028	11,249	11,474	11,703	11,937
Transfer to Operating Reserve Fund	5,370	5,370	7,805	-	-	7,805	7,961	8,120	8,283	8,448
TOTAL ADMINISTRATION COSTS	**1,057,196**	**1,057,197**	**1,250,204**	**-**	**51,000**	**1,301,204**	**1,304,206**	**1,330,921**	**1,358,183**	**1,386,002**
MAINTENANCE COSTS										
Salaries and Wages	1,479,759	1,479,759	1,564,050	-	-	1,564,050	1,598,154	1,631,990	1,666,541	1,701,821
Maintenance	71,283	71,283	105,904	-	-	105,904	108,022	110,182	112,386	114,634
Operating - Other	50,418	50,418	65,940	-	-	65,940	67,259	68,603	69,976	71,376
Utility	581,776	581,776	553,226	-	-	553,226	566,286	579,661	593,357	607,386
Operating - Supplies	85,471	85,471	87,412	-	-	87,412	89,161	90,944	92,762	94,617
Travel and Vehicles	21,796	21,796	22,276	-	-	22,276	22,722	23,176	23,639	24,112
TOTAL MAINTENANCE COSTS	**2,290,503**	**2,290,503**	**2,398,808**	**-**	**-**	**2,398,808**	**2,451,604**	**2,504,556**	**2,558,661**	**2,613,946**
PROGRAM ADMINISTRATION COSTS										
Salaries and Wages	548,632	548,632	542,543	-	-	542,543	553,623	565,524	577,680	590,099
Operating - Other	42,050	42,050	49,474	-	-	49,474	50,463	51,473	52,502	53,552
Operating - Supplies	9,825	9,825	5,499	-	-	5,499	5,609	5,721	5,836	5,952
Staff Training	1,000	1,000	2,400	-	-	2,400	2,448	2,497	2,547	2,598
TOTAL PROGRAM COSTS	**601,507**	**601,507**	**599,916**	**-**	**-**	**599,916**	**612,143**	**625,215**	**638,565**	**652,201**
TOTAL COSTS	**3,949,206**	**3,949,207**	**4,248,928**	**-**	**51,000**	**4,299,928**	**4,367,953**	**4,460,692**	**4,555,409**	**4,652,149**
Transfers to Capital						-				
TOTAL COSTS	**3,949,206**	**3,949,207**	**4,248,928**	**-**	**51,000**	**4,299,928**	**4,367,953**	**4,460,692**	**4,555,409**	**4,652,149**
RECOVERED FROM ARENA, POOL, PARKS, RECREATION AND MULTI-PURPOSE ROOM										
Internal Recovery - Administration	(972,238)	(972,238)	(1,221,810)	-	-	(1,221,810)	(1,275,240)	(1,301,370)	(1,328,040)	(1,355,250)
Internal Recovery - Maintenance	(2,290,503)	(2,290,503)	(2,398,800)	-	-	(2,398,800)	(2,451,600)	(2,504,550)	(2,558,670)	(2,613,960)
Internal Recovery - Programs Administration	(601,507)	(601,507)	(599,910)	-	-	(599,910)	(612,150)	(625,230)	(638,580)	(690,270)
OPERATING COSTS LESS INTERNAL RECOVERIES	**84,958**	**84,959**	**28,408**	**-**	**51,000**	**79,408**	**28,963**	**29,542**	**30,119**	**(7,331)**
FUNDING SOURCES (REVENUE)										
Other Income	(84,962)	(84,959)	(28,400)	-	(51,000)	(79,400)	(28,968)	(29,547)	(30,138)	(30,741)
TOTAL REVENUE	(84,962)	(84,959)	(28,400)	-	(51,000)	(79,400)	(28,968)	(29,547)	(30,138)	(30,741)
REQUISITION	**4**	**-**	**(8)**	**-**	**-**	**(8)**	**5**	**5**	**20**	**38,072**
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	24.85	24.85	24.85	0.00	0.00	24.85	24.85	24.85	24.85	24.85
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

*Amended Budget Bylaw #4366 (approved September 9, 2020) - Board Budget reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

PANORAMA RECREATION - ICE ARENA	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS										
Salaries and Wages	136,594	136,594	115,741	-	-	115,741	116,271	118,753	121,287	123,874
Internal Allocations - Administration	324,078	324,078	407,270	-	-	407,270	425,080	433,790	442,680	451,750
Internal Allocations - Maintenance	763,500	763,500	799,600	-	-	799,600	817,200	834,850	852,890	871,320
Internal Allocations - Program Administration	200,500	200,500	199,970	-	-	199,970	204,050	208,410	212,860	230,090
Operating - Supplies	14,500	14,500	36,078	-	-	36,078	36,800	37,535	38,286	39,052
Maintenance	36,593	36,593	46,156	-	-	46,156	47,079	48,021	48,981	49,961
Instructional Services and Travel	27,956	27,956	30,769	-	-	30,769	31,384	32,013	32,652	33,306
Contingency						-				
TOTAL OPERATING COSTS	**1,503,721**	**1,503,721**	**1,635,584**	**-**	**-**	**1,635,584**	**1,677,864**	**1,713,372**	**1,749,636**	**1,799,353**
Percentage Increase		0.0%	8.8%			8.8%	2.6%	2.1%	2.1%	2.8%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	71,723	-	-	71,723	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	-	-	102,801	-	-	102,801	102,801	205,602	205,602	205,602
TOTAL CAPITAL / RESERVES	**132,000**	**132,000**	**174,524**	**-**	**-**	**174,524**	**234,801**	**337,602**	**337,602**	**337,602**
DEBT CHARGES	73,188	73,188	90,958	-	-	90,958	241,001	241,001	241,001	241,001
TOTAL COSTS	**1,708,909**	**1,708,909**	**1,901,066**	**-**	**-**	**1,901,066**	**2,153,666**	**2,291,975**	**2,328,239**	**2,377,956**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(438,233)	(438,236)	(611,608)	-	-	(611,608)	(623,842)	(636,315)	(649,045)	(662,024)
TOTAL REVENUE	**(438,233)**	**(438,236)**	**(611,608)**	**-**	**-**	**(611,608)**	**(623,842)**	**(636,315)**	**(649,045)**	**(662,024)**
REQUISITION	**(1,270,676)**	**(1,270,673)**	**(1,289,458)**	**-**	**-**	**(1,289,458)**	**(1,529,824)**	**(1,655,660)**	**(1,679,194)**	**(1,715,932)**
Percentage Increase		0.0%	1.5%			1.5%	18.6%	8.2%	1.4%	2.2%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	25.64%		32.17%			32.17%	28.97%	27.76%	27.88%	27.84%
User Funding excluding debt%	26.79%		33.79%			33.79%	32.62%	31.03%	31.10%	30.98%

*Amended Budget Bylaw #4366 (approved September 9, 2020) - Board Budget reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

PANORAMA RECREATION - SWIMMING POOL	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS										
Salaries and Wages	361,441	361,441	354,742	-	-	354,742	358,481	365,944	373,561	381,337
Internal Allocations - Administration	324,080	324,080	407,270	-	-	407,270	425,080	433,790	442,680	451,750
Internal Allocations - Maintenance	763,503	763,503	799,600	-	-	799,600	817,200	834,850	852,890	871,320
Internal Allocations - Program Administration	200,500	200,500	199,970	-	-	199,970	204,050	208,410	212,860	230,090
Maintenance	45,800	45,800	65,990	-	-	65,990	67,310	68,656	70,029	71,430
Operating - Supplies	46,393	46,393	62,700	-	-	62,700	63,954	65,233	66,537	67,869
Instructional Services	5,899	5,899	9,401	-	-	9,401	9,589	9,782	9,977	10,176
Contingency						-				
TOTAL OPERATING COSTS	**1,747,616**	**1,747,616**	**1,899,673**	**-**	**-**	**1,899,673**	**1,945,664**	**1,986,665**	**2,028,534**	**2,083,972**
Percentage Increase		0.0%	8.7%			8.7%	2.4%	2.1%	2.1%	2.7%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	71,724	-	-	71,724	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	-	-	102,801	-	-	102,801	102,801	205,602	685,229	685,229
TOTAL CAPITAL / RESERVES	**132,000**	**132,000**	**174,525**	**-**	**-**	**174,525**	**234,801**	**337,602**	**817,229**	**817,229**
DEBT CHARGES	683,026	683,026	685,876	-	-	685,876	685,876	616,976	137,349	-
TOTAL COSTS	**2,562,642**	**2,562,642**	**2,760,074**	**-**	**-**	**2,760,074**	**2,866,341**	**2,941,243**	**2,983,112**	**2,901,201**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(305,897)	(305,897)	(333,882)	-	-	(333,882)	(340,503)	(347,256)	(354,144)	(361,169)
TOTAL REVENUE	**(305,897)**	**(305,897)**	**(333,882)**	**-**	**-**	**(333,882)**	**(340,503)**	**(347,256)**	**(354,144)**	**(361,169)**
REQUISITION	**(2,256,745)**	**(2,256,745)**	**(2,426,192)**	**-**	**-**	**(2,426,192)**	**(2,525,838)**	**(2,593,987)**	**(2,628,968)**	**(2,540,032)**
Percentage Increase		0.0%	7.5%			7.5%	4.1%	2.7%	1.3%	-3.4%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	11.94%		12.10%			12.10%	11.88%	11.81%	11.87%	12.45%
User Funding excluding debt%	16.27%		16.10%			16.10%	15.62%	14.94%	12.44%	12.45%

*Amended Budget Bylaw #4366 (approved September 9, 2020) - Board Budget reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
COMMUNITY RECREATION COSTS										
Salaries and Wages	947,906	947,906	1,093,612	-	-	1,093,612	1,105,010	1,128,026	1,151,519	1,175,501
Internal Allocations - Administration	324,080	324,080	407,270	-	-	407,270	425,080	433,790	442,680	451,750
Internal Allocations - Maintenance	763,500	763,500	799,600	-	-	799,600	817,200	834,850	852,890	871,320
Internal Allocations - Program Administration	200,507	200,507	199,970	-	-	199,970	204,050	208,410	212,860	230,090
Instructional Service	185,463	185,462	325,953	-	-	325,953	333,972	340,652	347,433	354,354
Operating - Supplies	125,441	125,441	121,183	-	-	121,183	124,136	127,165	130,266	133,446
Leasehold Improvements	97,000	97,000	85,296	-	-	85,296	86,202	87,126	88,068	89,029
TOTAL COMMUNITY RECREATION COSTS	**2,643,897**	**2,643,896**	**3,032,884**	**-**	**-**	**3,032,884**	**3,095,650**	**3,160,019**	**3,225,716**	**3,305,490**
Percentage Increase		0.0%	14.7%			14.7%	2.1%	2.1%	2.1%	2.5%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	71,723	-	-	71,723	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**132,000**	**132,000**	**71,723**	**-**	**-**	**71,723**	**132,000**	**132,000**	**132,000**	**132,000**
TOTAL COSTS	**2,775,897**	**2,775,896**	**3,104,607**	**-**	**-**	**3,104,607**	**3,227,650**	**3,292,019**	**3,357,716**	**3,437,490**
FUNDING SOURCES (REVENUE)										
Revenue - Community Recreation	(1,182,592)	(1,182,592)	(1,534,169)	-	-	(1,534,169)	(1,564,644)	(1,595,524)	(1,627,025)	(1,659,153)
Grants - Other	(16,000)	(16,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(1,198,592)**	**(1,198,592)**	**(1,534,169)**	**-**	**-**	**(1,534,169)**	**(1,564,644)**	**(1,595,524)**	**(1,627,025)**	**(1,659,153)**
REQUISITION	**(1,577,305)**	**(1,577,304)**	**(1,570,438)**	**-**	**-**	**(1,570,438)**	**(1,663,006)**	**(1,696,495)**	**(1,730,691)**	**(1,778,337)**
Percentage Increase		0.0%	-0.4%			-0.4%	5.9%	2.0%	2.0%	2.8%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	7.00	7.00	7.00	0.00	0.00	7.00	7.00	7.00	7.00	7.00
User Funding %	42.60%		49.42%			49.42%	48.48%	48.47%	48.46%	48.27%

*Amended Budget Bylaw #4366 (approved September 9, 2020) - Board Budget reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.44x Panorama Recreation		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$567,179	$3,669,179	$190,000	$70,000	$136,000	$250,000	$4,315,179
Equipment		E	$0	$499,600	$286,150	$180,500	$524,525	$613,069	$2,103,844
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$80,000	$103,600	$0	$0	$0	$183,600
Vehicles		V	$0	$468,000	$0	$26,000	$0	$0	$494,000
			$567,179	**$4,716,779**	**$579,750**	**$276,500**	**$660,525**	**$863,069**	**$7,096,623**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$567,179	$487,179	$80,000	$0	$0	$0	$567,179
Debenture Debt (New Debt Only)		Debt	$0	$1,753,000	$0	$0	$0	$0	$1,753,000
Equipment Replacement Fund		ERF	$0	$817,600	$286,150	$206,500	$374,525	$478,069	$2,162,844
Grants (Federal, Provincial)		Grant	$0	$750,000	$55,000	$0	$0	$0	$805,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$909,000	$158,600	$70,000	$286,000	$385,000	$1,808,600
			$567,179	**$4,716,779**	**$579,750**	**$276,500**	**$660,525**	**$863,069**	**$7,096,623**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.44x
Service Name: Panorama Recreation

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
15-01	Study	Inspection - asbestos inventory	Inspection - asbestos inventory	$20,925	B	Cap	$20,925	$20,925	$0	$0	$0	$0	$20,925
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	$350,000	B	Cap	$314,357	$314,357	$0	$0	$0	$0	$314,357
17-08	Renewal	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage	$85,000	B	Cap	$80,000	$0	$80,000	$0	$0	$0	$80,000
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	$150,000	E	Res	$0	$150,000	$0	$0	$0	$0	$150,000
18-03	Replacement	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	$112,000	B	Res	$0	$112,000	$0	$0	$0	$0	$112,000
18-08	New	Install Welcome Figure (Aboriginal Art) (grant)	Installation Welcome Figure at Panorama site	$15,000	S	Grant	$0	$15,000	$0	$0	$0	$0	$15,000
18-09	Replacement	Replace Weight room HVAC Air handling Unit	Replace Weight room HVAC Air handling Unit due to end of life	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
18-14	New	Install roof safety guide wires - arenas, tennis buildings	Install roof safety guide wires, arenas, tennis buildings for safety of workers	$168,000	B	Cap	$151,897	$151,897	$0	$0	$0	$0	$151,897
19-08	Replacement	Replace weight room (stretching area) HVAC	Replace weight room (stretching area) HVAC due to end of life	$9,000	B	Res	$0	$9,000	$0	$0	$0	$0	$9,000
19-09	Replacement	Replace Ice Resurfacer	Replace Ice Resurfacer on 5 year cycle	$209,000	V	ERF	$0	$209,000	$0	$0	$0	$0	$209,000
19-13	Renewal	Accessibility Upgrades	Upgrades throughout facility for increased accessibility	$20,000	B	Grant	$0	$20,000	$0	$0	$0	$0	$20,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant	$2,453,000	B	Debt	$0	$1,753,000	$0	$0	$0	$0	$1,753,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant		B	Grant	$0	$700,000	$0	$0	$0	$0	$700,000
20-06	Replacement	Replace Ice Resurfacer	Replace Ice Resurfacer on 5 year cycle	$209,000	V	ERF	$0	$209,000	$0	$0	$0	$0	$209,000
20-08	Renewal	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	$33,600	S	Res	$0	$0	$33,600	$0	$0	$0	$33,600
20-10	New	Level 3 Electric Vehicle charging station	Level 3 Electric car charging station in parking area	$65,000	S	Res	$0	$65,000	$0	$0	$0	$0	$65,000
20-10	New	Level 3 Electric Vehicle charging station	Level 3 Electric car charging station in parking area		S	Grant	$0	$0	$0	$0	$0	$0	$0
21-01	Renewal	Roof - Arena A, B & Tennis	Renewal Roof on both arenas and tennis building	$120,000	B	Res	$0	$120,000	$0	$0	$0	$0	$120,000
21-05	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$349,600	E	ERF	$0	$349,600	$0	$0	$0	$0	$349,600
21-06	Replacement	Vehicle Replacement (Club car)	Replace Club Car due to end of life	$12,000	V	ERF	$0	$12,000	$0	$0	$0	$0	$12,000
22-01	Replacement	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	$110,000	B	Res	$0	$0	$55,000	$0	$0	$0	$55,000
22-01	Replacement	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	$0	B	Grant	$0	$0	$55,000	$0	$0	$0	$55,000
22-02	Replacement	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life	$70,000	S	Res	$0	$0	$70,000	$0	$0	$0	$70,000
22-05	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$286,150	E	ERF	$0	$0	$286,150	$0	$0	$0	$286,150
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	$325,000	B	Res	$0	$310,000	$0	$0	$0	$0	$310,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)		B	Grant	$0	$15,000	$0	$0	$0	$0	$15,000
23-04	Replacement	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	$50,000	B	Res	$0	$0	$0	$50,000	$0	$0	$50,000
23-05	Replacement	Swirl pool boiler	Replace Swirl Pool boiler due to end of life	$30,000	E	ERF	$0	$0	$0	$30,000	$0	$0	$30,000
23-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$150,500	E	ERF	$0	$0	$0	$150,500	$0	$0	$150,500
23-07	Replacement	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	$38,000	V	ERF	$0	$38,000	$0	$0	$0	$0	$38,000
23-08	Replacement	Replace Utility trailer	Replace Utility trailer due to end of life	$15,000	V	ERF	$0	$0	$0	$15,000	$0	$0	$15,000
23-09	Replacement	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	$11,000	V	ERF	$0	$0	$0	$11,000	$0	$0	$11,000
23-13	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #2	$20,000	B	Res	$0	$0	$0	$20,000	$0	$0	$20,000
24-01	Replacement	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	$110,000	B	Res	$0	$0	$0	$0	$110,000	$0	$110,000
24-02	Replacement	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	$30,000	E	ERF	$0	$0	$0	$0	$30,000	$0	$30,000
24-03	Replacement	Tennis Ceiling/Wall insulation	Replace Tennis insulation due to end of life	$93,000	B	Res	$0	$93,000	$0	$0	$0	$0	$93,000
24-04	Replacement	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	$26,000	B	Res	$0	$0	$0	$0	$26,000	$0	$26,000
24-05	Replacement	Greenglade Playground	Replace Greenglade playground due to end of life	$150,000	E	Res	$0	$0	$0	$0	$150,000	$0	$150,000

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.44x
Service Name: Panorama Recreation

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
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Funding Source Codes (con't)
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STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
24-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$324,525	E	ERF	$0	$0	$0	$0	$324,525	$0	$324,525
24-07	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #1	$20,000	E	ERF	$0	$0	$0	$0	$20,000	$0	$20,000
25-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$418,069	E	ERF	$0	$0	$0	$0	$0	$418,069	$418,069
25-03	Renewal	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	$25,000	E	Res	$0	$0	$0	$0	$0	$25,000	$25,000
25-04	Replacement	Replace lap pool heater	replacement of lap pool heater	$50,000	E	Res	$0	$0	$0	$0	$0	$50,000	$50,000
25-05	Replacement	Replacement of underwater lighting	Replacement of undrewater lighting in pool	$50,000	B	Res	$0	$0	$0	$0	$0	$50,000	$50,000
25-06	Renewal	Re-tile pool	Re-tile pool	$200,000	B	Res	$0	$0	$0	$0	$0	$200,000	$200,000
25-07	Replacement	Replace heating sustem in tennis courts	Replace heating sustem in tennis courts	$60,000	E	Res	$0	$0	$0	$0	$0	$60,000	$60,000
25-09	Replacement	Phone system	upgrade main phone system	$60,000	E	ERF	$0	$0	$0	$0	$0	$60,000	$60,000
			GRAND TOTAL	**$7,132,444**			**$567,179**	**$4,716,779**	**$579,750**	**$276,500**	**$660,525**	**$863,069**	**$7,096,623**

Service: 1.44x **Panorama Recreation**

Proj. No.	15-01	**Capital Project Title**	Inspection - asbestos inventory	**Capital Project Description**	Inspection - asbestos inventory
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Absebestos Inventory has not been completed for Panorama Recreation and Greenglade Community Centre. Inventory inspection will limit the possibility associated with potential exposure risks*				

Proj. No.	17-04	**Capital Project Title**	Dessicant dehumidifier for Ice Plant	**Capital Project Description**	Replace Dessicant dehumidifier/socks for Ice Plant due to aging
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas *** 2019 Update*** awaiting energy recovery project approval. Current unit condition does not pose a high potential of failure in the 2019-2020 ice season ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding*				

Proj. No.	17-08	**Capital Project Title**	Arena concourse (lobby) roof	**Capital Project Description**	renew arena concourse (lobby) roof due to leakage
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	****2020 Update*** Roof is at end of life. Project on hold due until energy recovery project is complete as dehumification equipment will be relocated from this roof.*				

Proj. No.	18-02	**Capital Project Title**	Install Plant Maintenance SAP Program	**Capital Project Description**	Plant Maintenance SAP Program for PRC maintenance projects
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availablity and I.T. priorities change *** 2019 Update*** No change ***2020 Update*** No change*				

Service: 1.44x **Panorama Recreation**

Proj. No.	18-03	**Capital Project Title**	DDC Replacement (direct digital controls)	**Capital Project Description**	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation

Project Rationale *Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding*

Proj. No.	18-08	**Capital Project Title**	Install Welcome Figure (Aboriginal Art) (grant)	**Capital Project Description**	Installation Welcome Figure at Panorama site
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation

Project Rationale *The welcome figure is a proposed community project in partnership with two local aboriginal artists. The welcome figure would serve to welcome all of our community members into our facility.The project would include: purchase of supplies, two aboriginal artists providing carving and education sessions, community carving events, and unveiling event when project is complete. The budget was determined by working with the two aboriginal artists who have completed similar projects on the Peninsula. Total project cost estimated at $15,000. ***2020 Update*** No Update*

Proj. No.	18-09	**Capital Project Title**	Replace Weight room HVAC Air handling Unit	**Capital Project Description**	Replace Weight room HVAC Air handling Unit due to end of life
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation

Project Rationale *Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding*

Service: 1.44x Panorama Recreation

Proj. No.	18-14	**Capital Project Title**	Install roof safety guide wires - arenas, tennis buildings	**Capital Project Description**	Install roof safety guide wires, arenas, tennis buildings for safety of workers
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Install roof safety guide wires, arenas, tennis buildings for safety of workers*				

Proj. No.	19-08	**Capital Project Title**	Replace weight room (stretching area) HVAC	**Capital Project Description**	Replace weight room (stretching area) HVAC due to end of life
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*This project should directly follow energy recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding*				

Proj. No.	19-09	**Capital Project Title**	Replace Ice Resurfacer	**Capital Project Description**	Replace Ice Resurfacer on 5 year cycle
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*2014 Olympia ice resurfacer (A) replaced with electric model $209,000 (trade-in est. $30,000) *** 2020 Update*** both ice resurfacers will be put out for bid together ***2020 Update*** RFP for 2 machines (2019 funded and 2020 funded) Order placed for units $162,106.00 plus levies, fees and taxes per unit in addition to 32k and 30k trade ins. expected delivery of equipment Q3 2021*				

Proj. No.	19-13	**Capital Project Title**	Accessibility Upgrades	**Capital Project Description**	Upgrades throughout facility for increased accessibility
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Grant funded upgrades for accessibliites*				

Proj. No.	19-15	**Capital Project Title**	Heat Recovery Plant	**Capital Project Description**	Construct heat recovery plant
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Total Project Budget 2.8M. assumed 700k grant funded, dehumidifier replacement project (320k) and weight room HVAC (50k) all part of 2.453M. ***2020 Update*** project approved for $2.4M contingent on $700k grant funding. Also to ulitize remaining funding from projects 17-04 and 18-09*				

Service: 1.44x **Panorama Recreation**

Proj. No.	20-06	**Capital Project Title**	Replace Ice Resurfacer	**Capital Project Description**	Replace Ice Resurfacer on 5 year cycle
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*2015 Olympia ice resurfacer (A) replaced with electric model $209,000 (trade-in est. $30,000) *** 2020 Update*** unit going for bid at same time as 2019 unit *** 2020 Update*** both ice resurfacers will be put out for bid together ***2020 Update*** RFP for 2 machines (2019 funded and 2020 funded) Order placed for units $162,106.00 plus levies, fees and taxes per unit in addition to 32k and 30k trade ins. expected delivery of equipment Q3 2021*				

Proj. No.	20-08	**Capital Project Title**	Resurface/line painting (outdoor) Tennis courts	**Capital Project Description**	Resurface/line painting (outdoor) Tennis courts due to end of life
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*The indoor/outdoor tennis courts are repaired and repainted every 5 years. A quote has been obtained from Tomko Sports. Budget includes contingency, hazmat inspection and support. ***2019 Update*** awaiting Geotech assemsnet of the stability of the bank. resurfacing to take place after bank has been determined stable ***2020 Update*** bank assemsent showed movement of ground with no certain cause without investagative excavation and disruption to playing surface. Funding moved to 2022 while we investigate options for surface stabalization prior to resurfacing.*				

Proj. No.	20-10	**Capital Project Title**	Level 3 Electric Vehicle charging station	**Capital Project Description**	Level 3 Electric car charging station in parking area
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*level 3 charging stations. ***2020 Update*** Project ready to move when we find an appropriate grant*				

Proj. No.	21-01	**Capital Project Title**	Roof - Arena A, B & Tennis	**Capital Project Description**	Renewal Roof on both arenas and tennis building
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Install a protective coating over the existing metal structure providing an additional 15-20 years of extended service. Budget estimate from Facility Services. ***2019Update*** Project under review. Roof study found from 2017 identified work to be done to extend the life of roofs through traditional methods instead of applying a coating. Budget Price reduced to $120,000.00 ***2020 Update*** no foreseable hold ups*				

Service: 1.44x Panorama Recreation

Proj. No.	21-05	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Annual replacement of equipment in pooled account due to end of life cycle*				

Proj. No.	21-06	**Capital Project Title**	Vehicle Replacement (Club car)	**Capital Project Description**	Replace Club Car due to end of life
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Replacement of existing 2015 vehicle. Used on site, and is battery operated*				

Proj. No.	22-01	**Capital Project Title**	Replace Arena B rubber flooring	**Capital Project Description**	Replace Arena B rubber flooring due to end of life
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Replacement of Arena B corridors and dressing room floors. Flooring is in need of replacement due to old age and continued patching of the high traffic areas. ***2019 Update*** Flooring in fair condition. Patching from Operation budget and move replacement to 2024 ***2020 Update*** Moved project into 2022 and added 50% grant funding requirement*				

Proj. No.	22-02	**Capital Project Title**	Replace Daktronic/Electronic Road Sign	**Capital Project Description**	Replace Daktronic/Electronic Road Sign due to end of life
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Replacement of existing Electric Road Signage due to end of life*				

Proj. No.	22-05	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Annual replacement of equipment in pooled account due to end of life cycle*				

Service: 1.44x Panorama Recreation

Proj. No.	23-01	**Capital Project Title**	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	**Capital Project Description**	Change lighting in all areas to LED (other than Tennis bldg)
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	****2020 Update*** Pooled LED conversion projects from multiple years*				

Proj. No.	23-04	**Capital Project Title**	Replace Fitness Studio HVAC	**Capital Project Description**	Replace Fitness Studio HVAC due to end of life
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*End of Life*				

Proj. No.	23-05	**Capital Project Title**	Swirl pool boiler	**Capital Project Description**	Replace Swirl Pool boiler due to end of life
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	****2020 Update*** boiler nearing end of life*				

Proj. No.	23-06	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Annual replacement of equipment in pooled account due to end of life cycle*				

Proj. No.	23-07	**Capital Project Title**	Replace Chevrolet Passenger car	**Capital Project Description**	Replace Chevrolet Passenger car due to end of life
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*end of lifecycle ***2019 update*** project moved to 2021, for electification*				

Service: 1.44x Panorama Recreation

Proj. No.	23-08	**Capital Project Title**	Replace Utility trailer	**Capital Project Description**	Replace Utility trailer due to end of life
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*end of lifecycle, lowered ramp access trailer required*				

Proj. No.	23-09	**Capital Project Title**	Replace Play in the Park Trailer	**Capital Project Description**	Replace Play in the Park Trailer due to end of life
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assemsment shows life still remains. Usage has reduced due to COVID19*				

Proj. No.	23-13	**Capital Project Title**	Overhead Doors Olympia bay - auto	**Capital Project Description**	replacement of automatic overhead doors to ice resurfacer bay #2
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Replace due to end of life cycle*				

Proj. No.	24-01	**Capital Project Title**	Arena A&B insulation	**Capital Project Description**	Replace and install insulation Arena A&B ceiling and walls due to end of life
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*end of lifecycle and Increase building efficiency*				

Proj. No.	24-02	**Capital Project Title**	Arena Lobby HVAC	**Capital Project Description**	Replace Arena Lobby HVAC due to end of life
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*replace arena lobby HVAC replacement due to end of life*				

Service: 1.44x **Panorama Recreation**

Proj. No.	24-03	**Capital Project Title**	Tennis Ceiling/Wall insulation	**Capital Project Description**	Replace Tennis insulation due to end of life
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*End of lifecycle and improve building efficiency ***2020 Update*** moved to 2021*				

Proj. No.	24-04	**Capital Project Title**	Refinish indoor tennis surface	**Capital Project Description**	Refinish indoor tennis surface due to end of life
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Refinish indoor tennis surface due to end of life*				

Proj. No.	24-05	**Capital Project Title**	Greenglade Playground	**Capital Project Description**	Replace Greenglade playground due to end of life
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*replace Greenglade Playground due to end of life. Project should be candidate for substantial grant funding*				

Proj. No.	24-06	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Annual replacement of equipment in pooled account due to end of life cycle*				

Proj. No.	24-07	**Capital Project Title**	Overhead Doors Olympia bay - auto	**Capital Project Description**	replacement of automatic overhead doors to ice resurfacer bay #1
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*****2020 Update***** *replacement due to end of life cycle*				

Service: 1.44x Panorama Recreation

Proj. No.	25-01	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Annual replacement of equipment in pooled account due to end of life cycle*				

Proj. No.	25-03	**Capital Project Title**	Rebuild ice plant compressor	**Capital Project Description**	rebuild ice plant compressors #1 & #2
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*2 screw compressor rebuilds*				

Proj. No.	25-04	**Capital Project Title**	Replace lap pool heater	**Capital Project Description**	replacement of lap pool heater
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*replace boilers for back up pool heat due to end of life cycle*				

Proj. No.	25-05	**Capital Project Title**	Replacement of underwater lighting	**Capital Project Description**	Replacement of undrewater lighting in pool
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*replace due to end of life cycle*				

Proj. No.	25-06	**Capital Project Title**	Re-tile pool	**Capital Project Description**	Re-tile pool
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*replace pool tile liner due to end of life*				

Service: **1.44x** **Panorama Recreation**

Proj. No.	25-07	**Capital Project Title**	Replace heating sustem in tennis courts	**Capital Project Description**	Replace heating sustem in tennis courts
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	****2020 Update*** replace gas fired heaters in tennis if needed after energy recovery project*				

1.44X Panorama Recreation
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	45,302	54,255	60,425	17,230	25,191	33,311	41,594
Planned Purchase	-	-	(51,000)	-	-	-	-
Transfer from Ops Budget	7,575	5,370	7,805	7,961	8,120	8,283	8,448
Interest Income*	1,378	800					
Total projected year end balance	**54,255**	**60,425**	**17,230**	**25,191**	**33,311**	**41,594**	**50,042**

Assumptions/Background:

2021: 51K for 2021-2025 Panorama Recreation Strategic Planning Cost

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panaroama Recreation
Asset and Reserve Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

Saanich Peninsula Recreation

Assets held by the Panaroama Recreation service consist of pools, arenas, administration building, courts (request, squash and tennis) and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary Projected year end balance	Actual	Est. Actual	Budget				
	2019	2020	2021	2022	2023	2024	2025
Capital Reserve	3,081,888	2,786,888	2,083,490	2,130,492	2,471,696	3,076,527	3,582,358
Equipment Replacement Fund	625,006	686,686	84,256	194,106	383,606	405,081	323,012
Total projected year end balance	**3,706,894**	**3,473,574**	**2,167,746**	**2,324,598**	**2,855,302**	**3,481,608**	**3,905,370**

1.44X Panorama Recreation
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.44X Saanich Peninsula Recreation Service Capital Reserve Fund (Bylaw No. 3038)

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Actual	Est. Actual	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	2,047,645	3,081,888	2,786,888	2,083,490	2,130,492	2,471,696	3,076,527
Planned Capital Expenditure (Based on Capital Plan)	(36,500)	(343,000)	(909,000)	(158,600)	(70,000)	(286,000)	(385,000)
Transfer from Operating Budget*	1,003,333	-	205,602	205,602	411,204	890,831	890,831
Donations $ other Sponsorships							
Interest Income**	67,411	48,000	-	-	-	-	-
Ending Balance $	**3,081,888**	**2,786,888**	**2,083,490**	**2,130,492**	**2,471,696**	**3,076,527**	**3,582,358**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panaroama Recreation
Equipment Replacement Fund Schedule (ERF)
2021 - 2025 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.44X Saanich Peninsula Recreation Service Equipment Replacement Fund

Equipment Replacement Fund	Actual	Est. Actual	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	448,236	625,006	686,686	84,256	194,106	383,606	405,081
Planned Purchase (Based on Capital Plan)	(227,421)	(348,000)	(817,600)	(286,150)	(206,500)	(374,525)	(478,069)
Transfer to Capital Fund							
Transfer from Operating Budget	396,000	396,000	215,170	396,000	396,000	396,000	396,000
Equipment and Vehicle Disposal Proceeds	247	5,735					
Interest Income*	7,945	7,945					
Ending Balance $	**625,006**	**686,686**	**84,256**	**194,106**	**383,606**	**405,081**	**323,012**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

SEAPARC

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation **Commission:** Sooke Electoral Area Parks & Rec

DEFINITION:

The service provides recreation programs and facilities under the authority of Bylaw No. 4029. This Bylaw No. 4029 was established in order to combine two Sooke and Electoral Area recreation services formerly operating under Bylaw No.152 and No.2598 respectively. Bylaw No.4029 merges the naximum requisitions from the former bylaw No.152 and No.2598 into one.

Bylaw history for reference purposes:

Bylaw No. 4029 (July 13, 2016; replaces Bylaw No. 152 and Bylaw No. 2598)

Bylaw No. 152 (November 28, 1973); Amended Bylaw No. 195 (1975), Bylaw No. 338 (1977), Bylaw No. 412 (1977), Bylaw No. 1073 (1982), Bylaw No. 1558 (1987) and Bylaw No. 3344 (2006).

Bylaw No. 2598 (June, 1998); Amended by Bylaw No. 3345 (2006).

SERVICE DESCRIPTION:

A service established to provide recreational community programs, to construct, equip, operate and maintain recreation facilities including but not necessarily limited to the ice arena, the swimmig pool, the golf course and mutil-purpose/community use rooms, and to authorize acquisition of recreation-related real property.

PARTICIPATION:

The District of Sooke and the Electoral Area of Juan de Fuca are the participating area for this service. Cost appointment is 100% by population.

MAXIMUM LEVY:

The greater of $5,158,000 or $1.60/$1000 on the net taxable value of land and improvements.

COMMISSION:

Sooke and Electoral Area Parks and Recreation Commission
Established by bylaw to oversee this function. (Bylaw No. 2788 - April 2000, Amended by Bylaw No. 3242 - 2004 & Bylaw No. 3416 - 2007).

CAPITAL DEBT:

Bylaw No. 4052 - $750,000 (for DeMamiel Golf Course Acquisition, $750,000 issued).

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation **Commission: Sooke Electoral Area Parks & Rec**

LEVY STATISTICS

Area	Year	Folios	Converted Assessment	Actual Assessment	Max. Levy	Actual Levy	Residential Tax Rate /1000
District of Sooke	2015	5,628	220,361,793	1,990,807,790		1,925,978	
JDF-Sooke Rec - Y(762) SRVA # 52	2015	3,099	132,757,425	1,093,055,460		631,312	
Summary	**2015**	**8,727**	**353,119,218**	**3,083,863,250**	**4,934,181**	**2,557,290**	
District of Sooke	2016	5,744	228,344,465	2,065,069,242		1,963,697	
JDF-Sooke Rec - Y(762) SRVA # 52	2016	3,125	139,989,660	1,147,296,930		644,883	
Summary	**2016**	**8,869**	**368,334,125**	**3,212,366,172**	**5,139,786**	**2,608,580**	
District of Sooke	2017	5,788	250,004,193	2,271,057,095		2,009,817	
JDF-Sooke Rec - Y(762) SRVA # 52	2017	3,136	153,100,410	1,259,577,981		657,933	
Summary	**2017**	**8,924**	**403,104,603**	**3,530,635,076**	**5,649,016**	**2,667,750**	
District of Sooke	2018	5,917	294,839,286	2,702,811,506		2,014,506	
JDF-Sooke Rec - Y(762) SRVA # 52	2018	3,185	173,538,125	1,425,245,746		653,484	
Summary	**2018**	**9,102**	**468,377,411**	**4,128,057,252**	**6,604,892**	**2,667,990**	
District of Sooke	2019	6,101	333,993,462	3,065,742,528		2,089,177	
JDF-Sooke Rec - Y(762) SRVA # 52	2019	3,215	196,338,432	1,614,823,137		680,332	
Summary	**2019**	**9,316**	**530,331,894**	**4,680,565,665**	**7,488,905**	**2,769,509**	
District of Sooke	2020	6,234	353,006,866	3,230,727,435		2,159,679	
JDF-Sooke Rec - Y(762) SRVA # 52	2020	3,245	209,766,738	1,733,273,570		700,197	
Summary	**2020**	**9,479**	**562,773,604**	**4,964,001,005**	**7,942,402**	**2,859,876**	

Change in Budget 2020 to 2021 Service: 1.40X SEAPARC	Total Expenditure	Comments
2020 Budget	**3,557,036**	
Change in Salaries:		
Base salary change	21,880	Inclusive of collective agreement changes
Step Increase/paygrade change	2,922	
Increased auxiliary wages	53,771	Partial return of programming positions compared to 2020
Total Change in Salaries	78,573	
Other Changes:		
Internal allocations	37,950	
Utilities	20,167	Partial return of service programming, following 2020 closure period
Other operating costs	(9,632)	
Total Other Changes	48,485	
2021 Budget	**3,684,094**	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

The 2020 budget as amended for the effect of COVID-19, the 2021 budget continues to be based on the limited service levels that can be provided givien the health and safety conditions existing during the pandemic.

SEAPARC - ALL SERVICE AREAS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	2,042,409	2,064,590	2,120,982	-	-	2,120,982	2,304,848	2,353,569	2,403,315	2,454,290
Electricity & Utilities	214,570	215,030	234,737	-	-	234,737	239,431	244,221	249,106	254,088
Operating Supplies & Promotion	218,301	201,440	204,798	-	-	204,798	208,893	214,191	218,471	222,841
Maintenance and Repairs	160,680	167,310	176,910	-	-	176,910	180,448	184,055	187,739	191,494
Internal Allocations	208,140	208,140	245,509	-	-	245,509	252,737	257,792	262,948	268,208
Contract for Services	56,120	41,820	52,050	-	-	52,050	53,092	54,153	55,236	56,340
Vehicles and Travel	26,960	19,800	26,600	-	-	26,600	27,132	27,674	28,227	28,791
Operating - Other	65,450	50,950	57,432	-	-	57,432	58,581	59,751	60,946	62,163
Insurance Cost	25,290	25,290	25,950	-	-	25,950	26,460	26,980	28,060	28,060
Contingency	20,000	-	20,000	-	-	20,000	20,400	20,808	21,224	21,648
TOTAL OPERATING COSTS	**3,037,920**	**2,994,370**	**3,164,968**	**-**	**-**	**3,164,968**	**3,372,022**	**3,443,194**	**3,515,272**	**3,587,923**
Percentage increase over prior year		-1.4%	4.18%			4.18%	6.54%	2.1%	2.1%	2.1%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	-	-
Transfer to Capital Reserve Fund	320,000	385,419	320,000	-	-	320,000	320,000	330,000	340,000	340,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	95,000	95,000	100,000	100,000
Capital Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**415,000**	**480,419**	**415,000**	**-**	**-**	**415,000**	**420,000**	**430,000**	**440,000**	**440,000**
		15.8%	0.00%			0.00%	1.20%	2.4%	2.3%	0.0%
DEBT CHARGES	104,116	104,120	104,126	-	-	104,126	104,126	104,126	104,126	54,126
TOTAL COSTS	**3,557,036**	**3,578,909**	**3,684,094**	**-**	**-**	**3,684,094**	**3,896,148**	**3,977,320**	**4,059,398**	**4,082,049**
FUNDING SOURCES (REVENUE)										
Balance C/F from Current to Next year										
Balance C/F from Prior to Current year						-				
Fee Income	(455,631)	(466,990)	(486,780)	-	-	(486,780)	(496,517)	(506,446)	(516,575)	(526,906)
Rental Income	(236,486)	(247,000)	(275,140)	-	-	(275,140)	(280,643)	(286,255)	(291,981)	(297,821)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	(5,043)	(5,043)	(5,043)	-	-	(5,043)	(5,043)	(5,043)	(5,043)	(5,043)
TOTAL REVENUE	(697,160)	(719,033)	(766,963)	-	-	(766,963)	(782,203)	(797,744)	(813,599)	(829,770)
			10.01%			10.01%	1.99%	2.0%	2.0%	2.0%
REQUISITION	**(2,859,876)**	**(2,859,876)**	**(2,917,131)**	**-**	**-**	**(2,917,131)**	**(3,113,945)**	**(3,179,576)**	**(3,245,799)**	**(3,252,279)**
Percentage increase over prior year requisition			2.00%			2.00%	6.75%	2.11%	2.08%	0.20%
PARTICIPANTS: Sooke and JDF										
AUTHORIZED POSITIONS:										
Salaried	18.60	18.60	18.60	0.50	-	19.10	19.10	19.10	19.10	19.10

* Amended Budget (approved September 9, 2020) - Budget amendment reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

SEAPARC - ALL SERVICE AREAS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS										
Arena	987,130	967,910	1,036,296	-	-	1,036,296	1,064,781	1,086,717	1,109,707	1,132,139
Golf Course	118,630	118,630	118,183	-	-	118,183	120,044	122,549	125,108	127,724
Community Recreation	518,840	497,320	608,810	-	-	608,810	624,221	638,363	651,565	665,075
Fitness Gym	109,340	109,340	99,440	-	-	99,440	149,226	152,372	155,588	158,877
Outdoor Facilities	33,150	33,150	38,960	-	-	38,960	36,737	37,497	38,272	39,061
Multi-Purpose Rooms	39,540	39,540	37,869	-	-	37,869	38,503	39,514	40,314	41,097
Concession	21,200	21,200	4,840	-	-	4,840	4,937	5,035	5,135	5,238
Pool	1,212,710	1,209,900	1,223,240	-	-	1,223,240	1,333,573	1,361,148	1,389,583	1,418,712
Port Renfrew						-				
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATION AND OVERHEAD COSTS	**3,040,540**	**2,996,990**	**3,167,638**	**-**	**-**	**3,167,638**	**3,372,022**	**3,443,195**	**3,515,272**	**3,587,923**
*Percentage increase over prior year			4.18%			4.18%	6.45%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	320,000	385,419	320,000	-	-	320,000	320,000	330,000	340,000	340,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	95,000	95,000	100,000	100,000
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	-	-
TOTAL CAPITAL/RESERVES	**415,000**	**480,419**	**415,000**	**-**	**-**	**415,000**	**420,000**	**430,000**	**440,000**	**440,000**
DEBT CHARGES										
Fitness Gym	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	-
Golf Course	54,116	54,120	54,126	-	-	54,126	54,126	54,126	54,126	54,126
TOTAL OPERATING, CAPITAL AND DEBT COSTS	**3,559,656**	**3,581,529**	**3,686,764**	**-**	**-**	**3,686,764**	**3,896,148**	**3,977,321**	**4,059,398**	**4,082,049**
FUNDING SOURCES (REVENUE)										
Arena	(234,356)	(244,870)	(282,000)	-	-	(282,000)	(284,917)	(290,615)	(296,427)	(302,356)
Golf Course	(123,400)	(123,400)	(126,530)	-	-	(126,530)	(129,061)	(131,642)	(134,275)	(136,961)
Community Recreation	(153,660)	(153,660)	(166,860)	-	-	(166,860)	(170,198)	(173,601)	(177,074)	(180,616)
Outdoor Facilities						-				
Fitness Gym	(50,000)	(50,000)	(96,800)	-	-	(96,800)	(98,736)	(100,711)	(102,725)	(104,779)
Mult-Purpose Rooms	(4,500)	(4,500)	(1,100)	-	-	(1,100)	(1,122)	(1,144)	(1,167)	(1,190)
Concession	(17,600)	(17,600)	(5,100)	-	-	(5,100)	(5,202)	(5,306)	(5,412)	(5,520)
Pool	(111,221)	(122,580)	(86,200)	-	-	(86,200)	(87,924)	(89,682)	(91,476)	(93,305)
TOTAL REVENUE	**(694,737)**	**(716,610)**	**(764,590)**	**-**	**-**	**(764,590)**	**(777,160)**	**(792,701)**	**(808,556)**	**(824,727)**
Balance C/F from current to Next Year	-		-	-		-	-	-	-	-
Grants in lieu of Taxes	(5,043)	(5,043)	(5,043)	-	-	(5,043)	(5,043)	(5,043)	(5,043)	(5,043)
REQUISITION	**(2,859,876)**	**(2,859,876)**	**(2,917,131)**	**-**	**-**	**(2,917,131)**	**(3,113,945)**	**(3,179,577)**	**(3,245,799)**	**(3,252,279)**
*Percentage increase over prior year requisition		0.0%	2.00%			2.00%	6.75%	2.11%	2.08%	0.20%
PARTICIPANTS: District of Sooke, Sooke Recreation SA #6										
AUTHORIZED POSITIONS:										
Salaried	18.60	18.60	18.60	0.50	-	19.10	19.10	19.10	19.10	19.10

* Amended Budget (approved September 9, 2020) - Budget amendment reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS - ARENA										
Salaries and Wages	125,000	125,000	132,721	-	-	132,721	135,375	138,082	140,844	143,661
Internal Allocations - Maintenance	263,540	263,540	268,210	-	-	268,210	268,982	274,763	280,667	286,697
Internal Allocations - Operations	268,510	263,290	273,365	-	-	273,365	291,192	297,266	303,517	309,970
Utility	88,330	88,330	94,757	-	-	94,757	96,652	98,585	100,557	102,568
Other Internal Allocations & Insurance	145,010	145,010	168,145	-	-	168,145	171,499	174,920	178,958	181,976
Maintenance & Operating Supplies	86,740	82,740	89,098	-	-	89,098	90,881	92,697	94,552	96,443
Contingency	10,000	-	10,000	-	-	10,000	10,200	10,404	10,612	10,824
	987,130	**967,910**	**1,036,296**	**-**	**-**	**1,036,296**	**1,064,781**	**1,086,717**	**1,109,707**	**1,132,139**
OPERATING COSTS - GOLF COURSE										
Salaries and Wages	54,570	54,570	55,123	-	-	55,123	55,413	56,594	57,798	59,029
Internal Allocations - Maintenance	12,740	12,740	14,010	-	-	14,010	14,050	14,352	14,661	14,976
Internal Allocations - Operations	11,930	11,930	12,160	-	-	12,160	12,953	13,223	13,501	13,788
Utility	4,000	4,000	4,200	-	-	4,200	4,284	4,370	4,457	4,546
Maintenance & Supplies & Operating Cost	35,390	35,390	32,690	-	-	32,690	33,344	34,010	34,691	35,385
	118,630	**118,630**	**118,183**	**-**	**-**	**118,183**	**120,044**	**122,549**	**125,108**	**127,724**
OPERATING COSTS - RECREATION PROGRAMS										
Salaries and Wages	305,950	305,950	387,298	-	-	387,298	392,274	400,495	408,753	417,182
Internal Allocations - Maintenance	19,540	19,540	19,930	-	-	19,930	19,987	20,417	20,856	21,304
Internal Allocations - Operations	136,350	131,130	140,380	-	-	140,380	149,534	152,654	155,864	159,177
Operating Other	57,000	40,700	61,202	-	-	61,202	62,426	64,797	66,092	67,412
Contingency	-	-	-	-	-	-	-	-	-	-
	518,840	**497,320**	**608,810**	**-**	**-**	**608,810**	**624,221**	**638,363**	**651,565**	**665,075**
OPERATING COSTS - FITNESS GYM										
Salaries and Wages	40,000	40,000	22,000	-	-	22,000	70,101	71,577	73,084	74,622
Internal Allocations - Maintenance	44,340	44,340	45,900	-	-	45,900	46,032	47,021	48,032	49,064
Internal Allocations - Operations	20,000	20,000	20,400	-	-	20,400	21,730	22,184	22,650	23,132
Operating Other	5,000	5,000	11,140	-	-	11,140	11,363	11,590	11,822	12,059
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
	109,340	**109,340**	**99,440**	**-**	**-**	**99,440**	**149,226**	**152,372**	**155,588**	**158,877**

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OUTDOOR FACILITIES	**33,150**	**33,150**	**38,960**	**-**	**-**	**38,960**	**36,737**	**37,497**	**38,272**	**39,061**
MULTI-PURPOSE ROOMS	**39,540**	**39,540**	**37,869**	**-**	**-**	**37,869**	**38,503**	**39,514**	**40,314**	**41,097**
CONCESSION	**21,200**	**21,200**	**4,840**	**-**	**-**	**4,840**	**4,937**	**5,035**	**5,135**	**5,238**
TOTAL OPERATING COSTS	**1,827,830**	**1,787,090**	**1,944,398**	**-**	**-**	**1,944,398**	**2,038,449**	**2,082,047**	**2,125,689**	**2,169,211**
Percentage Increase		-2.2%	6.38%			6.38%	4.8%	2.1%	2.1%	2.0%
CAPITAL / RESERVE										
Transfer to Capital Reserve fund	320,000	320,000	320,000	-	-	320,000	320,000	330,000	340,000	340,000
Transfer to Equipment Replacement Fund	90,000	90,000	90,000	-	-	90,000	95,000	95,000	100,000	100,000
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	-	-
TOTAL CAPITAL / RESERVES	**415,000**	**415,000**	**415,000**	**-**	**-**	**415,000**	**420,000**	**430,000**	**440,000**	**440,000**
Golf Debt	54,116	54,120	54,126	-	-	54,126	54,126	54,126	54,126	54,126
Fitness Gym Debt	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	-
DEBT CHARGES	**104,116**	**104,120**	**104,126**	**-**	**-**	**104,126**	**104,126**	**104,126**	**104,126**	**54,126**
TOTAL COSTS RECREATION SERVICES	**2,346,946**	**2,306,210**	**2,463,524**	**-**	**-**	**2,463,524**	**2,562,575**	**2,616,173**	**2,669,815**	**2,663,337**
OPERATION AND OVERHEAD COSTS										
Salaries and Wages	461,300	461,300	473,410	-	-	473,410	515,219	526,179	537,504	549,252
Internal Allocations	50,230	50,230	58,349	-	-	58,349	59,496	60,686	61,901	63,140
Internet Services & Telephone	34,110	34,110	33,700	-	-	33,700	34,374	35,062	35,763	36,479
Advertising	70,240	70,240	66,560	-	-	66,560	67,891	69,249	70,633	72,046
Travel, Training & Consultants	28,010	19,120	23,640	-	-	23,640	24,113	24,594	25,086	25,587
Operating - Other	60,330	53,560	59,180	-	-	59,180	60,362	61,568	62,798	64,055
TOTAL OPERATION AND OVERHEAD COSTS	**704,220**	**688,560**	**714,839**	**-**	**-**	**714,839**	**761,455**	**777,338**	**793,685**	**810,559**
MAINTENANCE COSTS - SALARIES	**730,570**	**730,570**	**742,420**	**-**	**-**	**742,420**	**744,558**	**760,559**	**776,902**	**793,594**
TOTAL OVERHEAD & MAINTENANCE COSTS	**1,434,790**	**1,419,130**	**1,457,259**	**-**	**-**	**1,457,259**	**1,506,013**	**1,537,897**	**1,570,587**	**1,604,153**
Internal Recovery - Operations	(704,220)	(688,560)	(714,839)	-	-	(714,839)	(761,455)	(777,338)	(793,685)	(810,559)
Internal Recovery - Maintenance	(730,570)	(730,570)	(742,420)	-	-	(742,420)	(744,558)	(760,559)	(776,902)	(793,594)
OPERATING COSTS LESS INTERNAL RECOVERIES	**2,346,946**	**2,306,210**	**2,463,524**	**-**	**-**	**2,463,524**	**2,562,575**	**2,616,173**	**2,669,815**	**2,663,337**

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
FUNDING SOURCES (REVENUE)										
Arena - Fee Charges	(29,600)	(29,600)	(32,040)	-	-	(32,040)	(32,681)	(33,335)	(34,001)	(34,681)
Arena - Rental Income	(204,756)	(215,270)	(249,960)	-	-	(249,960)	(252,236)	(257,280)	(262,426)	(267,675)
Golf Course - Fee Charges	(100,200)	(100,200)	(102,040)	-	-	(102,040)	(104,081)	(106,163)	(108,287)	(110,453)
Golf Course - Rental and Sales Income	(23,200)	(23,200)	(24,490)	-	-	(24,490)	(24,980)	(25,479)	(25,988)	(26,508)
Recreation - Fee Charges	(152,500)	(152,500)	(165,780)	-	-	(165,780)	(169,096)	(172,477)	(175,928)	(179,447)
Recreation - Other Misc Income	(1,160)	(1,160)	(1,080)	-	-	(1,080)	(1,102)	(1,124)	(1,146)	(1,169)
Fitness Gym - Fee Charges	(50,000)	(50,000)	(96,800)	-	-	(96,800)	(98,736)	(100,711)	(102,725)	(104,779)
Multi-Purpose Room - Rental Income	(4,500)	(4,500)	(1,100)	-	-	(1,100)	(1,122)	(1,144)	(1,167)	(1,190)
Concession - Sales and Commissions	(17,600)	(17,600)	(5,100)	-	-	(5,100)	(5,202)	(5,306)	(5,412)	(5,520)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(583,516)	(594,030)	(678,390)	-	-	(678,390)	(689,236)	(703,019)	(717,080)	(731,422)
REQUISITION & PILT	**(1,763,430)**	**(1,712,180)**	**(1,785,134)**	**-**	**-**	**(1,785,134)**	**(1,873,339)**	**(1,913,154)**	**(1,952,735)**	**(1,931,915)**
Percentage Increase		-2.9%	1.23%			1.23%	4.9%	2.1%	2.1%	-1.1%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	15.45	15.45	15.45	0.00	0.00	15.45	15.45	15.45	15.45	15.45

* Amended Budget (approved September 9, 2020) - Budget amendment reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

SEAPARC - SWIMMING POOL	2020 BOARD BUDGET*	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATION COSTS										
Salaries and Wages	317,819	340,000	303,810	-	-	303,810	387,624	395,714	403,973	412,404
Internal Allocations - Maintenance	345,920	345,920	351,380	-	-	351,380	352,394	359,770	367,539	375,513
Internal Allocations - Operations	260,180	254,960	261,135	-	-	261,135	278,164	283,966	289,938	296,102
Utility	121,640	122,100	135,160	-	-	135,160	137,863	140,621	143,434	146,303
Operating - Supplies	69,591	52,730	60,790	-	-	60,790	62,006	63,245	64,510	65,798
Other Internal Allocations & Insurance	38,190	38,190	44,965	-	-	44,965	48,202	49,166	50,149	51,152
Maintenance	49,370	56,000	56,000	-	-	56,000	57,120	58,262	59,428	60,616
Contingency	10,000	-	10,000	-	-	10,000	10,200	10,404	10,612	10,824
TOTAL OPERATING COSTS	**1,212,710**	**1,209,900**	**1,223,240**	**-**	**-**	**1,223,240**	**1,333,573**	**1,361,148**	**1,389,583**	**1,418,712**
*Percentage Increase		-0.2%	0.87%			0.87%				
TOTAL COSTS	**1,212,710**	**1,209,900**	**1,223,240**	**-**	**-**	**1,223,240**	**1,333,573**	**1,361,148**	**1,389,583**	**1,418,712**
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECO	**1,212,710**	**1,209,900**	**1,223,240**	**-**	**-**	**1,223,240**	**1,333,573**	**1,361,148**	**1,389,583**	**1,418,712**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(97,641)	(109,000)	(80,100)	-	-	(80,100)	(81,702)	(83,336)	(85,003)	(86,703)
Other Income	(4,580)	(4,580)	(1,100)	-	-	(1,100)	(1,122)	(1,144)	(1,167)	(1,190)
Rental Income	(9,000)	(9,000)	(5,000)	-	-	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
TOTAL REVENUE	(111,221)	(122,580)	(86,200)	-	-	(86,200)	(87,924)	(89,682)	(91,476)	(93,305)
REQUISITION & PILT	**(1,101,489)**	**(1,087,320)**	**(1,137,040)**	**-**	**-**	**(1,137,040)**	**(1,245,649)**	**(1,271,466)**	**(1,298,107)**	**(1,325,407)**
Percentage Increase		-1.3%	3.23%			3.23%	9.6%	2.1%	2.1%	2.1%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	3.15	3.15	3.15	0.50	0.00	3.65	3.65	3.65	3.65	3.65

* Amended Budget (approved September 9, 2020) - Budget amendment reflects the 2020 closure of the centre from mid March to June, and the reduced service levels as a result of COVID-19.

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.40X SEAPARC		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$400,000	$424,500	$330,000	$0	$200,000	$0	$954,500
Equipment		E	$18,500	$266,700	$118,700	$116,000	$66,000	$0	$567,400
Land		L	$0	$0	$0	$0	$500,000	$0	$500,000
Engineered Structures		S	$25,000	$35,000	$0	$1,000,000	$0	$200,000	$1,235,000
Vehicles		V	$0	$0	$30,000	$30,000	$0	$0	$60,000
			$443,500	**$726,200**	**$478,700**	**$1,146,000**	**$766,000**	**$200,000**	**$3,316,900**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$37,000	$37,000	$0	$0	$0	$0	$37,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$500,000	$0	$500,000
Equipment Replacement Fund		ERF	$6,500	$89,700	$93,700	$66,000	$66,000	$0	$315,400
Grants (Federal, Provincial)		Grant	$400,000	$470,000	$0	$750,000	$0	$0	$1,220,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$129,500	$385,000	$330,000	$200,000	$200,000	$1,244,500
			$443,500	**$726,200**	**$478,700**	**$1,146,000**	**$766,000**	**$200,000**	**$3,316,900**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.40X
Service Name: SEAPARC

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

R FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
16-02	Renewal	Building Renewal	Building assessment and repairs	$189,000	B	Res	$0	$0	$130,000	$0	$0	$0	$130,000
17-06	Replacement	Mechanical Equipment	Replacement of pumps/motors/electrical/hvac	N/A	E	ERF	$0	$25,000	$20,000	$30,000	$30,000	$0	$105,000
17-08	Replacement	Computer Replacement	Replacement of computers	N/A	E	ERF	$0	$7,200	$2,700	$0	$0	$0	$9,900
18-01	Replacement	Pool Lectronator System	Replacement of lectronator system	N/A	E	ERF	$0	$6,000	$6,000	$6,000	$6,000	$0	$24,000
18-02	Replacement	Pool Tile Re-Grout	Replacement pool tile grout	$19,000	B	Res	$0	$9,500	$0	$0	$0	$0	$9,500
18-04	Renewal	Compressor Drive Motors	Renewal compressor drive motors	$13,000	E	ERF	$6,500	$6,500	$0	$0	$0	$0	$6,500
18-06	Renewal	Golf Course Irrigaiton Upgrade	Renewal golf course irrigaiton upgrade	$22,000	E	Cap	$12,000	$12,000	$0	$0	$0	$0	$12,000
18-06	Renewal	Golf Course Irrigaiton Upgrade	Renewal golf course irrigaiton upgrade		E	Res	$0	$5,000	$5,000	$0	$0	$0	$10,000
18-07	Renewal	Access improvements	Facilty improvements 15k/5k grant	$15,000	B	Res	$0	$15,000	$0	$0	$0	$0	$15,000
19-04	New	Multi Sport Box	Construction of Mulit Sport Box	$400,000	B	Grant	$400,000	$400,000	$0	$0	$0	$0	$400,000
20-04	Renewal	Parking Lot Remediation	Renewal parking lot remediation	$25,000	S	Cap	$25,000	$25,000	$0	$0	$0	$0	$25,000
20-05	Replacement	Community Recreation Bus	Replacement community recreation bus	$30,000	V	ERF	$0	$0	$30,000	$0	$0	$0	$30,000
20-06	New	Utility Service - Outdoor Facilities	New utility service outdoor facilities	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
20-08	Renewal	Electrical Distribution	Renewal electrical distribution	$50,000	E	Res	$0	$0	$50,000	$0	$0	$0	$50,000
20-09	Replacement	Arena DHW Storage	Replacement of original hot water storage tank	$20,000	E	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-02	New	Outdoor Activity Space Development	New outdoor activity space development	$140,000	E	Res	$0	$70,000	$0	$0	$0	$0	$70,000
21-02	New	Outdoor Activity Space Development	New outdoor activity space development		E	Grant	$0	$70,000	$0	$0	$0	$0	$70,000
21-03	Replacement	Grounds Equipment	Mower/Tractor Replacement	$75,000	E	ERF	$0	$45,000	$0	$0	$30,000	$0	$75,000
22-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	$200,000	B	Res	$0	$0	$200,000	$0	$0	$0	$200,000
22-03	Renewal	Radio Upgrade	Upgrade Radio System	$35,000	E	ERF	$0	$0	$35,000	$0	$0	$0	$35,000
23-01	Replacement	Truck	Replace pickup truck with replacement from Water	$30,000	V	ERF	$0	$0	$0	$30,000	$0	$0	$30,000
23-02	Replacement	Chiller	Replace Ice plant chiller	$80,000	E	Res	$0	$0	$0	$80,000	$0	$0	$80,000
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal	$1,000,000	S	Res	$0	$0	$0	$250,000	$0	$0	$250,000
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal		S	Grant	$0	$0	$0	$750,000	$0	$0	$750,000
24-01	New	Land Aquistion	New land aquistion	$500,000	L	Debt	$0	$0	$0	$0	$500,000	$0	$500,000
24-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	$200,000	B	Res	$0	$0	$0	$0	$200,000	$0	$200,000
25-01	Replacement	Golf Works building	Replacement of work building	$200,000	S	Res	$0	$0	$0	$0	$0	$200,000	$200,000
			GRAND TOTAL	**$3,253,000**			**$443,500**	**$726,200**	**$478,700**	**$1,146,000**	**$766,000**	**$200,000**	**$3,316,900**

Service: **1.40X** **SEAPARC**

Proj. No.	16-02	**Capital Project Title**	Building Renewal	**Capital Project Description**	Building assessment and repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Exterior finishes will have been in service for at least 19 years with no significant alterations. In order to ensure and building envelope integrity, and asthetic appearance, repair and painting are required.*				

Proj. No.	17-06	**Capital Project Title**	Mechanical Equipment	**Capital Project Description**	Replacement of pumps/motors/electrical/hvac
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Detail of replacement schedule of mechanical items is still in progress as part of the maintenance management system implementation. Items scheduled for 2017 include main circulation pump for hot tub, lap pool DX pump, boiler loop circulation pump, hot tub heat exchanger.*				

Proj. No.	17-08	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of computers
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*CRD IT's infrastructure renewal plan for replacement*				

Proj. No.	18-01	**Capital Project Title**	Pool Lectronator System	**Capital Project Description**	Replacement of lectronator system
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*The pool disinfection system requries is critical to the provision of safe water for the pool operation. Replacements for the controllers and cells is required and figures are based on previous years requriements and assement of current equipment.*				

Proj. No.	18-02	**Capital Project Title**	Pool Tile Re-Grout	**Capital Project Description**	Replacement pool tile grout
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Sections of the pool deck, lap and leisure pool tanks, and changerooms require remediation. All areas have been in service without significant repair for 5 years.*				

Service: 1.40X SEAPARC

Proj. No.	18-04	**Capital Project Title**	Compressor Drive Motors	**Capital Project Description**	Renewal compressor drive motors
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Preventive measure to ensure no interruption of service, motor has been in service since 1998.*				

Proj. No.	18-06	**Capital Project Title**	Golf Course Irrigaiton Upgrade	**Capital Project Description**	Renewal golf course irrigaiton upgrade
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Consultation with TORO Canada has provided some options for enhancing the control of the irrigation system. It is expected that upgrading the control system will allow for more efficient use of the limited water resource and result in better turf conditions as well as some savings in staffing.*				

Proj. No.	18-07	**Capital Project Title**	Access improvements	**Capital Project Description**	Facilty improvements 15k/5k grant
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*SEAPARC requires functional upgrades to assist individuals with mobility challenges to access services*				

Proj. No.	19-04	**Capital Project Title**	Multi Sport Box	**Capital Project Description**	Construction of Mulit Sport Box
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*District of Sooke has identified property District property in Sun River dedicated to recreation development. SEAPARC will play a role in developing, constructing and operating this new amenity. Project is subject to funding from the District of Sooke*				

Proj. No.	20-04	**Capital Project Title**	Parking Lot Remediation	**Capital Project Description**	Renewal parking lot remediation
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Sections of the parking lot were replacemed in 2015 after 15 years service and it is anticipated that other areas strating to show signs of deteraition will require remediation in 2020.*				

Service: 1.40X SEAPARC

Proj. No.	20-05	**Capital Project Title**	Community Recreation Bus	**Capital Project Description**	Replacement community recreation bus
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*2007 Chevy Express Van will be due for replacement due to vehicle age.*				

Proj. No.	20-06	**Capital Project Title**	Utility Service - Outdoor Facilities	**Capital Project Description**	New utility service outdoor facilities
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Construction of outdoor activity space*				

Proj. No.	20-08	**Capital Project Title**	Electrical Distribution	**Capital Project Description**	Renewal electrical distribution
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Electrical distribution for the arena facility has been in place since 1975. The electical service mast has been identified as an item requiring attention within the next 5 years.*				

Proj. No.	20-09	**Capital Project Title**	Arena DHW Storage	**Capital Project Description**	Replacement of original hot water storage tank
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Tanks service life will be ending*				

Proj. No.	21-02	**Capital Project Title**	Outdoor Activity Space Development	**Capital Project Description**	New outdoor activity space development
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Strategic plan, and user feedback, along with current recreation trends, identify outdoor activity space as a community need and will help create capacity to meet the recreation needs of the growing service area.*				

Service: 1.40X SEAPARC

Proj. No.	21-03	**Capital Project Title**	Grounds Equipment	**Capital Project Description**	Mower/Tractor Replacement
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Mower/Tractor Replacement at end of useful life*				

Proj. No.	22-02	**Capital Project Title**	Pool Roof Replacement	**Capital Project Description**	Pool Roof Replacement
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Building envelope evauluation was conducted and replacement of various sections of roofing was identified to be replaced on a multi year plan based on condition and estmiated remaing life. Continuing project to ensure integrety of building envelope.*				

Proj. No.	22-03	**Capital Project Title**	Radio Upgrade	**Capital Project Description**	Upgrade Radio System
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Radio system has been in service for over 20 years. Intemittent service issues have been experienced and upgrading components and altering system programming was recommended by CRD IT to enhance performance for offsite users and ensure reliable communications. System is used for staff check-ins,*				

Proj. No.	23-01	**Capital Project Title**	Truck	**Capital Project Description**	Replace pickup truck with replacement from Water
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Truck is a 2003 model is past general replacement timelines for CRD Fleet vehicle replacments. Given annual mileage is low, and generaly restricted to local area use, replacement with a low mileage vehicle scheduled for replacement from CRD Fleet is pursued over purchasing new.*				

Proj. No.	23-02	**Capital Project Title**	Chiller	**Capital Project Description**	Replace Ice plant chiller
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Arena ice plant chiller was replaced in 2004. Given the critical nature of the equipment to arena ice operations, life and safety risk associated with failure, and age of the equipment, replacement is required.*				

Service: **1.40X** **SEAPARC**

Proj. No.	23-03	**Capital Project Title**	Skate Park Renewal	**Capital Project Description**	Replacement skate park renewal
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Identified during asset management review and user feedback as in need of renewal and upgrades.Concrete surface is exhibiting areas of wear do to age. Numerous cracks throughout the slab and eroded curbs/park features need remediation to ensure contiued usage.*				

Proj. No.	24-01	**Capital Project Title**	Land Aquistion	**Capital Project Description**	New land aquistion
Asset Class	L	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Identified in strategic plan as ongiong priority to adress continued growth in the service area and demand for recreational opportunities.*				

Proj. No.	24-02	**Capital Project Title**	Pool Roof Replacement	**Capital Project Description**	Pool Roof Replacement
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Building envelope evauluation was conducted and replacement of various sections of roofing was identified to be replaced on a multi year plan based on condition and estmiated remaing life. Continuing project to ensure integrety of building envelope.*				

Proj. No.	25-01	**Capital Project Title**	Golf Works building	**Capital Project Description**	Replacement of work building
Asset Class	S	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Recreation
Project Rationale	*Replace building increase space and due to end of useful life*				

1.40X SEAPARC

Operating Reserve Summary

2021 - 2025 Financial Plan

Profile

SEAPARC

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. Legacy Fund established by Bylaw 4103 for donations received.

Summary

Reserve/Fund Summary	Actual	Estimate	Budget				
Projected year end balance	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Operating Reserve	16,224	21,424	26,424	31,424	36,424	36,424	36,424
Operating Reserve - Legacy Fund	1,894	1,922	1,922	1,922	1,922	1,922	1,922
Total projected year end balance	**18,118**	**23,346**	**28,346**	**33,346**	**38,346**	**38,346**	**38,346**

See attached reserve schedules for projected annual cash flows.

1.40X Sooke and Electoral Area Recreation and Facilities (SEAPARC)
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Sooke and Electoral Area Recreation and Facilities (SEAPARC)

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105301

Operating Reserve Schedule	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	15,780	16,224	21,424	26,424	31,424	36,424	36,424
Planned Purchase	-	-	-	-	-	-	-
Transfer from Ops Budget	-	5,000	5,000	5,000	5,000	-	-
Interest Income*	444	200					
Total projected year end balance	**16,224**	**21,424**	**26,424**	**31,424**	**36,424**	**36,424**	**36,424**

Assumptions/Background:

2019: 15K for SEAPARC program service delivery evaluation and Stragetic Planning

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC Legacy Fund
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

SEAPARC Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105101

Operating Reserve Schedule	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	1,842	1,894	1,922	1,922	1,922	1,922	1,922
Planned Purchase							
Transfer from Ops Budget	-	-					
Interest Income*	52	28					
Total projected year end balance	**1,894**	**1,922**	**1,922**	**1,922**	**1,922**	**1,922**	**1,922**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC Recreation Combined
Asset and Reserve Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

SEAPARC Recreation (1.401 &1.403 Combined)

Assets held by the Sooke Parks and Recreation service consist of a pool, an arena, ball field, tennis courts, skate park and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Capital Reserve	522,460	330,873	521,373	456,373	456,373	596,373	736,373
Equipment Replacement Fund	47,110	48,410	48,710	50,010	79,010	113,010	213,010
Total projected year end balance	**569,569**	**379,282**	**570,082**	**506,382**	**535,382**	**709,382**	**949,382**

1.40X SEAPARC Recreation Combined
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.40X SEAPARC Recreation and Pool Combined Capital Reserve Fund

Capital Reserve Fund	Actual	Estimate	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	1,359,331	522,460	330,873	521,373	456,373	456,373	596,373
Planned Capital Expenditure (Based on Capital Plan)	(1,389,366)	(581,000)	(129,500)	(385,000)	(330,000)	(200,000)	(200,000)
Transfer from Operating Budget	524,119	385,413	320,000	320,000	330,000	340,000	340,000
Interest Income*	28,375	4,000	-	-	-	-	-
Ending Balance $	**522,460**	**330,873**	**521,373**	**456,373**	**456,373**	**596,373**	**736,373**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC Recreation Combined
Equipment Replacement Fund Schedule (ERF)
2021 - 2025 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.40X Combined SEAPARC Recreation and Pool ERF

Equipment Replacement Fund	Actual	Estimate	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	48,715	47,110	48,410	48,710	50,010	79,010	113,010
Planned Purchase (Based on Capital Plan)	(92,979)	(89,200)	(89,700)	(93,700)	(66,000)	(66,000)	-
Transfer from Operating Budget	90,000	90,000	90,000	95,000	95,000	100,000	100,000
Equipment Disposal	397	-					
Interest Income*	977	500	-	-	-	-	-
Ending Balance $	**47,110**	**48,410**	**48,710**	**50,010**	**79,010**	**113,010**	**213,010**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

ENVIRONMENTAL SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2020

COMMITTEE OF THE WHOLE
October 28, 2020
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October 28, 2020
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CAPITAL REGIONAL DISTRICT

2021 BUDGET

GM - Parks & Environmental Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.028 GM - Environmental Services and Regional Parks **Committee: Parks & Environment**

DEFINITION:

The oversight of Environmental Services and Regional Parks for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks, Local Area Community Parks and 2 recreation centres. The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

1.028 - GM - Environmental Services & Regional Parks	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries and Wages	376,402	375,500	385,672	-	-	385,672	386,641	394,963	403,461	412,150
Contract for Services	3,000	2,000	3,000	-	-	3,000	3,060	3,120	3,180	3,240
Allocation - Standard Overhead	25,987	25,987	35,214	-	-	35,214	43,718	44,592	45,484	46,393
Allocation - Human Resources	8,691	8,691	9,705	-	-	9,705	9,899	10,097	10,299	10,505
Allocation - Building Occupancy	13,543	13,543	14,339	-	-	14,339	14,753	15,037	15,327	15,622
Allocation - All other	190	190	213	-	-	213	214	218	223	228
Insurance	790	790	800	-	-	800	810	820	830	840
TOTAL OPERATING COSTS	**428,603**	**426,701**	**448,943**	**-**	**-**	**448,943**	**459,095**	**468,847**	**478,804**	**488,978**
*Percentage Increase over prior year						4.7%	2.3%	2.1%	2.1%	2.1%
Recovery for First Aid Officer	(90)	(90)	(92)	-	-	(92)	(94)	(96)	(98)	(100)
NET COSTS	**428,513**	**426,611**	**448,851**	**-**	**-**	**448,851**	**459,001**	**468,751**	**478,706**	**488,878**
*Percentage increase over prior year Net Costs						4.7%	2.3%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS: Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Environmental Administration Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: **1.575 Environmental Administration Services** **Committee: Parks & Environment**

DEFINITION:

To provide administrative and clerical support services to the Engineering Services, Protective Programs and Environment Resource Management Divisions.

PARTICIPATION:

All Functions administered by Environmental Sustainability.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Allocations and time charges to Engineering Services, Protective Programs and Environment Resource Management Divisions.

OTHER:

The Legislative and General Government requisition covers costs associated with the General Manager's services to the Board.

1.575 - ENVIRONMENTAL SUSTAINABILITY - ADMIN.	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	85,875	106,043	85,380			85,380	85,650	87,489	89,367	91,284
Allocations	99,264	57,745	56,046			56,046	55,605	56,703	57,823	58,965
Operating - Other Costs - Summary	71,242	40,610	52,069			52,069	52,924	53,987	55,073	56,179
TOTAL OPERATING COSTS	**256,382**	**204,397**	**193,495**	**-**	**-**	**193,495**	194,179	198,179	202,263	206,428
*Percentage Increase over prior year	0.00%	-20.28%	-24.53%	0.00%	0.00%	-24.53%	0.35%	2.06%	2.06%	2.06%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	256,382	204,397	193,495	-	-	193,495	194,179	198,179	202,263	206,428
*Percentage Increase over prior year	0.00%	-20.28%	-24.53%	0.00%	0.00%	-24.53%	0.35%	2.06%	2.06%	2.06%
Internal Recoveries	(256,382)	(204,397)	(193,495)			(193,495)	(194,179)	(198,179)	(202,263)	(206,428)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	0	-	-	0	-	-	0	-
FUNDING SOURCES (REVENUE)										
REQUISITION	**-**	**-**	**(0)**	**-**	**-**	**(0)**	**-**	**-**	**(0)**	**-**
*Percentage Increase over prior year										
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.575 Environmental Administration Serv	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$7,000	$7,000	$0	$10,500	$0	$0	$17,500
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$7,000	**$7,000**	**$0**	**$10,500**	**$0**	**$0**	**$17,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$7,000	$7,000	$0	$10,500	$0	$0	$17,500
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$7,000	**$7,000**	**$0**	**$10,500**	**$0**	**$0**	**$17,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.575
Service Name: Environmental Administration Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	Replacement	Office Furniture	ERF replacement of desks, chairs, shelves	$7,000	E	ERF	$7,000	$7,000	$0	$0	$0	$0	$7,000
20-02	Replacement	Office Equipment	ERF replacement of computers, printers	$10,500	E	ERF	$0	$0	$0	$10,500	$0	$0	$10,500
			GRAND TOTAL	**$17,500**			**$7,000**	**$7,000**	**$0**	**$10,500**	**$0**	**$0**	**$17,500**

1.575 ES Headquarters Administration
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

ES Headquarters Administration

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
Fund: 1500 Fund Center: 105523	2020	2021	2022	2023	2024	2025
Beginning Balance	43,245	43,950	43,950	43,950	43,950	43,950
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	705	-	-	-	-	-
Total projected year end balance	**43,950**	**43,950**	**43,950**	**43,950**	**43,950**	**43,950**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.575 ES Headquarters Administration
Equipment Reserve Summary
2021 - 2025 Financial Plan

ERF Reserve Cash Flow (Equipment Portion)

ERF: Environmental Head Quarter/Administration support Senior Budget - ERF for Equipment

Equipment Replacement Fund	**Est. Actual**	**Budget**				
Fund: 1022 Fund Center: 101449	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	150,590	155,490	162,490	162,490	172,990	172,990
Planned Purchase (Based on Capital Plan)	3,000	7,000	-	10,500	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income*	1,900	-	-	-	-	-
Total projected year end balance	**155,490**	**162,490**	**162,490**	**172,990**	**172,990**	**172,990**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Contributions stopped effective 2015 budget given sufficient funds are available.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Environmental Resource Management

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.521 Environmental Resource Management **Committee: Parks & Environment**

PARTICIPATION:

All costs recovered through tipping fees.

MAXIMUM LEVY:

No requisition

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 3518	12,270,000
Borrowed:	SI Bylaw 3547	(2,000,000)
	SI Bylaw 3677	(2,500,000)
	SI Bylaw 3769	(2,200,000)
Remaining:	Expired May 14, 2013	$5,570,000

All previous Loan Authorizations have expired. Total debt outstanding at Dec 31, 2019 $2,366,337
Final debt payments in 2026.

COMMISSION:

OPERATING COSTS - REFUSE DISPOSAL:

To be recovered through user fees

RESERVE FUND:

Solid Waste Refuse Disposal Reserve Fund, Bylaw No. 2164 (Sept. 8, 1993).
Waste Reduction Sustainability Operating Reserve Fund Bylaw No. 3867 (Nov 14, 2012).

Change in Budget 2020 to 2021

Service: Environmental Resource Management	**Total Expenditure**	**Comments**
2020 Budget	**26,288,378**	
Change in Salaries:		
Base salary change	64,612	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(2,373)	Two position step increase offset by one position pay grade reclassifed lower
1.0 FTE Sr. Project Coordinator, Resource Recovery	3,017	2021 IBC 9a-1.1 - 3 year term position 2021-2023 extension
1.0 FTE Kitchen Scraps Attendant	86,922	2021 IBC 9b-0.3 - 2 year term position 2021-2022
2 - 0.5 FTE Landfill Attendants - Part-time	75,943	2021 IBC 9b-0.2 Two regular part time landfill attendent
0.5 FTE Hartland Waste Technician	42,500	2021 IBC 9b-0.1 Hartland Waste Tech
Reduction in auxiliary wages	(162,885)	
Total Change in Salaries	107,736	
Other Changes:		
Transfer to General Capital Fund and ERF	573,455	Increase transfer to accommodate a large scale capital program
Landfilling operating costs	227,279	Anticipated increase in contract cost
Leachate conveyance treatment	243,570	Higher leachate treatment cost at the Residual Treatment Facility
Diversion operating costs	102,783	Anticipated increase in contract cost
SWMP program planning costs	97,000	
Transfer to Millstream Capital	(143,039)	Millstream project expected to substantially complete in 2021. ERM will continue to fund debt until 2028 and ongoing monitoring costs
Debt retirement	(1,180,773)	
Transfer to Operating Reserve Fund	(1,244,980)	
Standard overhead allocation	184,769	
Other Costs	206,569	
Total Other Changes:	(933,367)	
2021 Budget	**25,462,747**	
% expense increase from 2020:	***-3.1%***	

Overall 2020 Budget Performance

(expected variance to budget and surplus treatment)

There is a one-time favorable variance due to higher than expected tipping fees of $1M, of which $160K is additional tipping fees estimated from biosolids disposal and operating costs remaining relatively stable. The landfill remained operational during COVID and has not seen significant lost in volume from March to July compared to 2019. The reduction to tonnage in 2020 due to lack of cruise ship waste is not substantial to impact overall revenue (less than 1%). The surplus from operations will be carried forward to 2021 budget as capital transfers.

CAPITAL REGIONAL DISTRICT 2021 BUDGET

PROGRAM GROUP: ERM

SUMMARY: ERM GROUP

	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 Ongoing	2021 One-Time	2021 TOTAL	2022 Budget	2023 BUDGET	2024 BUDGET	2025 BUDGET
GENERAL PROGRAM EXPENDITURES:										
Diversion Services	13,343,074	13,253,896	13,780,247	118,221	-	13,898,468	14,062,408	14,114,214	14,264,469	14,417,760
Landfilling Services	7,189,725	7,201,700	7,741,073	44,469	-	7,785,542	7,845,680	7,855,100	7,957,718	8,062,452
Energy Recovery Services	856,482	856,482	872,875	2,122	-	874,997	886,720	691,774	527,347	538,132
TOTAL OPERATING EXPENDITURES	**21,389,281**	**21,312,078**	**22,394,194**	164,813	**-**	**22,559,007**	**22,794,808**	**22,661,088**	**22,749,534**	**23,018,344**
*Percentage Change		-0.4%	4.7%			5.5%	1.0%	-0.6%	0.4%	1.2%
Sale of Renewable Natural Gas (net revenue)	-	-	-	-	-	-	-	-	(3,500,000)	(3,500,000)
Revenue - Other	(8,243,958)	(8,115,999)	(8,291,024)	-	-	(8,291,024)	(8,290,144)	(8,015,144)	(7,740,144)	(7,740,144)
						-				
NET OPERATING EXPENDITURES	**13,145,323**	**13,196,079**	**14,103,170**	164,813	**-**	**14,267,983**	**14,504,664**	**14,645,944**	**11,509,390**	**11,778,200**
CAPITAL EXPENDITURES										
Capital & Equip Replacement - Programs	283,000	283,000	-	-	-	-	-	192,694	62,365	406,047
						-				
TOTAL CAPITAL EQUIPMENT	**283,000**	**283,000**	**-**	**-**	**-**	**-**	**-**	**192,694**	**62,365**	**406,047**
						-				
Debt Service	1,383,043	1,383,043	202,270	-	-	202,270	202,270	202,270	202,270	202,270
Transfer to General Capital Reserve Fund	1,248,074	1,248,074	2,104,529	-	-	2,104,529	966,732	632,750	3,899,625	3,287,125
Transfer to Landfill Closure Fund	420,000	420,000	420,000	-	-	420,000	420,000	420,000	420,000	420,000
Transfer to Millstream Remediation Debt	320,000	320,000	176,961	-	-	176,961	69,834	69,842	69,850	69,858
						-				
NET OPERATING & CAPITAL EXPENDITURE	**16,799,440**	**16,850,196**	**17,006,930**	164,813	**-**	**17,171,743**	**16,163,500**	**16,163,500**	**16,163,500**	**16,163,500**
*Percentage Change		0.3%	1.2%			2.2%	-5.9%	0.0%	0.0%	0.0%
Transfer (From) or To Sustainability Reserve	1,244,980	1,244,980	-	-	-	-	-	-	-	-
Fund Balance Carry Forward	(943,420)	(943,420)	(1,008,244)	-	-	(1,008,244)	-	-	-	-
TIPPING FEE (based on inflation)	**(17,101,000)**	**(18,160,000)**	**(15,998,687)**	**(164,813)**	**-**	**(16,163,500)**	**(16,163,500)**	**(16,163,500)**	**(16,163,500)**	**(16,163,500)**
(Surplus)/deficit	-	(1,008,244)	-	-	-	-	-	-	-	-
$/TONNE TIPPING FEE							**$ 110**	**$ 110**	**$ 110**	**$ 110**
# FTE's Regular:	22.2	22.2	22.2	1.5	-	23.7	23.7	23.7	23.7	23.7
									-	-
Term (2021-2023) - RNG Project Coordinator	1	1	-	1	-	1	1	1	-	-
Term (2021-2022) - Food Waste Attendant	-	-	-	1	-	1	1	-	-	-

CAPITAL REGIONAL DISTRICT 2021 BUDGET

PROGRAM GROUP: ERM

SUMMARY: ERM GROUP

	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 Ongoing	2021 One-Time	2021 **TOTAL**	2022 TOTAL	2023 TOTAL	2024 BUDGET	2025 BUDGET
PROGRAM EXPENDITURES:										
Diverson Services										
Operating Expenditures	13,343,074	13,253,896	13,780,248	118,221	-	13,898,469	14,062,408	14,114,214	14,264,469	14,417,761
Fee Revenue (kitchen scraps, recycling fees)	(1,747,600)	(1,670,000)	(1,738,999)	-	-	(1,738,999)	(1,739,000)	(1,739,000)	(1,739,000)	(1,739,000)
EPR Revenue (MMBC, paint, electronics)	(5,671,257)	(5,700,000)	(5,836,044)	-	-	(5,836,044)	(5,836,044)	(5,836,044)	(5,836,044)	(5,836,044)
Sale of Material Revenue (metal, appliances)	(120,100)	(152,856)	(60,100)	-	-	(60,100)	(60,100)	(60,100)	(60,100)	(60,100)
DIVERSION SERVICES NET COSTS	**5,804,117**	**5,731,040**	**6,145,104**	**118,221**	**-**	**6,263,325**	**6,427,264**	**6,479,070**	**6,629,325**	**6,782,617**
Landfilling Services										
Operating Expenditures	7,189,725	7,201,700	7,741,073	44,469	-	7,785,542	7,845,680	7,855,100	7,957,718	8,062,452
Debt Expenditures	1,383,043	1,383,043	202,270	-	-	202,270	202,270	202,270	202,270	202,270
Trf to Millstream Remediation Debt	320,000	320,000	176,961	-	-	176,961	69,834	69,842	69,850	69,858
Tipping Fee Revenue (general refuse, controlled waste)	(17,101,000)	(18,160,000)	(15,998,687)	(164,813)	-	(16,163,500)	(16,163,500)	(16,163,500)	(16,163,500)	(16,163,500)
Other (permits, fines, cell tower revenue)	(105,001)	(93,143)	(105,880)	-	-	(105,880)	(105,000)	(105,000)	(105,000)	(105,000)
LANDFILLING SERVICES NET REVENUE	**(8,313,233)**	**(9,348,400)**	**(7,984,263)**	**(120,344)**	**-**	**(8,104,607)**	**(8,150,716)**	**(8,141,288)**	**(8,038,662)**	**(7,933,920)**
Energy Recovery Services										
Operating Expenditures (electricity)	856,482	856,482	872,875	2,122	-	874,997	886,720	691,774	527,347	538,132
Other (sale of electricity)	(600,000)	(500,000)	(550,000)	-	-	(550,000)	(550,000)	(275,000)	-	-
Sale of Renewable Natural Gas (net revenue)	-	-	-	-	-	-	-	-	(3,500,000)	(3,500,000)
ENERGY RECOVERY SERVICES NET COSTS	**256,482**	**356,482**	**322,875**	**2,122**	**-**	**324,997**	**336,720**	**416,774**	**(2,972,653)**	**(2,961,868)**
TOTAL NET COSTS	**(2,252,634)**	**(3,260,878)**	**(1,516,284)**	**-**	**-**	**(1,516,285)**	**(1,386,732)**	**(1,245,444)**	**(4,381,990)**	**(4,113,171)**
Transfer (From) or To Sustainability Reserve	1,244,980	1,244,980	-	-	-	-	-	-	-	-
Transfer (From) or To General Capital Reserve	1,244,074	1,244,074	2,100,528	-	-	2,100,528	962,732	628,750	3,895,625	3,283,125
Transfer (From) or To Recycling Depots	4,000	4,000	4,000	-		4,000	4,000	4,000	4,000	4,000
Transfer (From) or To Landfill Closure	420,000	420,000	420,000	-	-	420,000	420,000	420,000	420,000	420,000
Transfer (From) or To New Supplement for Air Space	-	-	-	-	-	-	-	-	-	-
Transfer (From) or To ERF	283,000	283,000	-	-	-	-	-	192,694	62,365	406,047
Fund Balance Carry Forward	(943,420)	(943,420)	(1,008,244)			(1,008,244)	-	-	-	-
(Surplus)/deficit	-	(1,008,244)	-	-	-	-	-	-	-	-
Sustainability Reserve Fund Balance	**34,219,152**	**34,998,173**	**29,502,173**			**29,502,173**	**16,506,173**	**5,042,173**	**5,046,173**	**5,050,173**
$/TONNE TIPPING FEE							$ 110	$ 110	$ 110	$ 110
# FTE's Regular:	22.2	22.2	22.2	1.5	-	23.7	23.7	23.7	23.7	23.7
Term (2021-2023) - RNG Project Coordinator	1	1	1	-	-	1	1	1	-	-
Term (2021-2022) - Food Waste Attendant	-	-	1	-	-	1	1	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.521 Environmental Resource Management	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$250,000	$843,000	$283,000	$283,000	$283,000	$0	$1,692,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$2,728,000	$10,278,000	$15,950,000	$17,868,000	$5,050,000	$2,000,000	$51,146,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$2,978,000	**$11,121,000**	**$16,233,000**	**$18,151,000**	**$5,333,000**	**$2,000,000**	**$52,838,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$853,000	$953,000	$250,000	$0	$250,000	$0	$1,453,000
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$643,000	$283,000	$1,233,000	$283,000	$0	$2,442,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$2,125,000	$9,525,000	$15,700,000	$16,918,000	$4,800,000	$2,000,000	$48,943,000
		$2,978,000	**$11,121,000**	**$16,233,000**	**$18,151,000**	**$5,333,000**	**$2,000,000**	**$52,838,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.521
Service Name: Environmental Resource Management

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
16-06	Renewal	Replacing of Small Equipments	Replacing of Small Equipments	$1,200,000	E	ERF	$0	$400,000	$240,000	$240,000	$240,000	$0	$1,120,000
17-01	Renewal	Gas & Leachate Collection Pipe Extension	Gas & Leachate Collection Pipe Extension	$2,550,000	S	Res	$0	$500,000	$500,000	$450,000	$400,000	$0	$1,850,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	$13,250,000	S	Res	$1,500,000	$4,250,000	$2,750,000	$2,750,000	$3,500,000	$0	$13,250,000
17-04	Renewal	Progressive Closure of External Faces	Progressive Closure of External Faces	$800,000	S	Res	$100,000	$200,000	$200,000	$200,000	$200,000	$0	$800,000
17-05	Renewal	Ground/Surface Water Monitoring Upgrades	Ground/Surface Water Monitoring Upgrades	$60,000	S	Cap	$60,000	$60,000	$0	$0	$0	$0	$60,000
17-07	Renewal	Computer Equipment	Computer Equipment	$52,000	E	ERF	$0	$13,000	$13,000	$13,000	$13,000	$0	$52,000
17-09	Renewal	Vehicle Replacements	Vehicle Replacements	$120,000	E	ERF	$0	$30,000	$30,000	$30,000	$30,000	$0	$120,000
17-11	Renewal	Food Waste Transfer Station Relocation Planning	Food Waste Transfer Station Relocation Planning	$25,000	S	ERF	$0	$200,000	$0	$0	$0	$0	$200,000
17-12	New	Hartland Environmental Performance Model - Scoping/Procurement	Hartland Environmental Performance Model - Scoping/Procurement	$250,000	S	Res	$225,000	$225,000	$0	$0	$0	$0	$225,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	$23,718,000	S	Res	$0	$1,500,000	$10,000,000	$11,468,000	$0	$0	$22,968,000
18-01	New	Interim Covers - West and North Slopes	Interim Covers - West and North Slopes	$800,000	S	Res	$0	$200,000	$200,000	$200,000	$200,000	$0	$800,000
18-02	Renewal	Paving of Service Roads	Paving of Service Roads	$200,000	S	Cap	$200,000	$200,000	$0	$0	$0	$0	$200,000
18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain	$693,000	S	Cap	$193,000	$193,000	$250,000	$0	$250,000	$0	$693,000
18-05	Renewal	Controlled Waste & Asbestos Area Development	Controlled Waste & Asbestos Area Development	$100,000	S	Res	$50,000	$50,000	$50,000	$0	$0	$0	$100,000
18-08	New	Wheel Washing Station Upgrade	Wheel Washing Sation Upgrade	$100,000	S	Cap	$100,000	$100,000	$0	$0	$0	$0	$100,000
19-04	New	Hartland North Building	Project Site Office/Scale House	$400,000	S	Cap	$300,000	$400,000	$0	$0	$0	$0	$400,000
20-02	New	New Equipment	Fork Lift	$50,000	E	Res	$50,000	$50,000	$0	$0	$0	$0	$50,000
20-04	New	New Scale Software	New Scale Software	$350,000	E	Res	$200,000	$350,000	$0	$0	$0	$0	$350,000
22-01	Renewal	Sedimentation Pond Relining	Sedimentation Pond Relining	$350,000	S	Res	$0	$0	$0	$350,000	$0	$0	$350,000
22-02	New	Cell 4 Liner Installation	Cell 4 Liner Installation	$3,100,000	S	Res	$0	$100,000	$2,000,000	$1,000,000	$0	$0	$3,100,000
24-01	New	Cell 5&6 GRW	Cell 5&6 Gravity Retaining Wall Construction	$1,500,000	S	Res	$0	$0	$0	$0	$0	$1,500,000	$1,500,000
23-01	Replacement	Gas Flare	Gas Flare	$700,000	S	ERF	$0	$0	$0	$700,000	$0	$0	$700,000
22-03	Decommission	Leachate Line Decommissioning	Leachate Line Decommissioning	$1,600,000	S	Res	$0	$100,000	$0	$500,000	$500,000	$500,000	$1,600,000
22-04	Decommission	Cogen Unit Decommissioning	Cogen Unit Decommissioning	$250,000	S	ERF	$0	$0	$0	$250,000	$0	$0	$250,000
21-01	New	Hartland North Site Buffer Acquisition	Hartland North Site Buffer Acquisition	$2,000,000	S	Res	$0	$2,000,000	$0	$0	$0	$0	$2,000,000
			GRAND TOTAL	**$54,218,000**			**$2,978,000**	**$11,121,000**	**$16,233,000**	**$18,151,000**	**$5,333,000**	**$2,000,000**	**$52,838,000**

Service: 1.521 **Environmental Resource Management**

Proj. No.	16-06	**Capital Project Title**	Replacing of Small Equipments	**Capital Project Description**	Replacing of Small Equipments
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Replacement of small equipments that have reached their end of life*				

Proj. No.	17-01	**Capital Project Title**	Gas & Leachate Collection Pipe Extension	**Capital Project Description**	Gas & Leachate Collection Pipe Extension
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing header system to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Cost estimate is derived from historical construction information.*				

Proj. No.	17-02	**Capital Project Title**	Aggregate Production for Internal Use	**Capital Project Description**	Aggregate Production for Internal Use
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Producing aggregate annually from in-situ rock provides the CRD with a number of benefits including: prolonging the landfill life (creating landfilling airspace), providing aggregate for on-site needs, effective interception of shallow groundwater inflows, cost and space savings by not having to import aggregate, and reduced social and environmantal impacts by not having to truck in aggregate. Cost estimate is derived from historical tender data.*				

Proj. No.	17-04	**Capital Project Title**	Progressive Closure of External Faces	**Capital Project Description**	Progressive Closure of External Faces
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*As specified under the BC Ministry of Environments Landfill Criteria for Municipal Solid Waste, completed landfill areas and slopes must be closed with a progressive closure system on an annual basis. The closure system consists of a clay or synthetic cover placed over a gravel drainage layer This progressive closure system stays in place until economies of scale makes it cost effective to proceed with installation of a final closure system.*				

Service: 1.521 Environmental Resource Management

Proj. No.	17-05	**Capital Project Title**	Ground/Surface Water Monitoring Upgrades	**Capital Project Description**	Ground/Surface Water Monitoring Upgrades
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*An annual surface water quality monitoring report is required to meet current landfill regulations. To facilitate this, water samples are regularly taken and analyzed to ensure that the landfill is in compliance with surface water quality guidelines. Monitoring upgrades are required to increase the efficiency and effectiveness of this monitoring program. Repair damaged monitoring wells, reinstallation of monitoring wells and replacement of specialized equipment. Decommissioning or replacing required to confirm hydraulic trap efficacy and ensure compliance with the Hartland Landfill Operational Certificate and applicable BC Acts and Regulations. Assumes redrilling and equipment installation at four locations (86s) in Phase 2 refuse. Routine repair, reinstallation and replacement of monitoring wells and specialized equipment as required to ensure compliance with the Hartland Landfill Operational Certificate and applicable BC Acts and Regulations.*				

Proj. No.	17-07	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Equipment
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Replacement of computer equipment due to end of life cycle*				

Proj. No.	17-09	**Capital Project Title**	Vehicle Replacements	**Capital Project Description**	Vehicle Replacements
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Replacement of vehicle due to end of life cycle*				

Proj. No.	17-11	**Capital Project Title**	Food Waste Transfer Station Relocation Planning	**Capital Project Description**	Food Waste Transfer Station Relocation Planning
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*In order to minimize leachate runoff from site and reduce residential complaints surrounding odor migration, the food waste transfer station (FWTS) must be relocated. It is proposed that the FWTS be moved within the leachate collection footprint of the landfill.*				

Service: 1.521 **Environmental Resource Management**

Proj. No.	17-12	**Capital Project Title**	Hartland Environmental Performance Model - Scoping/Procurement	**Capital Project Description**	Hartland Environmental Performance Model - Scoping/Procurement
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Hartland's ground water / leachate / and surface water monitoring programs being completed and environmental monitoring compliance is being met. The groundwater, leachate, and storm water systems must be input into a modeling software so real-time monitoring can be completed.*				

Proj. No.	17-14	**Capital Project Title**	Landfill Gas Utilization	**Capital Project Description**	Landfill Gas Utilization
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*The landfill gas is currently utilized as fuel to power a generator system to generate electricity and sold to BC Hydro. The excess landfill gas which is approximately 50% currently generated from the landfill is destructed by burning. ERM and EE have initiated a project to process the landfill gas to a higher quality could be utilized as natural gas. Fortis BC is interested to purchase the processed landfill gas from the CRD. The projected gas revenues from Fortis is significantly higher than the current arrangement with BC Hydro. This project is to carry out the feasibility study, preliminary engineering, and conduct business case and triple-bottom-line analysis, if the project proved to be feasible the detailed design and implementation will be followed.*				

Proj. No.	18-01	**Capital Project Title**	Interim Covers - West and North Slopes	**Capital Project Description**	Interim Covers - West and North Slopes
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Following Golder's Leachate Management Plan, once an active landfilling cell is completed, but hasn't reached future filling contours, tarping is required to shed rainwater and divert to the freshwater collection system to prevent it from entering the leachate collection system and overwhelming the leachate storage ponds. Cost estimate is derived from historical in-house cost data.*				

Proj. No.	18-02	**Capital Project Title**	Paving of Service Roads	**Capital Project Description**	Paving of Service Roads
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*The East Perimeter Service Road is built around Phase 1, and some areas of this road are partially built over refuse. Settlement has occurred in areas along this road. To improve safety of road users, road maintenance and repair are required to prevent further settlement. The base gravels underneath the settled areas must be replaced with larger gravels that will prevent the road from settlement in the future. Once the base gravels are replaced, the areas will be repaved with asphalt. Cost estimate is derived from current asphalt paving rates within the Victoria region.*				

Service: 1.521 Environmental Resource Management

Proj. No.	18-03	**Capital Project Title**	Cell 3 Bottom Lift Gas Wells / Leachate Drain	**Capital Project Description**	Cell 3 Bottom Lift Gas Wells / Leachate Drain
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.*				

Proj. No.	18-05	**Capital Project Title**	Controlled Waste & Asbestos Area Development	**Capital Project Description**	Controlled Waste & Asbestos Area Development
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Controlled waste and asbestos areas within the landfill footprint are required to be developed in conjunction with active cells. BC Ministry of Environment regulatory requirements must be met on a continual basis. Asbestos is a high risk material that requires proper planning and special burrial to ensure safe disposal.*				

Proj. No.	18-08	**Capital Project Title**	Wheel Washing Station Upgrade	**Capital Project Description**	Wheel Washing Sation Upgrade
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*The existing wheel washing station needs to be upgraded in order to manage the wastewater and sludge from the station.*				

Proj. No.	19-04	**Capital Project Title**	Hartland North Building	**Capital Project Description**	Project Site Office/Scale House
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Currently there are no offices or scales at the north site and this project will provide a scale house for the new scales, server room and interrim project office until a north admin facility is developed in the future.*				

Service: 1.521 Environmental Resource Management

Proj. No.	20-02	**Capital Project Title**	New Equipment	**Capital Project Description**	Fork Lift
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*A small to medium sized fork lift is required to help load pallets at the front end material recycling area.*				

Proj. No.	20-04	**Capital Project Title**	New Scale Software	**Capital Project Description**	New Scale Software
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*The current landfill scale software is antiquated, difficult to troubleshoot and is affecting smooth operation of the scales. This budget will allow for installation of new software at both the existing front end and the new scales at the RTF site.*				

Proj. No.	22-01	**Capital Project Title**	Sedimentation Pond Relining	**Capital Project Description**	Sedimentation Pond Relining
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*To prevent leakage and fines from migrating off site into the north freshwater drainage area, the sedimentation pond must be relined.*				

Proj. No.	22-02	**Capital Project Title**	Cell 4 Liner Installation	**Capital Project Description**	Cell 4 Liner Installation
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*To evaluate long term options for leachate treatment if current costs for disposal become cost prohibitive*				

Proj. No.	22-03	**Capital Project Title**	Leachate Line Decommissioning	**Capital Project Description**	Leachate Line Decommissioning
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Antiquated electrical systems across the site require upgrades to bring it up to current standards and code.*				

Service: 1.521 **Environmental Resource Management**

Proj. No.	22-04	**Capital Project Title**	Cogen Unit Decommissioning	**Capital Project Description**	Cogen Unit Decommissioning
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*Engineered Liner Installation is required along the North West edge of the property to protect the hydraulic trap and prevent off site leachate migration*				

Proj. No.	24-01	**Capital Project Title**	Cell 5&6 GRW	**Capital Project Description**	Cell 5&6 Gravity Retaining Wall
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*This project will allow for the construction of a mass gravity retaining wall along the North West operating perimeter to increase the amount of final waste depositionand extend the life of the landfill*				

Proj. No.	23-01	**Capital Project Title**	Gas Flare	**Capital Project Description**	Gas Flare
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*This project will allow for the replacement of the old gas flare to allow for effective destruction of methane during RNG plant shutdowns*				

Proj. No.	21-01	**Capital Project Title**	Hartland North Site Buffer Acquisition	**Capital Project Description**	Hartland North Site Buffer Acquisition
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Landfill & Recycling
Project Rationale	*This project will allow for the decommisiioning and deconstruction of the old Maxim Cogen Unit ahead of the new RNG plant construction.*				

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Bylaw 2164 established a Solid Waste Refuse Disposal Reserve Fund for the ERM Service (was called Solid Waste Service). There are three portions in the Reserve Fund: Landfill Closure, restricted funds to cover the liability of closing Phase 2 and post-closure maintenance. Capital Reserve is working capital and not restricted. Gulf Island Recycling Depots and the Compost Education Centre have budgeted amounts transferred to Capital Reserve Fund each year for the depots' capital needs.

Landfill Closure Portion	**Est Actuals**	**Budget**				
Fund: 1020 Fund Centre: 101363	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	10,138,653	10,658,112	11,078,112	11,498,112	11,918,112	12,338,112
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Realized Loss (Gain)	(98,459)	-	-	-	-	-
Transfer IN	420,000	420,000	420,000	420,000	420,000	420,000
Interest Income*	197,918	-	-	-	-	-
Ending Balance $	**10,658,112**	**11,078,112**	**11,498,112**	**11,918,112**	**12,338,112**	**12,758,112**

Assumptions/Background:

Liability reserve to fund closure of Phase 2 and post closure maintenance.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Capital Reserve Portion Fund: 1020 Fund Centre: 101364	Est Actuals 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	6,908,979	3,674,849	5,779,378	3,796,110	719,309	717,460
Planned Capital Expenditure (RNG)	(750,000)	(1,500,000)	(10,000,000)	(11,468,060)	-	-
Planned Capital Expenditure (Based on Capital Plan)	(4,580,000)	(4,000,000)	(5,950,000)	(3,709,491)	(3,901,474)	(2,000,000)
Transfer IN RNG (from sustainability res)	750,000	5,500,000	13,000,000	11,468,000	-	-
Transfer IN capital program (from operating)	1,244,074	2,104,529	966,732	632,750	3,899,625	2,003,928
Interest Income*	101,796	-	-	-	-	-
Ending Balance $	**3,674,849**	**5,779,378**	**3,796,110**	**719,309**	**717,460**	**721,388**

Assumptions/Background:
Maintain balance at least $0.5M as contingency

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Recycling Depots/Compost Center Reserve Portion Fund: 1020 Fund Centre: 101592-96, 102102	Est Actuals	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	60,601	53,591	57,591	61,591	65,591	69,591
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer to Solid Waste Operations	(11,011)	-	-	-	-	-
Transfer IN	4,000	4,000	4,000	4,000	4,000	4,000
Ending Balance $	**53,591**	**57,591**	**61,591**	**65,591**	**69,591**	**73,591**

Assumptions/Background:

Reimburse operating budget for capital expenditures spent by the following recycling depots: Pender Is, Mayne Is, Galiano, Is, Saturna Is, SSI Is, Pier's Is, Compost Center up to 2015. Compost Center only 2016 to 2020.

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

New Supplement for Air Space Reserve Portion Fund: 1020 Fund Centre: 102207	Est Actuals 2020	Budget 2021	 2022	 2023	 2024	 2025
Beginning Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer IN	-	-	-	-	-	-
Ending Balance $	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**

Assumptions/Background:
Earmarked to airspace expansion plans. The creation of a new air space acquisition reserve fund will provide certainty for regional residuals management capacity for the future which may include changes in design to the existing infrastructure or investments in new solid waste technologies.

1.521 Enviromental Resource Management
ERF Reserve Fund Schedule
2021 - 2025 Financial Plan

ERF Reserve Fund Schedule

ERF: ERM ERF or PERS Fund for Equipment

Equipment Replacement Fund Fund: 1022 Fund Centre: 101447	Est Actuals	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	3,108,511	3,173,611	2,530,611	2,247,611	1,207,305	986,670
Planned Purchase (Based on Capital Plan)	(264,301)	(643,000)	(283,000)	(1,233,000)	(283,000)	-
Transfer IN (from Ops Budget)	283,000	-	-	192,694	62,365	406,047
Disposal of equipment	6,889	-	-	-	-	-
Interest Income*	39,511	-	-	-	-	-
Ending Balance $	**3,173,611**	**2,530,611**	**2,247,611**	**1,207,305**	**986,670**	**1,392,717**

Assumptions/Background:
ERF Reserve to fund replacement of computer equipment and for PERS type equipment that lasts less than 15 years. PERS (Priority Equipment Replacement); Example motors, pumps…

1.521 Enviromental Resource Management
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Enviromental Resource Management

Bylaw 3867 - established Operating Reserve for the ERM Service to be used by the service for: mitigating fluctuations in tipping fee revenue and for covering operational expenditures as required, including debt servicing.

Operating Reserve Schedule

Operating Reserve Schedule	Est Actuals	Budget				
Fund: 1500 Fund Center 105509	2020	2021	2022	2023	2024	2025
Beginning Balance	33,724,173	34,998,173	29,502,173	16,506,173	5,042,173	5,046,173
Planned Purchase - RNG project	(750,000)	(1,500,000)	(10,000,000)	(11,468,000)	-	-
Planned transfer - Capital program	-	(4,000,000)	(3,000,000)	-	-	-
Transfer to/from Ops Budget	1,248,980	4,000	4,000	4,000	4,000	4,000
Interest Income*	775,020	-	-	-	-	-
Total projected year end balance	**34,998,173**	**29,502,173**	**16,506,173**	**5,042,173**	**5,046,173**	**5,050,173**

Assumptions/Background:
Reserve expected to stabilize upon approval for implementation of new SWMP. Retain a minimum $5M balance in ERM for rate stabilization

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Other Legislative & General - Climate

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: **1.012 Other Legislative & General - Climate** **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for legislative expenditures of the Board.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

N/A

FUNDING:

Requisition

1.012 OTHER LEGISLATIVE & GENERAL - CLIMATE	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS:										
Salaries and Wages	106,907	94,700	114,081	-	-	114,081	114,340	116,804	119,320	121,890
Contributions - projects	30,000	-	-	-	-	-	-	-	-	-
Other Operating Expenses		744								
TOTAL OPERATING COSTS	**136,907**	**95,444**	**114,081**	**-**	**-**	**114,081**	**114,340**	**116,804**	**119,320**	**121,890**
*Percentage Increase over prior year							0.2%	2.2%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Climate Action Reserve Fund	100,000	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
TOTAL CAPITAL / RESERVES	**100,000**	**100,000**	**100,000**	**-**	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**
TOTAL COSTS	**236,907**	**195,444**	**214,081**	**-**	**-**	**214,081**	**214,340**	**216,804**	**219,320**	**221,890**
*Percentage increase over prior year requisition							0.1%	1.1%	1.2%	1.2%
REVENUE										
Climate Action Grant	(55,000)	(69,927)	(55,000)	-	-	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
Transfer from Operating Project	(30,000)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(85,000)**	**(69,927)**	**(55,000)**	**-**	**-**	**(55,000)**	**(55,000)**	**- 55,000**	**- 55,000**	**- 55,000**
NET COSTS	**151,907**	**125,517**	**159,081**	**-**	**-**	**159,081**	**159,340**	**161,804**	**164,320**	**166,890**
*Percentage increase over prior year Net Costs						4.7%	0.2%	1.5%	1.6%	1.6%
AUTHORIZED POSITIONS:										
Salaried	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Environmental Protection and Water Quality

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.578 Environmental Protection **Committee: Parks & Environment**

DEFINITION:

To provide Protective Programs (Environmental Assessment and Regulatory Programs) relative to various Operating, Environmental and Capital programs. The cost of this function is allocated to other operating budgets and capital projects using these Services.

SERVICE DESCRIPTION:

The division provides scientific, technical and regulatory support to CRD services to ensure protection of human health and the environment.

PARTICIPATION:

Method of cost allocation is:

* Allocation on an hourly basis for services rendered to Third Party Projects, Capital & Operating functions

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Protective Programs, Partnership, Environment Resource Management, and Environmental Operations.

Change in Budget 2020 to 2021

Service:	**Environmental Protection and WQ**	**Total Expenditure**	**Comments**
2020 Budget		**7,839,814**	
Change in Salaries:			
	Base salary change	93,024	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	83,637	
	Term position expiry	(106,649)	Cross Connection Control Inspector position moved to permanent
	Cross Connection Control Inspector	107,149	IBC - 10a-4 Cross Connection Control Inspection
	FTE addition to support program (0.4 FTE)	30,423	IBC - 10d-2 Leech River Water Quality Operations
	Total Change in Salaries	207,584	
Other Changes:			
	WQ CAWW lab costs	68,250	
	Leech River Water Quality overhead	24,344	IBC - 10d-2 Leech River Water Quality Operations
	Other costs	113,580	
	Total Other Changes	202,754	
2021 Budget		**8,250,152**	
	% expense increase from 2020:	***5.2%***	
	% Requisition increase from 2020 (if applicable):		*Requisition funding is (x)% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $49,855 (0.6%) due mainly to cost savings from training and program development. This variance will be carried forward as a surplus to offset 2021 charge-out rates.

ENVIRONMENTAL SUSTAINABILITY - PROTECTIVE PROGRAMS DIVISION	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Protective Program Division Expenditures	5,981,939	5,874,944	6,031,541	162,149	-	6,193,690	6,227,769	6,359,104	6,493,194	6,630,093
Water Quality Program Division Expenditures	1,857,875	1,845,099	1,988,212	68,250	-	2,056,462	2,068,030	2,111,736	2,156,370	2,201,953
TOTAL OPERATING COSTS	**7,839,814**	**7,720,043**	**8,019,753**	**230,399**	**-**	**8,250,152**	8,295,799	8,470,840	8,649,564	8,832,046
*Percentage Increase over prior year	0.00%	-1.53%	2.30%	2.94%	0.00%	5.23%	0.55%	2.11%	2.11%	2.11%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Capital Costs	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	7,839,814	7,720,043	8,019,753	230,399	-	8,250,152	8,295,799	8,470,840	8,649,564	8,832,046
*Percentage Increase over prior year	0.00%	-1.53%	2.30%	2.94%	0.00%	5.23%	0.55%	2.11%	2.11%	2.11%
Allocation Recovery - Environmental Services	(5,966,939)	(5,909,939)	(5,981,546)	(162,149)	-	(6,143,695)	(6,227,769)	(6,359,104)	(6,493,194)	(6,630,093)
Allocation Recovery - Water Quality	(1,812,875)	(1,800,099)	(1,988,212)	(68,250)	-	(2,056,462)	(2,068,030)	(2,111,736)	(2,156,370)	(2,201,953)
OPERATING COSTS LESS INTERNAL RECOVERIES	60,000	10,005	49,995	-	-	49,995	-	-	-	-
*Percentage Increase over prior year	0.00%	-83.33%	-16.67%	0.00%	0.00%	-16.67%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit	-	(49,995)	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(60,000)	(60,000)	(49,995)	-	-	(49,995)	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Env. Services	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Water Quality	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(60,000)	(10,005)	(49,995)	-	-	(49,995)	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	54.55	54.55	54.55	1.40	0.00	55.95	55.95	55.95	55.95	55.95
Term	2.00	2.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00

ENVIRONMENTAL SUSTAINABILITY - PROTECTIVE PROGRAMS DIVISION	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	6,106,974	6,107,703	6,176,753	137,805	-	6,314,558	6,332,800	6,468,895	6,607,912	6,749,900
Allocations	1,149,692	1,185,560	1,272,760	-	-	1,272,760	1,286,944	1,312,368	1,338,316	1,364,770
Operating Costs - Other - Summary	583,148	426,779	570,240	92,594	-	662,834	676,055	689,577	703,336	717,376
TOTAL OPERATING COSTS	**7,839,814**	**7,720,043**	**8,019,753**	**230,399**	**-**	**8,250,152**	8,295,799	8,470,840	8,649,564	8,832,046
*Percentage Increase over prior year	0.00%	-1.53%	2.30%	2.94%	0.00%	5.23%	0.55%	2.11%	2.11%	2.11%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	7,839,814	7,720,043	8,019,753	230,399	-	8,250,152	8,295,799	8,470,840	8,649,564	8,832,046
*Percentage Increase over prior year	0.00%	-1.53%	2.30%	2.94%	0.00%	5.23%	0.55%	2.11%	2.11%	2.11%
Allocation Recovery - Environmental Services	(7,779,814)	(7,710,038)	(7,969,758)	(230,399)	-	(8,200,157)	(8,295,799)	(8,470,840)	(8,649,564)	(8,832,046)
OPERATING COSTS LESS INTERNAL RECOVERIES	60,000	10,005	49,995	-	-	49,995	-	-	-	-
*Percentage Increase over prior year	0.00%	-83.33%	-16.68%	0.00%	0.00%	-16.68%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit		(49,995)								
Balance C/F from Prior to Current year	(60,000)	(60,000)	(49,995)	-	-	(49,995)	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(60,000)	(109,995)	(49,995)	-	-	(49,995)	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	54.55	54.55	54.55	1.40	0.00	55.95	55.95	55.95	55.95	55.95
Term	2.00	2.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.578 Environmental Protection	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$67,000	$415,000	$76,000	$96,000	$98,000	$75,500	$760,500
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$42,000	$240,000	$0	$0	$0	$282,000
		$67,000	**$457,000**	**$316,000**	**$96,000**	**$98,000**	**$75,500**	**$1,042,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$67,000	$457,000	$316,000	$96,000	$98,000	$75,500	$1,042,500
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$67,000	**$457,000**	**$316,000**	**$96,000**	**$98,000**	**$75,500**	**$1,042,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.578

Service Name: Environmental Protection

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment	$355,000	E	ERF	$40,000	$104,000	$40,000	$70,000	$64,000	$37,000	$315,000
18-02	Replacement	Annual Computer equipment replacement	ERF replacement of computer equipment	$95,500	E	ERF	$0	$21,000	$21,000	$11,000	$19,000	$23,500	$95,500
18-03	Replacement	Annual vehicle replacement	ERF replacement of vehicles	$282,000	V	ERF	$0	$42,000	$240,000	$0	$0	$0	$282,000
18-04	Replacement	Furniture replacement	ERF replacement of furniture	$52,000	E	ERF	$2,000	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
19-01	Replacement	IT Database Programs	Address based database & EQIS	$300,000	E	ERF	$25,000	$275,000	$0	$0	$0	$0	$275,000
20-01	New	Furniture	New furniture	$25,000	E	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
			GRAND TOTAL	**$1,109,500**			**$67,000**	**$457,000**	**$316,000**	**$96,000**	**$98,000**	**$75,500**	**$1,042,500**

Service: **1.578** **Environmental Protection**

Proj. No.	18-01	**Capital Project Title**	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement	**Capital Project Description**	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	Replacement of routine sampling/outreach/printers/copiers equipment.				

Proj. No.	18-02	**Capital Project Title**	Annual Computer equipment replacement	**Capital Project Description**	ERF replacement of computer equipment
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	Routine replacement of various computer equipment due to end of calculated lifecycle (4yrs). *Note: expense is calculated on 2020 values*. Each year includes a number of standard desktop/laptop replacements scheduled by IT.				

Proj. No.	18-03	**Capital Project Title**	Annual vehicle replacement	**Capital Project Description**	ERF replacement of vehicles
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	**2021**-Replace F12004(Smart Car) **2022**-Replace F11001(Dodge Caravan), F11003(Ford Ranger), F11009(Ford Transit), F0111(Chev Colorado).				

Service: **1.578** **Environmental Protection**

Proj. No.	18-04	**Capital Project Title**	Furniture Replacement	**Capital Project Description**	ERF furniture
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	Replacement for stand-up desks & office chairs				

Proj. No.	19-01	**Capital Project Title**	IT Database Programs	**Capital Project Description**	Address based database & EQIS
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	Database development and maintenance - Address based database & EQIS				

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.579 Environmental Water Quality	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$21,000	$0	$0	$0	$0	$21,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$21,000**	**$0**	**$0**	**$0**	**$0**	**$21,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$21,000	$0	$0	$0	$0	$21,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$21,000**	**$0**	**$0**	**$0**	**$0**	**$21,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.579
Service Name: Environmental Water Quality

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Furniture/Equipment replacement	ERF Replacement of furniture	$21,000	E	ERF	$0	$21,000	$0	$0	$0	$0	$21,000
			GRAND TOTAL	**$21,000**			**$0**	**$21,000**	**$0**	**$0**	**$0**	**$0**	**$21,000**

Service: 1.579 **Environmental Water Quality**

Proj. No.	21-01	**Capital Project Title**	Furniture/Equipment replacement	**Capital Project Description**	ERF Replacement of furniture
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale Replacement of sample reception area log in/desk, replacement of 2 workstation desks in AE lab, replacement of T&O analytical station, dividers

1.578 Environmental Protection
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Environmental Protection

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
Fund: 1500 Fund Center: 105525 (105522)	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	758,097	768,097	768,097	768,097	768,097	768,097
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	10,000	-	-	-	-	-
Total projected year end balance	**768,097**	**768,097**	**768,097**	**768,097**	**768,097**	**768,097**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Reserve balance retained for charge-out rate stabilization

1.578 Environmental Protection
Equipment Reserve Summary
2021 - 2025 Financial Plan

ERF Reserve Cash Flow

Environmental Protection is responsible for providing scientific and technical expertise in order to protect the region's environmental resources and functions. Key areas of focus are the Climate Action Program, Integrated Watershed Management, Wastewater and Marine Environment Program. The total historical value as of Dec 31, 2014, for vehicles and equipment, was $392K with a replacement value on equipment of $442K*.

Equipment Replacement Fund	Est. Actual	Budget				
Fund: 1022 Fund Center: 101492/101647	2020	2021	2022	2023	2024	2025
Beginning Balance	1,140,293	1,113,417	656,417	340,417	244,417	146,417
Planned Purchase (Based on Capital Plan)	(28,776)	(457,000)	(316,000)	(96,000)	(98,000)	(75,500)
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income*	1,900	-	-	-	-	-
Total projected year end balance	**1,113,417**	**656,417**	**340,417**	**244,417**	**146,417**	**70,917**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Contributions from Operating budget reduced starting 2016.

1.579 Environmental Sustainability HQ Water Quality
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Environmental Sustainability HQ Water Quality

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105517	Est. Actual 2020	Budget 2021	 2022	 2023	 2024	 2025
Beginning Balance	171,579	174,181	145,681	145,681	145,681	145,681
Planned Purchase	-	(28,500)	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	2,602	-	-	-	-	-
Total projected year end balance	**174,181**	**145,681**	**145,681**	**145,681**	**145,681**	**145,681**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.579 Environmental Sustainability HQ Water Quality
Equipment Reserve Summary
2021 - 2025 Financial Plan

ERF Reserve Cash Flow

Water Quality Senior Budget - Equipment Replacement for Equipment

Equipment Replacement Fund Fund: 1022 Fund Center: 102075	**Est. Actual**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	51,576	21,103	103	103	103	103
Planned Purchase (Based on Capital Plan)	(30,473)	(21,000)	-	-	-	-
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	**21,103**	**103**	**103**	**103**	**103**	**103**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
ERF Reserve to fund replacement of equipment used by the staff of the Environmental Water Quality Division.
Contributions from Operating budget reduced starting 2016.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Source Control Program

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.755 Regional Source Control Program **Committee: Parks & Environment**

DEFINITION:

Provides for the control of the direct or indirect discharge of contaminants into or through facilities connected to sewage facilities under the regulatory authority of the Capital Regional District. Est. Bylaw No. 2402, 1996, amended Bylaw No. 2834, March 2001.

SERVICE DESCRIPTION:

Source control is a waste management strategy aimed at reducing contaminants that industries, businesses, institutions and households discharge to sanitary sewers. Source control focuses on point-of-discharge reductions in contaminants in order to protect: sewage collection and treatment systems, the quality of treatment plant sewage sludge and biosolids, the marine receiving environment and public and worker health and safety.

PARTICIPATION:

All municipalities, electoral areas and first nations taxation areas of the Capital Regional District

MAXIMUM LEVY:

Greater of $1,100,000 or $0.037 / $1,000 of actual assessments = (2020 - $4,718,258)

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Parks and Environment

FUNDING: Requisition, permit fees and other fees

COST APPORTIONMENT:

(1) Fees.
(2) Based on annual flow of sewage among each municipal and electoral participation area into sewage facilities owned or operated by the CRD.
(3) Remaining balance apportioned to all participating members on the basis of converted net taxable value of land and improvements.

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.755 Regional Source Control Program **Committee: Parks & Environment**

	Estimated Yearly Flow	% of Total Flows	
Saanich	9,170,992	26.35%	
Oak Bay	2,822,595	8.11%	
Victoria	12,397,164	35.62%	
Esquimalt	1,992,251	5.72%	
View Royal	827,710	2.38%	
Colwood	1,185,159	3.41%	
Langford	2,509,309	7.21%	88.80%
Sidney	1,291,715	3.71%	
Central Saanich	1,358,126	3.90%	
North Saanich	499,706	1.44%	
Esquimalt Band	25,336	0.07%	
Tseycum Band	11,649	0.03%	
Pauquachin Band	28,236	0.08%	
Songhees Band	222,220	0.64%	
D.N.D.	141,456	0.41%	
Institute of Ocean Sciences (I.O.S.)	5,440	0.02%	
Ganges Sewer	176,401	0.51%	
Maliview Sewer	18,374	0.05%	
Magic Lake Estates Sewer	100,832	0.29%	
Port Renfrew Sewer	19,326	0.06%	11.20%
TOTAL	**34,803,997**	**100.00%**	**100.00%**

Change in Budget 2020 to 2021

Service: Regional Source Control Program	**Total Expenditure**	**Comments**
2020 Budget	**1,605,745**	
Change in Salaries:	-	
Other Changes:		
Contract for Services	90,000	One-time enhanced key manhole project
Other costs	(4,582)	
Total Other Changes	85,418	
2021 Budget	**1,691,163**	
% expense increase from 2020:	***5.3%***	
% Requisition increase from 2020 (if applicable):	***1.7%***	*Requisition funding is (x)% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $67,100 (4.2%) due mainly to delays in the planned Enhanced Key Manhole Sampling project. This was due to COVID related business interruptions and reduction of tourism. This variance will be carried forward to 2021 to be spent on the rescheduled sampling project.

3.755 - REGIONAL SOURCE CONTROL PROGRAM	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Allocations - EPro Labour	1,344,687	1,310,000	1,344,687	-	-	1,344,687	1,397,640	1,425,590	1,454,100	1,483,180
Operation - Other Costs	137,558	87,723	110,276	-	-	110,276	111,559	113,798	116,074	118,385
Contract For Services	113,500	65,000	75,000	-	-	75,000	50,000	51,000	52,020	53,060
Consultant Expenses	10,000	70,000	161,200	-	-	161,200	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**1,605,745**	**1,532,723**	**1,691,163**	**-**	**-**	**1,691,163**	1,559,199	1,590,388	1,622,194	1,654,625
*Percentage Increase over prior year	0.00%	-4.55%	5.32%	0.00%	0.00%	5.32%	-7.80%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	1,605,745	1,532,723	1,691,163	-	-	1,691,163	1,559,199	1,590,388	1,622,194	1,654,625
*Percentage Increase over prior year	0.00%	-4.55%	5.32%	0.00%	0.00%	5.32%	-7.80%	2.00%	2.00%	2.00%
Internal Recoveries	(53,696)	(53,696)	(54,610)	-	-	(54,610)	(55,700)	(56,810)	(57,950)	(59,110)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	1,552,049	1,479,027	1,636,553	-	-	1,636,553	1,503,499	1,533,578	1,564,244	1,595,515
*Percentage Increase over prior year	0.00%	-4.70%	5.44%	0.00%	0.00%	5.44%	-8.13%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		67,096								
Balance C/F from Prior to Current year	(97,774)	(97,774)	(67,096)	-	-	(67,096)	-	-	-	-
Fees Charged	(53,000)	(53,000)	(53,900)	-	-	(53,900)	(54,980)	(56,080)	(57,200)	(58,340)
Revenue - Other	(2,000)	(500)	(2,030)	-	-	(2,030)	(2,070)	(2,110)	(2,150)	(2,190)
Grants in Lieu of Taxes	(93,922)	(93,922)	(95,520)	-	-	(95,520)	(97,430)	(99,380)	(101,370)	(103,390)
Transfer From Operating Reserve	(4,426)	-	(94,967)	-	-	(94,967)	(50,508)	(51,517)	(52,534)	(53,585)
TOTAL REVENUE	(251,122)	(178,100)	(313,513)	-	-	(313,513)	(204,988)	(209,087)	(213,254)	(217,505)
REQUISITION	**(1,300,927)**	**(1,300,927)**	**(1,323,040)**	**-**	**-**	**(1,323,040)**	**(1,298,511)**	**(1,324,491)**	**(1,350,990)**	**(1,378,010)**
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	-1.85%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Oak Bay, C. Saanich, N. Saanich, Langford; Sewered Local Areas of Ganges, Maliview, Magic Lakes, Pt. Renfrew, DND, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.755 Regional Source Control
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Regional Source Control

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
Fund: 1500 Fund Center: 105504	2020	2021	2022	2023	2024	2025
Beginning Balance	474,320	481,514	386,547	336,039	284,522	231,988
Planned Purchase	-	-	-	-	-	-
Transfer to/from Ops Budget	-	(94,967)	(50,508)	(51,517)	(52,534)	(53,585)
Interest Income*	7,194	-	-	-	-	-
Total projected year end balance	**481,514**	**386,547**	**336,039**	**284,522**	**231,988**	**178,403**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Septage Disposal Agreement

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.700 Septage Disposal - Regional **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of septage disposal facilities for all areas of the Regional District and to compel persons within all or designated portions of the region to make use of any system established for the disposal of septage and to prescribe the terms and conditions from which persons make use of such system and to impose fines and penalties in respect thereof (Letters Patent - June 1, 1978).

SERVICE DESCRIPTION:

The service provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd.

PARTICIPATION:

All member municipalities except Saltspring Island and Outer Gulf Islands. Operating and debt costs not met by user charges to be recovered by requisition to all participating members based on member percentage of participant septage input. Properties located in municipalities and capable of being drained into a municipal sanitary sewer are exempt from any levy. Properties connected to a sewage collection system within an electoral area may be exempted by by-law. Annual net cost not to exceed $0.63/1000 on taxable school assessment (excluding property that is taxable for school purposes only Special Act.)

NON-PARTICIPANT, in relation to septage, means septage originating from a municipality or electoral area which does not participate in the septage disposal function under Division XXI of the Supplementary Letters Patent of the Regional District, and as such were charged a higher tipping fee before September 1, 1996. The same tipping fee to be charged to participants and non-participants after September 1, 1996.

COST APPORTIONMENT:

(1) Fees:

User charges permitted by Septage Processing Ltd. to its customers.

Mandatory Waste Tipping Fee:	$0.29 per Imperial Gallon	2016
	$0.30 per Imperial Gallon	2017
	$0.31 per Imperial Gallon	2018
	$0.31 per Imperial Gallon	2019
	$0.32 per Imperial Gallon	2020

Septage Processing Ltd. will submit to the CRD an administration fee of $0.01 per Imperial Gallon.
Other wastes have different user charges.

(2) Remaining balance apportioned to all participating members on the basis of percentage of Septage/Sewage delivered to the Septage Facility in 2019.

	2020 Budget
Central Saanich	4.3059%
Colwood	5.9779%
Esquimalt	1.9982%
Highlands	9.9006%
Langford	10.0018%
Metchosin	3.1685%
North Saanich	5.9670%
Oak Bay	0.0399%
Saanich	9.4202%
Sidney	0.8377%
Sooke	12.1383%
Victoria	35.0398%
View Royal	0.2863%
Port Renfrew	0.8672%
Juan de Fuca	0.0507%
	100.00%

MAXIMUM LEVY:

$0.63 / $1,000 on taxable school assessments (excluding property that is taxable for school purposes only).

MAXIMUM CAPITAL DEBT:

COMMISSION:

FUNDING:

Service: 3.700 Septage Disposal - Regional **Committee: Core Area Liquid Waste Management**

SPL Liquid Waste Volumes - 2016

	Septage Vol[1]	FOG Vol[2]	Other Vol[3]	TOTAL	Total %	Septage %[1]	FOG %[2]	Other %[3]
Central Saanich	222,892	33,273	77,038	333,203	3.45%	66.9	10.0	23.1
Colwood	391,031	5,963	58,461	455,455	4.72%	85.9	1.3	12.8
Esquimalt	4,384	22,205	143,116	169,705	1.76%	2.6	13.1	84.3
Highland	103,907	0	2,218,524	2,322,431	24.07%	4.5	0.0	95.5
Langford	561,951	37,393	195,298	794,642	8.24%	70.7	4.7	24.6
Metchosin	276,334	1,815	64,818	342,967	3.55%	80.6	0.5	18.9
North Saanich	381,314	2,259	285,337	668,910	6.93%	57.0	0.3	42.7
Oak Bay	0	1,347	10,728	12,075	0.13%	0.0	11.2	88.8
Saanich	541,526	35,784	111,004	688,314	7.13%	78.7	5.2	16.1
Sidney	16,446	8,086	24,946	49,478	0.51%	33.2	16.3	50.4
Sooke	474,074	4,651	139,900	618,625	6.41%	76.6	0.8	22.6
Victoria	19,572	909,449	2,168,842	3,097,863	32.11%	0.6	29.4	70.0
View Royal	12,769	7,086	13,722	33,577	0.35%	38.0	21.1	40.9
Port Renfrew	28,797	0	31,672	60,469	0.63%	47.6	0.0	52.4
Juan de Fuca	0	0	0	0	0.00%	0.0	0.0	0.0
TOTAL	3,034,997	1,069,311	5,543,406	9,647,714	100%			

Notes:
1. Septage = Institutional, Commercial, and Residential
2. FOG = Fats, Oils and Greases
3. Other = Portable Toilets, San. Sew. Ships, San. Sew. Docks, PIT toilet, Car Wash, Catch Basin, Sew. Sludge, Other (whey, dairy, brewery), and Lift Station

3.700 - SEPTAGE DISPOSAL AGREEMENT	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	124,007	135,290	125,745	-	-	125,745	128,629	131,340	133,983	136,678
Contract For Services	16,319	38,068	14,901	-	-	14,901	15,190	15,490	15,800	16,120
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**140,326**	**173,359**	**140,646**	**-**	**-**	**140,646**	143,819	146,830	149,783	152,798
*Percentage Increase over prior year	0.00%	23.54%	0.23%	0.00%	0.00%	0.23%	2.26%	2.09%	2.01%	2.01%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Sewer Capital	63,582	46,549	15,891	-	-	15,891	-	-	-	-
TOTAL CAPITAL / RESERVES	63,582	46,549	15,891	-	-	15,891	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	203,908	219,908	156,537	-	-	156,537	143,819	146,830	149,783	152,798
*Percentage Increase over prior year	0.00%	7.85%	-23.23%	0.00%	0.00%	-23.23%	-8.12%	2.09%	2.01%	2.01%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	203,908	219,908	156,537	-	-	156,537	143,819	146,830	149,783	152,798
*Percentage Increase over prior year	0.00%	7.85%	-23.23%	0.00%	0.00%	-23.23%	-8.12%	2.09%	2.01%	2.01%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	(64,310)	(64,310)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,596)	(2,596)	(2,640)	-	-	(2,640)	(2,690)	(2,740)	(2,790)	(2,840)
Fees Charged	(2,500)	(2,500)	(2,540)	-	-	(2,540)	(2,590)	(2,640)	(2,690)	(2,740)
Sale of Goods and Services	(84,000)	(100,000)	(100,000)	-	-	(100,000)	(102,000)	(104,040)	(106,120)	(108,240)
Revenue - Other	(2,187)	(2,187)	(2,220)	-	-	(2,220)	(2,260)	(2,310)	(2,360)	(2,410)
TOTAL REVENUE	(155,593)	(171,593)	(107,400)	-	-	(107,400)	(109,540)	(111,730)	(113,960)	(116,230)
REQUISITION	**(48,315)**	**(48,315)**	**(49,137)**	**-**	**-**	**(49,137)**	**(34,279)**	**(35,100)**	**(35,823)**	**(36,568)**
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	-30.24%	2.40%	2.06%	2.08%
PARTICIPANTS: All Muniipalities										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Millstream Site Remediation

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.701 Millstream Site Remediation **Committee: Parks & Environment**

DEFINITION:

Establishment Bylaw No. 3519, as amended, establishes a service for the purpose of the remediation of lands legally described as Lot A, Section 5, Range 3 West, Highland District, Plan 40349 operated as the Millstream Meadows Sewage Septage Facility (the "**Millstream Site**") and any other lands that may, now or in future, be affected by the operation of the Millstream Site as a sewage septage disposal facility.

SERVICE DESCRIPTION:

The service oversees the investigation and remediation of the former septage disposal site located at Millstream Meadows.

PARTICIPATION:

Municipality	Percentage
City of Colwood	26.36%
City of Victoria	3.28%
District of Central Saanich	5.29%
Township of Esquimalt	0.70%
City of Langford	17.01%
District of Saanich	14.17%
District of Oak Bay	0.22%
District of North Saanich	6.69%
District of Metchosin	5.09%
Town of Sidney	0.26%
Town of View Royal	2.81%
District of Highland	1.29%
District of Sooke	10.02%
Juan de Fuca	6.81%
	100.00%

MAXIMUM LEVY:

Greater of $1,400,000 or the amount equal to the amount that could be raised by a property value tax rate of $0.021 per $1,000 which when applied to the net taxable value of the land and improvements within the Service Area (2020 Assessment - $2,512,332).

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3513 (May 14, 2008)	Amended 3662 (Mar 2010)	$7,550,000
Borrowed:	SI Bylaw No. 3547 (July 9, 2008)	5 yr term	($3,850,000)
	SI Bylaw No. 3725	15 yr term	($288,234)
	SI Bylaw No. 3817 (May 2012)	15 yr term	($200,000)
	SI Bylaw No. 3882 (May 2013)	15 yr term	($600,000)
	SI Bylaw No. 3910 (July 2013)	15 yr term	($611,766)
Remaining: - Unissued and expired			$2,000,000

COMMITTEE:

Parks & Environment

FUNDING:

Capital Project cost shared:

- Agreement with provincial Ministry of Agriculture and Lands (MAL) – 39% of eligible capital costs
- CRD Share is 61% of eligible costs and 100% of ineligible costs
  - Funds on Hand $1,643,000
  - Debt Servicing – up to $5,550,000 funded from property tax from the above participating areas
  - Effective 2010, 50% of the net annual costs of site remediation of the Millstream Meadows Sewage Septage Facility is funded from the annual Solid Waste Disposal Budget

3.701 - MILLSTREAM SITE REMEDIATION	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Allocations	3,339	3,339	1,441	-	-	1,441	769	784	800	816
TOTAL OPERATING COSTS	**3,339**	**3,339**	**1,441**	**-**	**-**	**1,441**	769	784	800	816
*Percentage Increase over prior year	0.00%	0.00%	-56.84%	0.00%	0.00%	-56.84%	-46.63%	1.95%	2.04%	2.00%
CAPITAL / RESERVE										
Transfer to Capital Fund	511,483	511,483	233,630	-	-	233,630	-	-	-	-
TOTAL CAPITAL / RESERVES	511,483	511,483	233,630	-	-	233,630	-	-	-	-
Debt Expenditures	144,904	144,904	138,920	-	-	138,920	138,920	138,920	138,920	138,920
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	659,726	659,726	373,991	-	-	373,991	139,689	139,704	139,720	139,736
*Percentage Increase over prior year	0.00%	0.00%	-43.31%	0.00%	0.00%	-43.31%	-62.65%	0.01%	0.01%	0.01%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	659,726	659,726	373,991	-	-	373,991	139,689	139,704	139,720	139,736
*Percentage Increase over prior year	0.00%	0.00%	-43.31%	0.00%	0.00%	-43.31%	-62.65%	0.01%	0.01%	0.01%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	(17)	(17)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Grants in Lieu of Taxes	(19,709)	(19,709)	(20,050)	-	-	(20,050)	-	-	-	-
Transfer From Own Funds	(320,000)	(320,000)	(176,961)	-	-	(176,961)	(69,835)	(69,842)	(69,850)	(69,858)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(339,726)	(339,726)	(197,031)	-	-	(197,031)	(69,855)	(69,862)	(69,870)	(69,878)
REQUISITION	**(320,000)**	**(320,000)**	**(176,961)**	**-**	**-**	**(176,961)**	**(69,835)**	**(69,842)**	**(69,850)**	**(69,858)**
*Percentage Increase over prior year	0.00%	0.00%	-44.70%	0.00%	0.00%	-44.70%	-60.54%	0.01%	0.01%	0.01%
PARTICIPANTS: All Municipalities and JDF Electoral Area										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	3.701 Millstream Site Remediation	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$249,597	$632,597	$0	$0	$0	$0	$632,597
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$249,597	**$632,597**	**$0**	**$0**	**$0**	**$0**	**$632,597**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$55,767	$289,397	$0	$0	$0	$0	$289,397
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$193,830	$343,200	$0	$0	$0	$0	$343,200
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$249,597	**$632,597**	**$0**	**$0**	**$0**	**$0**	**$632,597**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.701
Service Name: Millstream Site Remediation

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	$14,705,734	L	Cap	$55,767	$289,397	$0	$0	$0	$0	$289,397
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation		L	Grant	$193,830	$343,200	$0	$0	$0	$0	$343,200
			GRAND TOTAL	**$14,705,734**			**$249,597**	**$632,597**	**$0**	**$0**	**$0**	**$0**	**$632,597**

Service: 3.701 **Millstream Site Remediation**

Proj. No.	17-01	**Capital Project Title**	Millstream Meadows Remediation	**Capital Project Description**	CRD contaminated site remediation
Asset Class	L	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Millstream Site Remediation: 2017/2018 Detailed Site Investigation (Part 2), 2018/2019 Remediation/Risk Assessment(includes Planning/Estimating), 2019/2020 Finalize Site Investigation and Remediation/Risk Assessment, 2020/2021 Make application for Provincial certification, 2021/2022 Project Completion and site divestment*

CAPITAL REGIONAL DISTRICT

2021 BUDGET

L.W.M.P On-Site Systems Management Program

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.707 On Site Systems Management Program **Committee: Parks & Environment**

DEFINITION:

CRD Bylaw No. 3478 (adopted March 19, 2008) establishing a service for the purpose of developing and implementing a management program for the onsite sewage systems in the service area.
Regulation Bylaw No. 3479 approved April 9, 2008.

SERVICE DESCRIPTION:

To reduce the impacts of failing septic (onsite) systems on human health and the environment through education and regulatory requirements. The Onsite Sewage Management Program (OMP) includes regulatory Bylaw No. 3479, outlining pump-out and maintenance requirements for owners of onsite systems. The program monitors residential compliance with the Bylaw and focuses on education to promote awareness and understanding of onsite system maintenance and care.

PARTICIPATION:

The participating areas are:

	2019 Onsite Systems	%
Colwood	3,313	41.08%
Langford	2,439	30.24%
Saanich	2,252	27.92%
View Royal	61	0.76%
	8,065	100.00%

Note 1: Cost apportionment based on the number of parcels having onsite disposal systems within a participating area as a percentage of the total number of parcels having onsite sewage disposal systems within the service area.

MAXIMUM LEVY:

Greater of $211,070 or the amount that could be raised by a property value tax rate of $0.008 / $1,000 when applied to the net taxable value of land and improvements within the service area.

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Parks & Environment

FUNDING:

Parcel tax area created by each jurisdiction apportioned among all properties other than those parcels that are not connected to an onsite sewage disposal system.

3.707 - LWMP - ON SITE SYSTEM MANAGEMENT PROG	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	318,571	122,106	200,437	-	-	200,437	184,080	184,130	184,180	187,317
Contract For Services	-	5,979	6,000	-	-	6,000	6,120	6,240	6,360	3,393
TOTAL OPERATING COSTS	**318,571**	**128,085**	**206,437**	**-**	**-**	**206,437**	190,200	190,370	190,540	190,710
*Percentage Increase over prior year	0.00%	-59.79%	-35.20%	0.00%	0.00%	-35.20%	-7.87%	0.09%	0.09%	0.09%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	86,579	-	-	86,579	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	86,579	-	-	86,579	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	318,571	128,085	293,016	-	-	293,016	190,200	190,370	190,540	190,710
*Percentage Increase over prior year	0.00%	-59.79%	-8.02%	0.00%	0.00%	-8.02%	-35.09%	0.09%	0.09%	0.09%
Transfer from Operating Reserve Fund	(87,500)	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	231,071	128,085	293,016	-	-	293,016	190,200	190,370	190,540	190,710
*Percentage Increase over prior year	0.00%	-44.57%	26.81%	0.00%	0.00%	26.81%	-35.09%	0.09%	0.09%	0.09%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		102,986								
Balance C/F from Prior to Current year	(41,197)	(41,197)	(102,986)	-	-	(102,986)	-	-	-	-
Grants in Lieu of Taxes	(8,434)	(8,434)	(8,590)	-	-	(8,590)	(8,760)	(8,930)	(9,100)	(9,270)
TOTAL REVENUE	(49,631)	53,355	(111,576)	-	-	(111,576)	(8,760)	(8,930)	(9,100)	(9,270)
REQUISITION	**(181,440)**	**(181,440)**	**(181,440)**	**-**	**-**	**(181,440)**	**(181,440)**	**(181,440)**	**(181,440)**	**(181,440)**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Colwood, Langford, Saanich, View Royal										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.707 L.W.M.P. On Site Systems Management Program
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

L.W.M.P. On Site Systems Management Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated Actuals	Budget				
Fund: 1500 Fund Center: 105526	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	109,413	111,073	110,152	110,152	110,152	110,152
Planned Purchase	-	(87,500)	-	-	-	-
Transfer from Ops Budget	-	86,579	-	-	-	-
Interest Income*	1,659	-	-	-	-	-
Total projected year end balance	**111,073**	**110,152**	**110,152**	**110,152**	**110,152**	**110,152**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
$87,500 in 2021 planned for Onsite database rewrite, this project was deferred from 2020.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

L.W.M.P. - Peninsula Programs

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Parks & Environment**

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

PARTICIPATION:

MAXIMUM LEVY:

Greater of $5,663,000 or $1.56 / $1,000 of actual assessments (2020 - $24,155,979).

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Parks & Environment

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Parks & Environment**

	Operating
Central Saanich	43.12%
North Saanich (*see note below)	15.87%
Sidney	41.01%
Total	**100.00%**

Note:
* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

3.720 - LWMP (PENINSULA)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	21,875	21,877	41,738	41,000	-	82,738	107,341	24,080	24,557	25,047
Contract For Services	25,000	20,000	-	-	-	-	11,799	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**46,875**	**41,877**	**41,738**	**41,000**	**-**	**82,738**	119,140	24,080	24,557	25,047
*Percentage Increase over prior year	0.00%	-10.66%	-10.96%	87.47%	0.00%	76.51%	44.00%	-79.79%	1.98%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	4,998	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	4,998	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	46,875	46,875	41,738	41,000	-	82,738	119,140	24,080	24,557	25,047
*Percentage Increase over prior year	0.00%	0.00%	-10.96%	87.47%	0.00%	76.51%	44.00%	-79.79%	1.98%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	46,875	46,875	41,738	41,000	-	82,738	119,140	24,080	24,557	25,047
*Percentage Increase over prior year	0.00%	0.00%	-10.96%	87.47%	0.00%	76.51%	44.00%	-79.79%	1.98%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(200)	(200)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
Transfer From Operating Reserve	(35,000)	(35,000)	(29,658)	-	-	(29,658)	-	-	-	-
TOTAL REVENUE	(35,200)	(35,200)	(29,868)	-	-	(29,868)	(210)	(210)	(210)	(210)
REQUISITION	**(11,675)**	**(11,675)**	**(11,870)**	**(41,000)**	**-**	**(52,870)**	**(118,930)**	**(23,870)**	**(24,347)**	**(24,837)**
*Percentage Increase over prior year	0.00%	0.00%	1.67%	351.18%	0.00%	352.85%	124.95%	-79.93%	2.00%	2.01%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
Fund: 1500 Fund Center: 105527	2020	2021	2022	2023	2024	2025
Beginning Balance	59,471	30,371	713	713	713	713
Planned Purchase	(35,000)	(29,658)	-	-	-	-
Transfer from Ops Budget	4,998	-	-	-	-	-
Interest Income*	902	-	-	-	-	-
Total projected year end balance	**30,371**	**713**	**713**	**713**	**713**	**713**

Assumptions/Background:
Retain reserve balance for future LWMP planning projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

L.W.M.P. - Core and Western Communities

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.750 L.W.M.P. - Core and West Shore **Committee:** Core Area Liquid Waste Management

DEFINITION:

To provide under authority of Trunk Sewers and Sewer Disposal Letters of Patent for the study, design, monitoring, materials acquisition, construction, equipment acquisition and all works necessary for the preparation of a Liquid Waste Management Plan and any related works within the Capital Regional District. Establishment Bylaw No. 2312 (1995), amended by Bylaw No. 3028 (2002), 3319 (2006), and 4304 (2020).

SERVICE DESCRIPTION:

To manage the Core Area and West Shore Liquid Waste Management Plan (CALWMP) and implement the commitments approved under the plan

- planning, siting, reporting, amendment preparation, implementation of commitments, public communications, liquid and solid resource recovery development

PARTICIPATION:

1991-2010 - Based on design flows for year 2015 (by D.L. McKay, P. Eng., 1991; adjusted for West Comm. Trunk in 1998)
2011 -> Based on Average Annual Flow worksheets prepared by Kerr Wood Leidal (Rev. 4, May 6, 2010).

	McKay		Kerr Wood Leidal			
	2016 * Volumes	2016 %	2016 ** Volumes	2016 %	2030 ** Volumes	2030 %
Victoria	28,236,400	41.329%	14,622,364	40.247%	14,656,806	36.472%
Saanich	20,914,500	30.612%	10,902,708	30.009%	11,061,673	27.526%
Esquimalt	3,591,600	5.257%	2,553,217	7.028%	2,652,642	6.601%
View Royal	3,292,300	4.819%	951,051	2.618%	1,161,794	2.891%
Oak Bay	4,171,950	6.106%	3,048,192	8.390%	3,016,180	7.506%
District of Langford	3,620,800	5.300%	2,521,220	6.939%	4,571,638	11.376%
Colwood	3,726,650	5.455%	1,467,592	4.039%	2,787,389	6.936%
Songhees Band	536,550	0.785%	238,306	0.656%	250,046	0.622%
Esquimalt Band	229,950	0.337%	26,949	0.074%	28,095	0.070%
TOTAL	68,320,700	100.000%	36,331,599	100.000%	40,186,263	100.000%

* = Design Flow
** = Average Annual Flow

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.750 - LWMP - CORE AND WEST SHORE	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	1,169,917	1,169,278	178,461	-	-	178,461	184,345	188,047	191,817	195,664
Consultant Expenses	-	-	100,000	-	-	100,000	102,000	104,040	106,120	108,240
Contract For Services	35,000	35,639	35,600	-	-	35,600	36,310	37,040	37,780	38,540
TOTAL OPERATING COSTS	**1,204,917**	**1,204,917**	**314,061**	**-**	**-**	**314,061**	322,655	329,127	335,717	342,444
*Percentage Increase over prior year	0.00%	0.00%	-73.94%	0.00%	0.00%	-73.94%	2.74%	2.01%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	57,055	-	-	57,055	55,885	56,983	58,113	59,266
TOTAL CAPITAL / RESERVES	-	-	57,055	-	-	57,055	55,885	56,983	58,113	59,266
Debt Expenditures										
MFA Debt Reserve										
TOTAL COSTS	1,204,917	1,204,917	371,116	-	-	371,116	378,540	386,110	393,830	401,710
*Percentage Increase over prior year	0.00%	0.00%	-69.20%	0.00%	0.00%	-69.20%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	1,204,917	1,204,917	371,116	-	-	371,116	378,540	386,110	393,830	401,710
*Percentage Increase over prior year	0.00%	0.00%	-69.20%	0.00%	0.00%	-69.20%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(27,359)	(27,359)	(27,820)	-	-	(27,820)	(28,380)	(28,950)	(29,530)	(30,120)
Transfer From Operating Reserve	(840,000)	(840,000)	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(867,359)	(867,359)	(27,820)	-	-	(27,820)	(28,380)	(28,950)	(29,530)	(30,120)
REQUISITION	**(337,558)**	**(337,558)**	**(343,296)**	**-**	**-**	**(343,296)**	**(350,160)**	**(357,160)**	**(364,300)**	**(371,590)**
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, Oak Bay, View Royal, and Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.750 L.W.M.P. Core and West Shore
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

L.W.M.P. Core and West Shore

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
Fund: 1500 Fund Center: 105528	2020	2021	2022	2023	2024	2025
Beginning Balance	1,641,960	826,863	883,918	939,803	996,786	1,054,899
Planned Purchase	(840,000)	-	-	-	-	-
Transfer from Ops Budget	-	57,055	55,885	56,983	58,113	59,266
Interest Income*	24,903	-	-	-	-	-
Total projected year end balance	**826,863**	**883,918**	**939,803**	**996,786**	**1,054,899**	**1,114,165**

Assumptions/Background:
2020 planned spending relates to biosolid management. Retain reserve balance for future LWMP planning projects

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

L.W.M.P. - Harbour Studies

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.752 L.W.M.P. - Harbour Studies **Committee: Core Area Liquid Waste Management**

DEFINITION:

Core Area Liquid Waste Management Plan program - provides for the CRD to work in partnership with other agencies to protect and improve the environmental quality of Victoria and Esquimalt harbours. Establishment Bylaw No. 3743, February 16, 2011, as amende by Bylaw No. 3837 (2012).

SERVICE DESCRIPTION:

The service coordinates harbour environmental protection and improvement efforts among community, local governments and senior governments under the Core Area LWMP.

PARTICIPATION:

	2020
City of Colwood	6.1260%
City of Victoria	30.5230%
Township of Esquimalt	6.0770%
City of Langford	13.8492%
District of Saanich	39.6690%
Town of View Royal	3.7558%
TOTAL	100.000%

MAXIMUM LEVY:

Greater of $350,000 or $0.0064 per $1,000 of actual assessments (2020 - $561,413)

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.752 - LWMP - HARBOURS STUDIES	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Allocations	268,039	268,039	336,472	-	-	336,472	348,636	355,606	362,729	369,974
Consultant Expenses	70,333	70,333	-	-	-	-	-	-	-	-
Contract for Services	2,000	2,000	6,336	-	-	6,336	-	-	-	-
Operating - Other Costs	2,570	2,570	550	-	-	550	560	570	580	590
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**342,942**	**342,942**	**343,358**	**-**	**-**	**343,358**	349,196	356,176	363,309	370,564
*Percentage Increase over prior year	0.00%	0.00%	0.12%	0.00%	0.00%	0.12%	1.70%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-			
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-			
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	342,942	342,942	343,358	-	-	343,358	349,196	356,176	363,309	370,564
*Percentage Increase over prior year	0.00%	0.00%	0.12%	0.00%	0.00%	0.12%	1.70%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	342,942	342,942	343,358	-	-	343,358	349,196	356,176	363,309	370,564
*Percentage Increase over prior year	0.00%	0.00%	0.12%	0.00%	0.00%	0.12%	1.70%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Grants in Lieu of Taxes	(24,178)	(24,178)	(24,590)	-	-	(24,590)	(25,080)	(25,580)	(26,090)	(26,610)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(24,178)	(24,178)	(24,590)	-	-	(24,590)	(25,080)	(25,580)	(26,090)	(26,610)
REQUISITION	**(318,764)**	**(318,764)**	**(318,768)**	**-**	**-**	**(318,768)**	**(324,116)**	**(330,596)**	**(337,219)**	**(343,954)**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.68%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, View Royal, Songhees and Esquimalt Bands (New 2021: North Saanich, Sidney, Central Saanich)										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Climate Action and Adaptation

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.309 Climate Action and Adaptation **Committee: Parks & Environment**

DEFINITION:

Establishment Bylaw No. 3510 (Jan 2009), as amended by Bylaw No. 4058 (Feb 2016), to establish and to operate the service of regional climate action coordination, including:

- Collaboration and cooperation with members on climate action and adaptation, including carbon neutrality commitments
- Information dissemination and public education
- Seek funding from other regional levels of government to support regional climate action programs
- Monitoring and reporting on air quality, energy consumption and greenhouse gas emissions

SERVICE DESCRIPTION:

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

PARTICIPATION:

All municipalities and electoral areas

MAXIMUM LEVY:

The greater of $459,873 or $0.0036 / $1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Property value tax
Cost apportionment: 50% RPS population and 50% converted assessments

1.309 - CLIMATE ACTION AND ADAPTATION	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	98,264	112,065	-	109,038	-	109,038	109,286	-	-	-
Allocations - EPro Labour	321,749	312,570	327,219	-	-	327,219	334,420	341,110	347,930	354,890
Contract For Services	20,440	14,500	20,790	-	-	20,790	21,210	83,101	85,761	88,475
Consultant Expenses	23,389	27,075	23,790	-	-	23,790	24,270	24,760	25,260	25,770
Operating - Other Costs	104,587	23,522	93,560	-	-	93,560	42,292	42,141	41,991	41,832
Allocations - Others	8,252	8,252	10,358	-	-	10,358	11,782	12,018	12,258	12,503
Insurance Costs	870	870	910	-	-	910	930	950	970	990
TOTAL OPERATING COSTS	**577,551**	**498,853**	**476,627**	**109,038**	**-**	**585,665**	**544,190**	**504,080**	**514,170**	**524,460**
*Percentage Increase over prior year	0.00%	-13.63%	-17.47%	18.88%	0.00%	1.40%	-7.08%	-7.37%	2.00%	2.00%
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	38,284	1,301	-	-	1,301	-	-	-	-
TOTAL CAPITAL / RESERVES	-	38,284	1,301	-	-	1,301	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	577,551	537,137	477,928	109,038	-	586,966	544,190	504,080	514,170	524,460
*Percentage Increase over prior year	0.00%	-7.00%	-17.25%	18.88%	0.00%	1.63%	-7.29%	-7.37%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	**577,551**	**537,137**	**477,928**	**109,038**	**-**	**586,966**	**544,190**	**504,080**	**514,170**	**524,460**
*Percentage Increase over prior year	0.00%	-7.00%	-17.25%	18.88%	0.00%	1.63%	-7.29%	-7.37%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		52,467								
Balance C/F from Prior to Current year	(51,153)	(51,153)	(52,467)	-	-	(52,467)	-	-	-	-
Grants in Lieu of Taxes	(25,642)	(25,641)	(26,080)	-	-	(26,080)	(26,600)	(27,140)	(27,690)	(28,250)
Grants - Federal/Provincial/Other	(50,000)	(62,000)	-	(50,000)	-	(50,000)	(50,000)	-	-	-
Transfer From Own Funds	-	(54)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(126,795)	(86,381)	(78,547)	(50,000)	-	(128,547)	(76,600)	(27,140)	(27,690)	(28,250)
REQUISITION	**(450,756)**	**(450,756)**	**(399,381)**	**(59,038)**	**-**	**(458,419)**	**(467,590)**	**(476,940)**	**(486,480)**	**(496,210)**
*Percentage Increase over prior year	0.00%	0.00%	-11.40%	13.10%	0.00%	1.70%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: All Municipalities and Electoral Areas										
AUTHORIZED POSITIONS:										
Regular	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	1.00	1.00	0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00

1.309 Climate Action and Adaptation
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Climate Action and Adaptation

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est Actuals	Budget				
Fund: 1500 Fund Center: 105503	2020	2021	2022	2023	2024	2025
Projected year end balance						
Beginning Balance	14,163	52,662	53,963	53,963	53,963	53,963
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	38,284	1,301	-	-	-	-
Interest Income*	215	-	-	-	-	-
Total projected year end balance	**52,662**	**53,963**	**53,963**	**53,963**	**53,963**	**53,963**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Reserve balance retained for projects to be co-funded by grants

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Sooke Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.531 Sooke Stormwater Quality Management **Committee: Electoral Areas**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. "Stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses. Work is conducted for the District of Sooke by annual letter of agreement.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Sooke Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The District of Sooke.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.531 - STORMWATER QUALITY - SOOKE	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2,021.00 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	20,221	10,492	20,223	-	-	20,223	20,801	21,216	21,642	22,068
Contract For Services	4,500	14,229	46,181	-	-	46,181	56,491	10,380	10,590	10,800
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**24,721**	**24,721**	**66,404**	**-**	**-**	**66,404**	77,292	31,596	32,232	32,868
*Percentage Increase over prior year	0.00%	0.00%	168.61%	0.00%	-	168.61%	16.40%	-59.12%	2.01%	1.97%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	12,200	12,200	(28,854)	-	-	(28,854)	(38,992)	7,464	7,608	7,772
TOTAL CAPITAL / RESERVES	12,200	12,200	(28,854)	-	-	(28,854)	(38,992)	7,464	7,608	7,772
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	36,921	36,921	37,550	-	-	37,550	38,300	39,060	39,840	40,640
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	-	1.70%	2.00%	1.98%	2.00%	2.01%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	36,921	36,921	37,550	-	-	37,550	38,300	39,060	39,840	40,640
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	-	1.70%	2.00%	1.98%	2.00%	2.01%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(77)	(77)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(77)	(77)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
REQUISITION	**(36,844)**	**(36,844)**	**(37,470)**	**-**	**-**	**(37,470)**	**(38,220)**	**(38,980)**	**(39,760)**	**(40,560)**
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	-	1.70%	2.00%	1.99%	2.00%	2.01%
PARTICIPANTS: Sooke										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	-	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	-	0.00	0.00	0.00	0.00	0.00

1.531 Storm Water Quality - Sooke
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Storm Water Quality - Sooke

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
Fund: 1500 Fund Center: 105518	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Projected year end balance						
Beginning Balance	55,674	67,874	39,020	28	7,492	15,100
Planned Purchase	-	(28,854)	(40,890)	-	-	-
Transfer from Ops Budget	12,200	-	1,898	7,464	7,608	7,772
Interest Income*	-	-	-	-	-	-
Total projected year end balance	**67,874**	**39,020**	**28**	**7,492**	**15,100**	**22,872**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Core and West Shore Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.536 Core and West Shore Stormwater Quality Management **Committee: Core Area Liquid Waste Management**

DEFINITION:

This program coordinates the management of stormwater quality and surface water resources in cooperation with the seven core municipalities. The program includes investigations to assess shoreline discharges and contaminant sources and protect the marine environment using a watershed management planning approach. Establishment Bylaw 2567, adopted Feb 25, 1998.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Core Area to coordinate the management of stormwater quality and surface water resources. The program includes investigation to assess shoreline discharges and contaminant sources and protect the marine environment using an integrated watershed management approach.

PARTICIPATION:

The apportionment of annual operating costs among the participants shall be on the basis of:

- one-sixth in proportion to population of the participants
- one-sixth in proportion to land area of the participants
- one-third in proportion to converted assessments of the participants
- one-third in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participants, as determined by the Capital Region District Board.

The participants are:

City of Colwood
City of Victoria
Township of Esquimalt
District of Langford
District of Oak Bay
District of Saanich
Town of View Royal
Esquimalt Band
Songhees Band

MAXIMUM LEVY:

None listed in Establishing Bylaw

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition for Stormwater Program and Direct Agreement for coordinator for the Bowker Creek Initiative.

1.536 - STORMWATER QUALITY MANAGEMENT - CORE AND WEST SHORE	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	589,296	614,203	570,173	-	-	570,173	583,622	595,285	607,186	619,327
Contract For Services	113,940	113,500	91,111	-	-	91,111	88,808	90,585	92,404	94,273
Consultant Expenses	30,700	-	59,075	-	-	59,075	60,260	61,470	62,700	63,950
TOTAL OPERATING COSTS	**733,936**	**727,703**	**720,359**	**-**	**-**	**720,359**	732,690	747,340	762,290	777,550
*Percentage Increase over prior year	0.00%	-0.85%	-1.85%	0.00%	0.00%	-1.85%	1.71%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	2,000	8,233	-	-	-	-	2,070	2,110	2,150	2,190
TOTAL CAPITAL / RESERVES	2,000	8,233	-	-	-	-	2,070	2,110	2,150	2,190
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	735,936	735,936	720,359	-	-	720,359	734,760	749,450	764,440	779,740
*Percentage Increase over prior year	0.00%	0.00%	-2.12%	0.00%	0.00%	-2.12%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	(33,107)	(33,107)	(33,769)	-	-	(33,769)	(34,440)	(35,130)	(35,830)	(36,550)
OPERATING COSTS LESS INTERNAL RECOVERIES	702,829	702,829	686,590	-	-	686,590	700,320	714,320	728,610	743,190
*Percentage Increase over prior year	0.00%	0.00%	-2.31%	0.00%	0.00%	-2.31%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Grants in Lieu of Taxes	(60,892)	(60,892)	(61,930)	-	-	(61,930)	(63,170)	(64,430)	(65,720)	(67,040)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
Other Revenue	(27,716)	(27,716)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(88,608)	(88,608)	(61,930)	-	-	(61,930)	(63,170)	(64,430)	(65,720)	(67,040)
REQUISITION	**(614,221)**	**(614,221)**	**(624,660)**	**-**	**-**	**(624,660)**	**(637,150)**	**(649,890)**	**(662,890)**	**(676,150)**
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Victoria, Saanich, Esquimalt, View Royal, Oak Bay, Langford, Colwood, Songhees Band, Esquimalt Band										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.536 Stormwater Quality Management - Core
Operating Reserve Summary
2021- 2025 Financial Plan

Profile

Stormwater Quality Management - Core

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
	2020	2021	2022	2023	2024	2025
Projected year end balance						
Beginning Balance	68,696	77,971	77,971	80,041	82,151	84,301
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	8,233	-	2,070	2,110	2,150	2,190
Interest Income*	1,042	-	-	-	-	-
Total projected year end balance	**77,971**	**77,971**	**80,041**	**82,151**	**84,301**	**86,491**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Saanich Peninsula - Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of $106,017 or $0.0103/$1,000 of actual assessments. The actual assessment for 2020 was $109,946.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one sixth in proportion to the population of the participating areas, one sixth in proportion to the land area of the participating areas, one sixth in proportion to the length of shoreline in each of the participating areas, and one half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

	Stormwater
Central Saanich	27.58%
North Saanich	35.68%
Sidney	24.33%
Tsawout Band	4.49%
Tsartlip Band	5.57%
Pauquachin Band	0.98%
Tseycum Band	1.37%
Total	**100.00%**

Note:

* Service established effective 2010; previously provided by agreement

1.537 SOURCE CONTROL STORMWATER - SAANICH PENINSULA	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	72,938	83,005	75,443	-	-	75,443	77,371	78,919	80,488	82,091
Contract For Services	29,857	17,500	22,500	-	-	22,500	22,529	22,980	23,452	23,919
Consultant Expenses	11,000	2,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
TOTAL OPERATING COSTS	**113,795**	**102,505**	**112,943**	**-**	**-**	**112,943**	115,200	117,509	119,860	122,250
*Percentage Increase over prior year	0.00%	-9.92%	-0.75%	0.00%	0.00%	-0.75%	2.00%	2.00%	2.00%	1.99%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	11,290	2,787	-	-	2,787	2,840	2,891	2,950	3,010
TOTAL CAPITAL / RESERVES	-	11,290	2,787	-	-	2,787	2,840	2,891	2,950	3,010
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	113,795	113,795	115,730	-	-	115,730	118,040	120,400	122,810	125,260
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	2.00%	2.00%	2.00%	1.99%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	113,795	113,795	115,730	-	-	115,730	118,040	120,400	122,810	125,260
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	2.00%	2.00%	2.00%	1.99%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(3,849)	(3,849)	(3,910)	-	-	(3,910)	(3,980)	(4,060)	(4,140)	(4,220)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,849)	(3,849)	(3,910)	-	-	(3,910)	(3,980)	(4,060)	(4,140)	(4,220)
REQUISITION	**(109,946)**	**(109,946)**	**(111,820)**	**-**	**-**	**(111,820)**	**(114,060)**	**(116,340)**	**(118,670)**	**(121,040)**
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Saanich Peninsula - Source Control Stormwater
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Saanich Peninsula - Source Control Stormwater
Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
Fund: 1500 Fund Center: 105520	2020	2021	2022	2023	2024	2025
Projected year end balance						
Beginning Balance	27,114	38,816	41,603	44,443	47,334	50,284
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	11,290	2,787	2,840	2,891	2,950	3,010
Interest Income*	411	-	-	-	-	-
Total projected year end balance	**38,816**	**41,603**	**44,443**	**47,334**	**50,284**	**53,294**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Saanich Peninsula - Source Control Stormwater

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.538 Saanich Peninsula - Source Control Stormwater **Commission: Saanich Peninsula Waste Water**

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of $51,715 or $0.005/$1,000 of actual assessments. The actual assessment for 2020 was $77,423.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:
a) The population of the participating areas; and
b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

Service: 1.538 Saanich Peninsula - Source Control Stormwater	Commission: Saanich Peninsula Waste Water

	2020
Central Saanich	42.86%
North Saanich	28.14%
Sidney	28.99%
Total	**100.00%**

Note:
Bylaw No. 3906 (adopted August, 2013).

1.538 STORMWATER QUALITY MANAGEMENT - SAANICH PENINSULA	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	48,033	45,149	55,480	-	-	55,480	46,463	47,390	48,329	49,290
Contract For Services	13,400	2,500	7,000	-	-	7,000	7,140	7,280	7,430	7,580
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**61,433**	**47,649**	**62,480**	**-**	**-**	**62,480**	53,603	54,670	55,759	56,870
*Percentage Increase over prior year	0.00%	-22.44%	1.70%	0.00%	0.00%	1.70%	-14.21%	1.99%	1.99%	1.99%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	9,684	-	-	-	-	2,217	2,260	2,311	2,360
TOTAL CAPITAL / RESERVES	-	9,684	-	-	-	-	2,217	2,260	2,311	2,360
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	61,433	57,333	62,480	-	-	62,480	55,820	56,930	58,070	59,230
*Percentage Increase over prior year	0.00%	-6.67%	1.70%	0.00%	0.00%	1.70%	-10.66%	1.99%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	61,433	57,333	62,480	-	-	62,480	55,820	56,930	58,070	59,230
*Percentage Increase over prior year	0.00%	-6.67%	1.70%	0.00%	0.00%	1.70%	-10.66%	1.99%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	(3,519)	(3,519)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,550)	(1,550)	(1,580)	-	-	(1,580)	(1,610)	(1,640)	(1,670)	(1,700)
Transfer From Operating Reserve	(4,100)	-	(7,750)	-	-	(7,750)	-	-	-	-
TOTAL REVENUE	(9,169)	(5,069)	(9,330)	-	-	(9,330)	(1,610)	(1,640)	(1,670)	(1,700)
REQUISITION	**(52,264)**	**(52,264)**	**(53,150)**	**-**	**-**	**(53,150)**	**(54,210)**	**(55,290)**	**(56,400)**	**(57,530)**
*Percentage Increase over prior year	0.00%	0.00%	1.70%	0.00%	0.00%	1.70%	1.99%	1.99%	2.01%	2.00%
PARTICIPANTS: Sooke										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.538 Saanich Peninsula -Stormwater Quality Management
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Saanich Peninsula -Stormwater Quality Management

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Est. Actual	Budget				
	2020	2021	2022	2023	2024	2025
Projected year end balance						
Beginning Balance	48,986	59,413	51,663	53,880	56,140	58,451
Planned Purchase	-	(7,750)	-	-	-	-
Transfer from Ops Budget	9,684	-	2,217	2,260	2,311	2,360
Interest Income*	743	-	-	-	-	-
Total projected year end balance	**59,413**	**51,663**	**53,880**	**56,140**	**58,451**	**60,811**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Environmental Engineering Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.576 Environmental Engineering Services **Committee: Environmental Services**

DEFINITION:

To provide Engineering Services relative to various Operating and Capital projects, for Environmental Sustainability, Integrated Water, Parks, and Corporate Services. The cost of this function is principally allocated to functions and capital projects using these Services.

PARTICIPATION:

All budgets and projects receiving Engineering Services

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Time charges to Capital projects, Environment Resource Management and Service budgets.

Change in Budget 2020 to 2021

Service: 1.576 Env Engineering Services	**Total Expenditure**	**Comments**
2020 Budget	**2,460,610**	
Change in Salaries:		
Base salary change	50,390	Inclusive of collective agreement changes
Step Increase/paygrade change	-	
Engineer 5	133,239	FTE transfer from IWS
Total Change in Salaries	183,629	
Other Changes:		
Internal allocations	3,051	
Transfer to capital fund	45,000	
Other operating costs	6,592	
Total Other Changes	54,643	
2021 Budget	**2,698,882**	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

The 2020 actuals are anticipated to result in a $110,397 surplus which will be directed to the ERF for the department.

1.576 - Engineering Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	1,939,212	1,833,680	1,989,602	133,239	-	2,122,841	2,142,518	2,188,445	2,235,352	2,283,261
Internal Allocations	349,655	336,890	352,706	-	-	352,706	358,710	365,452	372,325	379,340
Consulting and Legal	10,000	53,000	9,000	-	-	9,000	9,180	9,364	9,552	9,743
Operating Supplies	51,940	51,734	50,500	5,000	5,000	60,500	56,610	57,741	58,896	60,073
Telecommunication	37,648	31,836	35,000	-	-	35,000	35,700	36,414	37,143	37,886
Vehicle and Equipment	26,410	26,564	27,400	310	-	27,710	28,264	28,829	29,406	29,993
Operating Cost - Other	45,744	16,508	43,125	3,000	-	46,125	47,040	47,977	48,934	49,910
TOTAL OPERATING COSTS	**2,460,609**	**2,350,212**	**2,507,333**	**141,549**	**5,000**	**2,653,882**	**2,678,022**	**2,734,222**	**2,791,608**	**2,850,206**
*Percentage increase over prior year operating costs		-4.5%	1.90%			7.85%	0.91%	2.10%	2.10%	2.10%
CAPITAL / RESERVE										
Transfer to Capital Fund	-	-	-	-	45,000	45,000	-	-	-	-
Transfer to ERF	-	110,397	-	-	-	-	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	-	110,397	-	-	45,000	45,000	20,000	20,000	20,000	20,000
TOTAL COSTS	**2,460,609**	**2,460,609**	**2,507,333**	**141,549**	**50,000**	**2,698,882**	**2,698,022**	**2,754,222**	**2,811,608**	**2,870,206**
*Percentage increase over prior year operating costs		0.0%				9.68%	-0.03%	2.08%	2.08%	2.08%
Internal Recoveries	(2,460,609)	(2,460,609)	(2,507,333)	(191,549)	-	(2,698,882)	(2,698,022)	(2,754,222)	(2,811,608)	(2,870,206)
*Percentage increase over prior year operating costs		0.0%				9.68%	-0.03%	2.08%	2.08%	2.08%
OPERATING LESS RECOVERIES	**-**	**-**	**-**	**(50,000)**	**50,000**	**-**	**-**	**-**	**-**	**-**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year										
Transfer Operating Reserve										
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**-**	**-**	**-**	**50,000**	**(50,000)**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year requisition										
AUTHORIZED POSITIONS:										
Salaried	14	14	14	1	-	15	15	15	15	15

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.576 Environmental Engineering Servic		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$40,000	$40,000	$40,000	$40,000	$40,000	$200,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$125,000	$0	$40,000	$80,000	$0	$245,000
			$0	**$165,000**	**$40,000**	**$80,000**	**$120,000**	**$40,000**	**$445,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$45,000	$0	$0	$0	$0	$45,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$120,000	$40,000	$80,000	$120,000	$40,000	$400,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$165,000**	**$40,000**	**$80,000**	**$120,000**	**$40,000**	**$445,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.576
Service Name: Environmental Engineering Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-02	Replacement	Engineering Equipment	Engineering Equipment	$75,000	E	ERF	$0	$15,000	$15,000	$0	$0	$0	$30,000
18-03	Replacement	Computer Equipment	Computer Equipment	$119,000	E	ERF	$0	$25,000	$25,000	$0	$0	$0	$50,000
21-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F12013 (7 pass van) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
21-02	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F01074 (light pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
21-03	New	ES Vehicle	New ES vehicle	$45,000	V	Cap		$45,000	$0	$0	$0	$0	$45,000
23-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14016 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF	$0	$0	$0	$40,000	$0	$0	$40,000
23-02	Replacement	Engineering Equipment	Engineering Equipment	$75,000	E	ERF	$0	$0	$0	$15,000	$15,000	$15,000	$45,000
23-03	Replacement	Computer Equipment	Computer Equipment	$125,000	E	ERF	$0	$0	$0	$25,000	$25,000	$25,000	$75,000
24-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #FQ14020 (Transit) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF	$0	$0	$0	$0	$40,000	$0	$40,000
24-02	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14017 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF	$0	$0	$0	$0	$40,000	$0	$40,000
			GRAND TOTAL	**$639,000**			**$0**	**$165,000**	**$40,000**	**$80,000**	**$120,000**	**$40,000**	**$445,000**

Service: 1.576 Environmental Engineering Services

Proj. No.	18-02	**Capital Project Title**	Engineering Equipment	**Capital Project Description**	Engineering Equipment
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace engineering equipment based on life cycle assessment.*				

Proj. No.	18-03	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Equipment
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace computer equipment based on life cycle assessment.*				

Proj. No.	21-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F12013 (7 pass van) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*This vehicle is a 7 passenger mini-van used by all staff in the Engineering Services group as required for group travel to various sites. At replacement time the vehicle will be 9 years old, which is just beyond the CRD recommended replacement strategy of 7 years.*				

Proj. No.	21-02	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F01074 (light pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class	V	**Board Priority Area**	Advocacy, Governance &	**Corporate Priority Area**	Accountability
Project Rationale	*This vehicle is a light pick-up used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 11 years old, which is beyond the CRD recommended replacement strategy of 7 years.*				

Proj. No.	21-03	**Capital Project Title**	ES Vehicle	**Capital Project Description**	New ES vehicle
Asset Class	V	**Board Priority Area**	Advocacy, Governance &	**Corporate Priority Area**	Accountability
Project Rationale	*New vehicle for ES fleet due to additional senior engineer.*				

Service: 1.576 Environmental Engineering Services

Proj. No.	23-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F14016 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 9 years old, which is just beyond the CRD recommended replacement strategy of 7 years.*				

Proj. No.	23-02	**Capital Project Title**	Engineering Equipment	**Capital Project Description**	Engineering Equipment
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace engineering equipment based on life cycle assessment.*				

Proj. No.	23-03	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Equipment
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace computer equipment based on life cycle assessment.*				

Proj. No.	24-01	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #FQ14020 (Transit) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*This vehicle is a transit van up used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 10 years old, which is beyond the CRD recommended replacement strategy of 7 years.*				

Service: **1.576** **Environmental Engineering Services**

Proj. No.	24-02	**Capital Project Title**	Replacement ES Vehicle	**Capital Project Description**	Replace aging fleet vehicle unit #F14017 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Asset Class	V	**Board Priority Area**	Advocacy, Governance &	**Corporate Priority Area**	Accountability

Project Rationale *This vehicle is a 4x4 pick up used by project managers for visiting work sites for client meetings and construction inspections.*
At replacement the existing vehicle will be 10 years old, which is beyond the CRD recommended replacement strategy of 7 years.

1.576 Engineering Services
Asset and Reserve Summary
2021 - 2025 Financial Plan

ERF Reserve Cash Flow

ERF: Engineering Senior Budget - ERF for Equipment and Vehicles

Equipment Replacement Schedule	Actual	Estimate	Budget				
Projected year end balance	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	483,142	490,335	458,335	338,335	318,335	258,335	158,335
Planned Purchase (Based on Capital Plan)	(8,452)	(37,000)	(120,000)	(40,000)	(80,000)	(120,000)	(40,000)
Transfer from Ops Budget	-	-	-	20,000	20,000	20,000	20,000
Proceed disposal of Equipment	9,435	-					
Interest Income*	6,211	5,000					
Total projected year end balance	**490,335**	**458,335**	**338,335**	**318,335**	**258,335**	**158,335**	**138,335**

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Facility Management

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.105 Facility Management **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

SERVICE DESCRIPTION:

Full facility management services including administration, maintenance, technical and project management for nine facilities.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance & Finance

FUNDING:

GENERAL INFORMATION:

All costs are recovered from user departments and requisition.

Change in Budget 2020 to 2021 Service: 1.10X Facility Mgt & Building Services	Total Expenditure	Comments
2020 Budget	**3,012,070**	
Change in Salaries:		
Base salary change	(35,133)	Inclusive of collective agreement changes
Step Increase/paygrade change	-	
Facility Maintenance Worker 2	86,959	IBC 15c1.2 : FMW2 Formalize FTE
Project Coordinator	107,148	IBC 15f1.3 : FM Centralization Strategy (Project Coordinator)
Facility Maintenance Worker 4	95,107	IBC 8a1.2 : FM Centralization Strategy FMW (CAWTP)
Total Change in Salaries	254,081	
Other Changes:		
Internal allocations	17,773	
Transfer to reserve	66,993	
Other operating costs	(7,477)	
Total Other Changes	77,289	
2021 Budget	**3,343,440**	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There are no anticipated overall variances for the 2020 budget year.

1.105 Facility Management	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	915,639	891,904	884,751	289,214	-	1,173,965	1,178,371	1,202,995	1,228,139	1,253,811
Internal Allocations	268,025	268,022	244,612	-	-	244,612	247,316	252,007	256,790	261,670
Consulting Service	51,000	51,000	52,000	-	-	52,000	53,040	54,101	55,183	56,285
Operating Supplies	26,418	30,848	27,400	-	-	27,400	27,948	28,507	29,077	29,659
Telecommunication	13,372	15,576	14,840	-	-	14,840	15,137	15,440	15,748	16,063
Vehicle and Equipment	39,489	39,417	40,292	-	-	40,292	41,113	41,950	42,803	43,659
Operating Cost - Other	59,455	50,284	88,872	-	-	88,872	90,649	92,461	94,311	96,198
TOTAL OPERATING COSTS	**1,373,398**	**1,347,051**	**1,352,767**	**289,214**	**-**	**1,641,981**	**1,653,574**	**1,687,461**	**1,722,051**	**1,757,345**
*Percentage increase over prior year operating costs		-1.9%	-1.50%			19.56%	0.71%	2.05%	2.05%	2.05%
CAPITAL / RESERVE										
Transfer to ERF	45,593	45,593	48,585	-	-	48,585	49,155	49,738	50,336	50,940
TOTAL CAPITAL / RESERVES	**45,593**	**45,593**	**48,585**	**-**	**-**	**48,585**	**49,155**	**49,738**	**50,336**	**50,940**
TOTAL COSTS	**1,418,991**	**1,392,644**	**1,401,352**	**289,214**	**-**	**1,690,566**	**1,702,729**	**1,737,199**	**1,772,387**	**1,808,285**
*Percentage increase over prior year operating costs		-1.9%				**19.14%**	0.72%	2.02%	2.03%	2.03%
Internal Recoveries	(1,163,913)	(1,163,410)	(1,172,049)	(289,214)	-	(1,461,263)	(1,472,718)	(1,502,810)	(1,533,531)	(1,564,887)
OPERATING LESS RECOVERIES	**255,078**	**229,234**	**229,303**	**-**	**-**	**229,303**	**230,011**	**234,390**	**238,856**	**243,398**
FUNDING SOURCES (REVENUE)										
Revenue - Other	(99,788)	(73,944)	(70,129)	-	-	(70,129)	(67,654)	(68,785)	(69,940)	(71,103)
TOTAL REVENUE	**(99,788)**	**(73,944)**	**(70,129)**	**-**	**-**	**(70,129)**	**(67,654)**	**(68,785)**	**(69,940)**	**(71,103)**
Estimated balance C/F from current to Next year										
REQUISITION	**(155,290)**	**(155,290)**	**(159,174)**	**-**	**-**	**(159,174)**	**(162,357)**	**(165,605)**	**(168,916)**	**(172,295)**
*Percentage increase over prior year requisition						2.50%	2%	2%	2%	2%
AUTHORIZED POSITIONS FTE:	7	7	7	3	-	10	10	10	10	10

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.105 Facitilies Management		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$18,600	$2,000	$2,000	$3,500	$2,000	$28,100
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$120,000	$50,000	$50,000	$50,000	$0	$270,000
			$0	**$138,600**	**$52,000**	**$52,000**	**$53,500**	**$2,000**	**$298,100**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$138,600	$52,000	$52,000	$53,500	$2,000	$298,100
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$138,600**	**$52,000**	**$52,000**	**$53,500**	**$2,000**	**$298,100**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.105
Service Name: Facitilies Management

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-02	Replacement	Desktop Computers	Replace desktop computers	$16,200	E	ERF	$0	$2,000	$2,000	$2,000	$2,000	$0	$8,000
19-01	Replacement	Laptop	Replace laptop	$1,600	E	ERF	$0	$1,600	$0	$0	$0	$0	$1,600
19-03	Replacement	Production Printer	Replace Production Printer	$15,000	E	ERF	$0	$15,000	$0	$0	$0	$0	$15,000
21-01	Replacement	Unit F01112	Replace 2010 Chev Express Van	$50,000	V	ERF	$0	$0	$50,000	$0	$0	$0	$50,000
21-02	New	New Vehicle	New CAWWTP Position	$50,000	V	ERF	$0	$50,000	$0	$0	$0	$0	$50,000
23-01	Replacement	Unit F12001	replace 2012 Jeep Patriot	$50,000	V	ERF	$0	$0	$0	$50,000	$0	$0	$50,000
24-01	Replacement	Unit F13022	replace 2014 Ford F250	$50,000	V	ERF	$0	$0	$0	$0	$50,000	$0	$50,000
24-02	Replacement	Laptop	Replace laptop	$1,500	E	ERF	$0	$0	$0	$0	$1,500	$0	$1,500
25-01	Replacement	Desktop Computers	Replace desktop computers	$10,000	E	ERF	$0	$0	$0	$0	$0	$2,000	$2,000
20-01	Replacement	Pool Vehicle - F00959	Replace 2005 Toyota Prius	$35,000	V	ERF	$0	$35,000	$0	$0	$0	$0	$35,000
20-02	Replacement	Pool Vehicle - F11004	Replace 2010 Chev Malibu	$35,000	V	ERF	$0	$35,000	$0	$0	$0	$0	$35,000
			GRAND TOTAL	**$314,300**			**$0**	**$138,600**	**$52,000**	**$52,000**	**$53,500**	**$2,000**	**$298,100**

Service: 1.105 **Facitilies Management**

Proj. No.	17-02	**Capital Project Title**	Desktop Computers	**Capital Project Description**	Replace desktop computers
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace desktop computers as scheduled by IT on a 3 year cycle.*				

Proj. No.	19-01	**Capital Project Title**	Laptop	**Capital Project Description**	Replace laptop
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace laptop computer as scheduled by IT on a 3 year cycle.*				

Proj. No.	19-03	**Capital Project Title**	Production Printer	**Capital Project Description**	Replace Production Printer
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace laser printer formally shared with Accounting Services on the 3rd floor.*				

Proj. No.	21-01	**Capital Project Title**	Unit F01112	**Capital Project Description**	Replace 2010 Chev Express Van
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.*				

Service: 1.105 **Facitilies Management**

Proj. No.	21-02	**Capital Project Title**	New Vehicle	**Capital Project Description**	New CAWWTP Position
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*New all electric or hybrid vehicle as scheduled by Facility Management.*				

Proj. No.	23-01	**Capital Project Title**	Unit F12001	**Capital Project Description**	replace 2012 Jeep Patriot
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.*				

Proj. No.	24-01	**Capital Project Title**	Unit F13022	**Capital Project Description**	replace 2014 Ford F250
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.*				

Proj. No.	24-02	**Capital Project Title**	Laptop	**Capital Project Description**	Replace laptop
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace laptop computer as scheduled by IT on a 3 year cycle.*				

Proj. No.	25-01	**Capital Project Title**	Desktop Computers	**Capital Project Description**	Replace desktop computers
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace desktop computers as scheduled by IT on a 3 year cycle.*				

Service: **1.105** **Facitilies Management**

Proj. No.	20-01	**Capital Project Title**	Pool Vehicle - F00959	**Capital Project Description**	Replace 2005 Toyota Prius
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.*				

Proj. No.	20-02	**Capital Project Title**	Pool Vehicle - F11004	**Capital Project Description**	Replace 2010 Chev Malibu
Asset Class	V	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.*				

1.105 Facility Management
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

Facility Management ERF

Facility Management assets consist of vehicles and equipment.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule	Actual	Estimate	Budget				
Projected year end balance	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	322,051	326,954	333,797	243,591	240,746	238,484	235,320
Planned Purchase (Based on Capital Plan)	(32,273)	(41,750)	(138,600)	(52,000)	(52,000)	(53,500)	(2,000)
Transfer from Ops Budget	32,943	45,593	48,394	49,155	49,738	50,336	50,940
Proceed disposal of Equipment							
Interest Income*	4,233	3,000					
Total projected year end balance	**326,954**	**333,797**	**243,591**	**240,746**	**238,484**	**235,320**	**284,260**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

CRD Headquarters Building

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.106 CRD Headquarter Building **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance & Finance

FUNDING:

All costs are recovered by building allocation from CRD user departments and by lease revenue from tenant (Starbucks).

1.106 - CRD HQ BUILDING	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Internal Allocations	217,676	207,746	233,065	-	-	233,065	250,066	254,866	259,764	264,759
Insurance Cost	38,650	38,650	39,420	-	-	39,420	40,210	41,020	41,840	42,680
Repairs and Maintenance Costs	193,790	219,026	196,150	-	-	196,150	205,164	208,911	212,725	216,613
Rental and Leases	88,127	85,562	89,650	-	-	89,650	91,442	93,270	95,134	97,036
Electricity& Utilities	185,410	179,500	186,020	-	-	186,020	189,551	193,151	197,324	201,071
Operating Supplies	41,000	36,000	41,600	-	-	41,600	42,432	43,280	44,147	45,029
Internal Labour Cost	324,030	304,742	298,200	-	-	298,200	298,573	304,745	311,049	317,487
Operating Cost - Other	225,876	226,638	223,390	-	-	223,390	227,857	232,417	237,063	241,803
TOTAL OPERATING COSTS	**1,314,559**	**1,297,864**	**1,307,495**	**-**	**-**	**1,307,495**	**1,345,295**	**1,371,660**	**1,399,046**	**1,426,478**
*Percentage increase over prior year operating costs		-1.3%	-0.54%			-0.54%	2.89%	1.96%	2.00%	1.96%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	58,952	77,666	87,953	-	-	87,953	87,948	90,810	92,193	92,099
Transfer to ERF	-	17,000	35,000	-	-	35,000	35,000	35,000	35,000	35,000
TOTAL CAPITAL / RESERVES	58,952	94,666	122,953	-	-	122,953	122,948	125,810	127,193	127,099
TOTAL COSTS	**1,373,511**	**1,392,530**	**1,430,448**	**-**	**-**	**1,430,448**	**1,468,243**	**1,497,470**	**1,526,239**	**1,553,577**
*Percentage increase over prior year operating costs		1.4%				4.15%	2.64%	1.99%	1.92%	1.79%
Internal Recoveries(Building Occupancy)	(1,252,348)	(1,247,520)	(1,281,578)	-	-	(1,281,578)	(1,319,055)	(1,344,750)	(1,370,953)	(1,397,688)
*Percentage increase over prior year operating costs		-0.4%				2.33%	2.92%	1.95%	1.95%	1.95%
OPERATING LESS RECOVERIES	**121,163**	**145,010**	**148,870**	**-**	**-**	**148,870**	**149,188**	**152,720**	**155,286**	**155,889**
		19.7%	22.87%			22.87%	0.21%	2.37%	1.68%	0.39%
FUNDING SOURCES (REVENUE)										
Estimated Balance C/F from current to next year										
Fees Charged	(2,700)	(2,700)	(2,700)	-	-	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
Lease Revenue	(99,603)	(99,604)	(99,603)	-	-	(99,603)	(99,603)	(102,555)	(104,030)	(104,030)
Recovery - Other	(18,860)	(42,706)	(46,567)	-	-	(46,567)	(46,885)	(47,465)	(48,556)	(49,159)
TOTAL REVENUE	**(121,163)**	**(145,010)**	**(148,870)**	**-**	**-**	**(148,870)**	**(149,188)**	**(152,720)**	**(155,286)**	**(155,889)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year requisition										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.106 Facilities and Risk		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$59,729	$949,729	$200,000	$1,115,000	$1,600,000	$100,000	$3,964,729
Equipment		E	$50,000	$65,000	$0	$0	$0	$0	$65,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$109,729	**$1,014,729**	**$200,000**	**$1,115,000**	**$1,600,000**	**$100,000**	**$4,029,729**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$109,729	$109,729	$0	$0	$0	$0	$109,729
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$905,000	$200,000	$1,115,000	$1,600,000	$100,000	$3,920,000
			$109,729	**$1,014,729**	**$200,000**	**$1,115,000**	**$1,600,000**	**$100,000**	**$4,029,729**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.106
Service Name: Facilities and Risk

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Parkade Floor Reseal	Reseal parkade floor	$34,729	B	Cap	$34,729	$34,729	$0	$0	$0	$0	$34,729
20-01	Replacement	Hot Water Tank	303 Liter hot water tank	$20,000	B	Res	$0	$20,000	$0	$0	$0	$0	$20,000
20-03	New	New Flag Poles	Flag pole design and installation	$30,000	B	Cap	$25,000	$25,000	$0	$0	$0	$0	$25,000
20-04	New	Exterior Lighting Upgrades	New exterior lights with digital controls	$65,000	E	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
20-04	New	Exterior Lighting Upgrades	New exterior lights with digital controls		E	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-01	Replacement	HVAC System Upgrade	Feasibility design and detailed project plan	$2,650,000	B	Res	$0	$50,000	$100,000	$1,000,000	$1,500,000	$0	$2,650,000
21-02	New	EV Charging infrastructure	EV charging infrastructure - HQ Building	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
21-03	Replacement	Bike storage	Additional bike cage	$20,000	B	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-04	Renewal	Centre for Engagement	Reconfiguration / re-design	$100,000	B	Res	$0	$100,000	$0	$0	$0	$0	$100,000
21-05	Renewal	Security Upgrades	Enhance physical security and monitoring	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
21-06	New	Interior Renovations	Interior renovations - HQ Building	$100,000	B	Res	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-07	Renewal	1st Floor re-design	Optimize space usage	$400,000	B	Res	$0	$400,000	$0	$0	$0	$0	$400,000
21-08	Defer	Emergency Repairs	For unforeseen emergency repairs	$100,000	B	Res	$0	$100,000	$0	$0	$0	$0	$100,000
23-01	Renewal	Exterior upgrades	Green roof upgrades	$15,000	B	Res	$0	$0	$0	$15,000	$0	$0	$15,000
			GRAND TOTAL	**$3,634,729**			**$109,729**	**$1,014,729**	**$200,000**	**$1,115,000**	**$1,600,000**	**$100,000**	**$4,029,729**

Service: 1.106 Facilities and Risk

Proj. No.	19-01	**Capital Project Title**	Parkade Floor Reseal	**Capital Project Description**	Reseal parkade floor
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*To refurbish the parkade ceiling to maintain the building substructure as per the VFA report.*				

Proj. No.	20-01	**Capital Project Title**	Hot Water Tank	**Capital Project Description**	303 Liter hot water tank
Asset Class	B	**Board Priority Area**	Advocacy, Governance &	**Corporate Priority Area**	Accountability
Project Rationale	*Hot water tank expected to reach its useful life.*				

Proj. No.	20-03	**Capital Project Title**	New Flag Poles	**Capital Project Description**	Flag pole design and installation
Asset Class	B	**Board Priority Area**	Advocacy, Governance &	**Corporate Priority Area**	Accountability
Project Rationale	*replacement of the existing flag pole and add additional flag poles; increase safety protocols for maintenance workers when accessing the flag pole(s).*				

Proj. No.	20-04	**Capital Project Title**	Exterior Lighting Upgrades	**Capital Project Description**	New exterior lights with digital controls
Asset Class	E	**Board Priority Area**	Advocacy, Governance &	**Corporate Priority Area**	Accountability
Project Rationale	*enhanced lighting and controls to highlight the buidlings façade for special events*				

Proj. No.	21-01	**Capital Project Title**	HVAC System Upgrade	**Capital Project Description**	Feasibility design and detailed project plan
Asset Class	B	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Climate Action & Adaptation
Project Rationale	*Feasibility, design and replacement of the natural gas boilers with energy efficient electric heat pumps to reduce GHG's and to provide better comfortability for building occupants. Currently, the facility consumes the 3rd most natural gas of all CRD facilities and replacing the boilers with electric heat pumps will be a major step in meeting our GHG reduction targets.*				

Service: 1.106 Facilities and Risk

Proj. No.	21-02	**Capital Project Title**	EV Charging infrastructure	**Capital Project Description**	EV charging infrastructure - HQ Building
Asset Class	B	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Climate Action & Adaptation
Project Rationale	*Provide electrical infrastructure to accommodate additional EV chargers for CRD vehicles. Several vehicles are scheduled to be replaced in 2021 and the infrastructure is required prior to receiving the vehicles.*				

Proj. No.	21-03	**Capital Project Title**	Bike storage	**Capital Project Description**	Additional bike cage
Asset Class	B	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Climate Action & Adaptation
Project Rationale	*Providing additional bike storage through the installation of secure bike racks throughout the Fisgard parkade.*				

Proj. No.	21-04	**Capital Project Title**	Centre for Engagement	**Capital Project Description**	Reconfiguration / re-design
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Reconfigure the Centre for Engagement to better suite current programming needs. Work includes upgrades to the HVAC and electrical systems, and changes to the interior to reflect Corporate branding.*				

Proj. No.	21-05	**Capital Project Title**	Security Upgrades	**Capital Project Description**	Enhance physical security and monitoring
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Following a security analysis, enhancement to physical security measures and electronic monitoring*				

Proj. No.	21-06	**Capital Project Title**	Interior Renovations	**Capital Project Description**	Interior renovations - HQ Building
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Contingent amount for office and floor plate reconfigeration due to department and staff relocations*				

Service: 1.106 Facilities and Risk

Proj. No.	21-07	**Capital Project Title**	1st Floor re-design	**Capital Project Description**	Optimize space usage
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Responding to staffing growth, reconfiguration of 1st floor to optimize space usage including reception and lobby.*				

Proj. No.	21-08	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For unforeseen emergency repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*Contingency amount to cover unforeseen emergency repairs to the building.*				

Proj. No.	23-01	**Capital Project Title**	Exterior upgrades	**Capital Project Description**	Green roof upgrades
Asset Class	B	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Climate Action & Adaptation
Project Rationale	*Major remedial work to the green roof at the CRD Headquarters Building.*				

1.106 CRD HQ Building
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

CRD HQ Building ERF

CRD HQ Building assets building equipment.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule	Actual	Estimate	Budget				
Projected year end balance	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	-	-	-	15,000	30,000	45,000	60,000
Planned Purchase (Based on Capital Plan)	-	-	-	-	-	-	-
Transfer from Ops Budget	-	-	15,000	15,000	15,000	15,000	15,000
Proceed disposal of Equipment							
Interest Income*	-	-					
Total projected year end balance	**-**	**-**	**15,000**	**30,000**	**45,000**	**60,000**	**75,000**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

CRD HQ Office Facilities & Health Facilities - VIHA

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was $38M. Total replacement value for the facilities is $39M (Note A).

Assets held by Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. The total historical value as of Dec 31, 2015 for all three health units building structures was $12M with an estimated replacement value of $22M (Note A).

Note A: Insured Value Table

Description	$ Amount*
1.106 Office Facilities	
CRD Headquarters Building- Phase 1 & 2	39,232,179
JDF Administration Building (New)	95,873
Total	**$ 39,328,052**
1.226 health Facilities - VIHA	
Peninsula Health Unit	9,481,300
Victoria Health Unit	7,900,300
Esquimalt Health Unit	4,830,300
Total	**$ 22,211,900**

*Annual insurance renewal - replacement values as assessed in 2015.

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
Asset and Reserve Summary
2021 - 2025 Financial Plan

1.106 Headquarters Facility & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow							
Reserve/Fund Summary	**Actual**	**Estimate**	**Budget**				
Projected year end balance	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	6,628,075	7,623,363	7,417,830	7,049,523	5,028,966	4,459,031	3,465,744
Planned Capital Expenditure (Based on Capital Plan)	9,631	(1,089,729)	(1,155,000)	(2,807,500)	(1,360,000)	(1,785,000)	(100,000)
Transfer from Ops Budget	791,002	784,196	786,693	786,943	790,065	791,713	791,890
Interest Income**	194,655	100,000					
Total projected year end balance	**7,623,363**	**7,417,830**	**7,049,523**	**5,028,966**	**4,459,031**	**3,465,744**	**4,157,634**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Corporate Satellite Facilities

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.107 Corporate Satellite Facilities **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance & Finance

FUNDING:

All costs are recovered from user departments.

1.107 - CORPORATE SATELLITE FACILITIES	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Rentals and Leases	80,274	74,928	81,370	-	-	81,370	86,580	87,180	88,280	89,380
Internal Allocations	17,232	17,232	18,875	-	-	18,875	20,911	21,329	21,756	22,190
Insurance Cost	-	-	1,340	-	-	1,340	1,370	1,400	1,430	1,460
Electricity & Utilities	18,497	21,416	19,040	-	-	19,040	19,422	19,808	20,205	20,609
Repairs and Maintenance Costs	13,014	18,209	12,791	-	-	12,791	13,601	13,855	14,113	14,373
Operating Cost - Other	77,801	69,991	76,260	-	-	76,260	77,232	78,796	80,394	82,024
TOTAL OPERATING COSTS	**206,818**	**201,776**	**209,676**	**-**	**-**	**209,676**	**219,116**	**222,368**	**226,178**	**230,036**
*Percentage Increase over prior year		-2.44%	1.38%	-	-	1.38%	4.50%	1.48%	1.71%	1.71%
CAPITAL / RESERVE										
Transfer to Reserve Fund	12,750.00	12,750.00	12,750.00	-	-	12,750	13,005	13,265	13,530	13,801
TOTAL CAPITAL / RESERVES	12,750	12,750	12,750	-	-	12,750	13,005	13,265	13,530	13,801
TOTAL COSTS	**219,568**	**214,526**	**222,426**	**-**	**-**	**222,426**	**232,121**	**235,633**	**239,708**	**243,837**
*Percentage Increase over prior year		-2.30%	1.30%	-	-	1.30%	4.36%	1.51%	1.73%	1.72%
Internal Recoveries	**(219,568)**	**(214,526)**	**(222,426)**	**-**	**-**	**(222,426)**	**(232,121)**	**(235,633)**	**(239,708)**	**(243,837)**
Recovery - Other	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
PARTICIPANTS: Costs recovered internally										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.107 Corporate Satellite Facilities	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$25,000	$0	$0	$0	$0	$25,000
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$25,000	$0	$0	$0	$0	$25,000
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.107
Service Name: Corporate Satellite Facilities

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Emergency Repairs	For Unforeseen Emergency Repairs	$25,000	B	Res	$0	$25,000	$0	$0	$0	$0	$25,000
			GRAND TOTAL	**$25,000**			**$0**	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**

Service: 1.107 **Corporate Satellite Facilities**

Proj. No.	21-01	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Accountability
Project Rationale	*To cover unforeseen emergency repairs to the building.*				

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Family Court Building

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.123 Family Court Building **Committee: Governance & Finance**

DEFINITION:

Supplementary Letters Patent, Division VI - Family and Children's Court, March 16, 1967. Amended September 10, 1987.

PARTICIPATION:

The participants in this function were Victoria, Saanich, Oak Bay and Esquimalt. Although the District is the owner on record, the facility had previously been operated by the City under an arrangement dating from a time when the CRD had no property management capability.

Since 1998, excess rental revenues have been returned to function participants through a negative requisition.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

No debt shall be incurred by the Regional District for the purpose of this function other than temporary current borrowing.

FUNDING:

The budget provides for establishment of a reserve fund from rental revenues in order to establish a program of planned maintenance and upgrading. The facility has no debt. Costs are recovered from the tenant.

1.123 - FAMILY COURT BUILDING	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Internal Allocations	22,068	22,068	19,896	-	-	19,896	20,232	20,639	21,051	21,472
Insurance Cost	5,370	5,370	5,250	-	-	5,250	5,340	5,440	5,540	5,640
Repairs and Maintenance Costs	21,299	21,299	-	-	-	-	-	-	-	-
Electricity&Utilities	40,300	40,300	17,900	-	-	17,900	18,258	18,623	18,996	19,376
Internal Labour Cost	17,900	4,000	9,560	-	-	9,560	9,572	9,770	9,972	10,178
Operating Cost - Other	13,200	500	2,400	-	-	2,400	2,449	2,497	2,546	2,598
TOTAL OPERATING COSTS	**120,137**	**93,537**	**55,006**	**-**	**-**	**55,006**	**55,851**	**56,969**	**58,105**	**59,264**
*Percentage Increase over prior year						-54.21%	1.54%	2.00%	1.99%	1.99%
CAPITAL / RESERVE										
Transfer to Reserve Fund	25,158	51,758.00	94,354	-	-	94,354	93,509	92,391	91,255	90,096
TOTAL CAPITAL / RESERVES	25,158	51,758.00	94,354	-	-	94,354	93,509	92,391	91,255	90,096
TOTAL COSTS	**145,295**	**145,295**	**149,360**	**-**	**-**	**149,360**	**149,360**	**149,360**	**149,360**	**149,360**
*Percentage Increase over prior year						2.80%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus C/F from current to next year										
Rental Income	(149,360)	(149,360.00)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	4,065	4,065	-	-	-	-	-	-	-	-
TOTAL REVENUE	(145,295)	(145,295)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.123 Family Court Building	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$87,500	$287,500	$0	$0	$0	$0	$287,500
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$87,500	**$287,500**	**$0**	**$0**	**$0**	**$0**	**$287,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$87,500	$87,500	$0	$0	$0	$0	$87,500
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$200,000	$0	$0	$0	$0	$200,000
		$87,500	**$287,500**	**$0**	**$0**	**$0**	**$0**	**$287,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.123
Service Name: Family Court Building

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-02	Replacement	Boiler Replacement	Feasibility work and replacement of Boiler	$150,000	B	Cap	$40,000	$40,000	$0	$0	$0	$0	$40,000
19-02	Replacement	Boiler Replacement	Feasibility work and replacement of Boiler		B	Res		$110,000	$0	$0	$0	$0	$110,000
20-01	Renewal	AHU Replacement	Major repairs to AHU	$40,000	B	Res	$0	$40,000	$0	$0	$0	$0	$40,000
20-02	Renewal	Exterior Upgrades	Wood Window & Trim Replacement	$47,500	B	Cap	$47,500	$47,500	$0	$0	$0	$0	$47,500
21-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
			GRAND TOTAL	**$287,500**			**$87,500**	**$287,500**	**$0**	**$0**	**$0**	**$0**	**$287,500**

Service: 1.123 **Family Court Building**

Proj. No.	19-02	**Capital Project Title**	Boiler Replacement	**Capital Project Description**	Feasibility work and replacement of Boiler
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*Conduct feasibility study on the life cycle of this unit and for replacement of the unit*				

Proj. No.	20-01	**Capital Project Title**	AHU Replacement	**Capital Project Description**	Major repairs to AHU
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*Reaching the end of life cycle, plan for major repairs on the air handling unit, as per the VFA report.*				

Proj. No.	20-02	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Wood Window & Trim Replacement
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*To refurbish the exterior windows and trim per the VFA report.*				

Proj. No.	21-01	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*Contingency for unforeseen emergency repairs*				

1.123 Family Court Building
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

Family Court Building

The Family Court Building assets include land and building which currently houses mental health built in 1980.

Reserve Schedule

Family Court Building Reserve Fund Projected year end balance	Actual 2019	Estimate 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	190,866	240,650	247,908	142,262	235,771	328,162	419,417
Transfer to Cap Fund	(40,000)	(47,500)	(200,000)	-	-	-	-
Transfer from Ops Budget	83,741	51,758	94,354	93,509	92,391	91,255	90,096
Interest Income**	6,043	3,000					
Total projected year end balance	**240,650**	**247,908**	**142,262**	**235,771**	**328,162**	**419,417**	**509,513**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Health Facilities - VIHA

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.226 Health Facilities - VIHA **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

All costs are recovered by lease payment from Island Health.

1.226 - HEALTH FACILITIES - VIHA	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Internal Allocation	294,487	215,925	255,769	-	-	255,769	273,809	279,286	284,870	290,568
Insurance Cost	24,420	24,420	24,660	-	-	24,660	25,150	25,650	26,150	26,660
Repairs and Maintenance Costs	189,540	190,040	180,855	-	-	180,855	184,473	188,161	191,920	195,759
Electricity&Utilities	165,200	165,200	196,400	-	-	196,400	200,328	204,335	208,421	212,589
Internal Labour Cost	311,670	292,031	311,750	-	-	311,750	312,140	318,593	325,184	331,913
Consultant Expenses	15,000	10,000	-	-	-	-	-	-	-	-
Operating Supplies	45,400	12,700	9,300	-	-	9,300	9,486	9,676	9,868	10,067
Operating Cost - Other	397,685	78,310	47,850	-	-	47,850	48,807	49,782	50,779	51,794
TOTAL OPERATING COSTS	**1,443,402**	**988,626.00**	**1,026,584**	**-**	**-**	**1,026,584**	**1,054,193**	**1,075,483**	**1,097,193**	**1,119,350**
*Percentage Increase over prior year						-28.88%	2.69%	2.02%	2.02%	2.02%
CAPITAL / RESERVE										
Transfer to Reserve Fund	553,670	553,670	553,670	-	-	553,670	553,670	553,670	553,670	553,670
TOTAL CAPITAL / RESERVES	553,670	553,670	553,670	-	-	553,670	553,670	553,670	553,670	553,670
TOTAL COSTS	1,997,072	1,542,296	1,580,254	-	-	1,580,254	1,607,863	1,629,153	1,650,863	1,673,020
*Percentage Increase over prior year						**-20.87%**	1.75%	1.32%	1.33%	1.34%
FUNDING SOURCES (REVENUE)										
Estimated Surplurs to VIHA						-				
Revenue - Other (Interest)	(3,500)	(3,500)	(3,500)	-	-	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Lease Revenue from VIHA	(1,993,572)	(1,538,796)	(1,576,754)	-	-	(1,576,754)	(1,604,363)	(1,625,653)	(1,647,362)	(1,669,520)
TOTAL REVENUE	(1,997,072)	(1,542,296)	(1,580,254)	-	-	(1,580,254)	(1,607,863)	(1,629,153)	(1,650,862)	(1,673,020)
						-20.87%	1.75%	1.32%	1.33%	1.34%
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(1)**	**-**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.226 Health Facilities - VIHA		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$680,000	$830,000	$2,522,500	$0	$0	$0	$3,352,500
Equipment		E	$0	$75,000	$85,000	$245,000	$110,000	$0	$515,000
Land		L	$0	$0	$0	$0	$75,000	$0	$75,000
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$680,000	**$905,000**	**$2,607,500**	**$245,000**	**$185,000**	**$0**	**$3,942,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$680,000	$680,000	$0	$0	$0	$0	$680,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$225,000	$2,607,500	$245,000	$185,000	$0	$3,262,500
			$680,000	**$905,000**	**$2,607,500**	**$245,000**	**$185,000**	**$0**	**$3,942,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.226
Service Name: Health Facilities - VIHA

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
EHU-20-01	Renewal	Building Envelope Replacement	Building Envelope Replacement Detailed Design	$2,022,500	B	Cap	$150,000	$150,000	$0	$0	$0	$0	$150,000
EHU-20-01	Renewal	Building Envelope Replacement	Building Envelope Replacement Detailed Design		B	Res	$0	$0	$1,872,500	$0	$0	$0	$1,872,500
EHU-21-01	Renewal	Roof Replacement	Replace Flat Roofs	$400,000	B	Res	$0	$0	$400,000	$0	$0	$0	$400,000
EHU-21-02	Replacement	Exterior Doors	Replace Exterior Doors to be accessible	$50,000	B	Res	$0	$0	$50,000	$0	$0	$0	$50,000
EHU-21-03	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
EHU-22-01	Renewal	HVAC Upgrades	Replace HWT and Distribution	$70,000	E	Res	$0	$0	$70,000	$0	$0	$0	$70,000
EHU-23-01	Renewal	HVAC Upgrades	Overhaul Air Handling Unit	$70,000	E	Res	$0	$0	$0	$70,000	$0	$0	$70,000
PHU-20-01	Renewal	Roof Replacement	Lower Flat Roof Replacement	$465,000	B	Cap	$465,000	$465,000	$0	$0	$0	$0	$465,000
PHU-21-01	Replacement	HVAC Upgrades	AHU Compressor Replacement	$75,000	E	Res	$0	$75,000	$0	$0	$0	$0	$75,000
PHU-21-02	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
PHU-23-01	Study	Boiler Replacement	Boiler Replacement Detailed Design & Construction	$120,000	E	Res	$0	$0	$0	$10,000	$110,000	$0	$120,000
PHU-24-01	Renewal	Asphalt Parking Lot	Repave Parking Lot	$75,000	L	Res	$0	$0	$0	$0	$75,000	$0	$75,000
VHU-20-01	Renewal	Exterior Upgrades	Repaint Exterior Cladding	$55,000	B	Cap	$55,000	$55,000	$0	$0	$0	$0	$55,000
VHU-20-02	Renewal	Roof Replacement	Replace Built-up Roofing Detailed Design & Construction	$210,000	B	Cap	$10,000	$10,000	$0	$0	$0	$0	$10,000
VHU-20-02	Renewal	Roof Replacement	Replace Built-up Roofing Detailed Design & Construction		B	Res	$0	$0	$200,000	$0	$0	$0	$200,000
VHU-21-01	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
VHU-22-01	Replacement	HVAC Upgrades	Overhaul AHU 1&2 and Condensing Units	$180,000	E	Res	$0	$0	$15,000	$165,000	$0	$0	$180,000
			GRAND TOTAL	**$3,942,500**			**$680,000**	**$905,000**	**$2,607,500**	**$245,000**	**$185,000**	**$0**	**$3,942,500**

Service: 1.226 **Health Facilities - VIHA**

Proj. No.	EHU-20-01	**Capital Project Title**	Building Envelope Replacement	**Capital Project Description**	Building Envelope Replacement Detailed Design
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*detailed assessment and design of the building envelope , reached end of useful life*				

Proj. No.	EHU-21-01	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Replace Flat Roofs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*refurbish flat roof, reached end of useful life*				

Proj. No.	EHU-21-02	**Capital Project Title**	Exterior Doors	**Capital Project Description**	Replace Exterior Doors to be accessible
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*refurbish exterior doors to be more accessible*				

Proj. No.	EHU-21-03	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*To cover unforeseen major emergency repairs*				

Service: 1.226 **Health Facilities - VIHA**

Proj. No.	EHU-22-01	**Capital Project Title**	HVAC Upgrades	**Capital Project Description**	Replace HWT and Distribution
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*feasibility study of the HWT and distribution system per the VFA data*				

Proj. No.	EHU-23-01	**Capital Project Title**	HVAC Upgrades	**Capital Project Description**	Overhaul Air Handling Unit
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*refurbish AHU , reached end of useful life - per VFA report*				

Service: 1.226 **Health Facilities - VIHA**

Proj. No.	PHU-20-01	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Lower Flat Roof Replacement
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*refurbish flat roof, reached end of useful life*				

Proj. No.	PHU-21-01	**Capital Project Title**	HVAC Upgrades	**Capital Project Description**	AHU Compressor Replacement
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*replacement of AHU compressor , reached end of useful life - per VFA report*				

Proj. No.	PHU-21-02	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*To cover unforeseen major emergency repairs*				

Proj. No.	PHU-23-01	**Capital Project Title**	Boiler Replacement	**Capital Project Description**	Boiler Replacement Detailed Design & Construction
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*feasibility study and detailed design of Boiler , reached end of useful life - per VFA report*				

Proj. No.	PHU-24-01	**Capital Project Title**	Asphalt Parking Lot	**Capital Project Description**	Repave Parking Lot
Asset Class	L	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*refurbish parking lot ; end of useful lfe*				

Service: 1.226 **Health Facilities - VIHA**

Proj. No.	VHU-20-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Repaint Exterior Cladding
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*refurbish and paint exterior cladding - end of useful life*				

Proj. No.	VHU-20-02	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Replace Built-up Roofing Detailed Design & Construction
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*feasibility study and detailed deisgn for roof replacement; end of useful life*				

Proj. No.	VHU-21-01	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Asset Class	B	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*To cover unforeseen major emergency repairs*				

Proj. No.	VHU-22-01	**Capital Project Title**	HVAC Upgrades	**Capital Project Description**	Overhaul AHU 1&2 and Condensing Units
Asset Class	E	**Board Priority Area**	Advocacy, Governance & Accountability	**Corporate Priority Area**	Health Facilities
Project Rationale	*refurbish AHU condensing units ; per VFA report*				

CAPITAL REGIONAL DISTRICT

2021 BUDGET

I & I Enhancement Program

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.709 I & I Enhancement Program **Committee: Core Area Liquid Waste Management**

DEFINITION:

The Inflow and Infiltration (I&I) Program engages with Core area and Peninsula municipalities and First Nations to identify and reduce the amount of rain and ground water that enters the sanitary sewer system

SERVICE DESCRIPTION:

Requirement of the Core Area Liquid Waste Management Plan (LWMP) and Saanich Peninsula Liquid Waste Management Plan (SPLWMP). Primary program goals include:

- manage and/or reduce Inflow & Infiltration (I&I) and overflows in accordance with LWMP and Municipal Sewage Regulation
- minimize conveyance, treatment and disposal costs

PARTICIPATION:

Core Area Sewer Participants (LWMP)
Districts of Central Saanich, North Saanich and Town of Sidney (SPLWMP).

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Core Area Liquid Waste Committee
Saanich Peninsula Wastewater Commission

FUNDING: Funded by Core Area Wastewater Treatment Project and LWMP Peninsula Budget

MAXIMUM REQUISITION:

3.709 - I & I ENHANCEMENT PROGRAM	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating Expenditures	347,987	351,310	351,124	23,000	-	374,124	371,330	368,562	375,934	383,457
Consultant Expenses	44,864	44,800	45,630	-	-	45,630	46,540	47,470	48,420	49,390
Contract For Services	32,863	52,800	33,420	18,000	-	51,420	89,090	34,770	35,470	36,180
TOTAL OPERATING COSTS	**425,714**	**448,910**	**430,174**	**41,000**	**-**	**471,174**	506,960	450,802	459,824	469,027
*Percentage Increase over prior year	0.00%	5.45%	1.05%	9.63%	0.00%	10.68%	7.60%	-11.08%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	425,714	448,910	430,174	41,000	-	471,174	506,960	450,802	459,824	469,027
*Percentage Increase over prior year	0.00%	5.45%	1.05%	9.63%	0.00%	10.68%	7.60%	-11.08%	2.00%	2.00%
Internal Recoveries	(425,714)	(448,910)	(430,174)	(41,000)	-	(471,174)	(506,960)	(450,802)	(459,824)	(469,027)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Recovery Costs	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Saanich, Victoria, Oak Bay, Esquimalt, View Royal Indian Affairs/Songhees, DND, Langford, Colwood										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 28, 2020
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

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- 7.3.1 Land Banking and Housing (Regional Housing)
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CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 28, 2020
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

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CAPITAL REGIONAL DISTRICT

2021 BUDGET

PLANNING & PROTECTIVE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2020

COMMITTEE OF THE WHOLE
October 28, 2020
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COMMITTEE OF THE WHOLE
October 28, 2020
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CAPITAL REGIONAL DISTRICT

2021 BUDGET

GM - Planning & Protective Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.024 GM - Planning & Protective Services **Committee: Planning, Transportation & Protective Services**

DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager of Planning and Protective Services provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- Housing Secretariat
- Bylaw Services and Animal Control
- Building Inspection and Numbering
- Juan de Fuca Electoral Area Community Planning

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation and Protective Services

FUNDING:

Requisition and Internal Recoveries

1.024 - GM - Planning & Protective Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	419,761	400,000	425,935	-	-	425,935	426,978	436,175	445,577	455,179
Contract for Services	13,020	13,000	13,240	-	-	13,240	13,500	13,770	14,050	14,330
Internal Allocations	81,305	81,305	84,604	-	-	84,604	85,651	87,338	89,058	90,813
Operating Other	17,702	15,840	20,010	-	-	20,010	20,400	20,790	21,190	21,590
TOTAL OPERATING COSTS	**531,788**	**510,145**	**543,789**	**-**	**-**	**543,789**	**546,529**	**558,073**	**569,875**	**581,912**
*Percentage Increase over prior year						2.3%	0.5%	2.1%	2.1%	2.1%
FUNDING SOURCES (REVENUE)										
Internal Recoveries	(249,029)	(249,029)	(256,271)	-	-	(256,271)	(261,393)	(266,597)	(271,921)	(277,336)
TOTAL REVENUES	**(249,029)**	**(249,029)**	**(256,271)**	**-**	**-**	**(256,271)**	**(261,393)**	**(266,597)**	**(271,921)**	**(277,336)**
NET COSTS	**282,759**	**261,116**	**287,518**	**-**	**-**	**287,518**	**285,136**	**291,476**	**297,954**	**304,576**
*Percentage increase over prior year										
Net Costs						1.7%	-0.8%	2.2%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.024 GM - Planning & Protective Service		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$1,475	$1,934	$0	$0	$3,409
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,475**	**$1,934**	**$0**	**$0**	**$3,409**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$1,475	$1,934	$0	$0	$3,409
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,475**	**$1,934**	**$0**	**$0**	**$3,409**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.024

Service Name: GM - Planning & Protective Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Computer	Computer Replacement	$0	E	ERF	$0	$0	$0	$0	$0	$0	$0
22-01	Replacement	Computer	Computer Replacement	$1,475	E	ERF	$0	$0	$1,475	$0	$0	$0	$1,475
23-01	Replacement	Computer	Computer Replacement	$1,934	E	ERF	$0	$0	$0	$1,934	$0	$0	$1,934
24-01	Replacement	Computer	Computer Replacement	$0	E	ERF	$0	$0	$0	$0	$0	$0	$0
25-01	Replacement	Computer	Computer Replacement	$0	E	ERF	$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$3,409**			**$0**	**$0**	**$1,475**	**$1,934**	**$0**	**$0**	**$3,409**

1.024 Planning and Protection Administration
Asset and Reserve Summary
2020 - 2024 Financial Plan

Asset Profile

Planning and Protective Services

Planning and Protection holds office equipment assets with a historical value as of Dec 31, 2015 of $32K.

Reserve Cash Flow

ERF Fund: 1.024 GM - Planning & Protective Services

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.

Fund: 1022 Fund Center: 101955	**Estimated**	**Budget**				
ERF Group: PLANPROT.ERF	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	12,307	12,307	12,307	10,832	8,898	8,898
Actual purchase	-					
Planned Purchase (Based on Capital Plan)	-	-	(1,475)	(1,934)	-	-
Interest Income*	-					
Transfer from Ops Budget	-	-	-	-	-	-
Ending Balance $	**12,307**	**12,307**	**10,832**	**8,898**	**8,898**	**8,898**

Assumptions/Background:
2 Desktop computers replaced every 3 years.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Health & Capital Planning Strategies

COMMITTEE OF THE WHOLE

OCTOBER 2020

Change in Budget 2020 to 2021 Service: 1.018 Health & Capital Planning Strategies	Total Expenditure	Comments
2020 Budget	**532,916**	
Change in Salaries:		
Base salary change	6,673	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
1.0 FTE Senior Project Coordinator IBC 14a-1	114,085	Two-year term position to be funded by the CRHD Administration and Feasibility Studies Reserve
Summit Project Manager	(18,555)	Term position ended February 2020
Total Change in Salaries	102,203	
Other Changes:		
Standard Overhead Allocation	(19,573)	Decrease in 2020 operating costs
Building Occupancy Allocation	3,518	Project Mgr. office (previously allocated to Summit)
Other Costs	3,836	
Total Other Changes	(12,219)	
2021 Budget	**622,900**	
% expense increase from 2020:	***16.9%***	

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Estimated one-time variance of $14,464 (2.6%) due to savings in administrative costs. This surplus will be transferred to the CRHD Administration and Feasibility Studies Reserve.
This reserve is sufficiently funded to cover the 2021 increase in salary costs related to the requested Senior Project Coordinator, 2-year term position (IBC 14a-1), therefore no CRD or CRHD requisition increase for 2021 is required.

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries and Wages	270,900	270,900	277,567	114,085	-	391,652	392,545	284,197	290,322	296,578
Wages & Benefits - Summit Project Manager	18,555	16,622	-	-	-	-	-	-	-	-
Legal/Auditing Costs	21,534	21,000	22,470	-	-	22,470	22,922	23,380	23,844	24,322
Consultants	3,291	-	3,347	-	-	3,347	3,414	3,482	3,552	3,623
Allocations - Standard Overhead	124,039	124,039	104,466	-	-	104,466	108,315	110,481	112,691	114,944
Allocations - Human Resources	6,165	6,165	6,985	-	-	6,985	7,125	7,268	7,413	7,561
Allocations - Others	63,039	65,371	68,145	-	-	68,145	69,604	70,976	72,382	73,812
Operating - Other Costs	23,431	12,791	23,840	-	-	23,840	24,323	24,807	25,306	25,810
TOTAL OPERATING COSTS	**530,954**	**516,888**	**506,820**	**114,085**	**-**	**620,905**	**628,248**	**524,591**	**535,510**	**546,650**
*Percentage Increase over prior year	0.00%	-2.65%	-4.55%	21.49%	0.00%	16.94%	1.18%	-16.50%	2.08%	2.08%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	1,962	1,962	1,995	-	-	1,995	2,035	2,076	2,117	2,160
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	1,962	1,962	1,995	-	-	1,995	2,035	2,076	2,117	2,160
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**532,916**	**518,850**	**508,815**	**114,085**	**-**	**622,900**	**630,283**	**526,667**	**537,627**	**548,810**
*Percentage Increase over prior year	0.00%	-2.64%	-4.52%	21.41%	0.00%	16.89%	1.19%	-16.44%	2.08%	2.08%
Recovery - Capital Regional Hospital District	(514,361)	(514,361)	(508,815)	(114,085)	-	(622,900)	(630,283)	(526,667)	(537,627)	(548,810)
Recovery - Summit Capital for Project Manager (Apr/15-Feb/20)	(18,555)	(18,953)	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	(14,464)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Surplus / (Deficit)		14,464								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Balance transferred to HD Section 20 Reserve		(14,464)								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: all Municpalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
Term Position - Summit Project Manager	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term Position - Senior Project Coordinator 2-year term (IBC 14a-1)	0.00	0.00	0.00	1.00	0.00	1.00	1.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.018 Health & Capital Planning Strategies		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$3,000	$0	$1,973	$1,505	$3,009	$9,487
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$3,000**	**$0**	**$1,973**	**$1,505**	**$3,009**	**$9,487**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$3,000	$0	$1,973	$1,505	$3,009	$9,487
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$3,000**	**$0**	**$1,973**	**$1,505**	**$3,009**	**$9,487**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.018
Service Name: Health & Capital Planning Strategies

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Computer	Replace Computers	$9,487	E	ERF	$0	$3,000	$0	$1,973	$1,505	$3,009	$9,487
			GRAND TOTAL	**$9,487**			**$0**	**$3,000**	**$0**	**$1,973**	**$1,505**	**$3,009**	**$9,487**

1.018 Health and Capital Planning Strategies
Asset and Reserve Summary
2021-2025 Financial Plan

Asset Profile

Health and Capital Planning Strategies

Assets held by the Health and Capital Planning Strategies are office equipment and office furniture.
The total historical acquisition value of current assets is $40,923. Net book value as at December 31, 2019 is $7,844.
The equipment replacement funds set aside are for replacement of office equipment/furniture only.

Reserve Cash Flow

	Estimated	Budget				
Fund Centre - 101851	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	17,793	16,076	15,071	17,106	14,429	16,509
Planned Purchase (Based on Capital Plan)	(3,979)	(3,000)	-	(1,973)	(1,505)	(3,009)
Interest Revenue	300					
Transfer from Operating Budget	1,962	1,995	2,035	2,076	2,117	2,160
Ending Balance $	**16,076**	**15,071**	**17,106**	**17,209**	**16,509**	**15,660**

Assumptions/Background:

2020 - 1 standard laptop and 1 printer
2021 - 2 standard laptops
2023 - 2 standard desktops
2024 - 1 standard laptops
2025 - 2 standard laptops

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Community Health

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.224 Community Health **Committee: Hospitals and Housing Committee**

SERVICE DESCRIPTION:

Build regional capacity to improve health and well-being through outcomes monitoring (Regional Outcomes Monitoring Collaborative), designing and implementing community health and wellbeing initiatives, and policy development. Addresses homelessness by funding the Greater Victoria Coalition to End Homelessness. Responsible for the public health bylaws (i.e. Clean Air, Idling, and Tanning Bylaws) and regularly engages with Island Health to ensure bylaws remain relevant and responsive to regional public health risks.

PARTICIPATION:

All member municipalities and electoral areas based on converted hospital assessment values

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

NIL

COMMITTEE:

Hospitals and Housing Committee

FUNDING:

Requisition

1.224 - COMMUNITY HEALTH	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries - Planner (Term)	104,654	104,654	-	107,149	-	107,149	107,392	109,706	28,017	-
Contract for Services - GVCEH	475,000	475,000	325,000	-		325,000	325,000	325,000	325,000	325,000
Contract for Services - Island Health	176,750	176,750	176,750	-	-	176,750	176,750	176,750	176,750	176,750
Contract for Services - ACEH	-	-	150,000	-	-	150,000	150,000	-	-	-
Consultant Costs	-	-	-	-	-	-	-	-	-	-
Legal Costs	4,000	-	4,068	-	-	4,068	4,137	4,207	4,279	4,352
Allocation - Corporate	20,969	20,969	33,042	-	-	33,042	42,198	43,042	43,903	44,781
Allocation - Building Occupancy	1,984	1,984	1,954	-	-	1,954	2,017	2,060	2,104	2,149
Allocation - Human Resources	2,146	2,146	2,698	-	-	2,698	2,752	2,807	2,863	2,920
Contribution to Projects - Public Health Bylaw Signage	34,505	34,505	-	-	-	-	-	-	-	-
Operating - Other Costs	7,411	8,312	5,455	-	11,000	16,455	5,542	5,627	5,715	5,805
TOTAL OPERATING COSTS	**827,419**	**824,320**	**698,967**	**107,149**	**11,000**	**817,116**	**815,788**	**669,199**	**588,631**	**561,757**
*Percentage Increase over prior year		-0.37%	-15.52%	12.95%	1.33%	-1.25%	-0.16%	-17.97%	-12.04%	-4.57%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**827,419**	**824,320**	**698,967**	**107,149**	**11,000**	**817,116**	**815,788**	**669,199**	**588,631**	**561,757**
*Percentage Increase over prior year	0.00%	-0.37%	-15.52%	12.95%	1.33%	-1.25%	-0.16%	-17.97%	-12.04%	-4.57%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	827,419	824,320	698,967	107,149	11,000	817,116	815,788	669,199	588,631	561,757
*Percentage Increase over prior year		-0.37%	-15.52%	12.95%	1.33%	-1.25%	-0.16%	-17.97%	-12.04%	-4.57%
Surplus / (Deficit)		15,097								
Balance C/F from Prior to Current year	(25,144)	(25,142)	(15,097)	-	-	(15,097)	-	-	-	-
Payments In Lieu of Taxes	(24,568)	(24,568)	(24,568)	-	-	(24,568)	(24,568)	(24,568)	(24,568)	(24,568)
Grants - City of Victoria Contribution GVCEH Agreement	(100,000)	(100,000)	(100,000)	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Grants - Island Health	(60,000)	(60,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	-	-
Grants - ROM/CSPC Partnership (2019-2020)	(2,400)	(2,400)	-	-	-	-	-	-	-	-
Grants - BC Healthy Communities (2020-2021)	-	(12,000)	-	-	(3,000)	(3,000)	-	-	-	-
Revenue - Other	(880)	(880)	(880)	-	-	(880)	(880)	(880)	(880)	(880)
TOTAL REVENUE	(212,992)	(209,893)	(200,545)	-	(3,000)	(203,545)	(185,448)	(185,448)	(125,448)	(125,448)
REQUISITION	**(614,427)**	**(614,427)**	**(498,422)**	**(107,149)**	**(8,000)**	**(613,571)**	**(630,340)**	**(483,751)**	**(463,183)**	**(436,309)**
*Percentage Increase over prior year		0.00%	-18.88%	17.44%	1.30%	-0.14%	2.73%	-23.26%	-4.25%	-5.80%
PARTICIPANTS: all Municpalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:	**Term**	**Term**	**Term**			**Term**	**Term**	**Term**	**Term**	**Term**
Salaried Position (Term)	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Land Banking and Housing (Regional Housing)

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.310 Land Banking and Housing **Committee: Planning and Protective Services**

DEFINITION:

Service was established by Bylaw No. 3712 cited as "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010". 'Regional Housing' provides strategic planning and administrative oversight of the two service functions 'Housing Planning, Policy and Programs' and 'Capital Region Housing Corporation' (CRHC) for the Capital Regional District Board.

SERVICE DESCRIPTION:

The Service, originally established in 1966, empowers the CRD to undertake land assembly for the purpose of either public or private housing and to undertake the development and operation of public housing pursuant to the National and Provincial Housing Acts including all of the powers of a municipality.

In 1982, the Letters Patent were amended to allow the CRD to create one or more corporations and the Capital Region Housing Corporation (CRHC) was incorporated in 1982. The CRHC owns and operates more than 1,600 affordable housing units and will continue to consider adding additional units to the portfolio to maintain and deliver affordable housing for the region.

In 2007, the Regional Housing Affordability Strategy was adopted and the 'Housing Secretariat' was formed to facilitate the development of housing through collaboration with other levels of government, agencies and funders. The Housing Secretariat administered the Regional Housing Trust Fund which has 11 (2015) municipalities, and 2 (2015) electoral areas participating in raising funds to provide assistance to the development of new affordable housing units.

In 2010, the Supplementary Letters Patent were converted to Establishment Bylaw No. 3712. The original service functions have been maintained with the addition of the ability to borrow $25 million for future land acquistion and housing development.

In 2015, 'Regional Housing' was assigned responsibility for strategic planning and administrative oversight of the two service functions 'Housing Planning, Policy and Programs' (formerly Housing Secretariat) and 'Capital Region Housing Corporation'. There will be no change to the CRD Service Participants as CRHC is funded independently through rental incomes and Federal/Provincial subsidies.

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP). The RHFP is a six year capital housing program (2016-2021) that will be delivered in partnership with CMHC, BCHMC and Island Health in order to decrease the level of chronic homelessness in the capital region.

In 2020, the CRD Board approved an additional Loan Authorization Bylaw No. 4327 in the amount of $10 million to match the commitments from the other RHFP partners and expand the RHFP program to 2022.

PARTICIPATION: All member municipalities and electoral areas based on converted hospital assessment values.

MAXIMUM LEVY:

Greater of $2,423,000 or $0.031 per $1,000 Hospital actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3715 (Jan. 12, 2011)		25,000,000	
Authorized:	LA Bylaw No. 4327 (Mar. 11, 2020)		10,000,000	
Borrowed:	SI Bylaw No. 4009 (Feb. 11, 2015)	10yr term	-9,413,000	CRHC land purchase
Remaining:	Active via Temp. Borrowing Bylaw No. 3985 (nil expiry)		25,587,000	

COMMITTEE: Hospitals and Housing

FUNDING: Requisition and internal recoveries

1.310 LAND BANKING AND HOUSING	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Salaries (Regular Full & Auxiliary)	1,101,223	1,003,123	1,139,015	85,312	66,244	1,290,571	1,097,443	970,506	867,847	886,549
Allocation - Standard OH	65,128	65,128	75,810	5,110	-	80,920	85,515	87,225	88,970	90,749
Allocation - Building Occupancy	18,520	18,520	29,102	-	-	29,102	31,180	31,807	32,446	33,098
Allocation - Real Estate	82,382	82,382	42,015	-	-	42,015	-	-	-	-
Allocation - Human Resources	18,787	18,787	28,395	-	-	28,395	28,963	29,542	30,133	30,736
Allocation - GM Planning and Protective Services	36,280	36,280	37,337	-	-	37,337	38,080	38,840	39,620	40,410
Consultants	205,000	217,817	45,000	-	45,000	90,000	45,000	45,000	45,000	45,000
Legal	23,571	23,571	23,970	-	-	23,970	24,450	24,940	25,440	25,950
Conferences and Staff Training	13,018	6,300	9,180	-	-	9,180	9,370	9,560	9,750	9,940
New Workstations and Equipment	40,505	40,500	-	-	-	-	-	-	-	-
Operating - Other Costs	28,038	29,125	28,240	8,424	8,510	45,174	37,400	38,140	38,900	39,680
TOTAL OPERATING COSTS	**1,632,452**	**1,541,533**	**1,458,064**	**98,846.00**	**119,754**	**1,676,664**	**1,397,401**	**1,275,560**	**1,178,106**	**1,202,112**
*Percentage Increase over prior year		-5.57%	-10.68%	6.06%	7.34%	2.71%	-16.66%	-8.72%	-7.64%	2.04%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Transfer to Operating Reserve	-	42,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,000	46,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Debt Expenditures	1,033,963	1,009,463	1,009,463	-	-	1,009,463	1,746,988	2,200,258	2,968,513	2,864,970
MFA Debt Reserve	2,190	2,190	2,390	-	-	2,390	98,390	61,390	102,390	2,390
TOTAL COSTS	2,672,605	2,599,186	2,473,917	98,846.00	119,754	2,692,517	3,246,779	3,541,208	4,253,009	4,073,472
*Percentage Increase over prior year		-2.75%	-7.43%	3.70%	4.48%	0.75%	20.59%	9.07%	20.10%	-4.22%
Transfer from Operating Reserve	-	-	(56,000)	-	-	(56,000)	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	2,672,605	2,599,186	2,417,917	98,846	119,754	2,636,517	3,246,779	3,541,208	4,253,009	4,073,472
Surplus / (Deficit)		57,195								
Balance C/F from Prior to Current year	(263,170)	(263,170)	(16,195)	-	(41,000)	(57,195)	-	-	-	-
Recovery - CRHC	(241,250)	(238,935)	(244,354)	-	0	(244,354)	(235,122)	(244,507)	(196,467)	(200,626)
Recovery - CRHD	(141,154)	(141,154)	(143,978)	-	0	(143,978)	(118,287)	(120,653)	-	-
Recovery - Capital Projects	(256,320)	(206,410)	(346,849)	-	(66,244)	(413,093)	(198,356)	(36,926)	-	-
FCM (Covid Response Fund)	-	(41,000)	-	-	-	-	-	-	-	-
Admin Fees - RHTF	(35,130)	(35,130)	(35,130)	-	-	(35,130)	(35,130)	(2,000)	(2,000)	(2,000)
Lease Revenue - CRHC	(63,000)	(63,000)	(63,000)	-	-	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
Grant Revenue	(293,729)	(293,729)	(184,261)	(66,356)	-	(250,617)	(308,550)	(301,092)	(198,009)	(163,648.20)
Interest Income	(12,190)	(7,190)	(7,390)	-	-	(7,390)	(7,390)	(7,390)	(7,390)	(7,390)
Payments In Lieu of Taxes	(74,735)	(74,735)	(74,735)	-	-	(74,735)	(137,233)	(137,233)	(137,233)	(137,233)
Deferred Revenue (Balance Sheet Account adj)	(9,463)	(9,463)	(9,463)	-	-	(9,463)	(9,463)	(9,463)	(9,463)	(9,163)
TOTAL REVENUE	(1,390,141)	(1,316,721)	(1,125,355)	(66,356.40)	(107,244)	(1,298,955)	(1,112,530)	(922,264)	(613,562)	(583,060)
REQUISITION	**(1,282,464)**	**(1,282,465)**	**(1,292,562)**	**(32,489.60)**	**(12,510)**	**(1,337,562)**	**(2,134,249)**	**(2,618,944)**	**(3,639,447)**	**(3,490,411)**
*Percentage Increase over prior year		0.00%	0.79%	2.53%	0.98%	4.30%	59.56%	22.71%	38.97%	-4.09%
PARTICIPANTS: All Municipalities and Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	6.00	6.00	6.00	0.00	0.00	6.00	6.00	6.00	6.00	6.00
Term	3.00	3.00	3.00	0.80	0.00	3.80	2.80	1.80	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.310 Land Banking and Housing		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$32,683,518	$156,500,000	$0	$0	$0	$189,183,518
Equipment		E	$0	$2,000	$1,500	$4,000	$5,000	$0	$12,500
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$32,685,518**	**$156,501,500**	**$4,000**	**$5,000**	**$0**	**$189,196,018**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$21,300,000	$0	$0	$0	$21,300,000
Equipment Replacement Fund		ERF	$0	$2,000	$1,500	$4,000	$5,000	$0	$12,500
Grants (Federal, Provincial)		Grant	$0	$7,200,000	$0	$0	$0	$0	$7,200,000
Donations / Third Party Funding		Other	$0	$25,483,518	$135,200,000	$0	$0	$0	$160,683,518
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$32,685,518**	**$156,501,500**	**$4,000**	**$5,000**	**$0**	**$189,196,018**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.310
Service Name: Land Banking and Housing

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-02b	New	RHFP - Hockley (Langford) (CRD/CMHC/CRHC)	CRD purchase 120 affordable housing units. 60 yr prepaid lease with CRHC as operator. Funding from CMHC $7.2M grant (24 units) and CRHC $25.5M prepaid lease (96 units)	$32,683,518	B	Grant	$0	$7,200,000	$0	$0	$0	$0	$7,200,000
18-02b	New	RHFP - Hockley (Langford) (CRD/CMHC/CRHC)	CRHC prepaid 60 yr lease		B	Other	$0	$25,483,518	$0	$0	$0	$0	$25,483,518
18-03	New	RHFP - acquire 520 Housing Units (CRD/CRHD/CRHC)	CRD purchase 520 affordable housintg units. 60yr prepaid lease with CRHC as operator. Funding from CRD $11.3M + 10M debt (71 units) and CRHD $10M (33 units) and CRHC $125.2M mortgage (416 units) Partnering Agreement - CRD, CRHD, BC Housing, CMHC & Island Health. Timing difference between capital expense and Partnering Agreement commitment.	$156,500,000	B	Debt	$0	$0	$21,300,000	$0	$0	$0	$21,300,000
18-03	New	RHFP - acquire 520 Housing Units (CRD/CRHD/CRHC)	CRHD debt $10M (33 units)		B	Other	$0	$0	$10,000,000	$0	$0	$0	$10,000,000
18-03	New	RHFP - acquire 520 Housing Units (CRD/CRHD/CRHC)	CRHC prepaid 60yr lease $129.7M (300 units)		B	Other	$0	$0	$125,200,000	$0	$0	$0	$125,200,000
20-01	Replacement	Office Equipment Replacement	Office equipment scheduled replacement	$17,500	E	ERF	$0	$2,000	$1,500	$4,000	$5,000	$0	$12,500
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
							$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$189,201,018**			**$0**	**$32,685,518**	**$156,501,500**	**$4,000**	**$5,000**	**$0**	**$189,196,018**

Service: 1.310 Land Banking and Housing

Proj. No.	18-02b	**Capital Project Title**	RHFP - Hockley (Langford) (CRD/CMHC/CRHC)	**Capital Project Description**	CRD purchase 120 affordable housing units. 60 yr prepaid lease with CRHC as operator. Funding from CMHC $7.2M grant (24 units) and CRHC $25.5M prepaid lease (96 units)
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*In 2018 CMHC signed a definitive agreement with the CRD and BC Housing which created the Regional Housing First Program with a total of $90 million to create new affordable housing units within the region. In 2020, each of the three partners increased their contribution by $10 million to bring the total to $120 million.*				

Proj. No.	18-03	**Capital Project Title**	RHFP - acquire 520 Housing Units (CRD/CRHD/CRHC)	**Capital Project Description**	CRD purchase 520 affordable housintg units. 60yr prepaid lease with CRHC as operator. Funding from CRD $11.3M + 10M debt (71 units) and CRHD $10M (33 units) and CRHC $125.2M mortgage (416 units) Partnering Agreement - CRD, CRHD, BC Housing, CMHC & Island Health. Timing difference between capital expense and Partnering Agreement commitment.
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*In 2018 CMHC signed a definitive agreement with the CRD and BC Housing which created the Regional Housing First Program with a total of $90 million to create new affordable housing units within the region. In 2020, each of the three partners increased their contribution by $10 million to bring the total to $120 million.*				

Service: 1.310 Land Banking and Housing

Proj. No.	20-01	**Capital Project Title**	Office Equipment Replacement	**Capital Project Description**	Office equipment scheduled replacement
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Computers and printers will be replaced based on equipment lifecycleassessment managed by IT department. Other office equipment at discretion of management and staffing needs. HPP/RH Snr Manager/RHFP Computer/Printer Inventory: 4 laptops, 3 computers, 11 monitors, 2 printers, 1 copier. Workstations: 3 offices and 3 cubicles*

1.310 Land Bank & Housing
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Land Bank & Housing

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105505

Operating Reserve Schedule	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	56,371	99,064	43,064	43,064	43,064	43,064
Transfer to Operating Budget		(56,000)				
Transfer to Capital Fund						
Transfer from Operating Budget	42,000					
Interest Income *	693					
Total projected year end balance	**99,064**	**43,064**	**43,064**	**43,064**	**43,064**	**43,064**

Assumptions/Background:

2016-2019: funds transferred to Reserve to fund future affordable housing consulting contracts.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.310 Land Bank & Housing
Asset and Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

Land Bank & Housing

Assets held by the Land, Banking and Housing service area consist of land, 6 building units, built in 2012, and office equipment. The equipment replacement funds set aside are for replacement of office equipment only. The building units are currently under operating and maintenance contract and do not require ongoing capital investment. Lifecycle replacement funding has not been set aside for the buildings.

Equipment Replacement Schedule - FC 102079

Equipment Replacement Schedule	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	19,247	17,934	19,934	22,434	22,434	21,434
Planned Purchase (Based on Capital Plan)		(2,000)	(1,500)	(4,000)	(5,000)	-
Actual Purchase	(5,513)					
Transfer from Operating Budget	4,000	4,000	4,000	4,000	4,000	4,000
Interest Income *	200					
Total projected year end balance	**17,934**	**19,934**	**22,434**	**22,434**	**21,434**	**25,434**

Assumptions/Background:

2020 three computers replaced

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Housing Trust Fund

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.311 Regional Housing Trust Fund **Committee: Planning and Protective Services**

DEFINITION:

This service was established by Bylaw No. 3266 cited as "Capital Regional District Regional Housing Trust Fund Service Establishment Bylaw No. 1, 2005". Administered by Regional Housing, per Bylaw No.3294 cited as "Capital Regional District Housing Trust Fund Commission and Administrative Bylaw No. 1, 2005".

SERVICE DESCRIPTION:

The function enables the CRD to provide capital funding to:

1) assist in the acquisition, development and retention of housing that is affordable
2) facilitate social and economic investment in affordable housing
3) assist people in core housing need
4) facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy / Housing Affordability Strategy

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP) under service 1.310 Land Banking and Housing. As borrowing is undertaken in 2021 and 2022 for the RHFP, the Regional Housing Trust Fund will be wound-down and requisition capacity transferred from service 1.311 to service 1.310 to fund RHFP debt costs.

PARTICIPATION:

The member municipalities of Metchosin, North Saanich, Saanich, View Royal, Victoria, Salt Spring Island (2006), Sooke (2006), Central Saanich (2007), Esquimalt (2007), Oak Bay (2008), Sidney and Southern Gulf Islands (2010), Highlands (2014)
based 50% on population and 50% on converted assessments.

MAXIMUM LEVY:

2011: $882,594
2012: $901,570 (includes 2.15% increase for inflation)
2013: $910,585 (includes 1.0% increase for inflation)
2014: $925,300 (Highlands joined and includes 1.0% increase for inflation)
2015: $934,500 (includes 1.0% increase for inflation)
2016: $953,240 (includes 2.0% increase for inflation)
2017: $967,540 (includes 1.5% increase for inflation)
2018: $986,890 (includes 2.0% increase for inflation)
2019: $1,000,000 (includes 1.3% increase for inflation)
2020: $1,000,000 (includes 0% increase for inflation)
2021-2022: Due to standard two year capital development cycle, RHTF staggered program suspension will start in 2021 and the max $1M requisition capacity transferred to CRD Regional Housing First Program (RHFP) in 2022.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Regional Housing Trust Fund

FUNDING:

Requisition

1.311 - REGIONAL HOUSING TRUST FUND Note: Service Phased out 2021 & Suspended 2022	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Prior Year Unallocated Capital Grants	3,148,119	345,000	3,058,800	-	-	3,058,800	-	-	-	-
Current Year Capital Grants	1,042,082	804,000	1,043,191	-	-	1,043,191	223,085			
Housing Programs Administration Service Fee	33,130	33,130	33,130	-	-	33,130	33,130			
Allocation - Standard OH	2,848	2,848	0	-	-	0	0			
Consultant Expenses	-	-	-	-	-	-	-			
Legal Costs	4,000	4,000	4,070	-	-	4,070	4,150			
Other Costs	2,040	2,040	2,070	-	-	2,070	2,110			
TOTAL OPERATING COSTS	**4,232,219**	**1,191,018**	**4,141,261**	**-**	**-**	**4,141,261**	**262,475**	**-**	**-**	**-**
*Percentage Increase over prior year		-71.86%	-2.15%	0.00%	0.00%	-2.15%	0.00%	-	-	-
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-				
MFA Debt Reserve	-	-	-	-	-	-				
TOTAL COSTS	4,232,219	1,191,018	4,141,261	-	-	4,141,261	262,475	-	-	-
*Percentage Increase over prior year		-71.86%	-2.15%	-	-	-2.15%	0.00%	-	-	-
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,232,219	1,191,018	4,141,261	-	-	4,141,261	262,475	-	-	-
*Percentage Increase over prior year	0.00%	-71.86%	-2.15%	-	-	-2.15%	0.00%	-	-	-
Surplus / (Deficit)		3,058,800								
Balance C/F from Prior to Current year	(3,148,119)	(3,148,119)	(3,058,800)	-	-	(3,058,800)	-	-	-	-
Revenue - Other Interest Income	(21,602)	(39,201)	(19,963)	-	-	(19,963)	0	-	-	-
Payments In Lieu of Taxes	(62,498)	(62,498)	(62,498)	-	-	(62,498)	0	-	-	-
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,232,219)	(191,018)	(3,141,261)	-	-	(3,141,261)	0	-	-	-
REQUISITION	**(1,000,000)**	**(1,000,000)**	**(1,000,000)**	**-**	**-**	**(1,000,000)**	**(262,475)**	**-**	**-**	**-**
*Percentage Increase over prior year		0.00%	0.00%	0.00%	0.00%	0.00%	-73.75%	-100.00%	0.00%	-
PARTICIPANTS: Victoria, C.Saanich, Esquimalt, Saanich, Oak Bay, N. Saanich, Metchosin, View Royal, Sooke, Sidney, Highlands, SSI, SGI										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Traffic Safety

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.230 Traffic Safety **Committee: Traffic Safety**

DEFINITION:

To establish a Traffic Safety Commission as an extended service to participants.
Establishment Bylaw No. 1828 (1990), Bylaw No. 1921 (1991), No. 3614 (2009), and No. 4166 (2017).

SERVICE DESCRIPTION:

This service provides funding and support for the Traffic Safety Commission, a CRD commission that advises the CRD Board on Traffic Safety problems and puts in place applicable Traffic Safety Programs. Representatives from about 14 organizations concerned with traffic safety, such as the BC Ambulance Service, make up the commission. This service primarily provides funding for advertising which is generally leveraged, resulting in about $3 worth of advertising for every $1 actually spent.

PARTICIPATION:

Participating municipalities and electoral areas on the basis of converted hospital assessment value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

1.230 - Traffic Safety Commission	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Allocation - Finance & Corp. Svc	3,222	3,222	5,135	-	-	5,135	5,744	5,859	5,976	6,096
Insurance Costs	300	300	350	-	-	350	350	350	350	350
Advertising, Promotion and Meetings	71,594	55,000	67,691	-	-	67,691	51,556	52,631	53,734	54,864
Other Expenses	37,514	37,514	18,190	-	-	18,190	18,510	18,840	19,170	19,510
TOTAL COSTS	**112,630**	**96,036**	**91,366**	**-**	**-**	**91,366**	**76,160**	**77,680**	**79,230**	**80,820**
*Percentage Increase over prior year						-18.9%	-16.6%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	16,694	(16,694)	-	-	(16,694)	-	-	-	-
Balance c/fwd from 2019 to 2020	(38,013)	(38,013)	-	-	-	-	-	-	-	-
Grants in Lieu	(3,305)	(3,305)	(3,360)	-	-	(3,360)	(3,430)	(3,500)	(3,570)	(3,650)
Other Revenue	(200)	(300)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(41,518)**	**(24,924)**	**(20,254)**	**-**	**-**	**(20,254)**	**(3,630)**	**(3,700)**	**(3,770)**	**(3,850)**
REQUISITION	**(71,112)**	**(71,112)**	**(71,112)**	**-**	**-**	**(71,112)**	**(72,530)**	**(73,980)**	**(75,460)**	**(76,970)**
*Percentage increase over prior year Requisition						0.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Planning Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.324 Regional Planning Services **Committee: Planning, Transportation & Protective Services**

DEFINITION:

Regional Planning includes two service functions:

Regional Information – which maintains a regional information base and perspective on population, employment, economic development and land use trends. The service provides regional, sub-regional and municipal statistics, trend analysis and research tools to member municipalities and a wide variety of public, private and community clientele.

Regional Transportation – manages and applies the regional transportation model. The service analyzes the impacts of actual and projected changes to the transportation system and conducts/commissions transportation-related studies and reports. Regional transportation provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to the Regional Transportation Plan.

SERVICE DESCRIPTION:

Regional Planning provides information and planning services including regional, sub-regional and municipal statistics, trend analysis, transportation, policy development, planning and modeling. The information also assists in preparation of indicators relating to the annual legislative reporting requirement for the Regional Growth Strategy and as an information base for the development of municipal and electoral area official community plans. The information and analysis also supports the regional transportation and urban growth models and assists municipalities and local and regional agencies in their planning work.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke: Victoria; View Royal) and Electoral Areas within the CRD (Juan de Fuca, Southern Gulf Islands, Salt Spring Island).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.324 - Regional Planning Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Regional Information Systems (RIS):										
Salaries & Wages	515,610	476,633	528,809	-	-	528,809	492,072	522,670	533,894	545,360
Contract for Services	10,956	-	10,995	-	-	10,995	11,210	11,430	11,660	11,890
Consulting	27,390	20,000	27,390	-	-	27,390	27,940	28,500	29,070	29,650
Allocations	154,078	154,078	180,298	-	-	180,298	185,429	189,150	192,950	196,823
Implementation of Data Review	50,000	35,000	-	-	50,000	50,000	50,000	50,000	50,000	50,000
Other Operating Expenses	49,574	26,921	26,450	-	-	26,450	26,990	27,540	28,090	28,640
TOTAL OPERATING COSTS - RIS	**807,607**	**712,632**	**773,942**	**-**	**50,000**	**823,942**	**793,641**	**829,290**	**845,664**	**862,363**
*Percentage Increase over prior year						2.0%	-3.7%	4.5%	2.0%	2.0%
Regional Transportation (RT):										
Salaries & Wages	451,269	413,401	454,665	-	-	454,665	401,837	410,461	419,271	428,270
Contract for Services	62,495	62,495	63,560	-	-	63,560	64,830	66,130	67,450	68,800
Ready, Step, Roll	50,000	25,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
Transportation Model Recalibration	-	-	-	-	-	-	225,000	-	-	-
Origin/Destination Study	-	-	-	-	-	-	475,000	-	-	-
Allocations	44,828	50,828	59,226	-	-	59,226	61,150	62,379	63,633	64,909
Other Operating Expenses	21,618	9,840	11,501	-	-	11,501	11,720	11,940	12,190	12,430
TOTAL OPERATING COSTS - RT	**630,211**	**561,564**	**638,952**	**-**	**-**	**638,952**	**1,289,537**	**600,910**	**612,544**	**624,409**
*Percentage Increase over prior year						1.4%	101.8%	-53.4%	1.9%	1.9%
TOTAL OPERATING COSTS	**1,437,817**	**1,274,196**	**1,412,894**	**-**	**50,000**	**1,462,894**	**2,083,178**	**1,430,200**	**1,458,208**	**1,486,772**
						1.7%				
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	46,200	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	10,000	10,000	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL CAPITAL / RESERVES	**56,200**	**10,000**	**2,500**	**-**	**-**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**
TOTAL COSTS	**1,494,017**	**1,284,196**	**1,415,394**	**-**	**50,000**	**1,465,394**	**2,085,678**	**1,432,700**	**1,460,708**	**1,489,272**
						-1.9%				
FUNDING SOURCES (REVENUE)										
Carry forward from 2020 to 2021	-	125,493	(125,493)	-	-	(125,493)	-	-	-	-
Carry forward from 2019 to 2020	(173,970)	(173,970)	-	-	-	-	-	-	-	-
Revenue - Other	(2,760)	(2,500)	(2,830)	-	-	(2,830)	(2,900)	(2,970)	(3,040)	(3,100)
Recovery - Other	(530)	-	(540)	-	-	(540)	(550)	(560)	(570)	(580)
Grants in Lieu of Taxes	(60,526)	(60,526)	(61,950)	-	-	(61,950)	(63,310)	(64,700)	(66,130)	(67,450)
Transfer from Internal Reserve Account	(88,000)	-	(36,491)	-	(50,000)	(86,491)	(771,428)	(67,080)	(54,658)	(55,102)
TOTAL REVENUE	**(325,786)**	**(111,503)**	**(227,304)**	**-**	**(50,000)**	**(277,304)**	**(838,188)**	**(135,310)**	**(124,398)**	**(126,232)**
REQUISITION	**(1,168,231)**	**(1,168,231)**	**(1,188,090)**	**-**	**-**	**(1,188,090)**	**(1,247,490)**	**(1,297,390)**	**(1,336,310)**	**(1,363,040)**
*Percentage increase over prior year Requisition						1.7%	5.0%	4.0%	3.0%	2.0%
Salaried	6.5	6.5	6.5			6.5	6.5	6.5	6.5	6.5

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.324 Regional Planning Services	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$17,300	$5,100	$12,000	$0	$0	$34,400
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$17,300**	**$5,100**	**$12,000**	**$0**	**$0**	**$34,400**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$17,300	$5,100	$12,000	$0	$0	$34,400
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$17,300**	**$5,100**	**$12,000**	**$0**	**$0**	**$34,400**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.324
Service Name: Regional Planning Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Computer Replacement	Computer Replacement	$36,700	E	ERF	$0	$17,300	$5,100	$2,000	$0	$0	$24,400
22-01	Renewal	Photocopier Renewal	Photocopier Renewal	$10,000	E	ERF	$0	$0	$0	$10,000	$0	$0	$10,000
			GRAND TOTAL	**$46,700**			**$0**	**$17,300**	**$5,100**	**$12,000**	**$0**	**$0**	**$34,400**

Regional Planning Services
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Equipment Replacement Fund	81,896	67,096	64,496	54,996	57,496	59,996
Operating Reserve Fund	1,933,604	1,847,113	1,075,685	1,008,605	953,947	898,845
Total	**2,015,500**	**1,914,209**	**1,140,181**	**1,063,601**	**1,011,443**	**958,841**

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Equipment Replacement Fund

.

ERF Group: RGPLAN.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101427	2020	2021	2022	2023	2024	2025
Beginning Balance		82,596	81,896	67,096	64,496	54,996	57,496
Transfer from Ops Budget		10,000	2,500	2,500	2,500	2,500	2,500
Planned Purchase		(10,700)	(17,300)	(5,100)	(12,000)	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**81,896**	**67,096**	**64,496**	**54,996**	**57,496**	**59,996**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment and furnishings.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Operating Reserve Fund

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Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105501	2020	2021	2022	2023	2024	2025
Beginning Balance		1,945,734	1,933,604	1,847,113	1,075,685	1,008,605	953,947
Transfer from Ops Budget		46,200	-	-	-	-	-
Transfer to Ops Budget		(38,000)	(36,491)	(21,428)	(17,080)	(4,658)	(5,102)
Transfer to Ops Budget		(50,000)	(50,000)	(750,000)	(50,000)	(50,000)	(50,000)
Interest Income		29,670	-	-	-	-	-
Ending Balance $		**1,933,604**	**1,847,113**	**1,075,685**	**1,008,605**	**953,947**	**898,845**

Assumptions/Background:

2021-2025 - $50k - Implementation of Data Review
2022 - $225k - Regional Transportation Model Update
2022 - $475k - Origin and Destination Study

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Growth Strategy

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.330 Regional Growth Strategy **Committee: Planning, Transportation & Protective Services**

DEFINITION:

This service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS). The service includes providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation. The Regional Growth Strategy is contained within CRD Bylaw No.4017 (Adopted March 2018).

SERVICE DESCRIPTION:

The Regional Growth Strategy/Sustainability service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS) pursuant to the legislative provisions of the *Local Government Act* . The RGS is contained within CRD Bylaw No.4017 (adopted March 2018). The service administers the RGS through the review and reporting on municipal regional context statements, assessment of compliance of regional district bylaws, and providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke: Victoria; View Royal) and the Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.330 - Regional Growth Strategy	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	163,001	119,212	166,595	-	-	166,595	167,772	171,316	174,937	178,635
Consulting	21,411	21,411	21,770	-	-	21,770	22,210	22,650	23,100	23,560
Special Projects	15,000	-	15,000	-	45,000	60,000	15,000	300,000	-	-
Allocations	101,870	101,870	105,280	-	-	105,280	111,107	113,338	115,612	117,927
Other Operating Expenses	30,407	12,000	25,560	-	-	25,560	26,070	26,600	27,130	27,670
TOTAL OPERATING COSTS	**331,689**	**254,493**	**334,205**	**-**	**45,000**	**379,205**	**342,159**	**633,904**	**340,779**	**347,792**
*Percentage Increase over prior year						14.3%	-9.8%	85.3%	-46.2%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	17,196	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**17,196**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**331,689**	**271,689**	**334,205**	**-**	**45,000**	**379,205**	**342,159**	**633,904**	**340,779**	**347,792**
FUNDING SOURCES (REVENUE)										
Estimated Balance Carry Forward	-	45,000	-	-	(45,000)	(45,000)	-	-	-	-
Transfer from Operating Reserve Fund	(15,000)	-	(15,000)	-	-	(15,000)	(15,000)	(300,000)	-	-
Grants in Lieu of Taxes	(20,915)	(20,915)	(22,060)	-	-	(22,060)	(22,540)	(23,030)	(23,540)	(24,010)
Revenue - Other	(1,000)	(1,000)	(1,020)	-	-	(1,020)	(1,040)	(1,060)	(1,080)	(1,100)
TOTAL REVENUE	**(36,915)**	**23,085**	**(38,080)**	**-**	**(45,000)**	**(83,080)**	**(38,580)**	**(324,090)**	**(24,620)**	**(25,110)**
REQUISITION	**(294,774)**	**(294,774)**	**(296,125)**	**-**	**-**	**(296,125)**	**(303,579)**	**(309,814)**	**(316,159)**	**(322,682)**
*Percentage increase over prior year Requisition						0.5%	2.5%	2.1%	2.0%	2.1%
AUTHORIZED POSITIONS										
Salaried	1.0	1.0	1.0			1.0	2.0	2.0	2.0	2.0

Reserve Schedule

Reserve Fund: 1.330 Regional Growth Strategy - Operating Reserve Fund

.

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105502	2020	2021	2022	2023	2024	2025
Beginning Balance		1,343,697	1,366,273	1,351,273	1,336,273	1,036,273	1,036,273
Transfer from Ops Budget		17,196	-	-	-	-	-
Transfer to Ops Budget		(15,000)	(15,000)	(15,000)	(300,000)	-	-
Interest Income		20,380	-	-	-	-	-
Ending Balance $		**1,366,273**	**1,351,273**	**1,336,273**	**1,036,273**	**1,036,273**	**1,036,273**

Assumptions/Background:

2021/2022 - $15k - Food Lands Trust Business Case
2023 - $300k - Regional Growth Strategy Review and Update

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Corporate Emergency

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.025 Corporate Emergency **Committee: Planning, Transportation & Protective Services**

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation & Protective Services

FUNDING:

Requisition

1.025 - Corporate Emergency	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET*	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries and Wages	802,000	342,000	100,611	-	-	100,611	100,839	103,012	105,231	107,498
Allocations	125,835	125,835	151,652	-	-	151,652	153,915	157,103	160,360	163,548
Supplies	127,270	233,118	2,660	-	-	2,660	2,720	2,780	2,840	2,900
Other Operating Expenses	107,948	94,317	44,650	-	-	44,650	45,550	46,450	47,370	48,320
TOTAL OPERATING COSTS	**1,163,053**	**795,270**	**299,573**	**-**	**-**	**299,573**	**303,024**	**309,345**	**315,801**	**322,266**
*Percentage Increase over prior year						-74.2%	1.2%	2.1%	2.1%	2.0%
Transfer from Operating Reserve Fund	(710,000)	(295,000)	-	-	-	-	-	-	-	-
NET OPERATING COSTS	**453,053**	**500,270**	**299,573**	**-**	**-**	**299,573**	**303,024**	**309,345**	**315,801**	**322,266**
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	2,044	3,965	2,080	-	-	2,080	2,120	2,160	2,200	2,240
TOTAL COSTS	**455,097**	**504,235**	**301,653**	**-**	**-**	**301,653**	**305,144**	**311,505**	**318,001**	**324,506**
Internal Recoveries	(92,000)	(92,000)	(100,611)	-	-	(100,611)	(100,839)	(103,012)	(105,231)	(107,498)
OPERATING COSTS LESS INTERNAL RECOVERIES	**363,097**	**412,235**	**201,042**	**-**	**-**	**201,042**	**204,305**	**208,493**	**212,770**	**217,008**
Grant Revenue	(168,880)	(218,018)	-	-	-	-	-	-	-	-
NET COSTS	**194,217**	**194,217**	**201,042**	**-**	**-**	**201,042**	**204,305**	**208,493**	**212,770**	**217,008**
*Percentage increase over prior year						3.5%	1.6%	2.0%	2.1%	2.0%

* Amended Budget Bylaw #4354 (approved April 8, 2020) - Board Budget includes the budget amendment approved by the board to reflect the additional budget of $878,880 to support COVID EOC.

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.025 Corporate Emergency	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$6,000	$6,000	$8,000	$0	$20,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$0**	**$6,000**	**$6,000**	**$8,000**	**$0**	**$20,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$6,000	$6,000	$8,000	$0	$20,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$0**	**$6,000**	**$6,000**	**$8,000**	**$0**	**$20,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.025
Service Name: Corporate Emergency

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-01	Replacement	EOC Laptop	EOC Equipment	$18,000	E	ERF	$0	$0	$6,000	$6,000	$6,000	$0	$18,000
24-01	Replacement	Surface Pro	EOC Equipment	$2,000	E	ERF	$0	$0	$0	$0	$2,000	$0	$2,000
			GRAND TOTAL	**$20,000**			**$0**	**$0**	**$6,000**	**$6,000**	**$8,000**	**$0**	**$20,000**

Reserve Schedule

Reserve Fund: 1.025 Corporate Emergency - Equipment Replacement Fund

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.
- ERF Group: CRPEMERGE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101978	2020	2021	2022	2023	2024	2025
Beginning Balance		77,220	70,333	72,413	68,533	64,693	58,893
Transfer from Op Budget		2,044	2,080	2,120	2,160	2,200	2,240
Expenditures		(8,931)	-	(6,000)	(6,000)	(8,000)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**70,333**	**72,413**	**68,533**	**64,693**	**58,893**	**61,133**

Assumptions/Background:

Maintain balance sufficient to meet lifecycle replacement needs and emergency needs.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Emergency Planning Coordination

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.372 Emergency Planning Coordination **Committee: Planning, Transportation & Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electora Area Emergency Planning Coordination	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET*	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries	509,587	482,000	532,583	-	-	532,583	534,073	545,559	557,295	569,275
Contract for Services	63,000	63,000	-	-	-	-	-	-	-	-
Travel Expenses	1,790	1,790	1,820	-	-	1,820	1,860	1,900	1,940	1,980
Telecommunications	6,700	6,700	6,810	-	-	6,810	6,950	7,090	7,230	7,370
Staff Training & Development	2,130	2,130	1,620	-	-	1,620	1,650	1,680	1,710	1,740
Supplies	14,300	1,560	2,010	-	-	2,010	2,050	2,090	2,130	2,170
Allocations	56,596	56,596	59,170	-	-	59,170	59,064	60,243	61,450	62,675
Other Operating Expenses	10,720	8,896	8,630	-	-	8,630	8,790	8,970	9,150	9,330
TOTAL OPERATING COSTS	**664,823**	**622,672**	**612,643**	**-**	**-**	**612,643**	**614,437**	**627,532**	**640,905**	**654,540**
*Percentage Increase over prior year						-7.8%	0.3%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	15,425	7,324	-	-	7,324	7,470	7,620	7,770	7,930
TOTAL COSTS	**664,823**	**638,097**	**619,967**	**-**	**-**	**619,967**	**621,907**	**635,152**	**648,675**	**662,470**
Internal Recoveries	(413,859)	(413,859)	(459,671)	-	-	(459,671)	(468,864)	(479,179)	(489,721)	(499,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	**250,964**	**224,238**	**160,296**	**-**	**-**	**160,296**	**153,043**	**155,973**	**158,954**	**162,950**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	14,486	(14,486)	-	-	(14,486)	-	-	-	-
Balance c/fwd from 2019 to 2020	(29,307)	(29,307)	-	-	-	-	-	-	-	-
Grants Revenue	(78,120)	(65,880)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(491)	(491)	(500)	-	-	(500)	(510)	(520)	(530)	(540)
Revenue - Other	(300)	(300)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(108,218)**	**(81,492)**	**(15,296)**	**-**	**-**	**(15,296)**	**(830)**	**(850)**	**(870)**	**(890)**
REQUISITION	**(142,746)**	**(142,746)**	**(145,000)**	**-**	**-**	**(145,000)**	**(152,213)**	**(155,123)**	**(158,084)**	**(162,060)**
*Percentage increase over prior year Requisition						1.6%	5.0%	1.9%	1.9%	2.5%

* Amended Budget Bylaw #4354 (approved April 8, 2020) - Board Budget includes the budget amendment approved by the board to reflect the additional budget of $78,120 to support COVID EOC.

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.372 Emergency Planning Coordination	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$2,500	$0	$0	$2,500	$0	$5,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$2,500	$0	$0	$2,500	$0	$5,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.372
Service Name: Emergency Planning Coordination

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$0	E	ERF	$0	$2,500	$0	$0	$2,500	$0	$5,000
			GRAND TOTAL	**$0**			**$0**	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

Reserve Schedule

Reserve Fund: 1.327 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101985	2020	2021	2022	2023	2024	2025
Beginning Balance		2,646	646	5,470	12,940	20,560	25,830
Transfer from Op Budget		-	7,324	7,470	7,620	7,770	7,930
Planned Purchase		(2,000)	(2,500)	-	-	(2,500)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**646**	**5,470**	**12,940**	**20,560**	**25,830**	**33,760**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Emergency Program Support

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.374 Regional Emergency Program Support **Committee: Planning, Transportation & Protective Services**

DEFINITION:

An information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

SERVICE DESCRIPTION:

Under Bylaw 3530, this service was established in 2008 to provide an information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

This service also supports two advisory commissions, the Local Government Emergency Program Advisory Commission (LGEPAC – Bylaw 3531), consisting of municipal and electoral area representatives and the Regional Emergency Coordinators Advisory Commission (RECAC – Bylaw 3566), consisting of government, NGOs, education, utility and health representatives.

PARTICIPATION:

All municipalities and electoral areas.

FUNDING:

Requisition

1.374 - Regional Emergency Program Support	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries	109,230	109,230	114,085	-	-	114,085	114,345	116,808	119,324	121,895
REMP Contribution	39,020	8,640	9,000	-	25,000	34,000	9,190	9,380	9,570	9,770
Allocations	18,016	18,016	21,358	-	-	21,358	21,333	21,778	22,235	22,681
TOTAL OPERATING COSTS	**166,266**	**135,886**	**144,443**	**-**	**25,000**	**169,443**	**144,868**	**147,966**	**151,129**	**154,346**
*Percentage Increase over prior year						1.9%	-14.5%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	380	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**380**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**166,266**	**136,266**	**144,443**	**-**	**25,000**	**169,443**	**144,868**	**147,966**	**151,129**	**154,346**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(30,000)	-	(7,760)	-	(25,000)	(32,760)	-	-	-	-
Grants in Lieu of Taxes	(6,803)	(6,803)	(7,220)	-	-	(7,220)	(7,360)	(7,500)	(7,650)	(7,810)
Revenue - Other	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(37,003)**	**(7,003)**	**(15,180)**	**-**	**(25,000)**	**(40,180)**	**(7,560)**	**(7,700)**	**(7,850)**	**(8,010)**
REQUISITION	**(129,263)**	**(129,263)**	**(129,263)**	**-**	**-**	**(129,263)**	**(137,308)**	**(140,266)**	**(143,279)**	**(146,336)**
*Percentage increase over prior year Requisition						0.0%	6.2%	2.2%	2.1%	2.1%

Reserve Schedule

Reserve Fund: 1.374 Regional Emergency Program - Operating Reserve Fund

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Bylaw 4244

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105538	2020	2021	2022	2023	2024	2025
Beginning Balance		86,610	87,920	55,160	55,160	55,160	55,160
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	(32,760)	-	-	-	-
Interest Income		1,310	-	-	-	-	-
Ending Balance $		**87,920**	**55,160**	**55,160**	**55,160**	**55,160**	**55,160**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Hazardous Material Incident Response

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.375 Hazardous Material Incident Response **Committee: Planning, Transportation & Protective Services**

DEFINITION:

A service of preparation for a hazardous materials emergency and providing for a system of response to hazardous material emergency incidents in the Capital Regional District. Established by Bylaw No. 3322 (2006).

SERVICE DESCRIPTION:

This regional emergency response service was established in 2006 under Bylaw 3322. The service provides immediate response to hazardous spills or emergencies within the CRD.

The program provides a high level of professional expertise by providing specialized training and equipment to firefighters throughout the CRD to support the response by local fire departments to these events.

PARTICIPATION:

Electoral Area's of Juan de Fuca, Salt Spring Island and Southern Gulf Islands, the municipalities of North Saanich, Sidney, Central Saanich, Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood, Langford, Highlands, Metchosin, Sooke, and Tsawout and Songhees First Nations.

MAXIMUM LEVY:

Greater of $400,000 or $0.007 / $1,000

FUNDING:

Requisition

1.375 - Hazardous Material Incident Response	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
District of C Saanich Contract	65,600	65,600	67,240	-	-	67,240	68,920	70,640	72,050	73,490
Staff Training & Development	120,100	100,000	120,100	-	-	120,100	122,500	124,950	127,450	130,000
Purchased Maintenance - Equipment	111,204	108,374	123,690	-	-	123,690	129,099	131,860	134,673	137,371
Allocations	23,540	34,471	24,050	-	-	24,050	24,520	25,000	25,500	26,000
TOTAL OPERATING COSTS	**320,444**	**308,445**	**335,080**	**-**	**-**	**335,080**	**345,039**	**352,450**	**359,673**	**366,861**
*Percentage Increase over prior year						4.6%	3.0%	2.1%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	9,560	21,559	9,560	-	-	9,560	9,560	9,560	9,560	9,560
TOTAL CAPITAL / RESERVES	**9,560**	**21,559**	**9,560**	**-**	**-**	**9,560**	**9,560**	**9,560**	**9,560**	**9,560**
TOTAL COSTS	**330,004**	**330,004**	**344,640**	**-**	**-**	**344,640**	**354,599**	**362,010**	**369,233**	**376,421**
FUNDING SOURCES (REVENUE)										
Interest Income	(310)	(310)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
Transfer - Reserve Fund	-	-	(10,000)	-	-	(10,000)	-	-	-	-
Grants in Lieu of Taxes	(16,996)	(16,996)	(17,290)	-	-	(17,290)	(17,640)	(17,990)	(18,350)	(18,710)
TOTAL REVENUE	**(17,306)**	**(17,306)**	**(27,610)**	**-**	**-**	**(27,610)**	**(17,970)**	**(18,330)**	**(18,700)**	**(19,070)**
REQUISITION	**(312,698)**	**(312,698)**	**(317,030)**	**-**	**-**	**(317,030)**	**(336,629)**	**(343,680)**	**(350,533)**	**(357,351)**
*Percentage increase over prior year Requisition						1.4%	3.1%	3.0%	2.9%	2.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.375 Hazardous Material Incident Respo	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$10,000	$90,000	$10,000	$10,000	$10,000	$130,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$10,000**	**$90,000**	**$10,000**	**$10,000**	**$10,000**	**$130,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$10,000	$90,000	$10,000	$10,000	$10,000	$130,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$10,000**	**$90,000**	**$10,000**	**$10,000**	**$10,000**	**$130,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.375
Service Name: Hazardous Material Incident Response

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the *5-year* window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Hazmat Equipment	Hazmat Equipment Replacement	$50,000	E	ERF	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
22-01	Replacement	SCBA	SCBA Replacement	$80,000	E	ERF	$0	$0	$80,000	$0	$0	$0	$80,000
			GRAND TOTAL	**$130,000**			**$0**	**$10,000**	**$90,000**	**$10,000**	**$10,000**	**$10,000**	**$130,000**

Hazardous Material Incident Response
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Equipment Replacement Fund	323,561	323,121	242,681	242,241	241,801	241,361
Operating Reserve Fund	34,451	24,451	24,451	24,451	24,451	24,451
Total	**358,012**	**347,572**	**267,132**	**266,692**	**266,252**	**265,812**

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Equipment Replacement Fund

ERF Group: HAZMAT.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101957	2020	2021	2022	2023	2024	2025
Beginning Balance		341,199	323,561	323,121	242,681	242,241	241,801
Transfer from Ops Budget		9,560	9,560	9,560	9,560	9,560	9,560
Planned Puchase		(27,198)	(10,000)	(90,000)	(10,000)	(10,000)	(10,000)
Interest Income		-	-	-	-	-	-
Ending Balance $		**323,561**	**323,121**	**242,681**	**242,241**	**241,801**	**241,361**

Assumptions/Background:

Transfer as much as operating budget will allow in order to provide sufficient funds to replace expensive assets.

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Operating Reserve Fund

Operating Resrve Fund was created under bylaw No. 4147 (2016) to fund special projects, cover unforseen opearting expenditures and stabilize revenue as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105506	2020	2021	2022	2023	2024	2025
Beginning Balance		33,941	34,451	24,451	24,451	24,451	24,451
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	(10,000)	-	-	-	-
Interest Income		510	-	-	-	-	-
Ending Balance $		**34,451**	**24,451**	**24,451**	**24,451**	**24,451**	**24,451**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

911 Call Answer

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.911 911 Call Answer **Committee: Planning, Transportation & Protective Services**

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas, and the Tsawout and Songhees First Nations (CRD Bylaw No. 2468 "Emergency Response Extended Service Establishment Bylaw No. 1, 1997").

SERVICE DESCRIPTION:

To finance, install, operate and maintain a 911 emergency response telephone service within all or part of the Capital Region, and to provide primary call answer services (PSAP) at the Emergency Communications Vancouver Island Centre in Saanich operated by E-Comm.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

FUNDING:

Requisition, 911 call levy, and lease revenue

1.911 - 911 Call Answer	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Service Fees	195,750	141,320	141,320	-	-	141,320	141,320	141,320	141,320	141,320
Transfer to Municipalities	809,100	799,630	799,630	-	-	799,630	799,630	799,630	799,630	799,630
CRD Dispatch Centre Levy	271,060	298,440	300,750	-	-	300,750	310,900	321,420	332,330	338,980
Allocations	285,567	286,832	277,841	-	-	277,841	268,629	274,354	280,206	285,811
Other Operating Expenses	2,770	23,068	13,950	-	-	13,950	14,210	14,480	14,750	15,030
TOTAL OPERATING COSTS	**1,564,247**	**1,549,290**	**1,533,491**	**-**	**-**	**1,533,491**	**1,534,689**	**1,551,204**	**1,568,236**	**1,580,771**
*Percentage Increase over prior year						-2.0%	0.1%	1.1%	1.1%	0.8%
DEBT / RESERVES										
Transfer to Equipment Replacement Fund	94,518	94,518	96,120	-	-	96,120	98,040	100,000	102,000	104,040
Debt Servicing Costs	1,013,349	1,013,349	1,013,389	-	-	1,013,389	1,013,389	1,013,389	1,013,389	1,013,389
TOTAL DEBT / RESERVES	**1,107,867**	**1,107,867**	**1,109,509**	**-**	**-**	**1,109,509**	**1,111,429**	**1,113,389**	**1,115,389**	**1,117,429**
TOTAL COSTS	**2,672,114**	**2,657,157**	**2,643,000**	**-**	**-**	**2,643,000**	**2,646,118**	**2,664,593**	**2,683,625**	**2,698,200**
FUNDING SOURCES (REVENUE)										
Service Fees	(195,750)	(141,320)	(141,320)	-	-	(141,320)	(141,320)	(141,320)	(141,320)	(141,320)
CAL Received	(1,305,000)	(1,289,725)	(1,289,725)	-	-	(1,289,725)	(1,289,725)	(1,289,725)	(1,289,725)	(1,289,725)
Lease Revenue	(1,009,800)	(1,009,800)	(1,009,800)	-	-	(1,009,800)	(1,009,800)	(1,009,800)	(1,030,000)	(1,050,600)
Grants in Lieu of Taxes	(9,164)	(9,164)	(9,320)	-	-	(9,320)	(9,510)	(9,700)	(9,890)	(10,090)
Transfer from Operating Reserve	-	(35,160)	(37,500)	-	-	(37,500)	(36,000)	(48,748)	(40,850)	(27,825)
Other Revenue	(1,400)	(20,988)	(1,990)	-	-	(1,990)	(2,000)	(2,010)	(2,020)	(2,030)
TOTAL REVENUE	**(2,521,114)**	**(2,506,157)**	**(2,489,655)**	**-**	**-**	**(2,489,655)**	**(2,488,355)**	**(2,501,303)**	**(2,513,805)**	**(2,521,590)**
REQUISITION	**(151,000)**	**(151,000)**	**(153,345)**	**-**	**-**	**(153,345)**	**(157,763)**	**(163,290)**	**(169,820)**	**(176,610)**
*Percentage increase over prior year Requisition						1.6%	2.9%	3.5%	4.0%	4.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.911 911 Call Answer	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$1,000,000	$0	$0	$0	$0	$1,000,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$1,000,000	$0	$0	$0	$0	$1,000,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.911
Service Name: 911 Call Answer

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-01	New	New Equipment	Next-Gen 911 Call Answer Technology-Placeholder	$1,000,000	E	ERF	$0	$1,000,000	$0	$0	$0	$0	$1,000,000
			GRAND TOTAL	**$1,000,000**			**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$0**	**$1,000,000**

Service: 1.911 911 Call Answer

Proj. No.	17-01	**Capital Project Title**	New Equipment	**Capital Project Description**	Next-Gen 911 Call Answer Technology-Placeholder
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Placeholder for the next-Gen 911 call answer technology. Amount and timing are unknown.*

911 Call Answer
Reserves Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Equipment Replacement Fund	929,758	25,878	123,918	223,918	325,918	429,958
Operating Reserve Fund	230,546	193,046	157,046	108,298	67,448	39,623
Total	**1,160,305**	**218,925**	**280,965**	**332,217**	**393,367**	**469,582**

Reserve Schedule

Reserve Fund: 911 Call Answer - Equipment Replacement Fund

ERF Group: EMGTSV.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101460	2020	2021	2022	2023	2024	2025
Beginning Balance		835,240	929,758	25,878	123,918	223,918	325,918
Transfer from Ops Budget		94,518	96,120	98,040	100,000	102,000	104,040
Expenditures		-	(1,000,000)	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**929,758**	**25,878**	**123,918**	**223,918**	**325,918**	**429,958**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 911 Call Answer - Operating Reserve Fund

To mitigate fluctuating Call Answer Levies

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105508	2020	2021	2022	2023	2024	2025
Beginning Balance		263,006	230,546	193,046	157,046	108,298	67,448
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(35,160)	(37,500)	(36,000)	(48,748)	(40,850)	(27,825)
Interest Income		2,700	-	-	-	-	-
Ending Balance $		**230,546**	**193,046**	**157,046**	**108,298**	**67,448**	**39,623**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

911 Call Answer - Municipalities

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.912B - 911 Call Answer - Municipalities **Committee: Planning, Transportation & Protective Services**

DEFINITION:

To transfer Call Answer Levies received from the telecommunications service providers on behalf of the Victoria and Saanich PSAP participants to the municipalities (Saanich, Victoria, Central Saanich, Esquimalt, and Oak Bay).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

Negative requisition; no stated limit

1.912B - 911 Call Answer - Municipalities	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
EXPENDITURES										
Return Grants in Lieu of Taxes	54,678	54,678	54,678	-	-	54,678	54,678	54,678	54,678	54,678
*Percentage Increase over prior year						0.0%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Call Answer Levy Revenue	(809,100)	(799,630)	(799,630)	-	-	(799,630)	(799,630)	(799,630)	(799,630)	(799,630)
TOTAL REVENUE	**(809,100)**	**(799,630)**	**(799,630)**	**-**	**-**	**(799,630)**	**(799,630)**	**(799,630)**	**(799,630)**	**(799,630)**
EXCESS OF REVENUE OVER EXPENDITURES	**(754,422)**	**(744,952)**	**(744,952)**	**-**	**-**	**(744,952)**	**(744,952)**	**(744,952)**	**(744,952)**	**(744,952)**
Estimated Balance c/fwd from 2020 to 2021	-	(9,470)	9,470	-	-	9,470	-	-	-	-
Balance c/fwd from 2019 to 2020	(48,995)	(48,995)	-	-	-	-	-	-	-	-
NEGATIVE REQUISITION	**803,417**	**803,417**	**735,482**	**-**	**-**	**735,482**	**744,952**	**744,952**	**744,952**	**744,952**
*Percentage increase over prior year Requisition						-8.5%	1.3%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

913 Fire Dispatch

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.913 913 Fire Dispatch **Committee: Planning, Transportation & Protective Services**

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas and the Tsawout and Songhees First Nations (CRD Bylaw No. 2468 "Emergency Response Telephone Extended Service Establishment Bylaw No. 1,1997"). The District of Langford has a contract to handle this dispatch through the fire hall.

SERVICE DESCRIPTION:

This service provides for call relay from the 911 PSAP to fire for the area of the CRD served by the Sooke, Westshore, and Gulf Islands RCMP detachments.

The service funds a contract with Langford Fire to receive fire calls from the 911 Call Answer Centre at the Westshore RCMP.

The review of services for 911 will allow the CRD to reinvest and replace outdated equipment, with technology able to utilize current trends in Next Generation and Phase II Wireless 911.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

FUNDING:

Requisition

1.913 - Langford Fire Dispatch	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	640,060	640,060	656,062	-	-	656,062	672,460	689,270	706,500	720,630
Allocations	41,751	41,751	52,997	-	-	52,997	61,192	62,467	63,768	65,044
Other Operating Expenses	18,580	13,190	13,160	-	-	13,160	13,420	13,680	13,960	14,240
TOTAL OPERATING COSTS	**700,391**	**695,001**	**722,219**	**-**	**-**	**722,219**	**747,072**	**765,417**	**784,228**	**799,914**
*Percentage Increase over prior year						3.1%	3.4%	2.5%	2.5%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	6,300	11,690	3,000	-	-	3,000	6,300	6,430	6,560	6,690
TOTAL CAPITAL / RESERVE	**6,300**	**11,690**	**3,000**	**-**	**-**	**3,000**	**6,300**	**6,430**	**6,560**	**6,690**
TOTAL COSTS	**706,691**	**706,691**	**725,219**	**-**	**-**	**725,219**	**753,372**	**771,847**	**790,788**	**806,604**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(12,113)	(12,113)	(12,320)	-	-	(12,320)	(12,560)	(12,810)	(13,060)	(13,320)
Revenue - Other	(200)	(200)	(800)	-	-	(800)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(12,313)**	**(12,313)**	**(13,120)**	**-**	**-**	**(13,120)**	**(12,760)**	**(13,010)**	**(13,260)**	**(13,520)**
REQUISITION	**(694,378)**	**(694,378)**	**(712,099)**	**-**	**-**	**(712,099)**	**(740,612)**	**(758,837)**	**(777,528)**	**(793,084)**
*Percentage increase over prior year Requisition						2.6%	4.0%	2.5%	2.5%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.913 913 Fire Dispatch	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$25,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$25,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.913
Service Name: 913 Fire Dispatch

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Communication Equipment	Communication Equipment	$25,000	E	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
			GRAND TOTAL	**$25,000**			**$0**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$25,000**

Reserve Schedule

Reserve Fund: 1.913 Langford Fire Dispatch - Equipment Replacement Fund

ERF Group: LANGFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	102125	2020	2021	2022	2023	2024	2025
Beginning Balance		44,346	45,646	43,646	44,946	46,376	47,936
Transfer from Ops Budget		6,300	3,000	6,300	6,430	6,560	6,690
Expenditues		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest Income		-	-	-	-	-	-
Ending Balance $		**45,646**	**43,646**	**44,946**	**46,376**	**47,936**	**49,626**

Assumptions/Background:

Maintain balance which will allow for routine annual equipment replacements as well as unexpected expenditures.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional CREST Contribution

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.921 Regional CREST Contribution **Committee: Planning, Transportation & Protective Services**

DEFINITION:

To collect funding for the RCMP Dispatch area's share of costs in the regional emergency communications network (CREST).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (Limited by Municipal Act).

Funding:

Requisition

1.921 - Regional CREST Contribution	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Payments to CREST	1,681,602	1,681,602	1,710,190	-	-	1,710,190	1,744,390	1,779,280	1,814,870	1,851,170
Internal Interest	8,000	8,000	8,000	-	-	8,000	8,000	8,000	8,000	8,000
TOTAL COSTS	**1,689,602**	**1,689,602**	**1,718,190**	**-**	**-**	**1,718,190**	**1,752,390**	**1,787,280**	**1,822,870**	**1,859,170**
*Percentage Increase over prior year						1.7%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2019 to 2020	882	882	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(98,300)	(98,300)	(99,970)	-	-	(99,970)	(101,970)	(104,010)	(106,090)	(108,210)
Interest Income	(3,000)	(3,000)	(3,000)	-	-	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
TOTAL REVENUE	**(100,418)**	**(100,418)**	**(102,970)**	**-**	**-**	**(102,970)**	**(104,970)**	**(107,010)**	**(109,090)**	**(111,210)**
REQUISITION	**(1,589,184)**	**(1,589,184)**	**(1,615,220)**	**-**	**-**	**(1,615,220)**	**(1,647,420)**	**(1,680,270)**	**(1,713,780)**	**(1,747,960)**
*Percentage increase over prior year Requisition						1.6%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Animal Care Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.313 Animal Care Services **Committee: Electoral Area**

DEFINITION:

Care of domestic animals within all electoral areas of the Regional District (Letters Patent - February 16, 1979). We provide service to the three electoral areas as well as Sidney, Saanich, Central Saanich, North Saanich, Highlands, View Royal, Colwood, Langford, Sooke, Metchosin, the Pauquachin, Songhees and Tsawout First nations. We also provide pound keeping services to Saanich. Sooke, Metchosin and Highlands are charged as if they were part of the service provided to the Electoral Areas. All other participants are levied by contract.

SERVICE DESCRIPTION:

Enforces the Animal Control Bylaw for three Electoral Areas, 10 Municipalities, and 3 First Nations. Also provides Pound Service for the District of Saanich and the areas listed above. Ensures public safety with person/animal contacts, quick return of lost animals, investigations or animal/person public education, re-homing of animals, quality care of animals.

PARTICIPATION:

All Electoral Areas on basis of school assessments (excluding property that is taxable for school purposes only by Special Act).

MAXIMUM LEVY:

None stated.

FUNDING:

Sale of services, licences and dog tags, plus requisition

1.313 - Animal Care Services	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	714,132	738,576	732,246	-	-	732,246	735,596	751,301	767,332	783,704
Vehicle Operating Expenses	25,860	25,860	26,300	-	-	26,300	26,830	27,370	27,920	28,480
Telecommunications	42,970	42,970	43,700	-	-	43,700	44,570	45,460	46,370	47,300
Supplies	40,738	40,693	36,000	-	-	36,000	36,720	37,450	38,200	38,960
Allocations	185,769	185,769	193,011	-	-	193,011	203,412	206,682	210,263	213,852
Other Operating Expenses	122,550	104,480	121,765	-	-	121,765	124,180	126,630	129,150	131,720
TOTAL OPERATING COSTS	**1,132,019**	**1,138,348**	**1,153,022**	**-**	**-**	**1,153,022**	**1,171,308**	**1,194,893**	**1,219,235**	**1,244,016**
*Percentage Increase over prior year						1.9%	1.6%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	10,000	3,671	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVE	**10,000**	**3,671**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
TOTAL COSTS	**1,142,019**	**1,142,019**	**1,163,022**	**-**	**-**	**1,163,022**	**1,181,308**	**1,204,893**	**1,229,235**	**1,254,016**
Internal Charges (Bylaw)	12,032	12,032	12,428	-	-	12,428	12,499	12,736	12,983	13,234
OPERATING COSTS LESS INTERNAL RECOVERIES	**1,154,051**	**1,154,051**	**1,175,450**	**-**	**-**	**1,175,450**	**1,193,807**	**1,217,629**	**1,242,218**	**1,267,250**
FUNDING SOURCES (REVENUE)										
Fees Charged	(29,000)	(29,131)	(29,440)	-	-	(29,440)	(29,960)	(30,500)	(31,060)	(31,620)
Sale of Goods and Services	(678,450)	(683,449)	(696,860)	-	-	(696,860)	(713,000)	(719,960)	(734,360)	(749,040)
Grants in Lieu of Taxes	(11,426)	(11,426)	(11,740)	-	-	(11,740)	(11,940)	(12,160)	(12,370)	(12,620)
Revenue - Other	(9,250)	(4,120)	(5,690)	-	-	(5,690)	(6,350)	(9,710)	(9,890)	(10,090)
TOTAL REVENUE	**(728,126)**	**(728,126)**	**(743,730)**	**-**	**-**	**(743,730)**	**(761,250)**	**(772,330)**	**(787,680)**	**(803,370)**
REQUISITION	**(425,925)**	**(425,925)**	**(431,720)**	**-**	**-**	**(431,720)**	**(432,557)**	**(445,299)**	**(454,538)**	**(463,880)**
*Percentage increase over prior year Requisition						1.4%	0.2%	2.9%	2.1%	2.1%
AUTHORIZED POSITIONS Salaried	7.3		7.3			7.3	7.3	7.3	7.3	7.3

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.313 Animal Care Services	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$3,029	$4,040	$4,120	$4,205	$0	$15,394
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$18,000	$18,000	$18,000	$18,000	$0	$72,000
	$0	**$21,029**	**$22,040**	**$22,120**	**$22,205**	**$0**	**$87,394**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$21,029	$22,040	$22,120	$22,205	$0	$87,394
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$21,029**	**$22,040**	**$22,120**	**$22,205**	**$0**	**$87,394**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.313
Service Name: Animal Care Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Computer Replacements	Replacement of computer equipment	$18,364	E	ERF	$0	$3,029	$4,040	$4,120	$4,205	$0	$15,394
19-02	Replacement	Vehicle Replacements	Replacement of vehicles (shared with Bylaw)	$90,000	V	ERF	$0	$18,000	$18,000	$18,000	$18,000	$0	$72,000
			GRAND TOTAL	**$108,364**			**$0**	**$21,029**	**$22,040**	**$22,120**	**$22,205**	**$0**	**$87,394**

Animal Care Services
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	3,273	3,273	3,273	3,273	3,273	3,273
Equipment Replacement Fund	74,163	63,134	51,094	38,974	26,769	36,769
Total	**77,436**	**66,406**	**54,366**	**42,246**	**30,041**	**40,041**

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105407 & 105103	2020	2021	2022	2023	2024	2025
Beginning Balance		3,223	3,273	3,273	3,273	3,273	3,273
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchases		-	-	-	-	-	-
Interest Income		50	-	-	-	-	-
Ending Balance $		**3,273**	**3,273**	**3,273**	**3,273**	**3,273**	**3,273**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Equipment Replacement Fund

For replacement of vehicles, computers and furnishings.

ERF Group: ANICON.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101424	2020	2021	2022	2023	2024	2025
Beginning Balance		85,133	74,163	63,134	51,094	38,974	26,769
Transfer from Op Budget		10,000	10,000	10,000	10,000	10,000	10,000
Planned Purchases		(20,970)	(21,029)	(22,040)	(22,120)	(22,205)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**74,163**	**63,134**	**51,094**	**38,974**	**26,769**	**36,769**

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Noise Control

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.320 Noise Control **Committee: Electoral Area**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - Noise Control	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Legal	7,340	7,340	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Allocations	1,953	1,953	2,304	-	-	2,304	2,607	2,656	2,706	2,757
Internal Time Charges	29,208	29,208	29,876	-	-	29,876	30,047	30,614	31,208	31,814
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL OPERATING COSTS	**38,561**	**38,561**	**39,140**	**-**	**-**	**39,140**	**39,754**	**40,510**	**41,294**	**42,101**
*Percentage Increase over prior year						1.5%	1.6%	1.9%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Revenue - Other	(231)	(231)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(231)**	**(231)**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
REQUISITION	**(38,330)**	**(38,330)**	**(38,940)**	**-**	**-**	**(38,940)**	**(39,554)**	**(40,310)**	**(41,094)**	**(41,901)**
*Percentage increase over prior year Requisition						1.6%	1.6%	1.9%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2020	2021	2022	2023	2024	2025
Beginning Balance		2,494	2,532	2,532	2,532	2,532	2,532
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income*		38	-	-	-	-	-
Ending Balance $		**2,532**	**2,532**	**2,532**	**2,532**	**2,532**	**2,532**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Nuisance & Unsightly Premises

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Area**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Legal	2,152	2,152	2,085	-	-	2,085	2,130	2,170	2,210	2,250
Allocations	2,384	2,384	2,825	-	-	2,825	3,247	3,309	3,373	3,437
Internal Time Charges	46,257	46,257	46,750	-	-	46,750	47,017	47,905	48,835	49,782
Other Operating Expenses	330	330	330	-	-	330	340	350	360	370
TOTAL OPERATING COSTS	**51,123**	**51,123**	**51,990**	**-**	**-**	**51,990**	**52,734**	**53,734**	**54,778**	**55,839**
*Percentage Increase over prior year						1.7%	1.4%	1.9%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(178)	(178)	(170)	-	-	(170)	(170)	(170)	(170)	(170)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(278)**	**(278)**	**(270)**	**-**	**-**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
REQUISITION	**(50,845)**	**(50,845)**	**(51,720)**	**-**	**-**	**(51,720)**	**(52,464)**	**(53,464)**	**(54,508)**	**(55,569)**
*Percentage increase over prior year Requisition						1.7%	1.4%	1.9%	2.0%	1.9%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2020	2021	2022	2023	2024	2025
Beginning Balance		15,264	15,494	15,494	15,494	15,494	15,494
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		230	-	-	-	-	-
Ending Balance $		**15,494**	**15,494**	**15,494**	**15,494**	**15,494**	**15,494**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 BUDGET

ByLaw Services

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.323 Bylaw Services **Committee: Electoral Area**

DEFINITION:

To provide Bylaw enforcement to functions of the Capital Regional District as required. The cost of this service is reallocated to functions that use Bylaw enforcement services, such as Regional Parks, Noise Control, Nuisances & Unsightly Premises, and others.

SERVICE DESCRIPTION:

Respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three electoral areas for Noise, Nuisance and Unsightly Premises as well as Soil Deposit and Removal in the JdF EA.

Bylaw Enforcement services in Metchosin and the Highlands by contract.

Enforce bylaws for internal customers including Hartland Landfill, Environmental Services, Integrated Water, Parks, Community Planning, Building Inspection and Vancouver Island Health Authority.

PARTICIPATION:

Method of cost allocation on the basis of prior year's estimated usage.

MAXIMUM LEVY:

None stated.

FUNDING:

Functions within the CRD that use Bylaw enforcement.

1.323 - Bylaw Enforcement	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	335,117	424,079	345,927	-	-	345,927	347,343	354,771	362,362	370,111
Vehicle Operating Expenses	16,983	18,983	17,270	-	-	17,270	17,620	17,970	18,330	18,700
Telecommunications	5,070	5,070	5,160	-	-	5,160	5,260	5,370	5,480	5,590
Supplies	1,000	100	1,000	-	-	1,000	1,020	1,040	1,060	1,080
Allocations	68,664	68,664	72,179	-	-	72,179	73,045	74,219	75,661	77,118
Other Operating Expenses	28,712	16,422	28,800	-	-	28,800	29,360	29,950	30,540	31,140
TOTAL OPERATING COSTS	**455,546**	**533,318**	**470,336**	**-**	**-**	**470,336**	**473,648**	**483,320**	**493,433**	**503,739**
*Percentage Increase over prior year						3.2%	0.7%	2.0%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	36,960	36,960	36,960	-	-	36,960	36,960	36,960	36,960	36,960
TOTAL CAPITAL / RESERVE	**36,960**	**36,960**	**36,960**	**-**	**-**	**36,960**	**36,960**	**36,960**	**36,960**	**36,960**
TOTAL COSTS	**492,506**	**570,278**	**507,296**	**-**	**-**	**507,296**	**510,608**	**520,280**	**530,393**	**540,699**
Internal Recoveries	(464,907)	(542,631)	(478,016)	-	-	(478,016)	(480,748)	(489,830)	(499,333)	(509,019)
OPERATING COSTS LESS INTERNAL RECOVERIES	**27,599**	**27,647**	**29,280**	**-**	**-**	**29,280**	**29,860**	**30,450**	**31,060**	**31,680**
FUNDING SOURCES (REVENUE)										
Sale of Goods and Services	(24,099)	(23,577)	(25,730)	-	-	(25,730)	(26,240)	(26,760)	(27,300)	(27,850)
Revenue - Other	(3,500)	(4,070)	(3,550)	-	-	(3,550)	(3,620)	(3,690)	(3,760)	(3,830)
TOTAL REVENUE	**(27,599)**	**(27,647)**	**(29,280)**	**-**	**-**	**(29,280)**	**(29,860)**	**(30,450)**	**(31,060)**	**(31,680)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS:										
Salaried	2.9	2.9	2.9			2.9	2.9	2.9	2.9	2.9

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.323 ByLaw Services	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$970	$990	$1,010	$1,030	$0	$4,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$15,000	$15,000	$15,000	$15,000	$0	$60,000
	$0	**$15,970**	**$15,990**	**$16,010**	**$16,030**	**$0**	**$64,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$15,970	$15,990	$16,010	$16,030	$0	$64,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$15,970**	**$15,990**	**$16,010**	**$16,030**	**$0**	**$64,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.323
Service Name: ByLaw Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Computers	Replacement of computer equipment	$4,950	E	ERF	$0	$970	$990	$1,010	$1,030	$0	$4,000
19-02	Replacement	Vehicle	Replacement of Bylaw vehicle	$75,000	V	ERF	$0	$15,000	$15,000	$15,000	$15,000	$0	$60,000
			GRAND TOTAL	**$79,950**			**$0**	**$15,970**	**$15,990**	**$16,010**	**$16,030**	**$0**	**$64,000**

Reserve Schedule

Reserve Fund: 1.323 Bylaw Enforcement - Equipment Replacement Fund

ERF Group: BYLAW.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101426	2020	2021	2022	2023	2024	2025
Beginning Balance		25,831	46,841	67,831	88,801	109,751	130,681
Transfer from Ops Budget		36,960	36,960	36,960	36,960	36,960	36,960
Proceed from Disposition		-	-	-	-	-	-
Planned Purchase		(15,950)	(15,970)	(15,990)	(16,010)	(16,030)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**46,841**	**67,831**	**88,801**	**109,751**	**130,681**	**167,641**

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Building Inspection

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.318 Building Inspection **Committee: Electoral Area**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010) and 3780 Amendment (2011). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2020 to 2021 Service: 1.318 Building Inspection	Total Expenditure	Comments
2020 Budget	**1,561,459**	
Change in Salaries:		
Base salary change	20,370	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(3,384)	New hires at lower pay step
Other (explain as necessary)	7,993	Vacant 0.1 FTE (Admin Clerk) salary added in 2021 budget (not in 2020)
Total Change in Salaries	24,979	
Other Changes:		
Allocations	21,360	Standard OH Allocation increase is the combination of 2020 operating cost increase and 3rd year new model implementation. Increases also are in HR and Building Occupancy allocations.
Vehicles / Travel Costs	16,203	Cost associated with travel to Eas and vehicle operating and maintenance costs
Real Estate Labour Charge	14,720	In alignment with historical actual costs
Other	14,569	Staff training, membership fees, courier
Total Other Changes	66,852	
2021 Budget	**1,653,290**	
% expense increase from 2020:	***5.9%***	
% Requisition increase from 2020 (if applicable):	***11.0%***	*Requisition funding is 28% of service revenue.* *Operating Reserve funding is 10% of the service revenue.*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Fee revenues are projected at 117K (11.7%) lower than budget as we experience low permit fee revenue since May. The total expenditures are projected at 115K(7.4%) lower than budget manily due to the vacancies and lower pay step for new hire. The estimated overall deficit of 2K will be covered by operating reserve fund.

1.318 - Building Inspection	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	1,124,275	989,600	1,151,316	-	-	1,151,316	1,156,103	1,180,806	1,206,044	1,231,829
Telecommunications	35,290	34,455	35,890	-	-	35,890	36,610	37,340	38,090	38,850
Legal Expenses	10,220	4,327	10,390	-	-	10,390	10,600	10,810	11,030	11,250
Building Rent	33,706	33,706	34,450	-	-	34,450	35,210	35,980	36,770	37,510
Supplies	16,108	13,832	16,380	-	-	16,380	16,700	17,040	17,380	17,720
Allocations	188,554	209,518	225,494	-	-	225,494	240,721	245,480	250,332	255,284
Other Operating Expenses	120,006	127,138	146,070	-	-	146,070	149,210	152,160	155,160	158,229
TOTAL OPERATING COSTS	**1,528,159**	**1,412,576**	**1,619,990**	**-**	**-**	**1,619,990**	**1,645,154**	**1,679,616**	**1,714,806**	**1,750,672**
*Percentage Increase over prior year						6.0%	1.6%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,000**	**10,000**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,561,459**	**1,445,876**	**1,653,290**	**-**	**-**	**1,653,290**	**1,678,454**	**1,712,916**	**1,748,106**	**1,783,972**
Internal Recoveries	(29,362)	(29,362)	(29,486)	-	-	(29,486)	(30,076)	(30,677)	(31,291)	(31,920)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,532,097**	**1,416,514**	**1,623,804**	**-**	**-**	**1,623,804**	**1,648,378**	**1,682,239**	**1,716,815**	**1,752,052**
FUNDING SOURCES (REVENUE)						6.0%	1.5%	2.1%	2.1%	2.1%
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Fees Charged	(970,610)	(857,905)	(1,019,141)	-	-	(1,019,141)	(1,067,671)	(1,089,030)	(1,110,810)	(1,133,030)
Contract Revenue	(35,000)	(30,000)	(36,781)	-	-	(36,781)	(37,510)	(38,250)	(39,020)	(39,800)
Transfer from Operating Reserve	(114,247)	(116,369)	(126,400)	-	-	(126,400)	(37,409)	(4,000)	-	-
Grants in Lieu of Taxes	(1,443)	(1,443)	(1,510)	-	-	(1,510)	(1,540)	(1,570)	(1,600)	(1,630)
Revenue - Other	(2,000)	(2,000)	(2,562)	-	-	(2,562)	(2,672)	(2,796)	(2,921)	(2,880)
TOTAL REVENUE	**(1,123,300)**	**(1,007,717)**	**(1,186,394)**	**-**	**-**	**(1,186,394)**	**(1,146,802)**	**(1,135,646)**	**(1,154,351)**	**(1,177,340)**
REQUISITION	**(408,797)**	**(408,797)**	**(437,411)**	**-**	**-**	**(437,411)**	**(501,576)**	**(546,593)**	**(562,464)**	**(574,712)**
*Percentage increase over prior year Requisition						7.0%	14.7%	9.0%	2.9%	2.2%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.318 Building Inspection	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$10,000	$0	$5,000	$0	$0	$15,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$45,000	$0	$0	$45,000	$0	$90,000
		$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$55,000	$0	$5,000	$45,000	$0	$105,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.318
Service Name: Building Inspection

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$90,000	V	ERF	$0	$45,000	$0	$0	$45,000	$0	$90,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$5,000	E	ERF	$0	$0	$0	$5,000	$0	$0	$5,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	$10,000	E	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$105,000**			**$0**	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

Building Inspection
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	168,538	42,138	4,729	729	729	729
Equipment Replacement Fund	73,457	28,457	38,457	43,457	8,457	18,457
Total	**241,995**	**70,595**	**43,186**	**44,186**	**9,186**	**19,186**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	to be created	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		281,907	168,538	42,138	4,729	729	729
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(116,369)	(126,400)	(37,409)	(4,000)	-	-
Interest Income		3,000	-	-	-	-	-
Ending Balance $		**168,538**	**42,138**	**4,729**	**729**	**729**	**729**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

.

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101425	2020	2021	2022	2023	2024	2025
Beginning Balance		148,457	73,457	28,457	38,457	43,457	8,457
Transfer from Ops Budget		10,000	10,000	10,000	10,000	10,000	10,000
Planned Purchase		(85,000)	(55,000)	-	(5,000)	(45,000)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**73,457**	**28,457**	**38,457**	**43,457**	**8,457**	**18,457**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

INTEGRATED WATER SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2020

COMMITTEE OF THE WHOLE
October 28, 2020
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COMMITTEE OF THE WHOLE
October 28, 2020
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Click on the service area name below to access selected budgets

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CAPITAL REGIONAL DISTRICT

2021 BUDGET

Regional Water Supply

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 2.670 Regional Water Supply **Commission: Regional Water Supply**

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria
District of Oak Bay
District of Saanich
Township of Esquimalt
District of Central Saanich
Town of Sidney
District of North Saanich
Town of View Royal
City of Colwood
City of Langford
District of Metchosin
District of Sooke
Juan de Fuca Electoral Area
District of Highlands

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:	$137,700,000	Pre - (Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities)
Borrowed:	$91,400,000	Pre - (Consolidated amounts borrowed - Regional Water Supply Water Works Facilities)
Expired:	$46,300,000	
Authorized:	$60,000,000	(MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)
Borrowed:	$60,000,000	(MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)
Authorized:	$12,500,000	2014 - (MFA Bylaw No. 3902 - Regional Water Supply Water Works Facilities)
Borrowed:	$9,500,000	
Expired:	$3,000,000	

FUNDING:

Costs are recovered through the sale of bulk water.

Change in Budget 2020 to 2021
Service: 2.670 Regional Water Supply

	Total Expenditure	Comments
2020 Budget	**34,055,398**	
Change in Salaries:		
Change in Labour	188,241	Labour charges (Salaries and overhead, including corporate allocations)
0.4 FTE Water Sampling Technician	55,000	IBC 10d-2 Leech River Water Quality Operations
1.0 FTE Water Utility Operator	190,000	IBC 10a-2.1 Water Infrastructure Resilience
1.0 FTE Watershed Operator	125,000	IBC 10a-0.1 Watershed Security Position
Auxiliary staff	(81,000)	Reduction in auxiliary budget to offset 1.0 FTE Watershed Operator IBC 10a-0.1
Total Change in Salaries	477,241	
Other Changes:		
Contract for Services	(25,000)	2020 NSERC funding
Contract for Services	25,000	2021 NSERC funding
Contract for Services	(150,000)	IBC 10d-3 2020 Watershed Hydrology Monitoring
Contract for Services	150,000	IBC 10d-3 2021 Watershed Hydrology Monitoring
Contract for Services	100,000	Agricultural Water Rate Review and Options Study
Chemical Supplies	145,257	
Transfer to Capital Fund	209,342	
Principal & Interest Payments	(129,537)	
Agriculture Water Rate Funding	100,000	
Other Costs	(36,418)	
Total Other Changes	388,644	
2021 Budget	**34,921,283**	
% expense increase from 2020:	***2.5%***	
% Requisition increase from 2020 (if applicable):	***n/a***	*Requisition funding is (x)% of service revenue*

SAP

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable operating variance of $720,000 (4.9%) due to reduced staffing costs from vacant positions, reduced overtime, and reduced Demand Management allocation. Revenue has decreased by $590,000 (1.7%) from budget due to lower than budgeted water sales. The net surplus of $130,000 will be transferred to the services' Water Capital Fund.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	2021 BUDGET REQUEST: 2021 CORE BUDGET	2021 BUDGET REQUEST: 2021 ONGOING	2021 BUDGET REQUEST: 2021 ONE-TIME	2021 BUDGET REQUEST: TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2022	2023	2024	2025
1	2	3	4	5	6	7	8	9	10	11
GENERAL PROGRAM EXPENDITURES:										
WATERSHED PROTECTION	5,458,878	5,179,839	5,349,054	44,000	175,000	5,568,054	5,500,915	5,610,933	5,723,152	5,837,615
WATER MANAGEMENT	5,223,517	5,075,428	5,420,530	190,000	-	5,610,530	5,711,860	5,827,345	5,944,992	6,054,070
WATER QUALITY	1,611,591	1,634,545	1,775,256	55,000	-	1,830,256	1,843,700	1,882,386	1,921,900	1,962,233
CROSS CONNECTION	744,787	740,854	737,690	-	-	737,690	752,465	767,519	782,865	798,503
DEMAND MANAGEMENT	813,710	673,034	686,034	-	-	686,034	694,708	708,581	722,745	737,187
INFRASTRUCTURE ENGINEERING	494,110	491,110	486,900	-	-	486,900	496,640	506,570	516,710	527,040
FLEET OPERATION & MAINTENANCE	(299,295)	(287,024)	(297,540)	-	-	(297,540)	(303,491)	(309,561)	(315,751)	(322,067)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	607,905	427,503	619,362	-	100,000	719,362	624,871	637,936	651,275	656,063
TOTAL OPERATING EXPENDITURES	14,655,203	13,935,289	14,777,286	289,000	275,000	15,341,286	15,321,669	15,631,708	15,947,888	16,250,644
Percentage increase over prior year's board budget			0.83%			4.68%	-0.13%	2.02%	2.02%	1.90%
AGRICULTURAL WATER RATE FUNDING	1,500,000	1,500,000	1,600,000	-	-	1,600,000	1,650,000	1,700,000	1,750,000	1,800,000
			6.67%			6.67%	3.13%	3.03%	2.94%	2.86%
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	9,107,214	9,237,453	9,297,180	-	-	9,297,180	9,500,000	10,200,000	14,652,000	15,873,204
TRANSFER TO EQUIPMENT REPLACEMENT FUND	299,294	299,294	297,540	-	-	297,540	303,491	309,561	315,751	322,066
TRANSFER TO DEBT RESERVE FUND	30,480	30,480	51,610	-	-	51,610	192,610	205,610	264,610	33,610
TOTAL CAPITAL EXPENDITURES & TRANSFERS	9,436,988	9,567,227	9,646,330	-	-	9,646,330	9,996,101	10,715,171	15,232,361	16,228,880
DEBT										
DEBT - INTEREST AND PRINCIPAL	8,463,204	8,463,204	8,333,667	-	-	8,333,667	8,658,848	8,944,560	5,152,302	5,196,255
TOTAL DEBT EXPENDITURES	8,463,204	8,463,204	8,333,667	-	-	8,333,667	8,658,848	8,944,560	5,152,302	5,196,255
DEFICIT TRANSFERRED TO FOLLOWING YR										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	34,055,395	33,465,720	34,357,283	289,000	275,000	34,921,283	35,626,618	36,991,439	38,082,551	39,475,779
SOURCES OF FUNDING										
REVENUE - SALES	(33,442,855)	(32,819,280)	(33,741,613)	(289,000)	(275,000)	(34,305,613)	(35,010,948)	(36,375,769)	(37,466,881)	(38,860,109)
REVENUE - OTHER	(612,540)	(646,440)	(615,670)	-	-	(615,670)	(615,670)	(615,670)	(615,670)	(615,670)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(34,055,395)	(33,465,720)	(34,357,283)	(289,000)	(275,000)	(34,921,283)	(35,626,618)	(36,991,439)	(38,082,551)	(39,475,779)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(34,055,395)	(33,465,720)	(34,357,283)	(289,000)	(275,000)	(34,921,283)	(35,626,618)	(36,991,439)	(38,082,551)	(39,475,779)
Percentage increase over prior year's board budget			0.89%			2.54%	2.02%	3.83%	2.95%	3.66%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.670 Regional Water Supply	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$410,000	$400,000	$2,155,000	$2,130,000	$0	$0	$4,685,000
Equipment		$2,360,000	$3,965,000	$5,295,000	$2,635,000	$895,000	$705,000	$13,495,000
Land		$275,350	$1,615,350	$845,000	$730,000	$500,000	$400,000	$4,090,350
Engineered Structures		$8,648,000	$16,248,000	$21,775,000	$29,025,000	$30,500,000	$3,450,000	$100,998,000
Vehicles		$168,000	$520,000	$215,000	$265,000	$280,000	$280,000	$1,560,000
		$11,861,350	**$22,748,350**	**$30,285,000**	**$34,785,000**	**$32,175,000**	**$4,835,000**	**$124,828,350**
SOURCE OF FUNDS								
Capital Funds on Hand		$11,773,350	$19,438,350	$8,970,000	$9,720,000	$11,795,000	$3,955,000	$53,878,350
Debenture Debt (New Debt Only)		$0	$1,800,000	$15,900,000	$17,200,000	$11,100,000	$0	$46,000,000
Equipment Replacement Fund		$88,000	$310,000	$215,000	$265,000	$280,000	$280,000	$1,350,000
Grants (Federal, Provincial)		$0	$1,200,000	$5,200,000	$7,600,000	$9,000,000	$600,000	$23,600,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$11,861,350	**$22,748,350**	**$30,285,000**	**$34,785,000**	**$32,175,000**	**$4,835,000**	**$124,828,350**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$500,000	$1,490,000	$980,000	$330,000	$330,000	$330,000	$3,460,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$500,000	**$1,570,000**	**$1,060,000**	**$410,000**	**$410,000**	**$410,000**	**$3,860,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$500,000	$1,570,000	$1,060,000	$410,000	$410,000	$410,000	$3,860,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$500,000	**$1,570,000**	**$1,060,000**	**$410,000**	**$410,000**	**$410,000**	**$3,860,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.670
Service Name: Regional Water Supply

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
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Funding Source Codes (con't)
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WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
WATERSHED PROTECTION													
Planning													
17-01	Renewal	Repair of Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building	$90,000	B	WU	$0	$0	$0	$50,000	$0	$0	$50,000
17-04	New	Water Supply Area - Fish Stream Assessments	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.	$325,000	L	WU	$93,350	$93,350	$0	$0	$0	$0	$93,350
18-01	New	Post-Wildfire Debris Flow Modelling	Site specific modelling of the potential impact to Sooke Lake Reservoir and infrastructure of a significant wildfire in the Sooke WSA.	$150,000	L	WU	$55,000	$55,000	$0	$0	$0	$0	$55,000
18-10	Study	Species-at-Risk Wildlife Habitat	An assessment (office and field) and plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.	$135,000	L	WU	$0	$25,000	$0	$0	$0	$0	$25,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.	$75,000	L	WU	$20,000	$20,000	$0	$0	$0	$0	$20,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	$180,000	L	WU	$0	**$0**	**$180,000**	$0	$0	$0	$180,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	$30,000	L	WU	$15,000	$30,000	$0	$0	$0	$0	$30,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	$260,000	L	WU	$0	$85,000	$70,000	$50,000	$0	$0	$205,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	$230,000	L	WU	$75,000	$75,000	**$95,000**	**$60,000**	$0	$0	$230,000
21-19	**Study**	**Lakes Assessment Sooke and Goldstream WSAs**	**An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs**	**$75,000**	**L**	WU	**$0**	**$75,000**	**$0**	**$0**	**$0**	**$0**	**$75,000**
21-20	**Study**	**West Leech Road**	**Plan for future construction of a road to access the western portion of the Leech WSA.**	**$20,000**	L	WU	**$0**	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$20,000**
22-03	Study	GVWSA Land Exchange/Acquisition	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area or buffer water supply areas.	$300,000	L	WU	$0	$0	$100,000	$100,000	$100,000	$0	$300,000

23-02	Renewal	GVWSA LiDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	$120,000	L	WU	$0	$0	$0	$120,000	$0	$0	$120,000
Capital													
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	$5,756,000	L	WU	$0	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
16-01	Renewal	Replace Gatehouse at Goldstream Entrance	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security oversight.	**$600,000**	B	WU	$190,000	**$395,000**	**$200,000**	$0	$0	$0	$595,000
16-06	Renewal	Goldstream IWS Field Office	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training, emergency response, storage and interpretation space at Goldstream entrance, replacing temporary trailers.	$4,050,000	B	WU	$215,000	$0	**$1,915,000**	**$2,000,000**	$0	$0	$3,915,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	$480,000	E	WU	$100,000	$125,000	$0	$0	$0	$0	$125,000
17-06	New	Weeks Lake Area Environmental Assessment and Remediation	Assessment and remediation of the Weeks Lake gravel pit (lead from firearms) and Weeks Lake (metals and hydrocarbons from dumping).	$365,000	L	WU	$17,000	$67,000	$0	$0	$0	$0	$67,000
17-09	Renewal	Goldstream Gate Upgrade	The main entrance autogate in Goldstream is past end of life and requires replacement with lifting in/out gates along with project 16-01.	$75,000	S	WU	$68,000	$68,000	$0	$0	$0	$0	$68,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	$750,000	L	WU	$0	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
18-11	New	Large Equipment Storage (Field Operations Centre)	Two additional bays are to be added to the existing fire/spill equipment warehouse at the FOC to shelter large water supply infrastructure equipment.	$100,000	B	WU	$5,000	$5,000	$0	$0	$0	$0	$5,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	$300,000	S	WU	$0	$0	$0	**$300,000**	$0	$0	$300,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	$170,000	E	WU	$140,000	$140,000	$0	$0	$0	$0	$140,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as nearby asphalt repair or replacement.	$450,000	S	WU	$0	$0	**$450,000**	$0	$0	$0	$450,000
20-29	Renewal	Gravel crushing 14G and 10S quarry (Sooke and Goldstream WSA)	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	**$350,000**	S	WU	$0	**$150,000**	$0	$0	$0	$0	$150,000
21-01	New	31N Bridge to Replace Undersized Culvert (Goldstream WSA)	Replacement of the existing undersized and failing culvert with a bridge structure.	**$325,000**	S	WU	$0	**$325,000**	$0	$0	$0	$0	$325,000
21-26	**New**	**Road Deactivation/Rehabilitation in the GVWSA**	**Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.**	**$420,000**	L	WU	**$0**	**$20,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$420,000**
21-27	**New**	**Autogate Installations on Primary Access Routes**	**Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security**	**$250,000**	S	WU	**$0**	**$250,000**	**$0**	**$0**	**$0**	**$0**	**$250,000**
21-28	**New**	**GVWSA Land Acquisition Priorities**	**Acquisition of priority GVWSA catchment and buffer lands.**	**$750,000**	L	WU	**$0**	**$750,000**	**$0**	**$0**	**$0**	**$0**	**$750,000**
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	$325,000	S	WU	$0	$0	$0	$0	**$325,000**	$0	$325,000
23-03	New	Air curtain burner for fuel management	A transportable burner that provides more effective and rapid burning of woody debris with reduced smoke emissions.	**$40,000**	E	WU	$0	**$40,000**	$0	$0	$0	$0	$40,000
23-04	Renewal	17S/Sooke Main Bridge Replacement	Undersized bridge replacement	$300,000	S	WU	$0	$0	$0	$0	$0	**$300,000**	$300,000
24-01	Renewal	6M/Judge Creek Culvert Replacement (Sooke WSA)	Undersized culvert replacement	$200,000	S	WU	$0	$0	$0	$0	$200,000	$0	$200,000
WaterShed Protection Sub-Total				**$18,046,000**			**$993,350**	**$3,113,350**	**$3,410,000**	**$3,080,000**	**$1,025,000**	**$700,000**	**$11,328,350**

INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	$1,300,000	S	WU	$0	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	**$300,000**	S	WU	$100,000	**$200,000**	$0	$0	$0	$0	$200,000
19-04	New	Seismic Assessment of Critical Facilities	Identified as a priority from Strategic Plan, a seismic assessment of critical facilities and a supply system resilience feasibility study will be undertaken.	$255,000	S	WU	$55,000	$255,000	$0	$0	$0	$0	$255,000
19-15	New	Hydraulic Capacity Assessment and Transient Pressure Analysis	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	$300,000	S	WU	$0	$150,000	$0	$0	$0	$0	$150,000
19-28	Study	Goldstream System Hydraulic Analysis	Analysis and documentation of hydraulics of the Goldstream system.	$50,000	S	WU	$50,000	$50,000	$0	$0	$0	$0	$50,000
20-02	New	Supply System Resilience Feasibility Study	Identified as a priority from the Strategic Plan, a study of water supply system's resilience and high level measures to make important assets resilient will be undertaken	$200,000	S	WU	$100,000	$100,000	$0	$0	$0	$0	$100,000
20-07	Study	Deep Northern Intake & Transmission Pipeline Study	A technical and business case analysis will be carried out with possible expansion and filtration study upstream of the head tank - this is to replace 2016-09	$250,000	S	WU	$200,000	$200,000	$0	$0	$0	$0	$200,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	$200,000	S	WU	$150,000	$150,000	$0	$0	$0	$0	$150,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	$200,000	S	WU	$200,000	$200,000	$0	$0	$0	$0	$200,000
20-11	Study	Develop Master Plan	Develop a long term strategic plan to anticipate water demand, water treatment, and future siting of facilities.	$500,000	S	WU	$0	$400,000	$0	$0	$0	$0	$400,000
21-05	Study	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	$150,000	S	WU	$0	$150,000	$0	$0	$0	$0	**$150,000**
Capital													
15-03	Renewal	Sooke Intake Screens Condition Assessment & Replacement	Renewal of the aging Sooke Intake Tower and equipment to maintain water supply.	**$2,205,000**	S	WU	$200,000	$200,000	$0	$0	$0	$0	$200,000
18-07	New	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant	$5,400,000	E	WU	$0	**$400,000**	**$3,000,000**	**$1,800,000**	$0	$0	$5,200,000
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	$2,200,000	E	WU	$450,000	$450,000	**$200,000**	**$200,000**	**$200,000**	**$150,000**	$1,200,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	**$750,000**	S	WU	$0	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$750,000**
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	$15,090,000	S	WU	$100,000	$350,000	$4,900,000	$4,900,000	$4,900,000	$0	$15,050,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.	$500,000	S	WU	$100,000	$100,000	$0	$0	**$100,000**	$0	**$200,000**
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	$400,000	S	WU	$300,000	$300,000	$0	$0	$0	$0	$300,000
20-13	New	Electrical Isolation Audit	Inspection audit of facilities to ensure that there is sufficient electrical separation and isolation for safety.	$50,000	S	WU	$20,000	$20,000	$0	$0	$0	$0	**$20,000**
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	$1,000,000	S	WU	$0	**$100,000**	**$450,000**	**$450,000**	$0	$0	$1,000,000
20-17	Replacement	Decommission Smith Hill Site	Plan and decommission the abandoned Smith Hill reservoir site.	$650,000	S	WU	$0	$0	**$150,000**	$0	**$500,000**	$0	$650,000
20-18	Replacement	Goldstream Main #4 Replacement	Plan and replacement of the concrete pipe portion of Main #4.	$200,000	S	WU	$150,000	$150,000	$0	$0	$0	$0	$150,000
20-32	New	pH Adjustment Facility	Design and construct a pH adjustment facility based upon the results of the pH and corrosion study.	$2,500,000	S	WU	$0	$0	**$500,000**	**$2,000,000**	$0	$0	$2,500,000
20-33	**Replacement**	**Sooke Intake Screens Replacement**	Emergency replacement of the Sooke Intake screens.	**$1,800,000**	**E**	**WU**	**$800,000**	**$800,000**	$0	$0	$0	$0	$800,000
21-06	**Replacement**	**Sooke Lake Dam Spillway Hoist Replacement**	**Replacement of the sluice gate spillway hoist at Sooke Lake Dam.**	**$275,000**	**E**	**WU**	$0	**$75,000**	**$200,000**	$0	$0	$0	**$275,000**

21-07	**Replacement**	**Goldstream Water Treatment Plant Communications Upgrade**	**Increase reliability and resilience of data and voice communications between the UV Plant, Sodium Hypochlorite Building, Ammonia Building.**	**$250,000**	**S**	**WU**	$0	**$250,000**	$0	$0	$0	$0	**$250,000**
21-08	**New**	**Goldstream Water Treatment Plant Emergency Automation**	**Installation of automatic valves and controls to safeguard chemicals in the event of dosing line breaks**	**$145,000**	**E**	**WU**	$0	**$145,000**	$0	$0	$0	$0	**$145,000**
21-09	**New**	**Goldstream Water Treatment Plant Demolition**	**Plan and construct provisions demolition.**	**$200,000**	**S**	**WU**	$0	**$200,000**	$0	$0	$0	$0	**$200,000**
21-10	**Replacement**	**SCADA Upgrades**	**Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.**	**$650,000**	**E**	**WU**	$0	**$200,000**	**$450,000**	$0	$0	$0	**$650,000**
21-11	**Replacement**	**RWS Supply Main No. 4 Upgrade**	**Upgrade vulnerable sections of the RWS Supply Main No. 4 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of partially grant funded project partnered with the Saanich Peninsula Water system.**	**$35,400,000**	**S**	**WU**	$0	**$1,800,000**	**$7,800,000**	**$11,400,000**	**$13,500,000**	**$900,000**	**$35,400,000**
21-11	**Replacement**	**RWS Supply Main No. 4 Upgrade**	**Upgrade vulnerable sections of the RWS Supply Main No. 4 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of partially grant funded project partnered with the Saanich Peninsula Water system.**	**$23,600,000**	**S**	**Grant**	$0	**$1,200,000**	**$5,200,000**	**$7,600,000**	**$9,000,000**	**$600,000**	**$23,600,000**
21-12	**New**	**SRRDF Upgrade**	**Increased water flows in the Sooke region have resulted in an additional sodium hypochlorite dosing pump and automation for summer flows.**	**$75,000**	**E**	**WU**	$0	**$75,000**	$0	$0	$0	$0	**$75,000**
Sub-Total Infrastructure Engineering and Operations				**$97,045,000**			**$2,975,000**	**$9,020,000**	**$23,200,000**	**$28,700,000**	**$28,550,000**	**$2,000,000**	**$91,470,000**
DAM SAFETY PROGRAM			Database)										
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).	$705,000	S	WU	$300,000	$300,000	$75,000	$75,000	$75,000	$0	$525,000
16-17	Renewal	Butchart Dam No. 5 Remediation	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.	$3,550,000	S	WU	$2,900,000	**$2,900,000**	$0	$0	$0	$0	$2,900,000
17-25	Renewal	Implications from Sooke Lake Dam Safety Review	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)	$1,350,000	S	WU	$900,000	$900,000	$0	$0	**$0**	**$0**	$900,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	$1,300,000	S	WU	$700,000	$900,000	$100,000	$100,000	$100,000	$0	$1,200,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).	$600,000	S	WU	$500,000	$500,000	$0	$0	$0	$0	$500,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	$1,100,000	E	WU	$500,000	$500,000	$500,000	$0	$0	$0	$1,000,000
19-08	New	Charters Dam Decommissioning	Charters Dam has been retired from drinking water service, no other interested owners, plan to decommission.	**$450,000**	S	WU	$100,000	$100,000	**$200,000**	$0	$0	$0	$300,000
19-09	New	Cabin Pond Dams Decommissioning	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	$600,000	S	WU	$600,000	$600,000	**$0**	$0	$0	$0	$600,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	$600,000	S	WU	$500,000	$500,000	$0	$0	$0	$0	$500,000

19-13	New	Dam Safety Instrumentation - Hydromet	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	$250,000	E	WU	$50,000	$100,000	$50,000	$50,000	$50,000	$0	$250,000
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	$200,000	S	WU	$100,000	$100,000	$0	$0	$0	$0	$100,000
20-20	Replacement	Saddle Dam Piezometer Installation	Dam safety instrumentation/surveillance installations (i.e. piezometers) are required to monitor the Saddle Dam to monitor the performance of Saddle Dam and for future stability assessments.	$250,000	S	WU	$0	**$125,000**	$0	$0	$0	$0	$125,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and some improvements for the Deception Dam.	$300,000	S	WU	$100,000	$200,000	$100,000	$0	$0	$0	$300,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and some improvements for the Saddle Dam.	$200,000	S	WU	$100,000	$200,000	$0	$0	$0	$0	$200,000
21-21	**Replacement**	**Goldstream Dams - Gate Improvements**	**logistics planning in 2021, installation in 2022**	**$150,000**	**S**	**WU**	$0	**$50,000**	**$100,000**	$0	$0	$0	$150,000
21-22	**Study**	**Charters Dam - Dam Safety Review 2021**	**Legislated obligation to conduct Dam Safety Review, contingent on outcome of the Decommissioning plan and DSO expectations (relates to Item 19-08)**	**$250,000**	**S**	**WU**	$0	**$150,000**	**$100,000**	$0	$0	$0	$250,000
22-08	**New**	**Deception Dam Surveillance Improvements**	**Replace and supplement the Dam Safety Instrumentation at Deception Dam.**	**$450,000**	**S**	**WU**	$0	$0	**$150,000**	**$300,000**	$0	$0	$450,000
23-01	New	Sooke Lake Dam Update Seismic Assessment	Conduct a seismic assessment of the Sooke Lake Dam as per the previous Dam Safety Reiviews.	$150,000	E	WU	$0	$0	$150,000	**$0**	$0	$0	$150,000
23-07	**New**	**Sooke Lake Dam Seismic Retrofits**	**Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.**	**$450,000**	**S**	WU	$0	$0	$0	**$150,000**	**$300,000**	$0	$450,000
23-08	**Study**	**Regional Watershed Dams – Flood Forecasting System**	**Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.**	**$300,000**	**S**	**WU**	$0	$0	$0	**$150,000**	**$150,000**	$0	$300,000
23-09	**Study**	**Sooke Lake Dam - Dam Safety Review 2023**	**Conduct a Dam Safety Review**	**$200,000**	**S**	**WU**	$0	$0	$0	**$200,000**	$0	$0	$200,000
25-01	**Study**	**Goldstream Dams - Dam Safety Review 2025**	**Conduct a Dam Safety Review**	**$150,000**	**S**	**WU**	$0	$0	$0	$0	$0	**$150,000**	$150,000
25-02	**Study**	**Probable Maximum Flood and Inflow Design Flood Updates**	**Update the previous edition from 2015 (recommended 10 year review cycle).**	**$150,000**	**S**	**WU**	$0	$0	$0	$0	$0	**$150,000**	$150,000
Sub-Total Dam Safety Program				**$13,705,000**			**$7,350,000**	**$8,125,000**	**$1,525,000**	**$1,025,000**	**$675,000**	**$300,000**	**$11,650,000**
WATER QUALITY													
19-29	Study	Leech River Water Quality Monitoring	Monitor water quality from the Leech River for 2 years	$100,000	S	WU	$15,000	$15,000	$0	$0	$0	$0	$15,000
20-03	Study	Leech River Watershed - Implications for Supply Management	Review data of Leech Monitoring Project and report on implications of adding Leech to water supply	$40,000	S	WU	$40,000	$40,000	$0	$0	$0	$0	$40,000
20-04	New	Sooke Lake HyDy Model Development	Critical data collection, model building+calibration, model utilization for 3 different scenarios	$340,000	E	WU	$320,000	$80,000	$180,000	$30,000	$30,000	$0	$320,000
21-13	**New**	**Flowcam Imaging System**	**Utilize semi-automated algal analysis to meet increased demands without increasing FTEs**	**$150,000**	**E**	**WU**	$0	**$140,000**	**$10,000**	$0	$0	$0	**$150,000**
21-14	**Renewal**	**Sooke Lake Sampling Boat Repair**	**Refurbishment of structural boat parts (floor)**	**$10,000**	**E**	**WU**	$0	**$10,000**	$0	$0	$0	$0	**$10,000**
21-29	**Renewal**	**Microbiological plate pourer**	**Automation of manual process to increase capacity/worker safety**	**$30,000**	**E**	**WU**	$0	**$30,000**	$0	$0	$0	$0	**$30,000**
22-05	**New**	**WQ Lab Capital Improvements**	**Building improvements in the lab**	**$40,000**	**B**	**WU**	$0	$0	**$40,000**	$0	$0	$0	**$40,000**
22-06	**Study**	**Sooke Lake Food Web Study**	**Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health**	**$100,000**	**S**	**WU**	$0	$0	**$100,000**	$0	$0	$0	**$100,000**
22-07	**Study**	**Bulk-Water Connection Backflow Protection Study**	**Investigate all bulk-water connections to CRD or municipal systems and identify the need for backflow protection**	**$50,000**	**S**	**WU**	$0	$0	**$50,000**	$0	$0	$0	**$50,000**
23-05	**Renewal**	**Renovation of Samplers Hut (2955 Sooke Lk Road)**	**Building exterior paint, roof, gutters, flooring, bathroom**	**$80,000**	**B**	**WU**	$0	$0	$0	**$80,000**	$0	$0	**$80,000**

23-06	**Study**	**GVDWS Nitrification Study**	**Investigate nitrification occurrence and potential impacts on drinking water quality**	**$50,000**	**S**	**WU**	$0	$0	$0	**$50,000**	$0	$0	**$50,000**
24-02	**Replacement**	**Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)**	**50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance**	**$60,000**	**E**	**WU**	$0	$0	$0	$0	**$60,000**	$0	**$60,000**
Water Quality Sub-Total				**$1,050,000**			**$375,000**	**$315,000**	**$380,000**	**$160,000**	**$90,000**	**$0**	**$945,000**
ANNUAL PROVISIONAL													
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	$1,000,000	S	WU	$0	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	$425,000	E	WU	$0	**$85,000**	**$85,000**	**$85,000**	**$85,000**	**$85,000**	$425,000
17-29	Replacement	Water Supply Area Equipment Replacement	**Hydrometeorological, fireweather and wildfire suppression equipment replacement.**	$650,000	E	WU	**$0**	**$130,000**	**$130,000**	**$130,000**	**$130,000**	**$130,000**	$650,000
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	$1,000,000	S	WU	$0	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	$1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	$400,000	S	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	$600,000	E	WU	$0	$120,000	$120,000	$120,000	$120,000	**$120,000**	$600,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	$100,000	S	WU	$0	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	$100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews	$1,300,000	S	WU	$0	**$250,000**	**$250,000**	**$250,000**	**$250,000**	**$250,000**	$1,250,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	**$750,000**	E	WU	$0	**$250,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	$850,000
21-15	**Replacement**	**Corrosion Protection**	**Replace corrosion protection assets, such as coatings, for the transmission system when identified.**	**$250,000**	**S**	**WU**	$0	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**
21-16	**Replacement**	**Valve Chamber Upgrades**	**Replace failing valves and appurtenances along the RWS supply system.**	**$1,000,000**	**S**	**WU**	$0	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$1,000,000**
21-17	**Replacement**	**Water Quality Equipment Replacement**	**Replacement of water quality equipment for the water quality lab and water quality operations**	**$250,000**	**E**	**WU**	$0	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$50,000**	**$250,000**
21-18	**Renewal**	**LIMS support**	**Support for LIMS database**	**$100,000**	**E**	**WU**	$0	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$20,000**	**$100,000**
Annual Provisional Sub-Total				**$7,825,000**			**$0**	**$1,655,000**	**$1,555,000**	**$1,555,000**	**$1,555,000**	**$1,555,000**	**$7,875,000**
CUSTOMER AND TECHNICAL SERVICES													
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	$2,495,000	V	ERF	$88,000	$310,000	$215,000	$265,000	$280,000	$280,000	$1,350,000
20-22	New	Vehicle for the Dam Safety Program	New pick up	$35,000	V	WU	$35,000	**$35,000**	$0	$0	$0	$0	$35,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	$45,000	V	WU	$45,000	**$45,000**	$0	$0	$0	$0	$45,000
21-30	**New**	**Vehicle for Warehouse Operations**	**New pick up**	**$35,000**	**V**	**WU**		**$35,000**	**$0**	**$0**	**$0**	**$0**	**$35,000**
21-24	**Replacement**	**ATV with Tracks (replace Gator)**	**Vehicle to access weather stations during snow conditions**	**$20,000**	**V**	**WU**	**$0**	**$20,000**	$0	$0	$0	$0	**$20,000**
21-25	**Replacement**	**UV Plant Safety Audit and Equipment Replacement**	**Carry out an audit of the occupied office area of the UV Plant and carry out upgrades**	**$75,000**	**V**	**WU**	**$0**	**$75,000**	$0	$0	$0	$0	**$75,000**
Customer and Technical Services Sub-Total				**$2,705,000**			**$168,000**	**$520,000**	**$215,000**	**$265,000**	**$280,000**	**$280,000**	**$1,560,000**
			GRAND TOTAL	**$140,376,000**			**$11,861,350**	**$22,748,350**	**$30,285,000**	**$34,785,000**	**$32,175,000**	**$4,835,000**	**$124,828,350**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													$0
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$400,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	**$1,560,000**	E	WU	$0	**$640,000**	**$650,000**	$0	$0	$0	$1,290,000
20-01	New	Portable Pump Station	Portable pump station to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	$500,000	E	WU	$500,000	$500,000	$0	$0	$0	$0	$500,000
21-01	**New**	**Storage Container for vehicle and equipment Tires**	**Tires removed from vehicles are stored on site outside of the Fleet office. They need to be stored in a more safe and secured area.**	**$20,000**	**E**	**WU**	**$0**	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$20,000**
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,480,000			$500,000	$1,240,000	$730,000	$80,000	$80,000	$80,000	$2,210,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	**$45,000**	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	**$170,000**	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$0	$20,000	$20,000	$20,000	$20,000	**$20,000**	$100,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	**$15,000**	$75,000
Sub-Total for Annual Provisional Capital Items				$ 1,650,000			$ -	$ 330,000	$ 330,000	$ 330,000	$ 330,000	$ 330,000	$1,650,000
			GRAND TOTAL	**$4,130,000**			**$500,000**	**$1,570,000**	**$1,060,000**	**$410,000**	**$410,000**	**$410,000**	**$3,860,000**

Service: 2.670 **Regional Water Supply**

Proj. No.	17-01	**Capital Project Title**	Repair of Historic Goldstream Powerhouse Building	**Capital Project Description**	Repairs of historic Goldstream Powerhouse building
Asset Class	B	**Board Priority Area**	No Alignment	**Corporate Priority Area**	No Alignment

Project Rationale *Located near the Japan Gulch Treatment Plant and the Great Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. Funds are required in 2019 ($10,000) to repair a smaller hole in the masonry on the south side. Funds to repair the roof envelope ($50,000) are planned for 2023. Grant funding opportunities to conserve the building and its history will continue to be sought.*

Proj. No.	17-04	**Capital Project Title**	Water Supply Area - Fish Stream Assessments	**Capital Project Description**	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Presence or absence of fish as well as fish habitat information has only been collected in the Water Supply Areas on an as-needed basis related to specific road projects. In order to adequately plan and manage for fish habitat and water quality a systematic inventory and assessment of fish habitat, stream channel stability, and the hydrological condition of stream corridors will be conducted over three field seasons. The funding for 2019 is insufficient to conduct fish stream assessments in the entire Leech Water Supply Area. An additional $100,000 in 2020 will allow for fish stream surveys to be carried out in the western and northern portions of the Leech which cannot be completed in 2019.*

Proj. No.	18-01	**Capital Project Title**	Post-Wildfire Debris Flow Modelling	**Capital Project Description**	Site specific modelling of the potential impact to Sooke Lake Reservoir and infrastructure of a significant wildfire in the Sooke WSA.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Erosion and debris flows from areas burned by wildfire in the Greater Victoria Water Supply Area could pose a major threat to the quality of water in source reservoirs. A pilot project was completed in 2014-15 to model post-wildfire erosion and debris flow for two drainages close to the intake of Sooke Lake Reservoir. The results were then used to develop an emergency rehabilitation plan for these two drainages. A larger modelling project for all areas draining directly into Sooke Lake Reservoir is proposed for 2019 in order to develop further site specific emergency rehabilitation plans.*

Service: 2.670 Regional Water Supply

Proj. No.	18-10	**Capital Project Title**	Species-at-Risk Wildlife Habitat	**Capital Project Description**	An assessment (office and field) and plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *An assessment (office and field) and conservation plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 ($35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 ($50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 ($25,000) are to develop a GVWSA specific conservation plan based on the office and field investigations.*

Proj. No.	19-30	**Capital Project Title**	Leech WSA Lakes/Tributaries Assessment	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply). The funding for this project has been moved forward to balance staff resources.*

Proj. No.	20-05	**Capital Project Title**	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	**Capital Project Description**	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. There has been no detailed mapping of Leech WSA wetlands. The project is to conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021.* ***The project has been further moved forward from 2021 to 2022.***

Service: 2.670 Regional Water Supply

Proj. No.	20-06	**Capital Project Title**	Addressing mining in Leech WSA (impacts, agreements)	**Capital Project Description**	Funding to support work to reduce the impact of mining claims in the Leech WSA
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Assessment and/or studies to determine and mitigate impacts from mining activities in the Leech Water Supply Area.*				

Proj. No.	20-27	**Capital Project Title**	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	**Capital Project Description**	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk, such as prescribed fire and stand diversification, in the Leech WSA prior to considering those treatment options in Sooke or Goldstream WSAs.*				

Proj. No.	20-28	**Capital Project Title**	GVWSA Forest Resilience - Assessments of forest health and resilience	**Capital Project Description**	Field assessments to better understand current forest health and resilience.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads.* ***The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023.***				

Proj. No.	21-19	**Capital Project Title**	Lakes Assessment Sooke and Goldstream WSAs	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	***Small lakes in the Sooke and Goldstream WSAs influence both watershed hydrology and water quality in downstream creeks and supply reservoirs. While basic water quality sampling has been undertaken in some of these water bodies, there is a need to map the bathymetry, calculate water volumes, and conduct more comprehensive sampling of the chemical and biological parameters and aquatic vegetation of these lakes. This will facilitate comparisons of these parameters with lakes in the Leech WSA and water quality in existing and future water supply lands.***				

Service: 2.670 Regional Water Supply

Proj. No.	21-20	**Capital Project Title**	West Leech Road	**Capital Project Description**	Plan for future construction of a road to access the western portion of the Leech WSA.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	***A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management.***				

Proj. No.	22-03	**Capital Project Title**	GVWSA Land Exchange/Acquisition	**Capital Project Description**	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area or buffer water supply areas
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*There are opportunities to increase the catchment area of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. Funds would be used to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands.*				

Proj. No.	23-02	**Capital Project Title**	GVWSA LiDAR Mapping	**Capital Project Description**	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR can be acquired when orthophotography or other data is collected from the air. LiDAR provides three-dimensional information about the forest stand structure which can be used by GIS (Geographic Information Systems).*				

Service: 2.670 **Regional Water Supply**

Proj. No.	09-01	**Capital Project Title**	Leech River Watershed Restoration	**Capital Project Description**	A 17 year project to restore the Leech WSA lands for water supply.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). Annual funding has been increased during this 5 year plan from $150,000 to $200,000 per year in order to match the overall project budget of $5,756,000 in the last 7 years of the project.* ***The proposed final year of funding in 2025 has been added to the plan.***

Proj. No.	16-01	**Capital Project Title**	Replace Gatehouse at Goldstream Entrance	**Capital Project Description**	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security
Asset Class	B	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Enhanced security is required at the Goldstream entrance to the Water Supply Area. The existing gatehouse/first aid trailer has reached end of life and is unsuitable and located inside the secured area.* ***A site design and purpose built facility with in/out roads, fencing and upgraded autogates (17-09) is planned requiring funding consistent with the project. The scope and scale of this project has increased since the current location is no longer considered feasible/advantageous for the upgrade.***

Proj. No.	16-06	**Capital Project Title**	Goldstream IWS Field Office	**Capital Project Description**	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training, emergency response, storage and interpretation space at Goldstream entrance, replacing temporary trailers.
Asset Class	B	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Watershed Protection staff (26 FTE and 6 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The ATCO trailers were considered temporary office space since their implementation over 10 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another converted facility in the Goldstream area. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. An initial investment in 2016 was used to develop a needs assessment for the building and surrounding Goldstream entrance area. Funds in 2020 will be used to develop a design with building and site construction planned for 2021 and 2022.* ***Funding has been moved forward by one year.***

Service: **2.670** **Regional Water Supply**

Proj. No.	17-02	**Capital Project Title**	Leech River HydroMet System	**Capital Project Description**	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *A 17 year $ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Currently only one hydrological measuring station is capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented ($10,000) prior to funding implementation beginning in 2018 ($80,000). Additional funding requests of $30,000 in 2020 (new total $100,000) and $10,000 in 2021 (new total $25,000) to provide assistance in accessing and addressing safety issues at new weather and hydrology monitoring sites and installing the equipment. Funding requests reflect difficult terrain and access to reach monitoring locations.*

Proj. No.	17-06	**Capital Project Title**	Weeks Lake Area Environmental Assessment and Remediation	**Capital Project Description**	Assessment and remediation of the Weeks Lake gravel pit (lead from firearms) and Weeks Lake (metals and hydrocarbons from dumping).
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Weeks Lake and the surrounding area are suspected to be contaminated by historic use of the area for unregulated public activities. An assessment for lead contamination in the Weeks Lake gravel pit from firearms use began in 2017 with remediation works planned for 2019. The assessment completed in 2018 found surficial soil contamination in the top 15 cm throughout most of the northern half of the gravel pit. A remediation plan (2019) estimated a cost of $250,000 to remove and dispose of the contaminated soil (classed as hazardous waste). Additional funding of $145,000 has been added to the original 2020 request to adequately fund the gravel pit remediation work. Funds in 2021 are estimated for further sampling and possible remediation of Weeks Lake which was found to have minor contamination in the lake sediment.*

Proj. No.	17-09	**Capital Project Title**	Goldstream Gate Upgrade	**Capital Project Description**	The main entrance autogate in Goldstream is past end of life and requires replacement with lifting in/out gates along with project 16-01.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *The security autogates are past end of life and are to be replaced with more effective security infrastructure. This project has been delayed in order to coordinate with construction of a replacement Gatehouse at the Goldstream entrance (16-01).*

Service: 2.670 Regional Water Supply

Proj. No.	18-05	**Capital Project Title**	GVWSA Forest Fuel Management/FireSmart Activities	**Capital Project Description**	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from $75,000 to $100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.* ***An additional year of funding is added in 2025.***

Proj. No.	18-11	**Capital Project Title**	Large Equipment Storage (Field Operations Centre)	**Capital Project Description**	Two additional bays are to be added to the existing fire/spill equipment warehouse at the FOC to shelter large water supply infrastructure equipment.
Asset Class	B	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Increased protected storage is required for IWS equipment at the Field Operations Centre in Goldstream. The existing Fire and Spill Equipment Warehouse and adjacent covered storage is sound and fully utilised. Funds are for additional covered storage bays to accommodate additional large IWS equipment. The upgrade was recommended in the Building Needs Assessment for the Watershed Protection Operations Centre (16-06).*

Proj. No.	19-02	**Capital Project Title**	Whiskey Creek Bridge Replacement (Sooke WSA)	**Capital Project Description**	Replacement of the existing undersized bridge with a longer and higher concrete structure.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks.* ***The project has been moved forward from 2022 to 2023 to allow higher priorities to be addressed first.***

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Proj. No.	19-19	**Capital Project Title**	Hydromet Upgrades Sooke and Goldstream	**Capital Project Description**	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. The proposed funds for 2020 have been increased by $20,000 to cover the costs associated with site preparation, addressing site safety issues and assistance with station installation.*

Proj. No.	20-01	**Capital Project Title**	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	**Capital Project Description**	Replacement of the existing undersized culvert with a large bridge as well as nearby asphalt repair or replacement.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project.* ***The project has been moved forward from 2021 to 2022 to allow higher priorities to be addressed first.***

Proj. No.	20-29	**Capital Project Title**	Gravel crushing 14G and 10S quarry (Sooke and Goldstream WSA)	**Capital Project Description**	Production of gravel at existing quarries in Sooke and Goldstream WSAs.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *The current supply of 19 mm road surfacing gravel needs to be replenished.* ***A tender was let in 2020 to further develop both quarries. Based on the bids received, funds were only sufficient to proceed with one quarry and the 10S quarry was priorized for gravel production. The additional funds requested in 2021 will allow gravel to be produced at 14G.***

Proj. No.	21-01	**Capital Project Title**	31N Bridge to Replace Undersized Culvert (Goldstream WSA)	**Capital Project Description**	Replacement of the existing undersized and failing culvert with a bridge structure.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *The undersized and failing culvert on the 31N Road in the Goldstream Water Supply Area requires replacement with a bridge structure in 2021.* ***Funding has been increased to reflect an estimated cost for bridge supply and install of $325,000.***

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Proj. No.	21-26	**Capital Project Title**	Road Deactivation/Rehabilitation in the GVWSA	**Capital Project Description**	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	***A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated.***				

Proj. No.	21-27	**Capital Project Title**	Autogate Installations on Primary Access Routes	**Capital Project Description**	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	***Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate tresspass into the GVWSA, and Drinking Water Protection Zone. The proposed autogates improve security by 24 hour recorded keycard access operation and improved location to increase security where the Sooke Hills Wilderness Trail crosses the primary GVWSA access road.***				

Proj. No.	21-28	**Capital Project Title**	GVWSA Land Acquisition Priorities	**Capital Project Description**	Acquisition of priority GVWSA catchment and buffer lands.
Asset Class	L	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	***Funding to support acquisition of priority GVWSA catchment and buffer lands to meet Regional Water Supply Strategic Plan goals.***				

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Proj. No.	22-02	**Capital Project Title**	Muckpile Bridge Supply and Install (Deception)	**Capital Project Description**	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *Replacement of undersized culverts with a concrete deck L100 bridge which will alo improve fish passage and western toad migration.*

Proj. No.	23-03	**Capital Project Title**	Air curtain burner for fuel management	**Capital Project Description**	A transportable burner that provides more effective and rapid burning of woody debris with reduced smoke emissions.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Climate Action & Adaptation

Project Rationale *In order to prevent forest fuels from accumulating from clearing and forest fuel management projects, the woody debris is chipped and dispersed as possible, and the remainder is piled and burned. Opening burning of woody debris is restricted by the Open Burning Smoke Control Regulation, which restricts the days and conditions under which woody debris can be burned in order to reduce the amount and dispersion of smoke generated, especially near urban areas. This limits the timing of burning in the GVWSA to few opportunities and may not allow all required burning to be completed in a given year. An air curtain burner can be transported to a site, fed with woody debris, and very little if any smoke is generated as the fuel is burned quickly by feeding it with air and an "air curtain" contains the smoke within the burner.* ***The project budget has been moved ahead to 2021 and reduced due to shared funding with CRD Regional Parks and Environmental Protection programs.***

Proj. No.	23-04	**Capital Project Title**	17S/Sooke Main Bridge Replacement	**Capital Project Description**	Undersized bridge replacement
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge.* ***The project has been moved forward from 2023 to 2025 to allow higher priorities to be addressed first.***

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Proj. No.	24-01	**Capital Project Title**	6M/Judge Creek Culvert Replacement (Sooke WSA)	**Capital Project Description**	Undersized culvert replacement
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*This culvert is very undersized on a slow moving section of creek, which seasonally can be overtopped and unpassable for vehicles. This culvert with be replaced with a larger, fish-friendly structure.*				

Proj. No.	16-10	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedness.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017.Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.*				

Proj. No.	17-13	**Capital Project Title**	Asset Management Plan	**Capital Project Description**	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.Additional funds are required to complete additional investigations highlighted in the 2017 study.*				

Proj. No.	19-04	**Capital Project Title**	Seismic Assessment of Critical Facilities	**Capital Project Description**	Identified as a priority from Strategic Plan, a seismic assessment of critical facilities and a supply system resilience feasibility study will be undertaken.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A Water Supply System Strategic Plan update occurred in 2017. Seismically assessing critical facilities and ensuring water supply is resilient has been highlighted as a priority to ensure a functioning water supply system after a seismic event. With the exception of dams, all critical facilities including the Japan Gulch and Sooke River Road Disinfection facility will be seismically assessed in a desktop study and confirmed through field inspections to determine if they meet current post-disaster requirements. Additionally, a feasibility study of critical infrastructure will identify and assess whether plans, procedures and necessary infrastructure are in place in the event key infrastructure fails. The results of the assessment will inform future investigation and capital improvements if required. Funds are required to retain a consulant to seismically asses critical facilities within the water supply system.*				

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Proj. No.	19-15	**Capital Project Title**	Hydraulic Capacity Assessment and Transient Pressure Analysis	**Capital Project Description**	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.*				

Proj. No.	19-28	**Capital Project Title**	Goldstream System Hydraulic Analysis	**Capital Project Description**	Analysis and documentation of hydraulics of the Goldstream system.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A study to quantify the volume and available flow rate from the Goldstream system is required to qualify the operational conditions in the event it is used as an emergency backup for the Sooke Lake system.*				

Proj. No.	20-02	**Capital Project Title**	Supply System Resilience Feasibility Study	**Capital Project Description**	Identified as a priority from the Strategic Plan, a study of water supply system's resilience and high level measures to
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The RWSC currently has one primary water supply and one backup water supply with single feeds from each system. Funding is required to assess the water supply system's resilience and outline high level measures to make important assets resilient.*				

Proj. No.	20-07	**Capital Project Title**	Deep Northern Intake & Transmission Pipeline Study	**Capital Project Description**	A technical and business case analysis will be carried out with possible expansion and filtration study upstream of the head tank - this is to replace 2016-09
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A technical and business case analysis will be carried out on an additional intake from the deeper, northern area of the Sooke Lake Reservoir. Additionally, a filtration siting study will be undertaken due to the inconnectedness of the two works.*				

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Proj. No.	20-08	**Capital Project Title**	Regional Water DCC Program	**Capital Project Description**	Design of a Regional DCC Program
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.*				

Proj. No.	20-10	**Capital Project Title**	Condition & Vulnerability Assessment	**Capital Project Description**	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.*				

Proj. No.	20-11	**Capital Project Title**	Develop Master Plan	**Capital Project Description**	Develop a long term strategic plan to anticipate water demand, water treatment, and future siting of facilities.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The RWSC is providing water to an increasing population in the CRD. Due to the size and complexity of the supply system, improvements to increase capacity has to be identified and planned out well in advance of the need for the additional water. Funding is required to assess water demand vs available*				

Proj. No.	21-05	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.*				

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Proj. No.	15-03	**Capital Project Title**	Sooke Intake Screens Condition Assessment & Replacement	**Capital Project Description**	Renewal of the aging Sooke Intake Tower and equipment to maintain water supply.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The Intake Tower is an integral part of the Regional Water System and is the primary raw water feed to Japan Gulch and Sooke River Road Water Treatment Plants. Currently there is no redundancy within the structure in the event of mechanical failure. In 2016 Stantec Consulting Ltd. completed an assessment of the overall structure including major components consisting of: Travelling Screen, Sluice Gates/Actuators, and Electrical System. The assessment identified required remedial works to the major components that will be carried out over 2017 and 2018. In 2016 a Seismic Structural Analysis will be completed to assess the vulnerability of this structure and identify options of upgrades or replacement of the structure to meet current seismic codes. In 2017 Stantec had provided renewal and replacement options for the Intake Tower, additional funds are required to renew the Intake Tower to ensure proper functioning screens, sluice gates/actuators and electrical system.*

Proj. No.	18-07	**Capital Project Title**	Replacement of UV System	**Capital Project Description**	Replacement of the UV system at the Goldstream Water Treatment Plant
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Two 24" UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24" stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections.* ***Construction has been spread over two years to correspond with construction over the winter period.***

Proj. No.	18-08	**Capital Project Title**	Bulk Supply Meter Replacement Program	**Capital Project Description**	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances.* ***Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements.***

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Proj. No.	18-15	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Study deficiencies in the current material protection and implement recommendations.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.*				

Proj. No.	18-18	**Capital Project Title**	Main No.3 Segment Replacement	**Capital Project Description**	Replacement of segments of Main No. 3 based upon previous studies.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will be undertaken in 2018 with detailed design and construction commencing in 2019 to 2022. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.*				

Proj. No.	19-05	**Capital Project Title**	Repairs - Kapoor Shutdown	**Capital Project Description**	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.*				

Proj. No.	19-23	**Capital Project Title**	Critical Spare Equipment Storage & Pipe Yard	**Capital Project Description**	Plan, design and construct a critical equipment storage building.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to pland, design and construct an equipment storage building accessible by loading vehicles.*				

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Proj. No.	20-13	**Capital Project Title**	Electrical Isolation Audit	**Capital Project Description**	Inspection audit of facilities to ensure that there is sufficient electrical separation and isolation for safety.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The RWSC has numerous facilities with electrical and mechanical equipment within the same room. Funds are required to conduct and inspection of the facilities and ensure there is sufficient separation to reduce the risk of failure and for safety.*				

Proj. No.	20-16	**Capital Project Title**	Cecelia Meter Replacement	**Capital Project Description**	Replacement of the Cecelia billing meter as well as its enclosure.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.*				

Proj. No.	20-17	**Capital Project Title**	Decommission Smith Hill Site	**Capital Project Description**	Plan and decommission the abandoned Smith Hill reservoir site.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Smith Hill reservoir has not been in operation for many years. Funds are required to plan for decommission the site in 2020 and then carry out decommissioning in 2023.*				

Proj. No.	20-18	**Capital Project Title**	Goldstream Main #4 Replacement	**Capital Project Description**	Plan and replacement of the concrete pipe portion of Main #4.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Main #4 transmission main going through Goldstream Ave in Langford is concrete pipe and should be replaced. Funds are required to plan a new alignment and logistics of replacement in 2020 with actual replacement part of Project 21-11.*				

Proj. No.	20-32	**Capital Project Title**	pH Adjustment Facility	**Capital Project Description**	Design and construct a pH adjustment facility based upon the results of the pH and corrosion study.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*From the 2019 Capital Project, pH and Corrosion Study, a new facility to adjust pH in the transmission system will be designed and constructed.*				

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Proj. No.	20-33	**Capital Project Title**	Sooke Intake Screens Replacement	**Capital Project Description**	Emergency replacement of the Sooke Intake screens.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*In January 2020 the Intake Screens failed, funds are required for the emergency replacement of the screens over the winter of 2020-2021.*				

Proj. No.	21-06	**Capital Project Title**	Sooke Lake Dam Spillway Hoist Replacement	**Capital Project Description**	Replacement of the sluice gate spillway hoist at Sooke Lake Dam.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Sooke Lake Dam Spillway Hoist is at it's end of life and poses a risk of failure when required for use of lowering the high level gate barriers. Funds are required to replace the hoist.*				

Proj. No.	21-07	**Capital Project Title**	Goldstream Water Treatment Plant Communications Upgrade	**Capital Project Description**	Increase reliability and resilience of data and voice communications between the UV Plant, Sodium Hypochlorite Building
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The communications systems between the UV Plant, Sodium Hypochlorite Building and Ammonia Building operate on separate systems, requiring additional time and processes to access one from the other. Funds are required to optimize the communications system to increase reliability and resilience of data and voice communications between the facilities.*				

Proj. No.	21-08	**Capital Project Title**	Goldstream Water Treatment Plant Emergency Automation	**Capital Project Description**	Installation of automatic valves and controls to safeguard chemicals in the event of dosing line breaks
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds are required to automate chemical dosing line isolation to ensure employee safety in the event of a chemical line break.*				

Proj. No.	21-09	**Capital Project Title**	Goldstream Water Treatment Plant Demolition	**Capital Project Description**	Plan and construct provisions demolition.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.*				

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Proj. No.	21-10	**Capital Project Title**	SCADA Upgrades	**Capital Project Description**	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution. Saanich Peninsula Water
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system.*				

Proj. No.	21-11	**Capital Project Title**	RWS Supply Main No. 4 Upgrade	**Capital Project Description**	Upgrade vulnerable sections of the RWS Supply Main No. 4 to a resilient system to better able to withstand a seismic event.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event.This project is part of a partially grant funded project partnered with the Saanich Peninsula Water System.*				

Proj. No.	21-12	**Capital Project Title**	SRRDF Upgrade	**Capital Project Description**	Increased water flows in the Sooke region have resulted in an additional sodium hypochlorite dosing pump and
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Due to increased water flows in the Sooke region, an additional sodium hypochlorite dosing pump and automation is required. Funds are required to carry out the upgrades.*				

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Proj. No.	16-16	**Capital Project Title**	Implications from Goldstream Dam Safety Review	**Capital Project Description**	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.*

Proj. No.	16-17	**Capital Project Title**	Butchart Dam No. 5 Remediation	**Capital Project Description**	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019.*

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Proj. No.	17-25	**Capital Project Title**	Implications from Sooke Lake Dam Safety Review	**Capital Project Description**	Conduct dam improvments at the Sooke Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.*

Proj. No.	18-19	**Capital Project Title**	Sooke Lake Dam - Instrumentation System Improvements	**Capital Project Description**	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.

Proj. No.	18-20	**Capital Project Title**	Sooke Lake Dam - Breach Risk Reduction Measures	**Capital Project Description**	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

A Dam Breach Assessment and Inundation Zone Mapping proecjt was completed in 2017 by an engineering consutlant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.

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Proj. No.	19-07	**Capital Project Title**	Integrate Dam Performance and Hydromet to SCADA	**Capital Project Description**	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.*				

Proj. No.	19-08	**Capital Project Title**	Charters Dam Decommissioning	**Capital Project Description**	Charters Dam has been retired from drinking water service, no other interested owners, plan to decommission.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Charters Dam has been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dam prior to the next legislated Dam Safety Review.*				

Proj. No.	19-09	**Capital Project Title**	Cabin Pond Dams Decommissioning	**Capital Project Description**	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The two Cabin Pond Dams has been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.*				

Proj. No.	19-12	**Capital Project Title**	Goldstream Dams Instrumentation Improvements	**Capital Project Description**	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.*				

Service: **2.670** **Regional Water Supply**

Proj. No.	19-13	**Capital Project Title**	Dam Safety Instrumentation - Hydromet	**Capital Project Description**	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort)
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.*				

Proj. No.	20-19	**Capital Project Title**	Goldstream System High Level Outlet Valve Replacements	**Capital Project Description**	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.*				

Proj. No.	20-20	**Capital Project Title**	Saddle Dam Piezometer Installation	**Capital Project Description**	Dam safety instrumentation/surveillance installations (i.e. piezometers) are required to monitor the Saddle Dam to monitor the performance of Saddle Dam and for future stability assessments
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*From the 2019 Capital Project, #19-10, recommendations were made for piezometer installation at Saddle Dam to meet regulatory requirements. Funds are required to design and implement piezometer installation.*				

Proj. No.	21-03	**Capital Project Title**	Deception Dam - Dam Safety Review 2021 & Improvements	**Capital Project Description**	Conduct a Dam Safety Review and some improvements for the Deception Dam.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipcated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.*				

Service: **2.670** **Regional Water Supply**

Proj. No.	21-04	**Capital Project Title**	Saddle Dam - Dam Safety Review 2021 & Improvements	**Capital Project Description**	Conduct a Dam Safety Review and some improvements for the Saddle Dam.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.*				

Proj. No.	21-21	**Capital Project Title**	Goldstream Dams - Gate Improvements	**Capital Project Description**	logistics planning in 2021, installation in 2022
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.*				

Proj. No.	21-22	**Capital Project Title**	Charters Dam - Dam Safety Review 2021	**Capital Project Description**	Legislated obligation to conduct Dam Safety Review, contingent on outcome of the Decommissioning plan and DSO expectations (relates to Item 19-08)
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Charters Dam has a consequence classification of "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. A dam decommissioning study is in progress and the DSR will only proceed if needed, as determined by the Dam Safety officer.*				

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Service: **2.670** **Regional Water Supply**

Proj. No.	22-08	**Capital Project Title**	Deception Dam Surveillance Improvements	**Capital Project Description**	Replace and supplement the Dam Safety Instrumentation at Deception Dam.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.*				

Proj. No.	23-01	**Capital Project Title**	Sooke Lake Dam Update Seismic Assessment	**Capital Project Description**	Conduct a seismic assessment of the Sooke Lake Dam as per the previous Dam Safety Reiviews.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Sooke Lake Dam requires periodic seismic assessment updates. Funds are required to retain a consultant to conduct an update to the Sooke Lake Dam Seismic Assessment.*				

Proj. No.	23-07	**Capital Project Title**	Sooke Lake Dam Seismic Retrofits	**Capital Project Description**	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The siesmic assessment completed in 2017 included recommendations for siesmic retrofits for Sooke Lake Dam including siesmic anchoring of the spillway, gate structure and the intake tower bridge..*				

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Proj. No.	23-08	**Capital Project Title**	Regional Watershed Dams – Flood Forecasting System	**Capital Project Description**	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.*

Proj. No.	23-09	**Capital Project Title**	Sooke Lake Dam - Dam Safety Review 2023	**Capital Project Description**	Conduct a Dam Safety Review
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.*

Proj. No.	25-01	**Capital Project Title**	Goldstream Dams - Dam Safety Review 2025	**Capital Project Description**	Conduct a Dam Safety Review
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.*

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Proj. No.	25-02	**Capital Project Title**	Probable Maximum Flood and Inflow Design Flood Updates	**Capital Project Description**	Update the previous edition from 2015 (recommended 10 year review cycle).
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.*				

Proj. No.	19-29	**Capital Project Title**	Leech River Water Quality Monitoring	**Capital Project Description**	Monitor water quality from the Leech River for 2 years
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Prior to utilizing the Leech River as an additional drinking water source, water quality monitoring is required to determine if it is a suitable water source with the current treatment technology utilized. Funds are required to monitor and analyze the water quality from the Leech River.*				

Proj. No.	20-03	**Capital Project Title**	Leech River Watershed - Implications for Supply Management	**Capital Project Description**	Review data of Leech Monitoring Project and report on implications of adding Leech to water supply
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This item is to develop and implement a research program to evaluate the implications of adding Leech Watershed water supply to existing Sooke Reservoir when future demand exceeds current supply*				

Proj. No.	20-04	**Capital Project Title**	Sooke Lake HyDy Model Development	**Capital Project Description**	Critical data collection, model building+calibration, model utilization for 3 different scenarios
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.*				

Service: 2.670 **Regional Water Supply**

Proj. No.	21-13	**Capital Project Title**	Flowcam Imaging System	**Capital Project Description**	Utilize semi-automated algal analysis to meet increased demands without increasing FTEs
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Demand for algal monitoring of the watershed areas has increased due to the monitoring of the Leech Watershed Area and overall increased monitring due to the potential effects of climate change on the water supply for Greater Victoria. The Flowcam imaging system is a semiautomated flow cytometer imaging system that can increase sample analysis capacity substantially to meet the demand without increasing FTEs in an expert role. Water Quality also analyzes algal samples for CRD-operated local service area drinking water sources and recovers costs through internal charges back to RWS.*

Proj. No.	21-14	**Capital Project Title**	Sooke Lake Sampling Boat Repair	**Capital Project Description**	Refurbishment of structural boat parts (floor)
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The 1994 Sooke Lake Sampling Boat needs replacement of the wood-core floor and a few other smaller repairs to extend its structural life.*

Proj. No.	21-29	**Capital Project Title**	Microbiological plate pourer	**Capital Project Description**	Automation of manual process to increase capacity/worker safety
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Currently microbiological media is heated to melting on a hotplate and manually poured into Petri dishes, and sample workload has increased such that staff spend a significant amount of time on this potentially hazardous activity. This piece of equipment automates the process to eliminate the risk of burn injuries from handling hot, sterilized media in glassware.*

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Proj. No.	22-05	**Capital Project Title**	WQ Lab Capital Improvements	**Capital Project Description**	Building improvements in the lab
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Replacement of floor covering and wooden cabinetry original to the building due to deterioration/ wear and tear.*				

Proj. No.	22-06	**Capital Project Title**	Sooke Lake Food Web Study	**Capital Project Description**	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.*				

Proj. No.	22-07	**Capital Project Title**	Bulk-Water Connection Backflow Protection Study	**Capital Project Description**	Investigate all bulk-water connections to CRD or municipal systems and identify the need for backflow protection
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*While the CRD has a new policy requiring backflow considerations for the design of new connections to CRD supply mains, there are a number of existing connections that are unprotected or that are unknown if protected. Also, there are numerous bulk-water connections to municipal mains (Stratas, First Nation lands, federal lands) that may be unprotected. This study is to create an inventory of all bulk-water connections to public water systems in the GVDWS and to assess the risk of backflow.*				

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Proj. No.	23-05	**Capital Project Title**	Renovation of Samplers Hut (2955 Sooke Lk Road)	**Capital Project Description**	Building exterior paint, roof, gutters, flooring, bathroom
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The CRD Samplers Hut at 2955 Sooke Lake Road will require extensive building renovations in 2023 to be able to continue to serve as a safe and adequate working place for CRD staff.*				

Proj. No.	23-06	**Capital Project Title**	GVDWS Nitrification Study	**Capital Project Description**	Investigate nitrification occurrence and potential impacts on drinking water quality
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.*				

Proj. No.	24-02	**Capital Project Title**	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	**Capital Project Description**	90hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emmissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.*				

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Proj. No.	17-27	**Capital Project Title**	Watershed Bridge and Culvert Replacement	**Capital Project Description**	Replacement of small culverts and bridges throughout the GVWSA.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.*

Proj. No.	17-28	**Capital Project Title**	Watershed Security Infrastructure Upgrade and Replacement	**Capital Project Description**	New, upgrade and replacement of security infrastructure in the GVWSA.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required.* ***The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with seperate capital projects for autogates.***

Proj. No.	17-29	**Capital Project Title**	Water Supply Area Equipment Replacement	**Capital Project Description**	Hydrometeorological, fireweather and wildfire suppression equipment replacement.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water

Project Rationale *This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional $50,000 per year is added in 2020 and going forward.* ***In 2021 and going forward, funding is reduced by $20,000 as water quality equipment will be funded under a separate line item (21-17).***

Proj. No.	17-30	**Capital Project Title**	Transmission Main Repairs	**Capital Project Description**	Emergency repairs to the transmission mains.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.*

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Proj. No.	17-31	**Capital Project Title**	Transmission System Components Replacement	**Capital Project Description**	Replacement and repair of transmission components.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.*				

Proj. No.	17-33	**Capital Project Title**	Disinfection Equipment Parts Replacement	**Capital Project Description**	Replacement of incidental equipment and parts associated with the disinfection system.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.*				

Proj. No.	17-34	**Capital Project Title**	Supply System Computer Model Update	**Capital Project Description**	Annual update of the regional hydraulic model.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.*				

Proj. No.	19-16	**Capital Project Title**	Dam Improvements	**Capital Project Description**	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Dam Satey Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.*				

Service: **2.670** **Regional Water Supply**

Proj. No.	19-22	**Capital Project Title**	SCADA Repairs & Equipment Replacement	**Capital Project Description**	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.*				

Proj. No.	21-15	**Capital Project Title**	Corrosion Protection	**Capital Project Description**	Replace corrosion protection assets, such as coatings, for the transmission system when identified.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.*				

Proj. No.	21-16	**Capital Project Title**	Valve Chamber Upgrades	**Capital Project Description**	Replace failing valves and appurtenances along the RWS supply system.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.*				

Proj. No.	21-17	**Capital Project Title**	Water Quality Equipment Replacement	**Capital Project Description**	Replacement of water quality equipment for the water quality lab and water quality operations
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, $20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)*				

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Proj. No.	21-18	**Capital Project Title**	LIMS support	**Capital Project Description**	Support for LIMS database
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Provides for support for the laboratory information management system*				

Proj. No.	17-35	**Capital Project Title**	Vehicle & Equipment Replacement (Funding from Replacement Fund)	**Capital Project Description**	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure.*				

Proj. No.	20-22	**Capital Project Title**	Vehicle for the Dam Safety Program	**Capital Project Description**	New pick up
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*An additional pick up is required for the dam safety program.*				

Proj. No.	20-23	**Capital Project Title**	Vehicle for the CSE Support Program	**Capital Project Description**	New Transit Van
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A new Transit van is required to support the Confined Space Entry Support program.*				

Service: **2.670** **Regional Water Supply**

Proj. No.	21-30	**Capital Project Title**	Vehicle for Warehouse Operations	**Capital Project Description**	New pick up
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*For use of the warehouse worker to source supplies and materials in support of the remote sites.This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required.*				

Proj. No.	21-24	**Capital Project Title**	ATV with Tracks (replace Gator)	**Capital Project Description**	Vehicle to access weather stations during snow conditions
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The replacement of the gator with an ATV with tracks will be used to access weather stations in the winter.*				

Proj. No.	21-25	**Capital Project Title**	UV Plant Safety Audit and Equipment Replacement	**Capital Project Description**	Carry out an audit of the occupied office area of the UV Plant and carry out upgrades
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The UV Plant serves as the main occupational space for the UV and Chloramination plant operators. Since construction in 2004 an audit and update of the occupied space has not been carried out to ensure the space meets the current needs. Funds are required to carry out the audit and carry out upgrades.*				

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Proj. No.	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
• Repairs, upgrades and changes to the buildings (provisional $50,000)
• Painting of the buildings. (provisional $10,000 annually)
• Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)
• Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)

Proj. No.	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Service Life and projected replacement:*
• The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.
• The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.
• Support for repairs and maintenance of the present radio will continue for the next 3 years at least. •
There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.

Proj. No.	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station to provide backup when a pump station is offline, in construction or to bypass a section of
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station.*

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Proj. No.	21-01	**Capital Project Title**	Storage Container for vehicle and equipment Tires	**Capital Project Description**	Tires removed from vehicles are stored on site outside of the Fleet office. They need to be stored in a more safe and
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The tires that are purchased for replacing and winter rotating are stored outside the fleet office on the mezzanine. These tires which include large truck and equipment tires are bulky and heavy. Lifting these tires onto the mezzanine has been identified as a safety hazzard and requires more than one person. A solution to this is to purchase a storage container that can be placed and locked in the yard at 479 for the storage of the tires. The container will be at ground level which means that the onsite forklift can be used to move the tires around.*

Proj. No.	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Proj. No.	17-04	**Capital Project Title**	Computer Upgrades	**Capital Project Description**	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $175,000 annually to reflect actual costs.*

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Proj. No.	17-05	**Capital Project Title**	Development of the Maintenance Management Systems	**Capital Project Description**	Develop maintenance management system.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following IT related projects:-*
• Develop a dashboard to display information.
• Investigate standardization of SAP mobile platform.

Proj. No.	17-06	**Capital Project Title**	Small Equipment & Tool Replacement (Water Operations)	**Capital Project Description**	Replacement of tools and small equipment for Water Operations as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.*

Proj. No.	17-07	**Capital Project Title**	Small Equipment & Tool Replacement (Corporate Fleet)	**Capital Project Description**	Replacement of tools and small equipment for Fleet as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.*

2.670 Regional Water Supply
Asset/ Reserve Schedule
2021 - 2025 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454	Actual	Estimated	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	2,510,919	2,031,817	2,049,161	2,158,001	2,278,742	2,363,053	2,440,804
Equipment purchases (Based on Capital Plan)	(914,681)	(367,000)	(222,000)	(215,000)	(265,000)	(280,000)	(280,000)
Transfer from Operating Budget	274,300	299,294	297,540	303,491	309,561	315,751	322,066
Proceeds on disposals	133,812	55,050	33,300	32,250	39,750	42,000	42,000
Interest Income*	27,467	30,000					
Ending Balance $	**2,031,817**	**2,049,161**	**2,158,001**	**2,278,742**	**2,363,053**	**2,440,804**	**2,524,870**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

JDF Water Distribution

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 2.680 JDF Water Distribution **Commission: Juan De Fuca Water Distribution**

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood
City of Langford
Town of View Royal
Juan de Fuca Electoral Area
District of Metchosin
District of Sooke
District of Highlands

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:	$19,000,000	Pre - (Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities)
Borrowed:	$17,500,000	Pre - (Consolidated amounts borrowed - Juan de Fuca Water Distribution Facilities)
Expired:	$1,500,000	
Authorized:	$14,800,000	2015 - (MFA Bylaw No. 3981 Juan de Fuca Water Distribution Facilities)
Borrowed:	$10,100,000	
Expired:	$4,700,000	
Authorized:	$10,000,000	DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Borrowed:	$3,500,000	DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Expired:	$6,500,000	

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

Change in Budget 2020 to 2021 Service: 2.680 Juan de Fuca Water Distribution	Total Expenditure	Comments
2020 Budget	**20,129,341**	
Change in Salaries:		
Change in Labour	98,600	Labour charges (Salaries and overhead, including corporate allocations)
Total Change in Salaries	98,600	
Other Changes:		
Contract for Services	40,000	Water Rate Methodology and Options Study
Bulk Water Purchases	160,200	
Transfers to Capital Funds	137,794	
Principal & Interest Payments	138,468	
Standard Overhead Allocation	111,201	
Other Costs	(22,232)	
Total Other Changes	565,431	
2021 Budget	**20,793,372**	
% expense increase from 2020:	***3.3%***	
% Requisition increase from 2020 (if applicable):	***n/a***	*Requisition funding is (x)% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Operating costs are $67,500 (1.0%) over budget due to one time unplanned system maintenance work, partially offset by lower staffing costs due to vacant positions and lower contract for services. The overage is offset by increased revenue of $85,000 (0.4%). The net surplus of $17,500 will be transferred to the services' Water Capital Fund.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution

SUMMARY OF PROGRAMS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	2021 BUDGET REQUEST: 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2022	2023	2024	2025
1	2	3	4	5	6	7	8	9	10	11
OPERATING COSTS										
ALLOCATION - OPERATIONS	4,298,560	4,586,339	4,539,881	-	-	4,539,881	4,617,043	4,713,263	4,802,799	4,895,671
OPERATING - OTHER COSTS	977,816	942,564	937,033	-	-	937,033	919,632	964,220	974,602	983,666
SALARIES AND WAGES	526,557	417,240	547,368	-	-	547,368	549,065	560,853	572,896	585,192
CONTRACT FOR SERVICES	540,916	465,208	395,935	-	40,000	435,935	423,452	430,411	437,611	444,219
ALLOCATION - STANDARD OVERHEAD	363,249	363,249	474,450	-	-	474,450	552,362	563,410	574,678	586,171
TOTAL OPERATING EXPENDITURES	6,707,098	6,774,600	6,894,667	-	40,000	6,934,667	7,061,554	7,232,157	7,362,586	7,494,919
Percentage increase over prior year's board budget			2.80%			3.39%	1.83%	2.42%	1.80%	1.80%
BULK WATER PURCHASE	6,201,520	6,201,520	6,361,720	-	-	6,361,720	6,564,600	6,895,980	7,181,520	7,529,280
BULK WATER EXPENDITURES	6,201,520	6,201,520	6,361,720	-	-	6,361,720	6,564,600	6,895,980	7,181,520	7,529,280
			2.58%			2.58%				
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	5,200,860	5,218,737	5,278,916	-	-	5,278,916	5,500,000	6,000,000	6,500,000	7,000,000
TRANSFER TO DEBT RESERVE FUND	56,050	56,050	71,730	-	-	71,730	65,730	27,730	9,730	6,730
TRANSFER TO EQUIPMENT REPLACEMENT FUND	213,945	213,945	258,003	-	-	258,003	263,163	268,426	273,795	279,270
TOTAL CAPITAL EXPENDITURES & TRANSFERS	5,470,855	5,488,732	5,608,649	-	-	5,608,649	5,828,893	6,296,156	6,783,525	7,286,000
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	1,749,868	1,749,868	1,888,336	-	-	1,888,336	2,370,709	2,721,305	2,851,316	2,869,346
TOTAL DEBT EXPENDITURES	1,749,868	1,749,868	1,888,336	-	-	1,888,336	2,370,709	2,721,305	2,851,316	2,869,346
TOTAL EXPENDITURES	20,129,341	20,214,720	20,753,372	-	40,000	20,793,372	21,825,756	23,145,598	24,178,947	25,179,545
SOURCES OF FUNDING										
REVENUE - SALES	(19,721,631)	(19,721,510)	(20,502,201)	-	(40,000)	(20,542,201)	(21,613,930)	(22,964,368)	(23,997,717)	(24,998,315)
REVENUE - OTHER	(179,550)	(265,050)	(181,230)	-	-	(181,230)	(181,230)	(181,230)	(181,230)	(181,230)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(19,901,181)	(19,986,560)	(20,683,431)	-	(40,000)	(20,723,431)	(21,795,160)	(23,145,598)	(24,178,947)	(25,179,545)
SOURCES OF OTHER FUNDING										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	(228,160)	(228,160)	(69,941)	-	-	(69,941)	(30,596)	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(20,129,341)	(20,214,720)	(20,753,372)	-	(40,000)	(20,793,372)	(21,825,756)	(23,145,598)	(24,178,947)	(25,179,545)
Percentage increase over prior year's board budget			3.10%			3.30%	5.17%	6.05%	4.46%	4.14%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.680 JDF Water Distribution	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$4,400,000	$24,565,000	$15,565,000	$7,910,000	$6,660,000	$6,555,000	$61,255,000
Vehicles		$450,000	$650,000	$350,000	$190,000	$580,000	$165,000	$1,935,000
		$4,850,000	**$25,215,000**	**$15,915,000**	**$8,100,000**	**$7,240,000**	**$6,720,000**	**$63,190,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$2,100,000	$11,275,000	$4,990,000	$5,790,000	$6,340,000	$6,535,000	$34,930,000
Debenture Debt (New Debt Only)		$0	$6,500,000	$5,900,000	$2,100,000	$300,000	$0	$14,800,000
Equipment Replacement Fund		$250,000	$450,000	$350,000	$190,000	$580,000	$165,000	$1,735,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$2,360,000	$0	$0	$0	$0	$2,360,000
Reserve Fund		$2,500,000	$4,630,000	$4,675,000	$20,000	$20,000	$20,000	$9,365,000
		$4,850,000	**$25,215,000**	**$15,915,000**	**$8,100,000**	**$7,240,000**	**$6,720,000**	**$63,190,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$500,000	$1,490,000	$980,000	$330,000	$330,000	$330,000	$3,460,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$500,000	**$1,570,000**	**$1,060,000**	**$410,000**	**$410,000**	**$410,000**	**$3,860,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$500,000	$1,570,000	$1,060,000	$410,000	$410,000	$410,000	$3,860,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$500,000	**$1,570,000**	**$1,060,000**	**$410,000**	**$410,000**	**$410,000**	**$3,860,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.680
Service Name: JDF Water Distribution

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	$150,000	S	WU	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	$120,000	S	WU	$0	$120,000	$0	$0	$0	$0	$120,000
Capital													
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	$5,000,000	S	WU	$0	$1,000,000	$1,000,000	$1,000,000	$0	$0	$3,000,000
18-02	Renewal	JDF Reservoir Upgrades	Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs was conducted including implementing improvements to Walfred.	$1,250,000	S	WU	$480,000	$480,000	$450,000	$0	$0	$0	$930,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	$1,050,000	S	WU	$450,000	$450,000	$100,000	$350,000	$100,000	$0	$1,000,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.	$3,550,000	S	WU	$0	$3,300,000	$0	$0	$0	$0	$3,300,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.	$2,060,000	S	Other	$0	$2,060,000	$0	$0	$0	$0	$2,060,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	$350,000	S	WU	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
19-06	Renewal	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.	$50,000	S	WU	$0	$5,000	$5,000	$5,000	$5,000	$0	$20,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	$1,750,000	S	WU	$50,000	$50,000	$150,000	$500,000	$500,000	$500,000	$1,700,000

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report	$24,000,000	S	WU	$0	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$15,000,000
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	$700,000	S	WU	$50,000	$450,000	$250,000	$0	$0	$0	$700,000
20-05	New	Electrical Isolation Audit	Inspection audit of facilities to ensure that there is sufficient electrical separation and isolation for safety.	$50,000	S	WU	$20,000	$20,000	$0	$0	$0	$0	$20,000
20-06	Replacement	Sun River Reservoir Replacement	Replace the existing concrete tank with a steel tank for increase capacity and resilience.	$900,000	S	WU	$800,000	$800,000	$0	$0	$0	$0	$800,000
20-07	Replacement	Goldstream AC Replacement	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.	$5,000,000	S	WU	$0	$4,800,000	$0	$0	$0	$0	$4,800,000
21-02	Replacement	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	$2,400,000	S	WU	$0	$0	$2,400,000	$0	$0	$0	$2,400,000
21-11	Replacement	Marilyn Rd - 110m of 200mm Pipe	Replacement of 110m of watermain to ensure proper fire flows in the area.	$150,000	S	WU	$0	$150,000	$0	$0	$0	$0	$150,000
21-12	New	Ironmine Recirculation Line	Installation of a recirculation line to improve water quality at the Silverspray Reservoir	$165,000	S	WU	$0	$165,000	$0	$0	$0	$0	$165,000
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	$700,000	S	WU	$0	$200,000	$500,000	$0	$0	$0	$700,000
21-15	New	Florence Lake Inclusion Upgrades	Upgrades are required to the Florence Lake water system prior to including it into the JDF Water System.	$300,000	S	Other	$0	$300,000	$0	$0	$0	$0	$300,000
Sub-Total System Infrastructure Engineering and Operations				**$49,695,000**			**$1,900,000**	**$17,450,000**	**$7,905,000**	**$4,905,000**	**$3,655,000**	**$3,550,000**	**$37,465,000**
CUSTOMER AND TECHNICAL SERVICES													
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	$1,395,000	V	ERF	$250,000	$450,000	$350,000	$190,000	$580,000	$165,000	$1,735,000
20-09	New	Vehicle for the Meter Replacement Program	A new Service Van to be used for the meter replacement program	$200,000	V	WU	$200,000	$200,000	$0	$0	$0	$0	$200,000
Sub-Total Customer and Technical Services				**$1,595,000**			**$450,000**	**$650,000**	**$350,000**	**$190,000**	**$580,000**	**$165,000**	**$1,935,000**
ANNUAL PROVISIONAL ITEMS													
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	$50,000	S	WU	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	$1,250,000	S	WU	$0	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	$200,000	S	WU	$0	$40,000	$40,000	$40,000	$40,000	$40,000	$200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements.	$2,250,000	S	WU	$0	$450,000	$450,000	$450,000	$450,000	$450,000	$2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	$300,000	S	WU	$0	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	$1,125,000	S	WU	$0	$225,000	$225,000	$225,000	$225,000	$225,000	$1,125,000
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	$6,000,000	S	WU	$0	$800,000	$1,300,000	$1,300,000	$1,300,000	$1,300,000	$6,000,000
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	$750,000	S	WU	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	$500,000	S	WU	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, and air valves.	$1,000,000	S	WU	$0	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Sub-Total for Annual Provisional Items				**$14,425,000**			**$0**	**$2,485,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$14,425,000**

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
DEVELOPMENT COST CHARGE (DCC)													
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	$255,000	S	Res	$0	$20,000	$175,000	$20,000	$20,000	$20,000	$255,000
20-02	New	Bear Mountain Parkway Extension Supply Mains	Supply mains installed by the City of Langford.	$2,000,000	S	Res	$0	$0	$1,500,000	$0	$0	$0	$1,500,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	$1,000,000	S	Res	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
23-01	New	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	Upgrades to complete the South Skirt Water System	$7,110,000	S	Res	$2,500,000	$4,610,000	$2,000,000	$0	$0	$0	$6,610,000
Sub-Total for Development Cost Charges (DCC)				**$10,365,000**			**$2,500,000**	**$4,630,000**	**$4,675,000**	**$20,000**	**$20,000**	**$20,000**	**$9,365,000**
			GRAND TOTAL	**$76,080,000**			**$4,850,000**	**$25,215,000**	**$15,915,000**	**$8,100,000**	**$7,240,000**	**$6,720,000**	**$63,190,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.670/2.680
Service Name: Regional Water Supply & JDF Water Distribution Combo

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$400,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	$0	$640,000	$650,000	$0	$0	$0	$1,290,000
20-01	New	Portable Pump Station	Portable pump station to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	$500,000	E	WU	$500,000	$500,000	$0	$0	$0	$0	$500,000
21-01	New	Storage Container for vehicle and equipment Tires	Tires removed from vehicles are stored on site outside of the Fleet office. They need to be stored in a more safe and secured area.	$20,000	E	WU	$0	$20,000	$0	$0	$0	$0	$20,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				**$ 2,480,000**			**$ 500,000**	**$ 1,240,000**	**$ 730,000**	**$ 80,000**	**$ 80,000**	**$ 80,000**	**$ 2,210,000**
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	$45,000	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	$170,000	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$0	$20,000	$20,000	$20,000	$20,000	$20,000	$100,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
Sub-Total for Annual Provisional Capital Items				**$ 1,650,000**			**$ -**	**$ 330,000**	**$ 330,000**	**$ 330,000**	**$ 330,000**	**$ 330,000**	**$ 1,650,000**
			GRAND TOTAL	**$4,130,000**			**$500,000**	**$1,570,000**	**$1,060,000**	**$410,000**	**$410,000**	**$410,000**	**$3,860,000**

Service: **2.680** **JDF Water Distribution**

Proj. No.	16-03	**Capital Project Title**	Asset Management Plan	**Capital Project Description**	Combine past studies to plan out future capital expenditures.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritizes future capital expenditures and programs.*				

Proj. No.	21-14	**Capital Project Title**	Fire Storage Analysis	**Capital Project Description**	Assess and update the fire flow upgrade program to inform future capital works.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. Funding is required to retain a consultant to complete the analysis.*				

Proj. No.	16-05	**Capital Project Title**	Comprehensive Pump Station Upgrades (10 year Program)	**Capital Project Description**	Continue pump station condition assessments, plan and carry out upgrades.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately $1.0M per year for the next ten years is needed to upgrade existing pump stations. A review of system hydraulics, electrical/mechanical issues and backup power is due to be completed in 2020. Funds in 2021 are for completion of design of and to start construction of the Coppermine PS.*				

Service: **2.680** **JDF Water Distribution**

Proj. No.	18-02	**Capital Project Title**	JDF Reservoir Upgrades	**Capital Project Description**	Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs was conducted including implementing improvements to Walfred.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Numerous deficiencies at the Walfred, Peacock and Helgesen reservoirs have been identified while operating the infrastructure. In 2020 planning and design of improvements at the Helgesen reservoir was undertaken. Improvements like valve reconfiguration, site drainage and controls will be undertaken in 2021 at the Peacock and Skirt reservoirs.*				

Proj. No.	18-03	**Capital Project Title**	JDF Site Decommissioning Program	**Capital Project Description**	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decomission of the sites and then demolish them. In 2021 the Townsview tank and pump station will be carried out.*				

Proj. No.	18-05	**Capital Project Title**	Rocky Point Upgrades	**Capital Project Description**	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Proposed work includes the design and construction of upgrades to the existing Rocky Point Pump Station, storage tank and associated water main upgrades. This work will improve the level of service to both the existing Metchosin water users and the expected increase in flow associated with the Spirit Bay Development in Beecher Bay. Cost sharing with DND for design and construction is underway with construction completing in 2021.*				

Service: **2.680** **JDF Water Distribution**

Proj. No.	18-06	**Capital Project Title**	Disaster Response Plan for Water Supply and Distribution	**Capital Project Description**	Determine and supply response equipment for disaster response.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed the in 2018 plan in conjunction with the Regional Water Supply disaster response Plan.*				

Proj. No.	19-06	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*There are numerous steel pipes within the Juan du Fuca water distribution system. Some are located in corrosive conditions or connected to disimilar metals. Funds are required to undertake a program to assess and prevent corrossion to existing pipes.*				

Proj. No.	19-09	**Capital Project Title**	Distribution System Seismic Resiliency Improvements	**Capital Project Description**	Determine and commence improvements to the distribution system to provide seismic resiliency.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Determine and commence improvements to the distribution system to provide resiliency. In 2021, sites will be prioritized with design commencing in 2022 and construction starting in 2023.*				

Proj. No.	20-03	**Capital Project Title**	AC Pipe Replacement Program	**Capital Project Description**	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This item is the 2021 to 2025 program for replacement of the water mains identified in the Water Main Upgrading and Replacement Program Update in 2021. All mains were assessed for such criteria as age, pipe material, record of leaks and hydraulic adequacy, and a long-term replacement program was developed. Planned works for 2021 include 1.3km on Luxton Rd, funds for Walfred Rd Phase 2 were used in 2020.*				

Service: **2.680** **JDF Water Distribution**

Proj. No.	20-04	**Capital Project Title**	William Head & VGH Meter Replacement	**Capital Project Description**	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds will be utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. Construction is to start in winter of 2021 and be completed in 2022.*				

Proj. No.	20-05	**Capital Project Title**	Electrical Isolation Audit	**Capital Project Description**	Inspection audit of facilities to ensure that there is sufficient electrical separation and isolation for safety.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Identified through Statement of Works, numerous aging facilities with electrical services may pose safety hazards due to inadequate electrical separation from mechanical equipment.*				

Proj. No.	20-06	**Capital Project Title**	Sun River Reservoir Replacement	**Capital Project Description**	Replace the existing concrete tank with a steel tank for increase capacity and resilience.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Sun River reservoir is experiencing leakage through concrete form tie holes as a result of the original construction process. Funding is required to replace the existing concrete tank with a bolted steel tank.*				

Proj. No.	20-07	**Capital Project Title**	Goldstream AC Replacement	**Capital Project Description**	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The existing water main within Goldstream Rd, from VMP to Spencer Rd, is aging asbestos cement and identified as a risk for failure. Due to the numerous large connections to the RWS transmission main and complexity replacement of this water main cannot be carried out within the AC Replacement Program. Funds are required to completed design and construct replacement of the water main in 2021.*				

Service: 2.680 **JDF Water Distribution**

Proj. No.	21-02	**Capital Project Title**	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	**Capital Project Description**	Replacement of aged, large diameter water main from Jacklin Rd to VMP
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*According to a corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. The balance of the construction, from VMP to Jacklin Rd along Sooke Rd, is to occur in 2022.*				

Proj. No.	21-11	**Capital Project Title**	Marilyn Rd - 110m of 200mm Pipe	**Capital Project Description**	Replacement of 110m of watermain to ensure proper fire flows in the area.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Marilyn Road has an undersized pipe for fire flows and a hydrant, funds are required to replace 110 m of watermain to ensure proper fire flows in the area.*				

Proj. No.	21-12	**Capital Project Title**	Ironmine Recirculation Line	**Capital Project Description**	Installation of a recirculation line to improve water quality at the Silverspray Reservoir
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Silverspray Reservoir experiences seasonal low disinfection residuals, funds are required to design and construct a recirculation line to ensure adequate disinfection residuals during low demand periods.*				

Proj. No.	21-13	**Capital Project Title**	SCADA Master Plan Update & Upgrades	**Capital Project Description**	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The 2015 SCADA Master Plan requires an update, additionally data radio and SCADA upgrades are required. Funds are required to update the joint SCADA Master Plan and conduct upgrades to pump stations, reservoirs and other communication sites.*				

Service: **2.680** **JDF Water Distribution**

Proj. No.	21-15	**Capital Project Title**	Florence Lake Inclusion Upgrades	**Capital Project Description**	Upgrades are required to the Florence Lake water system prior to including it into the JDF Water System.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Upgrades to the Florence Lake water system are required be before the system can be connected and included in the JDF Water System. Funding provided by the Florence Lake water system will be utilized to complete these upgrades.*				

Proj. No.	16-06	**Capital Project Title**	Vehicle & equipment replacement (funding from replacement fund)	**Capital Project Description**	Vehicle and equipment replacement.
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.*				

Proj. No.	20-09	**Capital Project Title**	Vehicle for the Meter Replacement Program	**Capital Project Description**	A new Service Van to be used for the meter replacement program
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds are required for procurement of a new service van for the meter and service replacement.*				

Proj. No.	17-07	**Capital Project Title**	Site Decommissioning - General	**Capital Project Description**	Planning for decommissioning of unused sites.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.*				

Service: 2.680 **JDF Water Distribution**

Proj. No.	17-09	**Capital Project Title**	Emergency Main Replacement	**Capital Project Description**	Major main replacement under emergencies.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This item is to fund the costs of responding to emergency major main breaks and conducting replacements.*				

Proj. No.	17-12	**Capital Project Title**	Large Meters/Meter Vaults Components Replacement	**Capital Project Description**	Replacement or repairs to components in large meters/vaults as required.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual provision for the replacement of obsolete and worn out large (greater than 2" diameter) meters, adding new meters and upgrading meter vaults.*				

Proj. No.	17-13	**Capital Project Title**	Site Security Upgrades	**Capital Project Description**	Upgrading and replacement of security systems for sites as required.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.*				

Proj. No.	17-15	**Capital Project Title**	Distribution System Improvements	**Capital Project Description**	Unplanned distribution system improvements.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.*				

Proj. No.	17-16	**Capital Project Title**	Hydraulic Model Yearly Update	**Capital Project Description**	Annual hydraulic model update.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.*				

Service: 2.680 JDF Water Distribution

Proj. No.	21-03	**Capital Project Title**	Hydrant & Flush Replacement, Upgrades and Additions	**Capital Project Description**	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.*				

Proj. No.	21-04	**Capital Project Title**	Residential Service & Meter Replacement	**Capital Project Description**	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.*				

Proj. No.	21-05	**Capital Project Title**	Pump Station Equipment Replacements	**Capital Project Description**	Unplanned pump station repairs and equipment replacement
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual provision for unplanned pump station repairs and equipment replacement.*				

Proj. No.	21-06	**Capital Project Title**	SCADA Equipment Replacement	**Capital Project Description**	Unplanned replacement of SCADA and electrical equipment.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual provision for unplanned SCADA and electrical equipment replacement.*				

Service: 2.680 JDF Water Distribution

Proj. No.	21-07	**Capital Project Title**	Reservoir Equipment Replacement	**Capital Project Description**	Replacement or repairs to components at reservoir sites.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.*				

Proj. No.	21-09	**Capital Project Title**	Valve Replacement	**Capital Project Description**	Unplanned replacement and repair of isolation and line valves, and air valves.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is an annual provisional for unplanned replacement of valves, including air valves and check valves.*				

Proj. No.	16-07	**Capital Project Title**	Update DCC Bylaw (Comprehensive Update in 2022)	**Capital Project Description**	Planned update of the DCC Bylaw.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled for 2022 for $175,000.*				

Proj. No.	20-02	**Capital Project Title**	Bear Mountain Parkway Extension Supply Mains	**Capital Project Description**	Supply mains installed by the City of Langford.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The City of Langford has installed DCC eligible supply water mains as part of their 2017 Bear Mountain Parkway extension road project to avoid future pavement restoration and traffic disruption. It is proposed to pay back the eligible costs in 2022.*				

Service: **2.680** **JDF Water Distribution**

Proj. No.	21-01	**Capital Project Title**	Sooke Henlyn Supply & Distribution Mains	**Capital Project Description**	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.*				

Proj. No.	23-01	**Capital Project Title**	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	**Capital Project Description**	Upgrades to complete the South Skirt Water System
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Design and construct Tank 4, Pump Station 7, McCallum Pump Station and remaining supply main to the Skirt Mountain Reservoir based upon development and demand.*				

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Proj. No.	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale

The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:
• Repairs, upgrades and changes to the buildings (provisional $50,000)
• Painting of the buildings. (provisional $10,000 annually)
• Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)
• Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)

Proj. No.	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale

Service Life and projected replacement:
• The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.
• The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.
• Support for repairs and maintenance of the present radio will continue for the next 3 years at least. •
There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.

Proj. No.	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station to provide backup when a pump station is offline, in construction or to bypass a section of pipe.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale

The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station.

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Proj. No.	21-01	**Capital Project Title**	Storage Container for vehicle and equipment Tires	**Capital Project Description**	Tires removed from vehicles are stored on site outside of the Fleet office. They need to be stored in a more safe and secured area.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *The tires that are purchased for replacing and winter rotating are stored outside the fleet office on the mezzanine. These tires which include large truck and equipment tires are bulky and heavy. Lifting these tires onto the mezzanine has been identified as a safety hazzard and requires more than one person. A solution to this is to purchase a storage container that can be placed and locked in the yard at 479 for the storage of the tires. The container will be at ground level which means that the onsite forklift can be used to move the tires around.*

Proj. No.	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Proj. No.	17-04	**Capital Project Title**	Computer Upgrades	**Capital Project Description**	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $175,000 annually to reflect actual costs.*

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Service: **2.670/2.680** **Regional Water Supply & JDF Water Distribution Combo**

Proj. No.	17-05	**Capital Project Title**	Development of the Maintenance Management Systems	**Capital Project Description**	Develop maintenance management system.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following IT related projects:-* *• Develop a dashboard to display information.* *• Investigate standardization of SAP mobile platform.*				

Proj. No.	17-06	**Capital Project Title**	Small Equipment & Tool Replacement (Water Operations)	**Capital Project Description**	Replacement of tools and small equipment for Water Operations as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.*				

Proj. No.	17-07	**Capital Project Title**	Small Equipment & Tool Replacement (Corporate Fleet)	**Capital Project Description**	Replacement of tools and small equipment for Fleet as required.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.*				

2.680 Juan de Fuca Water Distribution
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Actual	Estimate	Budget				
	2019	2020	2021	2022	2023	2024	2025
DCC Reserve Account	7,436,981	6,458,821	6,458,880	3,953,284	6,133,284	8,313,284	10,493,284
Equipment Replacement Fund	343,314	196,009	284,012	249,675	356,601	137,396	276,416
Total	**7,857,899**	**6,732,436**	**6,820,500**	**4,280,569**	**6,567,497**	**8,528,294**	**10,847,316**

2.680 Juan de Fuca Water Distribution
Development Cost Charges
2021 - 2025 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532	**Actual**	**Estimate**	**Budget**				
	2019	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	7,376,711	7,436,981	6,458,821	6,458,880	3,953,284	6,133,284	8,313,284
Transfer to Cap Fund to fund DCC projects	(814,305)	(3,020,000)	(2,130,000)	(4,675,000)	(20,000)	(20,000)	(20,000)
Payment of P&I on LA 3164	(239,785)	(228,160)	(69,941)	(30,596)	-	-	-
Payment of DCC liability	(3,148,875)						
DCC's received From Member Municipalities	4,192,290	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Interest Income*	70,945	70,000					
Ending Balance $	**7,436,981**	**6,458,821**	**6,458,880**	**3,953,284**	**6,133,284**	**8,313,284**	**10,493,284**

General Comments:
Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development.

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2021 - 2025 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101630	**Actual**	**Estimated**	**Budget**				
	2019	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	530,455	343,314	196,009	284,012	249,675	356,601	137,396
Equipment purchases (Based on Capital Plan)	(525,407)	(425,000)	(200,000)	(350,000)	(190,000)	(580,000)	(165,000)
Transfer from Operating Budget	251,115	213,945	258,003	263,163	268,426	273,795	279,270
Proceeds on disposals	80,949	63,750	30,000	52,500	28,500	87,000	24,750
Interest Income*	6,203						
Ending Balance $	**343,314**	**196,009**	**284,012**	**249,675**	**356,601**	**137,396**	**276,416**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Core Area Wastewater - Combined View

COMMITTEE OF THE WHOLE

OCTOBER 2020

2021 Core Area Wastewater Cost Sharing Summary
Committee of the Whole
October 28, 2020

2021		Basis of Apportionment	COLWOOD	ESQUIMALT	LANGFORD	OAK BAY	SAANICH	VICTORIA	VIEW ROYAL	FIRST NATIONS	(DND) OTHERS	Totals
Operating Budget												
3.717	Core Area Wastewater Operations	Average Annual Flow (AAF)	4%	6%	8%	9%	29%	40%	3%	1%	0%	
	Requisition		1,006,976	1,807,082	2,265,169	2,558,850	8,314,845	11,236,814	748,932	224,112	127,659	28,290,438
	PILT			(742,946)		(188)			(2,080)			(745,214)
3.717	Subtotal		1,006,976	1,064,136	2,265,169	2,558,662	8,314,845	11,236,814	746,852	224,112	127,659	27,545,224
Capital Budget												
3.798C	Debt - Core Area Wastewater Treatment Program	Treatment Capacity	4%	7%	13%	6%	31%	36%	3%	0%	0%	
	Requisition		874,804	1,365,598	2,599,770	1,324,528	6,271,484	7,444,050	655,076	-	-	20,535,311
	PILT		(53,355)	(479,479)	(6,368)				(1,249)			(540,451)
3.798C	Subtotal		821,449	886,119	2,593,402	1,324,528	6,271,484	7,444,050	653,827	-	-	19,994,860
Total 2021 Operating and Capital Budget Cost Share			**1,828,425**	**1,950,255**	**4,858,571**	**3,883,190**	**14,586,329**	**18,680,864**	**1,400,679**	**224,112**	**127,659**	**47,540,084**

2020		Basis of Apportionment	COLWOOD	ESQUIMALT	LANGFORD	OAK BAY	SAANICH	VICTORIA	VIEW ROYAL	FIRST NATIONS	OTHERS	Totals
Operating Budget												
3.710	Northwest Trunk (Macaulay)	AAF	8%	13%	16%	0%	41%	15%	5%	2%	1%	
	Requisition		233,940	393,218	495,255		1,266,448	481,879	163,322	48,841	27,998	3,110,901
	PILT			(341,609)	(1,856)				(483)			(343,948)
Subtotal			233,940	51,609	493,399	-	1,266,448	481,879	162,839	48,841	27,998	2,766,953
3.712	Northeast Trunk (Clover Point)	AAF	0%	0%	0%	18%	20%	63%	0%	0%	0%	
	Requisition					347,026	382,177	1,223,670				1,952,873
Subtotal			-	-	-	347,026	382,177	1,223,670	-	-	-	1,952,873
3.713	East Coast Interceptor	AAF	0%	0%	0%	30%	33%	37%	0%	0%	0%	
	Requisition					287,765	316,906	353,907				958,579
Subtotal			-	-	-	287,765	316,906	353,907	-	-	-	958,579
3.715	Northeast Trunk #2	AAF	0%	0%	0%	26%	4%	70%	0%	0%	0%	
	Requisition					130,154	20,756	350,452				501,362
Subtotal			-	-	-	130,154	20,756	350,452	-	-	-	501,362
Capital Budget												
3.798C	Debt - Core Area Wastewater Treatment Program	Treatment Capacity	4%	7%	13%	6%	31%	36%	3%	0%	0%	100.00%
	Requisition		1,534,440	2,395,311	4,560,096	2,323,272	11,000,422	13,057,148	1,149,029			36,019,719
	PILT		(121,550)	(880,817)	(14,507)				(2,845)			(1,019,719)
3.798C	Subtotal		1,412,890	1,514,494	4,545,589	2,323,272	11,000,422	13,057,148	1,146,184	-	-	35,000,000
Total 2020 Operating and Capital Budget Cost Share			**1,646,830**	**1,566,103**	**5,038,989**	**3,088,216**	**12,986,710**	**15,467,056**	**1,309,023**	**48,841**	**27,998**	**41,179,767**
Difference												
3.710	Northwest Trunk (Macaulay)		(233,940)	(51,609)	(493,399)	-	(1,266,448)	(481,879)	(162,839)	(48,841)	(27,998)	(2,766,953)
3.712	Northeast Trunk (Clover Point)					(347,026)	(382,177)	(1,223,670)				(1,952,873)
3.713	East Coast Interceptor					(287,765)	(316,906)	(353,907)				(958,579)
3.715	Northeast Trunk #2					(130,154)	(20,756)	(350,452)				(501,362)
3.717	Core Area Wastewater Operations		1,006,976	1,064,136	2,265,169	2,558,662	8,314,845	11,236,814	746,852	224,112	127,659	27,545,224
3.71X	**Subtotal**		773,036	1,012,527	1,771,770	1,793,718	6,328,557	8,826,905	584,012	175,271	99,661	21,365,457
3.798C	Debt - Core Area Wastewater Treatment Program		(591,441)	(628,375)	(1,952,187)	(998,744)	(4,728,938)	(5,613,098)	(492,357)	-	-	(15,005,140)
3.798C	**Subtotal**		(591,441)	(628,375)	(1,952,187)	(998,744)	(4,728,938)	(5,613,098)	(492,357)	-	-	(15,005,140)
Total Change ($)			**181,595**	**384,152**	**(180,418)**	**794,973**	**1,599,619**	**3,213,807**	**91,656**	**175,271**	**99,661**	**6,360,317**

CORE AREA WASTEWATER - COMBINED VIEW	2019 BOARD BUDGET	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	ongoing	one time	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
Operating Costs											
Trunk Operating Costs	6,949,924	6,350,583	6,769,334	-	-	-	-	-	-	-	-
3.717 Operating Costs	-	-	-	28,011,554	-	224,527	28,236,081	29,008,461	29,251,583	30,299,789	31,827,711
3.798C Pre-Operating Costs	1,206,390	6,497,647	5,069,166	-	-	-	-	-	-	-	-
Viewfield Property Operations	474,677	150,350	112,827	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**8,630,991**	**12,998,580**	**11,951,327**	**28,011,554**	**-**	**224,527**	**28,236,081**	**29,008,461**	**29,251,583**	**30,299,789**	**31,827,711**
		50.6%					117.2%	2.7%	0.8%	3.6%	5.0%
Capital / Reserve											
Trunk Reserves	184,913	234,718	212,531	-	-	-	-	-	-	-	-
3.717 Reserve Transfers (ORF & ERF)		-	-	1,302,547	-	-	1,302,547	1,328,598	1,355,170	1,382,273	1,409,919
3.798C Reserve Transfers (CAWTP)	27,093,347	24,125,243	30,940,930	-	-	-	-	-	-	-	-
3.798C Transfer to RTF Capital	-	-	-	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
3.798C Transfer to CAWTP Debt Retirement Reserve	-	-	-	6,318,949	-	-	6,318,949	4,590,106	4,590,106	630,000	4,971,429
3.798C Transfer to Capital Replacement Reserve	-	-	-	2,721,119	-	-	2,721,119	2,721,119	2,721,119	2,721,119	2,721,119
TOTAL CAPITAL / RESERVES	**27,278,260**	**24,359,961**	**31,153,461**	**15,872,360**	**-**	**-**	**15,872,360**	**14,169,568**	**14,196,140**	**10,263,137**	**14,632,212**
							-				
Debt Expenditures											
Viewfield	737,426	310,250	89,420	-	-	-	-	-	-	-	-
CAWTP	3,295,132	6,266,449	4,855,086	6,593,320	-	-	6,593,320	8,022,163	8,022,162	11,982,269	7,640,840
CAWW	-	-	-	-	-	117,000	117,000	985,158	1,716,048	2,312,921	3,001,668
DEBT EXPENDITURES	**4,032,558**	**6,576,699**	**4,944,506**	**6,593,320**	**-**	**117,000**	**6,710,320**	**9,007,321**	**9,738,210**	**14,295,190**	**10,642,508**
TOTAL COSTS	**39,941,809**	**43,935,240**	**48,049,294**	**50,477,234**	**-**	**341,527**	**50,818,761**	**52,185,350**	**53,185,933**	**54,858,116**	**57,102,431**
*Percentage Increase over prior year		10.0%					15.7%	2.7%	1.9%	3.1%	4.1%
FUNDING SOURCES (REVENUE)											
Internal Recoveries	(673,027)	(840,000)	(840,000)	(1,100,000)	-	-	(1,100,000)	(1,122,000)	(1,144,440)	(1,167,329)	(1,190,675)
Trunk Revenues	(483,682)	(405,534)	(802,098)	-	-	-	-	-	-	-	-
3.717 Revenue	-	-	-	(823,404)	-	(70,000)	(893,404)	(1,298,999)	(936,517)	(1,366,999)	(2,256,517)
3.798C Revenue	(921,842)	(1,049,339)	(1,038,849)	(560,671)	-	-	(560,671)	(560,671)	(560,671)	(560,671)	(560,671)
3.798C 2020 Operating Surplus			724,602	(724,602)	-	-	(724,602)	-	-	-	-
Viewfield Revenue (gain on sale EA's)	(1,212,103)	(460,600)	(4,913,182)	-	-	-	-	-	-	-	-
REVENUE	**(3,290,654)**	**(2,755,473)**	**(6,869,527)**	**(3,208,677)**	**-**	**(70,000)**	**(3,278,677)**	**(2,981,670)**	**(2,641,628)**	**(3,094,999)**	**(4,007,863)**
							-				
Requisition											
Trunk Requisition	(6,651,155)	(6,179,767)	(6,179,767)	-	-	-	-	-	-	-	-
3.717 Requisition	-	-	-	(27,390,697)	-	(154,527)	(27,545,224)	(27,916,060)	(28,525,796)	(29,147,734)	(29,790,438)
3.798C Requisition	(30,000,000)	(35,000,000)	(35,000,000)	(19,877,860)	-	(117,000)	(19,994,860)	(21,287,620)	(22,018,509)	(22,615,383)	(23,304,130)
REQUISITION	**(36,651,155)**	**(41,179,767)**	**(41,179,767)**	**(47,268,557)**	**-**	**(271,527)**	**(47,540,084)**	**(49,203,680)**	**(50,544,305)**	**(51,763,117)**	**(53,094,568)**
*Percentage Increase over prior year requisition		12.4%					15.4%	3.5%	2.7%	2.4%	2.6%

Proof to 40M Requisition target	**2021**			**2021**	**2022**	**2023**	**2024**	**2025**
Total requisition less:								
2019 Trunk total costs (projected to 2021)	(7,423,084)			(7,423,084)	(7,571,546)	(7,722,977)	(7,877,437)	(8,034,985)
CAWW new capital program debt costs	-	-	(117,000)	(117,000)	(985,158)	(1,716,048)	(2,312,921)	(3,001,668)
REQUISITION PROOF:	**(39,845,473)**	**-**	**(154,527)**	**(40,000,000)**	**(40,646,976)**	**(41,105,280)**	**(41,572,759)**	**(42,057,915)**
					1.6%	1.1%	1.1%	1.2%

CAPITAL REGIONAL DISTRICT

2021 BUDGET

North West Trunk Sewer

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.710 North West Trunk Sewer **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of sewage disposal facilities through fine-screening process and disposal through ocean outfall for all member municipalities tributary to the North West Trunk System.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area and West Shore, including sewer collection, conveyance, screening and disposal through the ocean outfall at Macaulay Point. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on member percentage of total sewage input.

Hartland offset to Saanich (2.30%) for Leachate flows to Saanich portion of trunk. Solid waste (Leachate Division) to reimburse Saanich for the Hartland Leachate flow.

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

COMMISSION:

FUNDING:

Requisition

RESERVE FUND:

North West Trunk Sewer Capital Reserve Fund, Bylaw No. 2354 (1995) terminated.
Trunk Sewers & Sewage Disposal Facilities Capital Reserve Fund, Bylaw No. 2525 (1997).

Service: 3.710 North West Trunk Sewer **Committee: Core Area Liquid Waste Management**

SEWER COST SHARING SUMMARY - OCTOBER TO SEPTEMBER (PRIOR YEAR NUMBERS)

	2016	2017	2018	2019	2020
Saanich	43.89%	42.60%	42.29%	41.60%	40.71%
Victoria	15.08%	15.04%	14.65%	15.27%	15.49%
Esquimalt	14.89%	14.24%	13.84%	13.16%	12.64%
View Royal	3.86%	5.06%	5.29%	5.10%	5.25%
Colwood	6.30%	6.48%	6.98%	7.29%	7.52%
Langford	13.62%	14.08%	14.44%	15.17%	15.92%
Songhees	1.36%	1.37%	1.44%	1.27%	1.41%
Dept of National Defence (D.N.D.)	0.93%	1.04%	0.96%	1.01%	0.90%
Esquimalt Band	0.07%	0.09%	0.11%	0.13%	0.16%
	100.00%	**100.00%**	**100.00%**	**100.00%**	**100.00%**

3.710 - N.W.T. OPERATIONS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Allocation - Operations	2,047,645	2,014,174	-	-	-	-	-	-	-	-
Operating - Other Costs	688,675	843,944	-	-	-	-	-	-	-	-
Prgms - LWD - I&I	209,707	209,707	-	-	-	-	-	-	-	-
Consultant Expenses	10,404	0	-	-	-	-	-	-	-	-
Contract For Services	22,797	70,797	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**2,979,228**	**3,138,622**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	5.35%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	75,951	77,631	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve	55,910	55,910	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	131,861	133,541	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	3,111,089	3,272,163	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	5.18%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	3,111,089	3,272,163	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	5.18%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(188)	(667)	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(343,948)	(343,948)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	-	(160,595)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(344,136)	(505,210)	-	-	-	-	-	-	-	-
REQUISITION	**(2,766,953)**	**(2,766,953)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
PARTICIPANTS: Victoria, Esquimalt, Saanich, View Royal, DND, Songhees										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

3.710 North West Trunk Sewer Asset and Reserve Summary
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

North West Trunk Sewer

On average, 100 million litres of wastewater is collected and discharged daily through the core area liquid waste management systems. Macaulay Point Outfall services the Northwest Trunk, which conveys wastewater from Colwood, Langford, View Royal, Esquimalt, Saanich & Victoria. Assets held by the Northwest Trunk include land, pump and odour control stations, sewage storage tank, regional trunk system and the Macaulay Point Outfall.

Summary

Reserve/Fund Summary	Actual	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Maintenance Reserves	1,028,351	-	-	-	-	-
Equipment Replacement Fund	1,944,275	-	-	-	-	-
Total projected year end balance	**2,972,626**	**-**	**-**	**-**	**-**	**-**

See attached reserve schedules for projected annual cash flows.

3.710 North West Trunk Sewer
ERF Reserve Fund Schedule NWT
2021 - 2025 Financial Plan

ERF Reserve Fund Schedule NWT

ERF: NWT ERF or PERS Fund for Equipment

Equipment Replacement Fund- NWT	**Actual**	**Budget**				
Fund: 1022 Fund Center 101455	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	2,042,408	1,944,275	-	-	-	-
Planned Purchase (Based on Capital Plan)	(200,000)	-	-	-	-	-
Transfer to ERF Reserve Fund 3.717	-	(1,944,275)	-	-	-	-
Transfer from Operating Budget	75,951	-	-	-	-	-
Proceeds of Disposal	-	-	-	-	-	-
Interest Income*	25,916	-	-	-	-	-
Ending Balance $	**1,944,275**	**-**	**-**	**-**	**-**	**-**

Assumptions/Background:
Balance transferred to amalgamated core area wastewater service equipment reserve fund.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

3.710 North West Trunk Sewer
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

North West Trunk Sewer

Starting 2003, maintenance accounts started for operating costs (Carbon Replacement, outfall inspection and unexpected maintenance items that were not incurred annually, but incurred on a irregular basis.

Operating Reserve Schedule

Operating Reserve Schedule	Actual	Budget				
Fund: 1500 Fund Center: 105200	2020	2021	2022	2023	2024	2025
Beginning Balance	1,116,272	1,028,351	-	-	-	-
Planned Purchase	(160,595)	-	-	-	-	-
Transfer to 3.717 Operating Reserve Fund	-	(1,028,351)	-	-	-	-
Transfer from Ops Budget	55,910	-	-	-	-	-
Interest Income*	16,764	-	-	-	-	-
Total projected year end balance	**1,028,351**	**-**	**-**	**-**	**-**	**-**

Assumptions/Background:
Balance transferred to amalgamated core area wastewater service operating reserve fund.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

North East Trunk Sewer

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.712 North East Trunk Sewer **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of sewage disposal facilities through fine-screening process and disposal through ocean outfall for all member municipalities tributary to the North East Trunk system.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area, including sewer collection and conveyance, screening and disposal through the ocean outfall. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on calculated flows.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

North East Trunk Sewer Capital Reserve Fund, Bylaw No. 2352 (1995).
Trunk Sewers & Sewage Disposal Facilities Capital Reserve Fund, Bylaw No. 2525 (1997).

Service: 3.712 North East Trunk Sewer **Committee: Core Area Liquid Waste Management**

COST SHARING ALLOCATION

	2016	2017	2018	2019	2020
Victoria	62.09%	61.89%	62.02%	61.70%	62.66%
Saanich	20.38%	20.33%	19.54%	19.63%	19.57%
Oak Bay	17.53%	17.78%	18.44%	18.67%	17.77%
	100.00%	**100.00%**	**100.00%**	**100.00%**	**100.00%**

3.712 - NORTH EAST TRUNK OPERATIONS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Allocation - Environmental Services	1,378,108	1,371,558	-	-	-	-	-	-	-	-
Operating Expenditures	246,114	513,046	-	-	-	-	-	-	-	-
Prgms - LWD - I&I	216,007	216,007	-	-	-	-	-	-	-	-
Consultant Expenses	4,162	-	-	-	-	-	-	-	-	-
Contract For Services	5,314	45,314	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**1,849,705**	**2,145,925**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	16.01%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	33,960	33,960	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	35,000	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	68,960	33,960	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	1,918,665	2,179,885	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	13.61%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	1,918,665	2,179,885	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	13.61%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(700)	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(92)	(92)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	-	(226,920)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(792)	(227,012)	-	-	-	-	-	-	-	-
REQUISITION	**(1,917,873)**	**(1,952,873)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	1.82%	-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
PARTICIPANTS: Victoria, Saanich, Oak Bay										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

3.712 North East Trunk Sewer (Clover) Asset and Reserve Summary
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

North East Trunk Sewer

On average, 100 million litres of wastewater is collected and discharged daily through the core area liquid waste management systems. Clover Point Outfall services the Northeast Trunk and East Coast Interceptor, which conveys wastewater from Oak Bay, Saanich and Victoria. Assets held by the Northeast Trunk include the land, Clover Point Pump Station (built in 1975) and the Harling Point Pump Station (built in 1981), regional trunk system and Clover Point Outfall.

Summary

Reserve/Fund Summary	Actual	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Maintenance Reserves	946,499	-	-	-	-	-
Equipment Replacement Fund	873,319	-	-	-	-	-
Total projected year end balance	**1,819,818**	**-**	**-**	**-**	**-**	**-**

See attached reserve schedules for projected annual cash flows.

3.712 North East Trunk Sewer
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

North East Trunk Sewer

Starting 2003, maintenance accounts started for operating costs (Carbon Replacement, outfall inspection and unexpected maintenance items that were not incurred annually, but incurred on a irregular basis.

Operating Reserve Schedule

Operating Reserve Schedule	Actual	Budget				
Fund: 1500 Fund Center: 105201	2020	2021	2022	2023	2024	2025
Beginning Balance	1,156,260	946,499	-	-	-	-
Planned Purchase	(226,920)	-	-	-		
Transfer to 3.717 Operating Reserve Fund		(946,499)				
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	17,159	-	-	-	-	-
Total projected year end balance	**946,499**	**-**	**-**	**-**	**-**	**-**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

3.712 North East Trunk Sewer (Clover)
ERF Reserve Fund Schedule NET
2021 - 2025 Financial Plan

ERF Reserve Fund Schedule NET

ERF: NET ERF or PERS Fund for Equipment

Equipment Replacement Fund- NET	**Actual**	**Budget**				
Fund: 1022 Fund Center 101456	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	927,650	873,319	-	-	-	-
Planned Purchase (Based on Capital Plan)	(100,000)	-	-	-	-	-
Transfer to 3.717 Equipment Replacement Reserve	-	(873,319)	-	-	-	
Transfer from Operating Budget	33,960	-	-	-	-	-
Interest Income*	11,709	-	-	-	-	-
Ending Balance $	**873,319**	**-**	**-**	**-**	**-**	**-**

Assumptions/Background:
Balance transferred to amalgamated core area wastewater service equipment reserve fund.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

East Coast Interceptor

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.713 East Coast Interceptor **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of sewage disposal facilities for all member municipalities tributary to the East Coast Interceptor system.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area, including sewer collection and conveyance. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on calculated flows.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

East Coast Interceptor Trunk Sewer Capital Reserve Fund, Bylaw No. 2353 (1995).
Trunk Sewers and Sewage Disposal Facilities Capital Reserve Fund, Bylaw No. 2525. Amended Bylaw No. 2353 (1997).

Service: 3.713 East Coast Interceptor **Committee: Core Area Liquid Waste Management**

COST SHARING ALLOCATION

	2016	2017	2018	2019	2020
Victoria	34.69%	37.38%	36.71%	35.77%	36.92%
Saanich	35.12%	33.40%	32.55%	32.91%	33.06%
Oak Bay	30.19%	29.22%	30.74%	31.32%	30.02%
	100.00%	**100.00%**	**100.00%**	**100.00%**	**100.00%**

3.713 - EAST COAST INTERCEPTOR	2019 BOARD BUDGET	2019 ESTIMATED ACTUAL	BUDGET REQUEST 2020 CORE BUDGET	2020 ONGOING	2020 ONE-TIME	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL
OPERATING COSTS:										
Allocations	618,682	605,412	-	-	-	-	-	-	-	-
Operating - Other Costs	334,795	362,537	-	-	-	-	-	-	-	-
Consultant Expenses	9,070	9,070	-	-	-	-	-	-	-	-
Contract For Services	5,202	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**967,749**	**977,019**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year			-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	8,670	8,670	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	17,736	17,736	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	26,406	26,406	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**994,155**	**1,003,425**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year			-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	994,155	1,003,425	-	-	-	-	-	-	-	-
*Percentage Increase over prior year			-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(510)	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(66)	(66)	-	-	-	-	-	-	-	-
Transfer from Own Funds	(35,000)	(44,780)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(35,576)	(44,846)	-	-	-	-	-	-	-	-
REQUISITION	**(958,579)**	**(958,579)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year			-100.00%	0.00%	0.00%	-100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
PARTICIPANTS: Victoria, Saanich, Oak Bay										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

3.713 East Coast Interceptor Sewer Asset and Reserve Summary
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

East Coast Interceptor Sewer Assets

On average, 100 million litres of wastewater is collected and discharged daily through the core area liquid waste management systems. Clover Point Outfall services the East Coast Interceptor and Northeast Trunk, which conveys wastewater from Oak Bay, Saanich and Victoria. Assets held by the East Coast Interceptor include land, seven pump stations, and regional trunk system.

Summary

Reserve/Fund Summary	Actual	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Maintenance Reserves	236,286	-	-	-	-	-
Equipment Replacement Fund	408,117	-	-	-	-	-
Total projected year end balance	**644,402**	**-**	**-**	**-**	**-**	**-**

See attached reserve schedules for projected annual cash flows.

3.713 East Coast Interceptor
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

East Coast Interceptor

Maintenance accounts started for operating costs (Carbon Replacement, outfall inspection and unexpected maintenance items that were not incurred annually, but incurred on a irregular basis.

Operating Reserve Schedule

Operating Reserve Schedule	Actual	Budget				
Fund: 1500 Fund Center: 105203	2020	2021	2022	2023	2024	2025
Beginning Balance	268,296	236,286	-	-	-	-
Planned Purchase	(44,780)	-	-	-	-	-
Transfer to 3.717 Operating Reserve Fund		(236,286)				
Transfer from Ops Budget	8,670	-	-	-	-	-
Interest Income*	4,100	-	-	-	-	-
Total projected year end balance	**236,286**	**-**	**-**	**-**	**-**	**-**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

3.713 East Coast Interceptor Sewer
ERF Reserve Fund Schedule
2021 - 2025 Financial Plan

ERF Reserve Fund Schedule ECI

ERF: ECI ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the ECI System. Also called PERS (Priority Equipment Replacement). Example motors, pumps etc.

Equipment Replacement Fund- ECI	Actual	Budget				
Fund: 1022 Fund Center: 101457	2020	2021	2022	2023	2024	2025
Beginning Balance	484,420	408,117	-	-	-	-
Planned Purchase (Based on Capital Plan)	(100,000)	-	-	-	-	-
Transfer to 3.717 Equipment Replacement Reserve	-	(408,117)	-	-	-	-
Transfer IN (from Ops Budget)	17,736	-	-	-	-	-
Interest Income*	5,961	-	-	-	-	-
Ending Balance $	**408,117**	**-**	**-**	**-**	**-**	**-**

Balance transferred to amalgamated core area wastewater service equipment reserve fund.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

North East Trunk 2 (Bowker)

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.715 **North East Trunk 2 (Bowker)** **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of sewage disposal facilities for all member municipalities tributary to the North East Trunk Bowker.

SERVICE DESCRIPTION:

This program is for the provision of Regional sewer service in the Core Area, including sewer collection and conveyance. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on calculated flows.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

N/A

Service: 3.715 North East Trunk 2 (Bowker) **COMMITTEE: ENVIRONMENT**

COST SHARING ALLOCATION

	2016	2017	2018	2019	2020
Victoria	68.57%	65.97%	68.31%	68.31%	69.90%
Saanich	4.46%	4.77%	4.62%	4.62%	4.14%
Oak Bay	26.97%	29.26%	27.07%	27.07%	25.96%
	100%	**100%**	**100%**	**100%**	**100%**

3.715 - NORTH EAST TRUNK (BOWKER)	2019 BOARD BUDGET	2019 ESTIMATED ACTUAL	BUDGET REQUEST 2020 CORE BUDGET	2020 ONGOING	2020 ONE-TIME	2020 TOTAL	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL
OPERATING COSTS:										
Allocations	343,222	327,818	-	-	-	-	-	-	-	-
Operating - Other Costs	144,442	129,315	-	-	-	-	-	-	-	-
Consultant Expenses	2,081	-	-	-	-	-	-	-	-	-
Contract For Services	29,156	50,635	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**518,901**	**507,768**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	-2.15%	-100.00%	0.00%	0.00%	-100.00%	-	-	-	-
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	7,491	18,624	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	7,491	18,624	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	526,392	526,392	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	0.00%	-100.00%	0.00%	0.00%	-100.00%	-	-	-	-
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	526,392	526,392	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	0.00%	-100.00%	0.00%	0.00%	-100.00%	-	-	-	-
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(30)	(30)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(25,000)	(25,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(25,030)	(25,030)	-	-	-	-	-	-	-	-
REQUISITION	**(501,362)**	**(501,362)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	-100.00%	0.00%	0.00%	-100.00%	-	-	-	-
PARTICIPANTS: Victoria, Saanich, Oak Bay										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

3.715 North East Trunk 2
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

North East Trunk 2

Maintenance accounts started for operating costs (unexpected maintenance items) that were not incurred annually, but incurred on a irregular basis.

Operating Reserve Schedule

Operating Reserve Schedule	Actual	Budget				
Fund: 1500 Fund Center: 105202	2020	2021	2022	2023	2024	2025
Beginning Balance	334,095	332,813	-	-	-	-
Planned Purchase	(25,000)	-	-	-	-	-
Transfer to 3.717 Operating Reserve Fund	-	(332,813)	-	-	-	-
Transfer from Ops Budget	18,624	-	-	-	-	-
Interest Income*	5,094	-	-	-	-	-
Total projected year end balance	**332,813**	**-**	**-**	**-**	**-**	**-**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Core Area Wastewater Treatment Operations

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.717 Core Area Wastewater Treatment Operations **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfalls for member participants.

SERVICE DESCRIPTION:

This program is for the provision of sub-regional wastewater collection and treatment in the Core Area and Western Communities. Although the largest component of the program budget is for the operation and maintenance of the McLoughlin Point Wastewater Treatment and Residuals Treatment Plants and conveyance systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.798C

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

N/A

3.717 - CORE AREA WASTEWATER OPERATIONS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Allocation - IWS Operations	-	-	7,113,781	-	-	7,113,781	7,250,916	7,395,051	7,542,082	7,692,058
Allocation - Standard Overhead	-	-	1,007,283	-	-	1,007,283	1,056,190	1,079,794	1,102,947	1,125,006
Allocation - Enviro Monitoring & Marine Protection Programs	-	-	2,020,558	-	-	2,020,558	2,064,152	2,105,447	2,147,547	2,190,511
Contracts for Services - RTF Payments & Biosolids	-	-	5,832,978	-	124,527	5,957,505	6,112,313	6,245,157	6,380,855	6,528,152
Operating - Other	-	-	1,652,632	-	100,000	1,752,632	1,658,282	1,691,562	1,725,514	1,760,143
Repairs & Maintenance	-	-	1,822,892	-	-	1,822,892	2,215,232	1,888,306	2,355,053	3,281,562
Electricity & Utilities	-	-	4,349,026	-	-	4,349,026	4,344,764	4,440,417	4,538,460	4,638,968
Supplies - Chemical & Other	-	-	4,212,404	-	-	4,212,404	4,306,612	4,405,849	4,507,331	4,611,311
TOTAL OPERATING COSTS	-	-	**28,011,554**	**-**	**224,527**	**28,236,081**	**29,008,461**	**29,251,583**	**30,299,789**	**31,827,711**
*Percentage Increase over prior year							2.74%	0.84%	3.58%	5.04%
RESERVE:										
Transfer to Operating Reserve	-	-	1,026,086	-	-	1,026,086	1,046,608	1,067,540	1,088,891	1,110,669
Transfer to Equipment Replacement Fund	-	-	276,461	-	-	276,461	281,990	287,630	293,382	299,250
TOTAL RESERVES	-	-	1,302,547	-	-	1,302,547	1,328,598	1,355,170	1,382,273	1,409,919
TOTAL COSTS	**-**	**-**	**29,314,101**	**-**	**224,527**	**29,538,628**	**30,337,059**	**30,606,753**	**31,682,062**	**33,237,630**
*Percentage Increase over prior year							2.70%	0.89%	3.51%	4.91%
Internal Recoveries	-	-	(1,100,000)	-	-	(1,100,000)	(1,122,000)	(1,144,440)	(1,167,329)	(1,190,675)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	28,214,101	-	224,527	28,438,628	29,215,059	29,462,313	30,514,733	32,046,955
*Percentage Increase over prior year							2.73%	0.85%	3.57%	5.02%
REVENUE:										
Grants In Lieu of Taxes	-	-	(823,404)	-	-	(823,404)	(861,517)	(861,517)	(861,517)	(861,517)
Transfer from Operating Reserve	-	-	-	-	(70,000)	(70,000)	(437,482)	(75,000)	(505,482)	(1,395,000)
TOTAL REVENUE	-	-	(823,404)	-	(70,000)	(893,404)	(1,298,999)	(936,517)	(1,366,999)	(2,256,517)
REQUISITION	**-**	**-**	**(27,390,697)**	**-**	**(154,527)**	**(27,545,224)**	**(27,916,060)**	**(28,525,796)**	**(29,147,734)**	**(29,790,438)**
*Percentage Increase over prior year							1.35%	2.18%	2.18%	2.20%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

3.717 Core Area Wastewater Asset and Reserve Summary
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

Core Area Wastewater Operations

Construction of the Core Area Wastewater Treatment Plant, Residuals Treatment Plant, pump stations and conveyance systems will be completed in 2020. The treatment plants, pump stations and conveyance systems provide tertiary wastewater treatment to the Core Area and Westshore Communities.

Summary

CAWW Reserve/Fund Summary	Estimate	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Maintenance Reserves	-	3,500,035	4,109,161	5,101,701	5,685,110	5,400,779
Equipment Replacement Fund	-	3,502,172	3,581,825	3,869,455	3,960,500	3,659,750
Total projected year end balance	**-**	**7,002,207**	**7,690,986**	**8,971,156**	**9,645,610**	**9,060,529**

See attached reserve schedules for projected annual cash flows.

3.717 Core Area Wastewater Operations
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Core Area Wastewater Operations

Starting in 2021, the operating reserve account is established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expenses and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105543	2020	2021	2022	2023	2024	2025
Beginning Balance	-	-	3,500,035	4,109,161	5,101,701	5,685,110
Planned Purchase	-	(70,000)	(437,482)	(75,000)	(505,482)	(1,395,000)
Transfer from Ops Budget	-	1,026,086	1,046,608	1,067,540	1,088,891	1,110,669
Transfer from Ops reserve 3.710	-	1,028,351	-	-	-	-
Transfer from Ops reserve 3.712	-	946,499	-	-	-	-
Transfer from Ops reserve 3.713	-	236,286	-	-	-	-
Transfer from Ops reserve 3.715	-	332,813	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	**-**	**3,500,035**	**4,109,161**	**5,101,701**	**5,685,110**	**5,400,779**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

3.717 Core Area Wastewater
Equipment Replacement Reserve Fund Schedule
2021 - 2025 Financial Plan

ERF Reserve Fund Schedule CAWW

ERF: CAWW Fund for Equipment Replacement

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the CAWW System. Example motors, pumps etc.

Equipment Replacement Fund- CAWW	**Estimate**	**Budget**				
Fund: 1022 Fund Center: 102229	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	-	-	3,502,172	3,581,825	3,869,455	3,960,500
Planned Purchase (Based on Capital Plan)	-	-	(202,337)	-	(202,337)	(600,000)
Transfer IN (from Ops Budget)	-	276,461	281,990	287,630	293,382	299,250
Transfer from ERF reserve 3.710	-	1,944,275	-	-	-	-
Transfer from ERF reserve 3.712	-	873,319	-	-	-	-
Transfer from ERF reserve 3.713	-	408,117	-	-	-	-
Interest Income*	-	-	-	-	-	-
Ending Balance $	**-**	**3,502,172**	**3,581,825**	**3,869,455**	**3,960,500**	**3,659,750**

Assumptions/Background:
Transfer remaining balance from trunk budgets to fund amalgamated Core Area Wastewater service equipment reserve fund.

* Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Debt - Core Area Wastewater Treatment Program

COMMITTEE OF THE WHOLE

OCTOBER 2020

3.798C - CORE AREA WASTEWATER CAPITAL	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	ongoing	one time	2021 TOTAL	FUTURE PROJECTIONS 2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Viewfield Property Operations	150,350	112,827	-	-	-	-	-	-	-	-
Salaries & wages	1,774,170	1,396,589	-	-	-	-	-	-	-	-
Allocations	1,013,297	692,889	-	-	-	-	-	-	-	-
Contract for services	1,171,500	1,171,500	-	-	-	-	-	-	-	-
Operating expenses	2,079,091	1,326,411	-	-	-	-	-	-	-	-
Supplies	459,589	481,777	-	-	-	-	-	-	-	-
WTP Pre-Operation and Operating Costs	6,497,647	5,069,166	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**6,647,997**	**5,181,993**	**-**	-	-	**-**	**-**	**-**	**-**	**-**
CAPITAL / RESERVE										
Transfer to Operating Reserve	6,647,970	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Reserve	727,918	-	-	-	-	-	-	-	-	-
Transfer to CAWTP Capital	16,749,355	30,940,930	-	-	-	-	-	-	-	-
Transfer to RTF Capital	-	-	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	-	-	2,721,119	-	-	2,721,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer to WTP Debt Retirement Reserve	-	-	6,318,949	-	-	6,318,949	4,590,106	4,590,106	630,000	4,971,429
TOTAL CAPITAL / RESERVES	**24,125,243**	**30,940,930**	**14,569,813**	-	-	**14,569,813**	**12,840,970**	**12,840,970**	**8,880,864**	**13,222,293**
						-				
CAWTP Debt	6,362,080	4,929,887	6,277,610	-	-	6,277,610	8,006,453	8,006,452	11,966,559	7,625,130
CAWW Debt	-	-	-	-	-	-	887,158	1,640,048	2,223,921	2,907,668
Total Debt Expenditures	6,362,080	4,929,887	6,277,610	-	-	6,277,610	8,893,611	9,646,500	14,190,480	10,532,798
MFA Debt Reserve	214,619	14,619	315,710	-	117,000	432,710	113,710	91,710	104,710	109,710
						-				
TOTAL OPERATING COSTS	**37,349,939**	**41,067,429**	**21,163,133**	-	117,000	**21,280,133**	**21,848,291**	**22,579,180**	**23,176,054**	**23,864,801**
*Percentage Increase over prior year						-43.0%	2.7%	3.3%	2.6%	3.0%
FUNDING SOURCES (REVENUE)										
Operating Surplus	-	724,602	-	-	-	-	-	-	-	-
Surplus Balance carry forward	-	-	(724,602)	-	-	(724,602)	-	-	-	-
Transfer from Own funds	(840,000)	(840,000)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,019,719)	(1,019,719)	(540,451)	-	-	(540,451)	(540,451)	(540,451)	(540,451)	(540,451)
Revenue - Other	(490,220)	(221,377)	(20,220)	-	-	(20,220)	(20,220)	(20,220)	(20,220)	(20,220)
Gain on sale of property	-	(4,710,935)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(2,349,939)**	**(6,067,429)**	**(1,285,273)**	**-**	-	**(1,285,273)**	**(560,671)**	**(560,671)**	**(560,671)**	**(560,671)**
						-				
REQUISITION	**(35,000,000)**	**(35,000,000)**	**(19,877,860)**	-	**(117,000)**	**(19,994,860)**	**(21,287,620)**	**(22,018,509)**	**(22,615,383)**	**(23,304,130)**
*Percentage Increase over prior year requisition						-42.9%	6.5%	3.4%	2.7%	3.0%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	3.798C Core Area Wastewater	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$7,128,745	$35,200,000	$19,125,264	$14,891,918	$16,743,472	$18,445,066	$104,405,720
Vehicles		$425,000	$425,000	$0	$0	$0	$0	$425,000
		$7,553,745	**$35,625,000**	**$19,125,264**	**$14,891,918**	**$16,743,472**	**$18,445,066**	**$104,830,720**
SOURCE OF FUNDS								
Capital Funds on Hand		$7,553,745	$7,553,745	$7,385,264	$5,591,918	$5,593,472	$5,595,066	$31,719,465
Debenture Debt (New Debt Only)		$0	$28,071,255	$11,740,000	$9,300,000	$11,150,000	$12,850,000	$73,111,255
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$7,553,745	**$35,625,000**	**$19,125,264**	**$14,891,918**	**$16,743,472**	**$18,445,066**	**$104,830,720**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.798C
Service Name: Core Area Wastewater Capital

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
MCLOUGHLIN WASTEWATER TREATMENT PLANT													
The new McLoughlin WWTP is being commissioned and should be fully operational by December 31, 2020. This is a new facility and should not require any significant projects in the first several years, but some upgrades maybe required to improve operational performance and/or health and safety issues that may become known after the plant is in full operation.													
16-01	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$211,900,000	S	Cap	$7,128,745	$7,128,745	$7,385,264	$5,591,918	$5,593,472	$5,595,066	$31,294,465
16-01	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$101,100,000	S	Debt	$0	$16,371,255	$0	$0	$0	$0	$16,371,255
20-02	New	New Fleet Purchases	9 new vehicles (3 EIC, 3 mechanical trades, 3 operations); 1 spider crane; 1 scissor lift; 1 portable hotsy	$850,000	V	Cap	$425,000	$425,000	$0	$0	$0	$0	$425,000
PUMP STATIONS													
21-01	Renewal	Lang Cove Electrical and Building Upgrades	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.	$350,000	S	Debt	$0	$100,000	$250,000	$0	$0	$0	$350,000
21-02	Renewal	Marigold Electrical and Building Upgrades	Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.	$2,250,000	S	Debt	$0	$400,000	$1,850,000	$0	$0	$0	$2,250,000
21-03	Renewal	Currie Major Electrical and Siesmic Upgrades	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs. Assessment and VFD replacement in 2021 and other upgrades in 2022.	$2,300,000	S	Debt	$0	$400,000	$0	$0	$1,900,000	$0	$2,300,000
21-04	Renewal	Craigflower Odour Control Upgrade	Increasing flows and off-gassing from the cortex drop are generating higher odours than expected. Imrpovements are required to mitigate odours and address health and safety concerns.	$400,000	S	Debt	$0	$400,000	$0	$0	$0	$0	$400,000
21-05	Replacement	Harling PS - Complete Replacement	Replacement of Harling Point PS is based on Delcan's 2013 condition assessment. The preliminary design was completed in 2018. Detailed Design will be completed in 2021 and construction in 2022.	$1,900,000	S	Debt	$0	$200,000	$1,700,000	$0	$0	$0	$1,900,000
22-01	Renewal	Odour Control HVAC Testing and Balancing	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.	$200,000	S	Debt	$0	$0	$200,000	$0	$0	$0	$200,000
24-01	Renewal	Trent PLC Upgrade	The PLC needs to be upgraded to meet new software standards.	$250,000	S	Debt	$0	$0	$0	$0	$250,000	$0	$250,000
24-02	Renewal	Hood Mechanical and Electrical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.	$420,000	S	Debt	$0	$0	$0	$0	$420,000	$0	$420,000
24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.	$230,000	S	Debt	$0	$0	$0	$0	$230,000	$0	$230,000
24-04	Renewal	Humber Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	$290,000	S	Debt	$0	$0	$0	$0	$290,000	$0	$290,000
24-05	Renewal	Rutland Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	$290,000	S	Debt	$0	$0	$0	$0	$290,000	$0	$290,000
24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.	$670,000	S	Debt	$0	$0	$0	$0	$120,000	$550,000	$670,000
GRAVITY SEWERS AND MANHOLES													
21-06	Renewal	Shoreline Trunk Sewer Upgrade	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.	$2,400,000	S	Debt	$0	$100,000	$100,000	$2,000,000	$0	$0	$2,200,000

FIVE YEAR FINANCIAL PLAN													
Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-07	New	Western Trunk Sewer Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon. Complete an options study in 2021/22 and detailed design/construction between 2026-2030.	$15,000,000	S	Debt	$0	$200,000	$200,000	$0	$0	$0	$400,000
21-08	Replacement	Boundary Odour Control Replacement	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a new carbon scrubber located closer to Gorge Siphon inlet chamber maybe more effective.	$400,000	S	Debt	$0	$400,000	$0	$0	$0	$0	$400,000
21-09	Renewal	Bowker Sewer Rehabilitation	Based on results of CCTV inspection about 1,685m of sewer from North Dairy to Richmond and 1,860m from Foul Bay to Currie PS needs to be relined.	$8,600,000	S	Debt	$0	$4,300,000	$4,300,000	$0	$0	$0	$8,600,000
21-10	Renewal	Sewer Cleaning and Inspection	Regional sewers should be cleaned and inspected on a 5-year cycle. The trunk sewers from Prospect to Currie PS and from Bushby to Clover PS will be inspected in 2021. The 5-year cycle will recommence in 2024.	$450,000	S	Debt	$0	$150,000	$0	$0	$150,000	$150,000	$450,000
21-11	Renewal	Manhole Repairs and Replacement	Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's will start in 2021.	$1,500,000	S	Debt	$0	$500,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
23-01	Renewal	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.	$300,000	S	Debt	$0	$0	$0	$300,000	$0	$0	$300,000
PRESSURE PIPES AND APPURTENANCES													
21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	The control gates are siezed on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.	$500,000	S	Debt	$0	$500,000	$0	$0	$0	$0	$500,000
21-13	New	Craigflower Forcemain Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.	$9,600,000	S	Debt	$0	$300,000	$300,000	$4,500,000	$4,500,000	$0	$9,600,000
21-14	Renewal	Marigold Siphon Assessment	The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.	$8,300,000	S	Debt	$0	$400,000	$0	$0	$0	$7,900,000	$8,300,000
22-02	Renewal	Gorge and Harriet Siphon Assessment	The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	$250,000	S	Debt	$0	$0	$250,000	$0	$0	$0	$250,000
23-02	Renewal	Penrhyn Siphon Assessment	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	$400,000	$0	$0	$400,000
24-07	Renewal	Parsons Siphon Assessment	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	$0	$400,000	$0	$400,000
25-01	Renewal	Admirals Siphon Assessment	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	$0	$0	$400,000	$400,000
FLOW METERS													
21-15	Replacement	Parsons Meter Replacement	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).	$250,000	S	Debt	$0	$250,000	$0	$0	$0	$0	$250,000
21-16	New	Gorge & Chapman Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.	$130,000	S	Debt	$0	$130,000	$0	$0	$0	$0	$130,000
21-17	New	Esquimalt Nation Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.	$200,000	S	Debt	$0	$200,000	$0	$0	$0	$0	$200,000
21-18	New	Shoreline Trunk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.	$240,000	S	Debt	$0	$50,000	$190,000	$0	$0	$0	$240,000
21-19	New	Selkirk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).	$190,000	S	Debt	$0	$190,000	$0	$0	$0	$0	$190,000
21-20	Replacement	Haultain, Hereward, Langford Replacement	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.	$40,000	S	Debt	$0	$40,000	$0	$0	$0	$0	$40,000
21-21	Replacement	Penrhyn Meter	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.	$90,000	S	Debt	$0	$90,000	$0	$0	$0	$0	$90,000
GENERAL													
21-22	Study	Asset Management Plan Update	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.	$250,000	**S**	Debt	$0	$250,000	$0	$0	$0	$0	$250,000
21-23	Study	DCC Program Development	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.	$400,000	**S**	Debt	$0	$300,000	$100,000	$0	$0	$0	$400,000
21-24	Renewal	Record Drawing and Wastewater Agreement Updates	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.	$500,000	**S**	Debt	$0	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-25	Renewal	SCADA and Radio Assessment	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. Replacement will happen over many years commencing in 2022.	$3,150,000	**S**	Debt	$0	$150,000	$750,000	$750,000	$750,000	$750,000	$3,150,000

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
22-03	Renewal	Acquisition of Outstanding Right-of-Ways	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.	$1,200,000	S	Debt	$0	$0	$200,000	$0	$0	$1,000,000	$1,200,000
21-26	Replacement	Annual Provisional Emergency Repairs	Unforeseen and unplanned emergency repairs can occur which require immediate attention.	$5,000,000	S	Debt	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$5,000,000
OUTFALLS													
24-08	Renewal	Clover Point Outfall Retrofit	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.	$500,000	S	Debt	$0	$0	$0	$0	$500,000	$0	$500,000
25-02	Renewal	Macaulay Point Outfall Retrofit	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.	$750,000	S	Debt	$0	$0	$0	$0	$0	$750,000	$750,000
RESIDUAL SOLIDS													
21-27	New	Biosolids Beneficial Use Building	Modular storage facility for mixing biosolids for application at Hartland.	$300,000	S	Debt	$0	$300,000	$0	$0	$0	$0	$300,000
21-28	New	Lafarge Biosolids Receiving	Lafarge Biosolids Receiving Silo Interconnect or Purchase of two used Pneumatic Bulk Trailers	$250,000	S	Debt	$0	$250,000	$0	$0	$0	$0	$250,000
21-29	Renewal	Quonset removal	Demo old storage facility	$50,000	S	Debt	$0	$50,000	$0	$0	$0	$0	$50,000
			GRAND TOTAL	**$385,390,000**			**$7,553,745**	**$35,625,000**	**$19,125,264**	**$14,891,918**	**$16,743,472**	**$18,445,066**	**$104,830,720**

Service: 3.798C **Core Area Wastewater Capital**

Proj. No.	16-01	**Capital Project Title**	CAWTP	**Capital Project Description**	Wastewater Treatment Project (including WWTP, RTF, Conveyance)
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as “Class A” Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.

Proj. No.	20-02	**Capital Project Title**	New Fleet Purchases	**Capital Project Description**	9 new vehicles (3 EIC, 3 mechanical trades, 3 operations); 1 spider crane; 1 scissor lift; 1 portable hotsy
Asset Class	V	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale Capital purchases required for integration with CRD operations and wastewater treatment system start-up. Purchases include vehicles and equipment.

Proj. No.	21-01	**Capital Project Title**	Lang Cove Electrical and Building Upgrades	**Capital Project Description**	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale *Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.*

Proj. No.	21-02	**Capital Project Title**	Marigold Electrical and Building Upgrades	**Capital Project Description**	Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale *Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.*

Service: 3.798C **Core Area Wastewater Capital**

Proj. No.	21-03	**Capital Project Title**	Currie Major Electrical and Siesmic Upgrades	**Capital Project Description**	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs. Assessment and VFD replacement in 2021 and other upgrades in 2022.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs. Assessment and VFD replacement in 2021 and other upgrades in 2022.*				

Proj. No.	21-04	**Capital Project Title**	Craigflower Odour Control Upgrade	**Capital Project Description**	Increasing flows and off-gassing from the cortex drop are generating higher odours than expected. Imrpovements are required to mitigate odours and address health and safety concerns.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Increasing flows and off-gassing from the cortex drop are generating higher odours than expected. Imrpovements are required to mitigate odours and address health and safety concerns.*				

Proj. No.	21-05	**Capital Project Title**	Harling PS - Complete Replacement	**Capital Project Description**	Replacement of Harling Point PS is based on Delcan's 2013 condition assessment. The preliminary design was completed in 2018. Detailed Design will be completed in 2021 and construction in 2022.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replacement of Harling Point PS is based on Delcan's 2013 condition assessment. The preliminary design was completed in 2018. Detailed Design will be completed in 2021 and construction in 2022.*				

Proj. No.	22-01	**Capital Project Title**	Odour Control HVAC Testing and Balancing	**Capital Project Description**	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.*				

Proj. No.	24-01	**Capital Project Title**	Trent PLC Upgrade	**Capital Project Description**	The PLC needs to be upgraded to meet new software standards.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The PLC needs to be upgraded to meet new software standards and maintain reliability.*				

Service: 3.798C **Core Area Wastewater Capital**

Proj. No.	24-02	**Capital Project Title**	Hood Mechanical and Electrical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.*				

Proj. No.	24-03	**Capital Project Title**	Currie Minor Mechanical and Electrical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.*				

Proj. No.	24-04	**Capital Project Title**	Humber Electrical and Mechanical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.*				

Proj. No.	24-05	**Capital Project Title**	Rutland Electrical and Mechanical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.*				

Proj. No.	24-06	**Capital Project Title**	Penrhyn Electrical and Mechanical Renewal	**Capital Project Description**	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.*				

Service: 3.798C Core Area Wastewater Capital

Proj. No.	21-06	**Capital Project Title**	Shoreline Trunk Sewer Upgrade	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale *The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.*

Proj. No.	21-07	**Capital Project Title**	Western Trunk Sewer Twinning	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon. Complete an options study in 2021/22 and detailed design/construction between 2026-2030.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale *The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon. Complete an options study in 2021/22 and detailed design/construction between 2026-2030.*

Proj. No.	21-08	**Capital Project Title**	Boundary Odour Control Replacement	**Capital Project Description**	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a new carbon scrubber located closer to Gorge Siphon inlet chamber maybe more effective.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale *The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a new carbon scrubber located closer to Gorge Siphon inlet chamber maybe more effective.*

Proj. No.	21-09	**Capital Project Title**	Bowker Sewer Rehabilitation	**Capital Project Description**	Based on results of CCTV inspection about 1,685m of sewer from North Dairy to Richmond and 1,860m from Foul Bay to Currie PS needs to be relined.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater

Project Rationale *Based on results of CCTV inspection about 1,685m of sewer from North Dairy to Richmond and 1,860m from Foul Bay to Currie PS needs to be relined.*

Service: 3.798C Core Area Wastewater Capital

Proj. No.	21-10	**Capital Project Title**	Sewer Cleaning and Inspection	**Capital Project Description**	Regional sewers should be cleaned and inspected on a 5-year cycle. The trunk sewers from Prospect to Currie PS and from Bushby to Clover PS will be inspected in 2021. The 5-year cycle will recommence in 2024.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Regional sewers should be cleaned and inspected on a 5-year cycle. The trunk sewers from Prospect to Currie PS and from Bushby to Clover PS will be inspected in 2021. The 5-year cycle will recommence in 2024.*				

Proj. No.	21-11	**Capital Project Title**	Manhole Repairs and Replacement	**Capital Project Description**	Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's will start in 2021.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's will start in 2021.*				

Proj. No.	23-01	**Capital Project Title**	Cecelia Ravine Pipe Protection	**Capital Project Description**	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.*				

Proj. No.	21-12	**Capital Project Title**	Gorge Siphon Inlet Chamber Upgrade	**Capital Project Description**	The control gates are siezed on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The control gates are siezed on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.*				

Proj. No.	21-13	**Capital Project Title**	Craigflower Forcemain Twinning	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.*				

Service: 3.798C **Core Area Wastewater Capital**

Proj. No.	21-14	**Capital Project Title**	Marigold Siphon Assessment	**Capital Project Description**	The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.*				

Proj. No.	22-02	**Capital Project Title**	Gorge and Harriet Siphon Assessment	**Capital Project Description**	The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.*				

Proj. No.	23-02	**Capital Project Title**	Penrhyn Siphon Assessment	**Capital Project Description**	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.*				

Proj. No.	24-07	**Capital Project Title**	Parsons Siphon Assessment	**Capital Project Description**	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.*				

Proj. No.	25-01	**Capital Project Title**	Admirals Siphon Assessment	**Capital Project Description**	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.*				

Service: 3.798C **Core Area Wastewater Capital**

Proj. No.	21-15	**Capital Project Title**	Parsons Meter Replacement	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).*				

Proj. No.	21-16	**Capital Project Title**	Gorge & Chapman Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.*				

Proj. No.	21-17	**Capital Project Title**	Esquimalt Nation Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.*				

Proj. No.	21-18	**Capital Project Title**	Shoreline Trunk Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.*				

Proj. No.	21-19	**Capital Project Title**	Selkirk Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).*				

Service: 3.798C **Core Area Wastewater Capital**

Proj. No.	21-20	**Capital Project Title**	Haultain, Hereward, Langford Replacement	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.*				

Proj. No.	21-21	**Capital Project Title**	Penrhyn Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.*				

Proj. No.	21-22	**Capital Project Title**	Asset Management Plan Update	**Capital Project Description**	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.*				

Proj. No.	21-23	**Capital Project Title**	DCC Program Development	**Capital Project Description**	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.*				

Service: 3.798C **Core Area Wastewater Capital**

Proj. No.	21-24	**Capital Project Title**	Record Drawing and Wastewater Agreement Updates	**Capital Project Description**	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.*				

Proj. No.	21-25	**Capital Project Title**	SCADA and Radio Assessment	**Capital Project Description**	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. Replacement will happen over many years commencing in 2022.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements.*				

Proj. No.	22-03	**Capital Project Title**	Acquisition of Outstanding Right-of-Ways	**Capital Project Description**	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.*				

Proj. No.	21-26	**Capital Project Title**	Annual Provisional Emergency Repairs	**Capital Project Description**	Unforeseen and unplanned emergency repairs can occur which require immediate attention.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Funds are required for unforeseen and unplanned emergency repairs can occur which require immediate attention.*				

Service: 3.798C Core Area Wastewater Capital

Proj. No.	24-08	**Capital Project Title**	Clover Point Outfall Retrofit	**Capital Project Description**	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.*				

Proj. No.	25-02	**Capital Project Title**	Macaulay Point Outfall Retrofit	**Capital Project Description**	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.*				

Proj. No.	21-27	**Capital Project Title**	Biosolids Beneficial Use Building	**Capital Project Description**	Modular storage facility for mixing biosolids for application at Hartland.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Required for storage of Biosolids when Lafarge kiln maintenance is underway, estimated 2 months per year.*				

Proj. No.	21-28	**Capital Project Title**	Lafarge Biosolids Receiving	**Capital Project Description**	Lafarge Biosolids Receiving Silo Interconnect or Purchase of two used Pneumatic Bulk Trailers
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Required for offloading of Biosolids at Lafarge facility*				

Proj. No.	21-29	**Capital Project Title**	Quonset removal	**Capital Project Description**	Demo old storage facility
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Hartland expansion planned in storage facility location*				

3.798C Core Area Wastewater Capital Asset and Reserve Summary
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

Core Area Wastewater Capital

Construction of the Core Area Wastewater Treatment Plant, Residuals Treatment Plant, pump stations and conveyance systems will be completed in 2020. The treatment plants, pump stations and conveyance systems provide tertiary wastewater treatment to the Core Area and Westshore Communities.

Summary

CAWW Capital Reserve/Fund Summary	Estimate	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Capital Reserve Fund	-	2,721,119	5,442,239	8,163,358	10,884,478	13,605,597
Debt Repayment reserve	-	7,182,587	12,676,835	18,171,083	19,705,224	25,580,795
Total projected year end balance	**-**	**9,903,706**	**18,119,074**	**26,334,441**	**30,589,702**	**39,186,392**

See attached reserve schedules for projected annual cash flows.

3.798C Core Area Wastewater Capital
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule - CAWW Capital

Capital Reserve Fund CAWW

Reserve fund for Core Area Wastewater system capital renewal.

Reserve Fund: 3.798C CAWW Capital Reserve Fund

	Actual	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	-	-	2,721,119	5,442,239	8,163,358	10,884,478
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer from Capital Budget	-	2,721,119	2,721,119	2,721,119	2,721,119	2,721,119
Interest Income*	-	-	-	-	-	-
Ending Balance $	**-**	**2,721,119**	**5,442,239**	**8,163,358**	**10,884,478**	**13,605,597**

Assumptions/Background:
Basis, total planned capital renewal (15 - 25 years) per Stantec $52.2M.

3.798C Core Area Wastewater Capital
Debt Reserve Fund Schedule
2021 - 2025 Financial Plan

Debt Repayment Reserve Fund Schedule - CAWW Capital

Debt Repayment Reserve Fund

Reserve fund for payment of debt servicng costs and repayment of debts issued to fund the Core Area Wastewater Treatment Project.

Reserve Fund: 3.798C CAWW Capital Debt Repayment Reserve Fund

	Actual	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	-	-	7,182,587	12,676,835	18,171,083	19,705,224
Planned Accelerated Debt Repayment	-	-	-	-	(4,341,430)	-
Transfer from Capital Budget	-	7,182,587	5,494,248	5,494,248	5,875,571	5,875,571
Interest Income*	-	-	-	-	-	-
Ending Balance $	**-**	**7,182,587**	**12,676,835**	**18,171,083**	**19,705,224**	**25,580,795**

Assumptions/Background:
All CAWTP debts to be repaid on first renewal - year 10.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

IW - Environmental Operations

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 1.577 IW - Environmental Operations **Committee: Core Area Liquid Waste Management**

DEFINITION:

To provide operations services to all water and wastewater functions of the Capital Regional District. Cost of this service is totally allocated to functions using Operations Division.

PARTICIPATION:

Method of cost allocation is on an hourly basis for services rendered to water and wastewater functions.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Water and Wastewater services of the CRD.

Change in Budget 2020 to2021 Service: 1.577	Total Expenditure	Comments
2020 Budget	**8,070,926**	
Change in Salaries:		
CAWW positions budgeted in 2020	1,775,000	Staffing costs budgeted in CAWTP Pre-ops
CAWW Annualization of 2020 IBC	396,000	Annualization of 2020 Staffing costs in CAWTP - Partial year hires in 2020
Base salary change	196,000	Inclusive of collective agreement changes
Step increase/paygrade change	104,000	Positions hired in 2020 in CAWW
FTE New positions	347,000	IBC 8a-1.1 Wastewater Management
Total Change in Salaries	2,818,000	
Other Changes:		
Allocations	189,000	Standard and HR allocation increases
Vehicle costs	92,000	Ops costs for additional vehicles purchased
Supplies, office and general	384,241	Incremental costs associated with staffing count
Transfer to own funds and ERF	72,250	Increased to support equipment and vehicles replacement cycles
Total Other Changes	737,491	
2021 Budget	**11,626,417**	
% expense increase from 2020:	***44.1%***	
% Requisition increase from 2020 (if applicable):	***0.0%***	*Requisition funding is (0)% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

2020 Budget to Estimated Actuals:
There is a one time favorable variance of $309k due mainly to recoveries on salaries and related costs, partially offset by increases in wages and benefits. This variance will be moved to Operating Reserve Fund, which has an expected year end balance of $640k before this transfer.

1.577 - ENVIRONMENTAL SERVICES - OPERATIONS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	ONGOING	ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
IWS OPERATIONS - OPERATIONS	7,845,803	8,206,720	11,328,794	-	-	11,328,794	11,510,985	11,755,783	12,004,683	12,258,854
TOTAL OPERATING COSTS	**7,845,803**	**8,206,720**	**11,328,794**	**-**	**-**	**11,328,794**	**11,510,985**	**11,755,783**	**12,004,683**	**12,258,854**
*Percentage Increase over prior year	0.00%	4.60%	44.39%	0.00%	0.00%	44.39%	1.61%	2.13%	2.12%	2.12%
CAPITAL / RESERVE										
Transfer to Own Funds	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	225,123	225,123	297,623	-	-	297,623	297,623	297,623	297,623	297,623
Transfer to Operating Reserve Fund	-	308,676	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	225,123	533,799	297,623	-	-	297,623	297,623	297,623	297,623	297,623
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	8,070,926	8,740,519	11,626,417	-	-	11,626,417	11,808,608	12,053,406	12,302,306	12,556,477
*Percentage Increase over prior year						44.05%	1.57%	2.07%	2.06%	2.07%
Internal Recoveries	(7,978,526)	(8,736,451)	(11,534,017)	-	-	(11,534,017)	(11,716,208)	(11,961,006)	(12,209,906)	(12,464,077)
OPERATING COSTS LESS INTERNAL RECOVERIES	92,400	4,068	92,400	-	-	92,400	92,400	92,400	92,400	92,400
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Funds Carried Forward										
Recovery other	(92,400)	(4,068)	(92,400)	-	-	(92,400)	(92,400)	(92,400)	(92,400)	(92,400)
TOTAL REVENUE	(92,400)	(4,068)	(92,400)	-	-	(92,400)	(92,400)	(92,400)	(92,400)	(92,400)
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
IWS Operations	44.89	44.89	48.89			67.89	67.89	67.89	67.89	67.89
CAWTP (2020 FTE moved to 1.577 in 2021)	-	-	19.00							

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.577 IW - Environmental Operations		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$779,200	$604,600	$418,100	$311,400	$379,300	$2,492,600
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$779,200**	**$604,600**	**$418,100**	**$311,400**	**$379,300**	**$2,492,600**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$779,200	$604,600	$418,100	$311,400	$379,300	$2,492,600
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$779,200**	**$604,600**	**$418,100**	**$311,400**	**$379,300**	**$2,492,600**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.577
Service Name: IW - Environmental Operations

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-02	Replacement	Replace Computer Equipment	Computer replacements per IT cycle.	$100,000	E	ERF	$0	$20,000	$20,000	$20,000	$20,000	$0	$80,000
18-03	Replacement	Replace ERF Equipment	End of life replacement equipment; gas techs, mechanical, electrical, SCADA/Controls.	$150,000	E	ERF	$0	$30,000	$30,000	$30,000	$30,000	$0	$120,000
18-04	Replacement	SCADA Server Infrastructure Upgrade	Upgrade SCADA server to be under IT care/control	$200,000	E	ERF	$0	$80,000	$80,000	$0	$0	$0	$160,000
19-01	Replacement	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life	$40,000	E	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
19-02	Replacement	Replace IWOps Vehicle F00932	Vehicle replacement - end of life	$150,000	E	ERF	$0	$150,000	$0	$0	$0	$0	$150,000
19-03	Replacement	Replace IWOps Vehicle F00994	Vehicle replacement - end of life	$40,400	E	ERF	$0	$0	$0	$40,400	$0	$0	$40,400
19-05	Replacement	Replace IWOps Vehicle F01081	Vehicle replacement - end of life	$27,000	E	ERF	$0	$0	$27,000	$0	$0	$0	$27,000
19-07	Replacement	Furniture and Office Equipment Replacement	End of life replacement of furniture and office equipment	$75,000	E	ERF	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
20-02	Replacement	Replace IWOps Vehicle F11030	Vehicle replacement - end of life	$63,000	E	ERF	$0	$0	$63,000	$0	$0	$0	$63,000
20-03	Replacement	Replace IWOps Vehicle F12006	Vehicle replacement - end of life	$33,000	E	ERF	$0	$33,000	$0	$0	$0	$0	$33,000
20-04	Replacement	Replace IWOps Vehicle F12009	Vehicle replacement - end of life	$40,000	E	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
20-05	Replacement	Replace IWOps Vehicle F12024	Vehicle replacement - end of life	$32,200	E	ERF	$0	$32,200	$0	$0	$0	$0	$32,200
20-06	Replacement	Replace IWOps Vehicle F12002	Vehicle replacement - end of life	$35,000	E	ERF	$0	$0	$35,000	$0	$0	$0	$35,000
20-11	Replacement	Replace IWOps Vehicle F01080	Vehicle replacement - end of life	$35,000	E	ERF	$0	$0	$35,000	$0	$0	$0	$35,000
21-02	Replacement	Replace IWOps Vehicle F11033	Vehicle replacement - end of life	$40,000	E	ERF	$0	$40,000	$0	$0	$0	$0	$40,000
21-03	Replacement	Replace IWOps Vehicle F12029	Vehicle replacement - end of life	$33,000	E	ERF	$0	$33,000	$0	$0	$0	$0	$33,000
21-04	Replacement	Replace IWOps Vehicle F13002	Vehicle replacement - end of life	$33,000	E	ERF	$0	$33,000	$0	$0	$0	$0	$33,000
21-05	Replacement	Replace IWOps Vehicle F13009	Vehicle replacement - end of life	$33,000	E	ERF	$0	$33,000	$0	$0	$0	$0	$33,000
21-06	Replacement	Replace IWOps Vehicle F13010	Vehicle replacement - end of life	$33,000	E	ERF	$0	$33,000	$0	$0	$0	$0	$33,000
21-07	Replacement	Replace IWOps Vehicle (mini excavator) F01103	Vehicle replacement - end of life	$40,000	E	ERF	$0	$0	$40,000	$0	$0	$0	$40,000
21-08	Replacement	Replace mechanical equipment	Replace gas powered snow blower	$5,000	E	ERF	$0	$5,000	$0	$0	$0	$0	$5,000
21-09	Replacement	Replace mechanical equipment	Replace welding Table	$5,000	E	ERF	$0	$5,000	$0	$0	$0	$0	$5,000
21-10	Replacement	Replace mechanical equipment	Replace Mag Drill	$2,000	E	ERF	$0	$2,000	$0	$0	$0	$0	$2,000
21-11	Replacement	Replace mechanical equipment	Oil transfer skid	$30,000	E	ERF	$0	$30,000	$0	$0	$0	$0	$30,000
21-12	Study	Operational Technology (SCADA) Security Review	Operational Technology (SCADA) Security Review	$100,000	E	ERF	$0	$100,000	$0	$0	$0	$0	$100,000
22-01	Replacement	SPWWTP - Skid Steer F18036	Vehicle replacement - end of life	$60,000	E	ERF	$0	$0	$60,000	$0	$0	$0	$60,000
22-02	Replacement	Burgoyne - Skid Steer F19005	Vehicle replacement - end of life	$60,000	E	ERF	$0	$0	$60,000	$0	$0	$0	$60,000
22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	Vehicle replacement - end of life	$25,000	E	ERF	$0	$25,000	$0	$0	$0	$0	$25,000
22-06	Replacement	Replace IWOps Vehicle F11027 2010 Mercedes Sprinter 2500 Van	Vehicle replacement - end of life	$58,400	E	ERF	$0	$0	$58,400	$0	$0	$0	$58,400
22-04	Replacement	Replace IWOps Vehicle FWP076 2011 Ford F250	Vehicle replacement - end of life	$41,200	E	ERF	$0	$0	$41,200	$0	$0	$0	$41,200
22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota Tractor	Vehicle replacement - end of life	$40,000	E	ERF	$0	$0	$40,000	$0	$0	$0	$40,000
23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer	Vehicle replacement - end of life	$29,300	E	ERF	$0	$0	$0	$29,300	$0	$0	$29,300
23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator Trailer	Vehicle replacement - end of life	$30,000	E	ERF	$0	$0	$0	$30,000	$0	$0	$30,000
23-03	Replacement	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	Vehicle replacement - end of life	$19,400	E	ERF	$0	$0	$0	$19,400	$0	$0	$19,400
23-04	Replacement	Replace IWOps Trailer F00845 1999 Ublit Generator Trailer	Vehicle replacement - end of life	$61,600	E	ERF	$0	$0	$0	$61,600	$0	$0	$61,600
23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	Vehicle replacement - end of life	$5,800	E	ERF	$0	$0	$0	$5,800	$0	$0	$5,800
23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	Vehicle replacement - end of life	$6,000	E	ERF	$0	$0	$0	$6,000	$0	$0	$6,000
23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	Vehicle replacement - end of life	$4,600	E	ERF	$0	$0	$0	$4,600	$0	$0	$4,600
23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace American Trailer	Vehicle replacement - end of life	$10,000	E	ERF	$0	$0	$0	$10,000	$0	$0	$10,000

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
23-09	Replacement	Replace IWOps Trailer F01065 2009 Load Bank Trailer	Vehicle replacement - end of life	$146,000	E	ERF	$0	$0	$0	$146,000	$0	$0	$146,000
24-01	Replacement	Replace IWOps Vehicle F13012	Vehicle replacement - end of life	$63,000	E	ERF	$0	$0	$0	$0	$63,000	$0	$63,000
24-02	Replacement	Replace IWOps Trailer F00774 1998 G & M Generator Trailer	Vehicle replacement - end of life	$183,400	E	ERF	$0	$0	$0	$0	$183,400	$0	$183,400
25-01	Replacement	Replace IWOps Vehicle F16012 2017 Ford Transit 250 Cargo Van	Vehicle replacement - end of life	$44,900	E	ERF	$0	$0	$0	$0	$0	$44,900	$44,900
25-02	Replacement	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	Vehicle replacement - end of life	$64,400	E	ERF	$0	$0	$0	$0	$0	$64,400	$64,400
25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	Vehicle replacement - end of life	$37,800	E	ERF	$0	$0	$0	$0	$0	$37,800	$37,800
25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	Vehicle replacement - end of life	$37,800	E	ERF	$0	$0	$0	$0	$0	$37,800	$37,800
25-05	Replacement	Replace IWOps Vehicle F17010 2017 Ford F150	Vehicle replacement - end of life	$37,800	E	ERF	$0	$0	$0	$0	$0	$37,800	$37,800
25-06	Replacement	Replace IWOps Vehicle F17015 2017 Ford F150	Vehicle replacement - end of life	$43,100	E	ERF	$0	$0	$0	$0	$0	$43,100	$43,100
25-07	Replacement	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	Vehicle replacement - end of life	$63,600	E	ERF	$0	$0	$0	$0	$0	$63,600	$63,600
25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	Vehicle replacement - end of life	$34,900	E	ERF	$0	$0	$0	$0	$0	$34,900	$34,900
			GRAND TOTAL	**$2,582,600**			**$0**	**$779,200**	**$604,600**	**$418,100**	**$311,400**	**$379,300**	**$2,492,600**

Service: 1.577 **IW - Environmental Operations**

Proj. No.	18-02	**Capital Project Title**	Replace Computer Equipment	**Capital Project Description**	Computer replacements per IT cycle.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace Computer Equipment - Computer replacements per IT cycle.*				

Proj. No.	18-03	**Capital Project Title**	Replace ERF Equipment	**Capital Project Description**	End of life replacement equipment; gas techs, mechanical, electrical, SCADA/Controls.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace ERF Equipment - Gas Tech Replacements Core and Saan Pen*				

Proj. No.	18-04	**Capital Project Title**	SCADA Server Infrastructure Upgrade	**Capital Project Description**	Upgrade SCADA server to be under IT care/control
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*SCADA Server Infrastructure Upgrade - Upgrade SCADA server to be under IT care/control*				

Proj. No.	19-01	**Capital Project Title**	Replace IWOps Vehicle FQS014	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle FQS014 - Vehicle replacement - end of life*				

Proj. No.	19-02	**Capital Project Title**	Replace IWOps Vehicle F00932	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F00932 - Vehicle replacement - end of life*				

Service: 1.577 **IW - Environmental Operations**

Proj. No.	19-03	**Capital Project Title**	Replace IWOps Vehicle F00994	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F00994 - Vehicle replacement - end of life*				

Proj. No.	19-05	**Capital Project Title**	Replace IWOps Vehicle F01081	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F01081 - Vehicle replacement - end of life*				

Proj. No.	19-07	**Capital Project Title**	Furniture and Office Equipment Replacement	**Capital Project Description**	End of life replacement of furniture and office equipment
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement of furniture and office equipment*				

Proj. No.	20-02	**Capital Project Title**	Replace IWOps Vehicle F11030	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F11030 - Vehicle replacement - end of life*				

Proj. No.	20-03	**Capital Project Title**	Replace IWOps Vehicle F12006	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F12006 - Vehicle replacement - end of life*				

Proj. No.	20-04	**Capital Project Title**	Replace IWOps Vehicle F12009	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F12009 - Vehicle replacement - end of life*				

Service: 1.577 IW - Environmental Operations

Proj. No.	20-05	**Capital Project Title**	Replace IWOps Vehicle F12024	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F12024 - Vehicle replacement - end of life*				

Proj. No.	20-06	**Capital Project Title**	Replace IWOps Vehicle F12002	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	20-11	**Capital Project Title**	Replace IWOps Vehicle F01080	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-02	**Capital Project Title**	Replace IWOps Vehicle F11033	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-03	**Capital Project Title**	Replace IWOps Vehicle F12029	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Service: 1.577 IW - Environmental Operations

Proj. No.	21-04	**Capital Project Title**	Replace IWOps Vehicle F13002	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-05	**Capital Project Title**	Replace IWOps Vehicle F13009	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-06	**Capital Project Title**	Replace IWOps Vehicle F13010	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-07	**Capital Project Title**	Replace IWOps Vehicle (mini excavator) F01103	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-08	**Capital Project Title**	Replace mechanical equipment	**Capital Project Description**	Replace gas powered snow blower
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Service: 1.577 IW - Environmental Operations

Proj. No.	21-09	**Capital Project Title**	Replace mechanical equipment	**Capital Project Description**	Replace welding Table
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-10	**Capital Project Title**	Replace mechanical equipment	**Capital Project Description**	Replace Mag Drill
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-11	**Capital Project Title**	Replace mechanical equipment	**Capital Project Description**	Oil transfer skid
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	21-12	**Capital Project Title**	Operational Technology (SCADA) Security Review	**Capital Project Description**	Operational Technology (SCADA) Security Review
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	22-01	**Capital Project Title**	SPWWTP - Skid Steer F18036	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale					

Service: 1.577 IW - Environmental Operations

Proj. No.	22-02	**Capital Project Title**	Burgoyne - Skid Steer F19005	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	22-03	**Capital Project Title**	Replace IWOps Vehicle - Scissor Lift - F15018	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	22-04	**Capital Project Title**	Replace IWOps Vehicle FWP076 2011 Ford F250	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	22-05	**Capital Project Title**	Replace IWOps Vehicle F01028 2007 Kubota Tractor	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	22-06	**Capital Project Title**	Replace IWOps Vehicle F11027 2010 Mercedes Sprinter 2500 Van	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Service: 1.577 **IW - Environmental Operations**

Proj. No.	23-01	**Capital Project Title**	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*Replace IWOps Vehicle F13012 - Vehicle replacement - end of life*				

Proj. No.	22-02	**Capital Project Title**	Burgoyne - Skid Steer F19005	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	23-03	**Capital Project Title**	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	23-04	**Capital Project Title**	Replace IWOps Trailer F00845 1999 Ublit Generator Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	23-05	**Capital Project Title**	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Service: 1.577 **IW - Environmental Operations**

Proj. No.	23-06	**Capital Project Title**	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	23-07	**Capital Project Title**	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	23-08	**Capital Project Title**	Replace IWOps Trailer F01052 2008 Pace American Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	23-09	**Capital Project Title**	Replace IWOps Trailer F01065 2009 Load Bank Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	24-01	**Capital Project Title**	Replace IWOps Vehicle F13012	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Service: 1.577 **IW - Environmental Operations**

Proj. No.	24-02	**Capital Project Title**	Replace IWOps Trailer F00774 1998 G & M Generator Trailer	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	25-01	**Capital Project Title**	Replace IWOps Vehicle F16012 2017 Ford Transit 250 Cargo Van	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	25-02	**Capital Project Title**	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	25-03	**Capital Project Title**	Replace IWOps Vehicle F17008 2017 Ford F150	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	25-04	**Capital Project Title**	Replace IWOps Vehicle F17009 2017 Ford F150	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Service: 1.577 **IW - Environmental Operations**

Proj. No.	25-05	**Capital Project Title**	Replace IWOps Vehicle F17010 2017 Ford F150	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	25-06	**Capital Project Title**	Replace IWOps Vehicle F17015 2017 Ford F150	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	25-07	**Capital Project Title**	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

Proj. No.	25-08	**Capital Project Title**	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	**Capital Project Description**	Vehicle replacement - end of life
Asset Class	E	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement*				

1.577 IW Environmental Operations Asset and Reserve Summary
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

IW Environmental Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers.

Summary

Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Maintenance Reserves	948,623	967,262	985,901	1,004,540	1,023,179	1,041,818
Equipment Replacement Fund	2,215,709	2,146,105	2,049,601	1,959,597	1,976,293	1,908,393
Total projected year end balance	**3,164,332**	**3,113,367**	**3,035,502**	**2,964,137**	**2,999,472**	**2,950,211**

See attached reserve schedules for projected annual cash flows.

1.577 IW ES Operations
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

IW ES Operations

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen op erating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105516	2020	2021	2022	2023	2024	2025
Beginning Balance	621,308	948,623	967,262	985,901	1,004,540	1,023,179
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	308,676	-	-	-	-	-
Interest Income*	18,639	18,639	18,639	18,639	18,639	18,639
Total projected year end balance	**948,623**	**967,262**	**985,901**	**1,004,540**	**1,023,179**	**1,041,818**

Assumptions/Background:
Funds are retained in the reserve for charge-out rate stabilization

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.577 IW ES Operations
Equipment Replacement Reserve Summary
2021 - 2025 Financial Plan

Asset Profile

IW Environmental Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers.

ERF Reserve Cash Flow

ERF: IW Wtr Mgmt Operations Senior Budget - Equipment Replacement for Equipment and Vehicles

Equipment Replacement Fund	Estimated	Budget				
Fund: 1022 Fund Center 101451	2020	2021	2022	2023	2024	2025
Beginning Balance	2,382,525	2,215,709	2,246,105	2,049,601	1,959,597	1,959,597
Planned Purchase (Based on Capital Plan)	(423,515)	(397,700)	(524,600)	(418,100)	(311,400)	(379,300)
Transfer from Operating Budget	225,123	297,623	297,623	297,623	297,623	297,623
Proceeds of Disposal	1,103					
Interest Income*	30,473	30,473	30,473	30,473	30,473	30,473
Total projected year end balance	**2,215,709**	**2,146,105**	**2,049,601**	**1,959,597**	**1,976,293**	**1,908,393**

Assumptions/Background:
ERF Reserve to fund replacement of equipment, and vehicles of the IW Operations Division.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Saanich Peninsula Water Supply

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service:	2.610	Saanich Peninsula Water Supply	Committee: Saanich Peninsula Water

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich /North Saanich/ Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Water rates and debt cost allocation to be established by bylaw, charged to the individual municipalities.

Bulk Water Rate
To cover 100% of operating costs, billed monthly to each municipality.

Requisition
To cover 100% of debt costs by formula: levy of $0.115 / $1,000 of total hospital assessments for all members plus 1/3 of balance on each of members: number of connections, specified area school assessments and population.

CAPITAL DEBT:

All Bylaws have expired.

Change in Budget 2020 to 2021

Service: 2.610 Saanich Peninsula Water Supply	**Total Expenditure**	**Comments**
2020 Budget	**6,957,371**	
Change in Salaries:		
Change in Labour	17,000	Labour charges (Salaries and overhead, including corpo
Total Change in Salaries	17,000	
Other Changes:		
Bulk Water Purchase	122,400	
Transfers to Capital Reserve	50,000	
Standard Overhead Allocation	15,980	
Other Costs	7,248	
Total Other Changes	195,628	
2021 Budget	**7,169,999**	
% expense increase from 2020:	***3.1%***	
% Requisition increase from 2020 (if applicable):	***n/a***	*Requisition funding is (x)% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Water sales and revenue are in line with budget for the year. Operating costs are $46,000 (3.0%) over budget due to one time unplanned corrective system maintenance. The transfer to the Capital Reserve Fund will be reduced by the net deficit of $52,000.

Program Group: CRD-Saanich Peninsula Water Supply

SUMMARY	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	2021 BUDGET REQUEST				FUTURE PROJECTIONS			
			CORE BUDGET	ONGOING	ONE-TIME	TOTAL (COL 4, 5 & 6)	2022	2023	2024	2025
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES:										
ALLOCATION - OPERATIONS	1,041,844	1,091,858	1,059,266	-	-	1,059,266	1,080,104	1,101,360	1,123,041	1,145,157
UTILITIES	214,440	232,040	218,086	-	-	218,086	222,447	226,896	231,434	236,063
OPERATING - OTHER COSTS	169,615	148,315	172,795	-	-	172,795	176,251	179,773	183,359	187,020
ALLOCATION - STANDARD OVERHEAD	93,232	93,232	109,212	-	-	109,212	123,961	126,440	128,969	131,548
TOTAL OPERATING EXPENDITURES	1,519,131	1,565,445	1,559,359	-	-	1,559,359	1,602,763	1,634,469	1,666,803	1,699,788
*Percentage increase over prior year board budget			2.65%			2.65%	2.78%	1.98%	1.98%	1.98%
TOTAL BULK WATER EXPENDITURES	4,738,240	4,738,240	4,860,640	-	-	4,860,640	4,959,920	5,153,040	5,308,080	5,505,280
CAPITAL EXPENDITURES & TRANSFERS										
TRANSFER TO CAPITAL RESERVE FUND	650,000	597,885	700,000	-	-	700,000	750,000	550,000	300,000	250,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	700,000	647,885	750,000	-	-	750,000	800,000	600,000	350,000	300,000
DEBT SERVICING										
DEBT-INTEREST & PRINCIPAL	-	-	-	-	-	-	57,800	311,356	691,413	923,664
TOTAL DEBT SERVICING EXPENDITURES	-	-	-	-	-	-	57,800	311,356	691,413	923,664
TOTAL EXPENDITURES	6,957,371	6,951,570	7,169,999	-	-	7,169,999	7,420,483	7,698,865	8,016,296	8,428,732
SOURCES OF FUNDING-OPERATIONS										
REVENUE -WATER SALES	(6,951,571)	(6,951,570)	(7,164,199)	-	-	(7,164,199)	(7,414,683)	(7,693,065)	(8,010,496)	(8,422,932)
REVENUE -OTHER	(5,800)	-	(5,800)	-	-	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(6,957,371)	(6,951,570)	(7,169,999)	-	-	(7,169,999)	(7,420,483)	(7,698,865)	(8,016,296)	(8,428,732)
SOURCES OF FUNDING-REQUISITION										
PROPERTY TAX REQUSITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUSITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(6,957,371)	(6,951,570)	(7,169,999)	-	-	(7,169,999)	(7,420,483)	(7,698,865)	(8,016,296)	(8,428,732)
Percentage increase over prior year's board budget			3.06%			3.06%	3.49%	3.75%	4.12%	5.14%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.610 Saanich Peninsula Water Supply	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$75,000	$0	$0	$0	$0	$75,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$805,000	$4,683,000	$6,754,000	$11,270,000	$7,720,000	$1,324,500	$31,751,500
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$805,000	**$4,758,000**	**$6,754,000**	**$11,270,000**	**$7,720,000**	**$1,324,500**	**$31,826,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
Equipment Replacement Fund	ERF	$0	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
Grants (Federal, Provincial)	Grant	$0	$1,200,000	$3,450,000	$5,450,000	$3,000,000	$200,000	$13,300,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$805,000	$3,498,000	$694,000	$210,000	$160,000	$764,500	$5,326,500
		$805,000	**$4,758,000**	**$6,754,000**	**$11,270,000**	**$7,720,000**	**$1,324,500**	**$31,826,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.610
Service Name: Saanich Peninsula Water Supply

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													
Planning													
19-02	New	Asset Management Plan Update	Update the asset management plan with recent study information (post disaster emergency water supply, Elk Lake Main Removals, ...)	$100,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
Capital													
17-01	New	Reservoir Seismic Isolation Valves	Assessment, design and installation of seismic isolation valves at 7 of the reservoirs, and installation of restrained hydrants at reservoirs where possible.	$500,000	S	Res	$290,000	$290,000	$0	$0	$0	$0	$290,000
18-02	New	Site Security Assessment & Improvements	Assess the security of facilties and make improvements for the public and operators	$215,000	S	Res	$185,000	$185,000	$0	$0	$0	$0	$185,000
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedeness	$1,050,000	S	Res	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
19-01	Renewal	Corrosion Protection Program	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion	$110,000	S	Res	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	$335,000	S	Res	$285,000	$285,000	$0	$0	$0	$0	$285,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	$75,000	E	Res	$0	$75,000	$0	$0	$0	$0	$75,000
21-02	Renewal	Stewart's Well Decommissioning	Decommission the well, and demolish the structures.	$175,000	S	Res	$0	$75,000	$100,000	$0	$0	$0	$175,000
21-03	Renewal	Upper Dean Reservoir Roof Replacement	Replace the roof membrane due to leaks.	$400,000	S	Res	$0	$400,000	$0	$0	$0	$0	$400,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	$350,000	S	Res	$0	$100,000	$250,000	$0	$0	$0	$350,000

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a grant funded project in partner with the RWS system.	$14,700,000	S	Res	$0	$1,800,000	$0	$0	$0	$0	$1,800,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a grant funded project in partner with the RWS system.		S	Debt	$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a grant funded project in partner with the RWS system.	$13,300,000	S	Grant	$0	$1,200,000	$3,450,000	$5,450,000	$3,000,000	$200,000	$13,300,000
21-06	Renewal	Voice Radio Replacement	Replacement of the aging voice radio system with the Core Area, RWS, JDF and Saanich Peninsula Wastewater systems.	$67,000	S	Res	$0	$33,000	$34,000	$0	$0	$0	$67,000
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	$6,500	S	Res	$0	$0	$0	$0	$0	$6,500	$6,500
Sub-Total System Upgrades and Replacements				**$31,383,500**			**$760,000**	**$4,653,000**	**$6,544,000**	**$11,160,000**	**$7,660,000**	**$666,500**	**$30,683,500**
ANNUAL PROVISIONAL ITEMS													
17-02	Renewal	Provisional Equipment Replacements	Funds to conduct emergency and unplanned repairs outside of normal Operations.	$300,000	S	ERF	$0	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
DEVELOPMENT COST CHARGE (DCC) PROGRAM													
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	$95,000	S	Res	$45,000	$45,000	$0	$0	$0	$0	$45,000
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	$150,000	S	Res	$0	$0	$150,000	$0	$0	$0	$150,000
23-01	New	DCC Program Update	5-year update of the DCC program.	$50,000	S	Res	$0	$0	$0	$50,000	$0	$0	$50,000
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	$598,000	S	Res	$0	$0	$0	$0	$0	$598,000	$598,000
Sub-Total Development Cost Charge (DCC) Program				**$893,000**			**$45,000**	**$45,000**	**$150,000**	**$50,000**	**$0**	**$598,000**	**$843,000**
			GRAND TOTAL	**$32,576,500**			**$805,000**	**$4,758,000**	**$6,754,000**	**$11,270,000**	**$7,720,000**	**$1,324,500**	**$31,826,500**

Service: 2.610 Saanich Peninsula Water Supply

Proj. No.	19-02	**Capital Project Title**	Asset Management Plan Update	**Capital Project Description**	Update the asset management plan with recent study information (post disaster emergency water supply, Elk Lake Main Removals, …)
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Update the strategic asset management plan based upon recent studies such as the DCC Program Update, Post Disaster Response Plan, and Site Security Assessment. The update will inform future capital works.*				

Proj. No.	17-01	**Capital Project Title**	Reservoir Seismic Isolation Valves	**Capital Project Description**	Assessment, design and installation of seismic isolation valves at 7 of the reservoirs, and installation of restrained hydrants at reservoirs where possible.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Commission has indicated a desire to include seismic valves on each of the 8 Sannich Peninsula Water System reservoirs. At present, the Dean Park Middle Reservoir is the only reservoir equipped with a seismic valve In summary a seismic valve is simple actuated system to shut the outlet valve(s) automatically if a seismic event (of a specific magnitude) is experienced. Each site is unique and installation complexity and associated costs will vary. The first task in this project will be to further define the proposed solution and budget for each site. The resulting detailed project will be reviewed in conjuction with the Strategic Asset Management Plan for the system to confirm affordability and value prior to initiating construction works.*				

Proj. No.	18-02	**Capital Project Title**	Site Security Assessment & Improvements	**Capital Project Description**	Assess the security of facilties and make improvements for the public and operators
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Saanich Peninsula Water system is comprised of various pump stations, pressure control stations, meter facilities and storage tanks. The facilities have varying levels of security with no consistent intent. A site security assessment is proposed to secure all facilities so that operators can safely maintain the sites and keep the public and infrastructure safe. Funding is required to assess all facilities and conduct improvements to secure them.*				

Service: 2.610 Saanich Peninsula Water Supply

Proj. No.	18-04	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedeness
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond.Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.*				

Proj. No.	19-01	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Saanich Peninsula Water System comprises of many material types including steel. An investigation and monitoring program will be developed to prevent infrastructure failure due to corrosion. Funds are required to retain a qualified corrosion specialist to assess and aid in developing a monitoring program.*				

Proj. No.	21-01	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	Determine and develop appropriate level of service agreements with the participating municipalities for water
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water suppply.*				

Proj. No.	17-02	**Capital Project Title**	Provisional Equipment Replacements	**Capital Project Description**	Funds to conduct emergency and unplanned repairs outside of normal Operations.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.*				

Service: 2.610 Saanich Peninsula Water Supply

Proj. No.	20-02	**Capital Project Title**	Hamsterly Pump Station Backup Power Generator	**Capital Project Description**	Addition of a backup power generator at the Hamsterly Pump Station
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station. Funds are required to design and construct backup power for the Hamsterly Pump Station.*				

Proj. No.	22-01	**Capital Project Title**	Water Strategic Plan Update	**Capital Project Description**	Update the strategic plan to inform future works and identify hydraulic deficiencies.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.*				

2.610 Saanich Peninsula Water
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Actual	Estimated	Budget				
	2019	2020	2021	2022	2023	2024	2025
DCC Reserve Account	2,092,293	2,091,494	2,091,494	1,941,494	1,891,494	1,891,494	1,293,494
Equipment Replacement Fund	1,751,473	1,771,473	1,771,473	1,771,473	1,771,473	1,771,473	1,771,473
Capital Reserve	5,552,657	5,472,657	3,479,657	3,685,657	4,075,657	4,215,657	4,299,157
Total	**9,396,423**	**9,335,624**	**7,342,624**	**7,398,624**	**7,738,624**	**7,878,624**	**7,364,124**

2.610 Saanich Peninsula Water
Development Cost Charges
2021 - 2025 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Actual	Estimated	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	1,996,923	2,092,293	2,091,494	2,091,494	1,941,494	1,891,494	1,891,494
Transfers to Reserve							
Transfers from Reserve based on DCC-capital plan	-	(95,000)	-	(150,000)	(50,000)	-	(598,000)
DCC's received from Member Municipalities	69,201	69,201					
Interest Income*	26,169	25,000					
Ending Balance $	**2,092,293**	**2,091,494**	**2,091,494**	**1,941,494**	**1,891,494**	**1,891,494**	**1,293,494**

General Comments:

Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalites.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Develoment Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2021 - 2025 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	Actual	Estimated	Budget				
	2019	2020	2021	2022	2023	2024	2025
Beginning Balance	1,733,094	1,751,473	1,771,473	1,771,473	1,771,473	1,771,473	1,771,473
Equipment purchases (Based on Capital Plan)	(54,176)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income*	22,555	20,000					
Ending Balance $	**1,751,473**	**1,771,473**	**1,771,473**	**1,771,473**	**1,771,473**	**1,771,473**	**1,771,473**

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.610 Saanich Peninsula Water
Capital Reserve Fund
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159	**Actual**	**Estimated**	**Budget**				
	2019	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	5,129,591	5,552,657	5,472,657	3,479,657	3,685,657	4,075,657	4,215,657
Transfers from Reserve based on capital plan	(455,000)	(780,000)	(2,693,000)	(544,000)	(160,000)	(160,000)	(166,500)
Transfer from Operating Budget	825,627	650,000	700,000	750,000	550,000	300,000	250,000
Interest Income*	52,440	50,000					
Ending Balance $	**5,552,657**	**5,472,657**	**3,479,657**	**3,685,657**	**4,075,657**	**4,215,657**	**4,299,157**

General Comments:
Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engine ering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Central Saanich Odour Management

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.714 Central Saanich Odour Management **Committee: Parks & Environment**

DEFINITION:

Provision of odour control and management.

PARTICIPATION:

Operating costs to be recovered by requisition from Central Saanich.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

CENTRAL SAANICH SEWER SYSTEM:

Population	Debt & Operating
16,814	100.00%

FUNDING:

Requisition

RESERVE FUND:

N/A

3.714 - CENTRAL SAANICH TREATMENT PLANT	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	ONGOING	ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating - Other Costs	47,920	27,280	48,741	-	-	48,741	49,716	50,710	51,725	52,758
Allocations	18,193	12,990	18,071	-	-	18,071	18,158	18,519	18,889	19,266
Contingency	18,434	-	18,434	-	-	18,434	-	-	-	-
TOTAL OPERATING COSTS	**84,547**	**40,270**	**85,246**	**-**	**-**	**85,246**	**67,874**	**69,229**	**70,614**	**72,024**
*Percentage Increase over prior year	0.0%	-52.4%	0.83%	0.00%	0.00%	0.83%	-20.4%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	84,547	40,270	85,246	-	-	85,246	67,874	69,229	70,614	72,024
*Percentage Increase over prior year	0.0%	-52.4%	0.8%			0.8%	-20.4%	2.0%	2.0%	2.0%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	84,547	40,270	85,246	-	-	85,246	67,874	69,229	70,614	72,024
*Percentage Increase over prior year	0.0%	-52.4%	0.83%	0.00%	0.00%	0.83%	-20.4%	2.0%	2.0%	2.0%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)		44,219								
Balance C/F from Prior to Current year	(30,581)	(30,581)	(44,219)	-	-	(44,218)	(10,000)	(10,000)	(10,000)	(10,000)
Revenue - Other	(428)	(370)	(435)	-	-	(435)	(444)	(453)	(462)	(471)
Grants In Lieu of Taxes	(208)	(208)	(211)	-	-	(211)	(216)	(221)	(224)	(229)
TOTAL REVENUE	(31,217)	13,060	(44,865)	-	-	(44,864)	(10,660)	(10,674)	(10,686)	(10,700)
REQUISITION	**(53,330)**	**(53,330)**	**(40,381)**			**(40,382)**	**(57,214)**	**(58,555)**	**(59,928)**	**(61,324)**
*Percentage Increase over prior year	0.0%	0.0%	-24.28%	0.00%	0.00%	-24.28%	41.7%	2.3%	2.3%	2.3%
PARTICIPANTS: C. Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Saanich Peninsula Wastewater

COMMITTEE OF THE WHOLE

OCTOBER 2020

Service: 3.718 Saanich Peninsula Wastewater **Committee: Parks & Environment**

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of $5,663,000 or $1.56 / $1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

Location	Allocation for 2020
Airport	1.88%
Sidney	39.67%
Pauquachin	0.87%
Central Saanich	41.71%
North Saanich	15.34%
Tseycum	0.36%
IOS	0.17%
Total	100.00%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

Change in Budget 2020 to 2021

Service: 3.718 SanPen Wastewater Treatment	**Total Expenditure**	**Comments**
2020 Budget	**3,849,705**	
Other Changes:		
Biosolids disposal and contract for services	405,000	RTF tipping fees and renegotiated trucking contract
Capital reserve contributions	34,000	10% increase in reserve contributions to fund planned projects
Allocations	42,000	Standard overhead, IWS ops, Enviro programs & Water quality
Supplies - Chemicals	26,000	Bioxide purchases
Other costs	48,241	General increase 1.7% and other minor cost changes
Total Other Changes	555,241	
2021 Budget	**4,404,946**	
% expense increase from 2020:	***14.4%***	
% Requisition increase from 2020 (if applicable):	***14.2%***	*Requisition funding is 97% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Estimated Actuals 2020:
There is a one time favourable variance of $78,266 in operations due to savings in lab costs, heat recovery operations and biosolids management. This is partially offset by increased costs related to waste sludge disposal during ongoing capital projects and electricity cost overages totaling $10,998 and leaving a net favorable operating variance of $67,268. This variance is offset by a reduction in anticipated revenue due to the close of Panorama Recreation Center and corresponding decrease in internal revenues from the heat recovery system of $101,426. The net impact of these differences is $34,158 and will be removed from the transfer to Capital Reserve, which has an expected year end balance transfer of $274,605.

3.718 - SAANICH PENINSULA WASTEWATER	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL
OPERATING COSTS:										
Operating	2,366,992	2,377,990	2,477,627	-	-	2,477,627	2,501,432	2,550,984	2,601,533	2,653,082
Lab	170,136	158,530	185,557	-	-	185,557	187,055	190,973	194,963	199,048
Heat Recovery	145,971	129,572	143,899	-	-	143,899	146,768	149,689	152,673	155,718
Biosolids Mgmt.	649,001	598,740	1,035,913	-	-	1,035,913	1,056,631	1,077,764	1,099,319	1,121,305
Corporate Overhead	51,205	51,205	59,680	-	-	59,680	69,019	70,400	71,808	73,244
TOTAL OPERATING COSTS	**3,383,305**	**3,316,037**	**3,902,676**	**-**	**-**	**3,902,676**	**3,960,905**	**4,039,810**	**4,120,296**	**4,202,397**
*Percentage Increase over prior year	0.00%	-1.99%	15.35%	0.00%	0.00%	15.35%	1.49%	1.99%	1.99%	1.99%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	47,439	47,439	49,650	-	-	49,650	51,983	54,429	56,996	59,687
Transfer to Equipment Replacement Fund	110,198	110,198	115,708	-	-	115,708	121,493	127,568	133,947	140,644
Transfer to Reserve Fund	308,763	274,605	336,912	-	-	336,912	367,931	401,998	439,416	480,522
TOTAL CAPITAL / RESERVES	466,400	432,242	502,270	-	-	502,270	541,407	583,995	630,359	680,853
TOTAL COSTS	3,849,705	3,748,279	4,404,946	-	-	4,404,946	4,502,312	4,623,805	4,750,655	4,883,250
*Percentage Increase over prior year	0.00%	-2.63%	14.42%	0.00%	0.00%	14.42%	2.21%	2.70%	2.74%	2.79%
Internal Recovery - Other	(218,850)	(117,879)	(153,311)	-	-	(153,311)	(156,377)	(159,504)	(162,693)	(165,949)
Recovery - Other	(455)	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	3,630,400	3,630,400	4,251,635	-	-	4,251,635	4,345,935	4,464,301	4,587,962	4,717,301
*Percentage Increase over prior year	0.00%	0.00%	17.11%	0.00%	0.00%	17.11%	2.22%	2.72%	2.77%	2.82%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	(6,098)	(6,098)	(6,202)	-	-	(6,202)	(6,326)	(6,452)	(6,581)	(6,714)
Transfer From Own Funds	(20,000)	(20,000)	(130,000)	-	-	(130,000)	(55,000)	(130,000)	(110,000)	(20,000)
TOTAL REVENUE	(26,098)	(26,098)	(136,202)	-	-	(136,202)	(61,326)	(136,452)	(116,581)	(26,714)
REQUISITION	**(3,604,302)**	**(3,604,302)**	**(4,115,433)**	**-**	**-**	**(4,115,433)**	**(4,284,609)**	**(4,327,849)**	**(4,471,381)**	**(4,690,587)**
*Percentage Increase over prior year	0.00%	0.00%	14.18%	0.00%	0.00%	14.18%	4.11%	1.01%	3.32%	4.90%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 3.718 Saanich Peninsula Wastewater		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$175,000	$192,500	$17,500	$0	$0	$0	$210,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$2,815,000	$3,765,000	$950,000	$400,000	$1,635,000	$1,060,000	$7,810,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$2,990,000	**$3,957,500**	**$967,500**	**$400,000**	**$1,635,000**	**$1,060,000**	**$8,020,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$100,000	$100,000	$0	$0	$0	$0	$100,000
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$175,000	$342,500	$167,500	$150,000	$150,000	$150,000	$960,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$2,715,000	$3,515,000	$800,000	$250,000	$1,485,000	$910,000	$6,960,000
		$2,990,000	**$3,957,500**	**$967,500**	**$400,000**	**$1,635,000**	**$1,060,000**	**$8,020,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.718
Service Name: Saanich Peninsula Wastewater

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
WASTEWATER TREATMENT PLANT													
16-06	New	Biosolids Treatment & Disposal Options Study	Study to determine viable options for treatment and disposal of biosolids from the SPWWTP.	$100,000	S	Cap	$100,000	$100,000	$0	$0	$0	$0	$100,000
19-01	Replacement	SPWWTP Replacement of Rotary Presses	Assess dewatering options of sludge and implement prior to possible failure of the rotary presses.	$1,190,000	S	Res	$800,000	$900,000	$0	$0	$0	$0	$900,000
20-01	Renewal	Isolation Valve Installation for Oxidation Ditches	To maintain operator safety isolation valves are required prior to the oxidation ditches at the SPWWTP.	$130,000	S	Res	$40,000	$40,000	$0	$0	$0	$0	$40,000
20-02	Renewal	Replace Aerators in Oxidation Ditches	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.	$200,000	E	ERF	$175,000	$175,000	$0	$0	$0	$0	$175,000
20-06	Renewal	SPWWTP Road Upgrades & Repairs	The existing asphalt road at the SPWWTP requires some repairs and road extension around the clarifier tank.	$300,000	S	Res	$0	$0	$0	$0	$285,000	$0	$285,000
21-01	Renewal	SPWWTP Concrete Tank Repairs	Stantec completed an assessment and provided recommendations to repair significant internal corrosion in the clarifier, sludge tank, and process drain sump and this project will implement the repairs.	$850,000	S	Res	$0	$850,000	$0	$0	$0	$0	$850,000
21-03	Renewal	SPWWTP Screenings Bin	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.	$300,000	S	Res	$0	$0	$0	$50,000	$250,000	$0	$300,000
21-05	Renewal	SPWWTP HVAC Fan Replacements	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.	$200,000	S	Res	$0	$50,000	$150,000	$0	$0	$0	$200,000

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
23-03	Renewal	SPWWTP Solids Handling Equipment Removal	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.	$400,000	S	Res	$0	$0	$0	$0	$100,000	$300,000	$400,000
23-02	Study	Bazan Bay Outfall Inspection	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.	$200,000	S	Res	$0	$0	$0	$200,000	$0	$0	$200,000
PUMP STATIONS													
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	$300,000	S	Res	$0	$50,000	$250,000	$0	$0	$0	$300,000
GENERAL													
19-03	Renewal	Corrosion Prevention Program	In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion	$120,000	S	Res	$20,000	$20,000	$0	$0	$0	$60,000	$80,000
19-06	Renewal	Odour Control Upgrades	Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.	$575,000	S	Res	$150,000	$150,000	$400,000	$0	$0	$0	$550,000
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	$35,000	E	ERF	$0	$17,500	$17,500	$0	$0	$0	$35,000
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	$750,000	S	ERF	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
GRAVITY SEWERS & MANHOLES													
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2020. Another 800m may need to be relined within the next 5 years.	$2,200,000	S	Res	$1,100,000	$1,100,000	$0	$0	$550,000	$550,000	$2,200,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.	$500,000	S	Res	$475,000	$225,000	$0	$0	$250,000	$0	$475,000
PRESSURE PIPES & APPERTUNANCES													
DEVELOPMENT COST CHARGE (DCC) PROJECTS													
19-04	Renewal	Asset Management Plan Update	Update the asset management plan to inform future works - DCC Share.	$100,000	S	Res	$100,000	$100,000	$0	$0	$0	$0	$100,000
19-04	Renewal	Asset Management Plan Update	Update the asset management plan to inform future works - Cap Reserve Share	$30,000	S	Res	$30,000	$30,000	$0	$0	$0	$0	$30,000
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	$50,000	S	Res	$0	$0	$0	$0	$50,000	$0	$50,000
			GRAND TOTAL	**$8,530,000**			**$2,990,000**	**$3,957,500**	**$967,500**	**$400,000**	**$1,635,000**	**$1,060,000**	**$8,020,000**

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No.	16-06	**Capital Project Title**	Biosolids Treatment & Disposal Options Study	**Capital Project Description**	Study to determine viable options for treatment and disposal of biosolids from the SPWWTP.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental Stewardship	**Corporate Priority Area**	Wastewater
Project Rationale	*A study to determine viable options for treatment and disposal of biosolids from the SPWWTP will be undertaken.*				

Proj. No.	18-10	**Capital Project Title**	Equipment Replacement - Annual Provisional	**Capital Project Description**	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.*				

Proj. No.	19-01	**Capital Project Title**	SPWWTP Replacement of Rotary Presses	**Capital Project Description**	Assess dewatering options of sludge and implement prior to possible failure of the rotary presses.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The 2013 Stantec condition assessment of the SPWWTP highlighted that the rotary presses will reach their end of life approximately 2020. It is proposed to replace the rotary presses before they fail so that the SPWWTP can maintain operation. Funding is required to assess replacement thickening options* ***(2019)*** *and complete the designand installation of new replacement units* ***(2020)*** *.*				

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No.	19-03	**Capital Project Title**	Corrosion Prevention Program	**Capital Project Description**	In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The Saanich Peninsula Wastewater system is comprised of numerous steel infrastructure among other materials. The Regional Water and Juan du Fuca water systems will be utartinga corrosion protection program in 2018 that the SPWW system can be assessed and monitored as well. Funds are required to retain a corrosion prevention specialist to produce a program for assessing and monitoring corrosion prevention within the Saanich Peninsula Wastewater system.*				

Proj. No.	19-04	**Capital Project Title**	Asset Management Plan Update	**Capital Project Description**	Update the asset management plan to inform future works - DCC Share.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*An update to the strategic plan to inform future works will be undertaken.*				

Proj. No.	19-06	**Capital Project Title**	Odour Control Upgrades	**Capital Project Description**	Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation, works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design (2020); SPWWTP Odour Control Improvements Construction (2021).*				

Proj. No.	20-01	**Capital Project Title**	Isolation Valve Installation for Oxidation Ditches	**Capital Project Description**	To maintain operator safety isolation valves are required prior to the oxidation ditches at the SPWWTP.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The oxidation ditches at SPWWTP currently have outlet piping with no isolation valves to allow for repairs. Funding is required to procure two 600mm diameter valves and install outside the oxidation ditches.*				

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No.	20-02	**Capital Project Title**	Replace Aerators in Oxidation Ditches	**Capital Project Description**	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The current aerators are at the end of life and are undersized necessitating replacement to maintain the treatment capacity of the existing WWTP. Funds are required to procure and install new aerators.*				

Proj. No.	20-03	**Capital Project Title**	Trunk Sewer Relining	**Capital Project Description**	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2020. Another 800m may need to be relined within the next 5 years.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining.*				

Proj. No.	20-04	**Capital Project Title**	Manhole Repairs and Replacement	**Capital Project Description**	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.*				

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No.	20-06	**Capital Project Title**	SPWWTP Road Upgrades & Repairs	**Capital Project Description**	The existing asphalt road at the SPWWTP requires some repairs and road extension around the clarifier tank.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The SPWWTP site's access road and existing bin loading area is having pavment failure, additionally, the gravel route around the facility is being used more often to alleviate traffic along the bin hauling route and it is creating dust. Funds are required to fix failed pavement and pave the route around the treatment plant.*				

Proj. No.	21-01	**Capital Project Title**	SPWWTP Concrete Tank Repairs	**Capital Project Description**	Stantec completed an assessment and provided recommendations to repair significant internal corrosion in the clarifier, sludge tank, and process drain sump and this project will implement the repairs.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*required repairs for significant internal corrosion in the clarifier, sludge tank, and process drain sump and this project will implement the repairs.*				

Proj. No.	21-02	**Capital Project Title**	Sidney Pump Station Wet Well Upgrades	**Capital Project Description**	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.*				

Proj. No.	21-03	**Capital Project Title**	SPWWTP Screenings Bin	**Capital Project Description**	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.*				

Service: 3.718 **Saanich Peninsula Wastewater**

Proj. No.	21-04	**Capital Project Title**	Voice Radio Replacement	**Capital Project Description**	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.*				

Proj. No.	21-05	**Capital Project Title**	SPWWTP HVAC Fan Replacements	**Capital Project Description**	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.*				

Proj. No.	23-01	**Capital Project Title**	DCC Program - 5-year Update	**Capital Project Description**	5-year update of the DCC program.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*This item is for a planned review and update of the DCC Program.*				

Proj. No.	23-02	**Capital Project Title**	Bazan Bay Outfall Inspection	**Capital Project Description**	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.*				

Service: **3.718** **Saanich Peninsula Wastewater**

Proj. No.	23-03	**Capital Project Title**	SPWWTP Solids Handling Equipment Removal	**Capital Project Description**	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.
Asset Class	S	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.*				

Proj. No.	21-04	**Capital Project Title**	Voice Radio Replacement	**Capital Project Description**	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.
Asset Class	E	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Wastewater
Project Rationale	*End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.*				

3.718 Saanich Peninsula Wastewater Asset and Reserve Summary
Summary Schedule
2021 - 2025 Financial Plan

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled to the Hartland landfill for disposal as controlled waste. Treated effluent is discharged through the Bazan Bay Outfall to the marine environment. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, PRV station, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and two marine outfalls.

Summary

SPWWTP Reserve/Fund Summary	Estimate	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Maintenance Reserve Fund	500,984	420,634	417,616	342,046	289,042	328,730
Sewer Capital Reserve Funds	1,556,722	1,263,635	1,001,566	1,323,563	397,980	138,502
Equipment Replacement Fund	675,661	623,869	577,862	555,430	539,377	530,020
Total projected year end balance	**2,733,367**	**2,308,137**	**1,997,044**	**2,221,040**	**1,226,399**	**997,252**

See attached reserve schedules for projected annual cash flows.

3.718 Saanich Peninsula Wastewater
Operating Reserve Summary
2021 - 2025 Financial Plan

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105204	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	460,448	500,984	420,634	417,616	342,046	289,042
Planned Purchase	(20,000)	(130,000)	(55,000)	(130,000)	(110,000)	(20,000)
Transfer from Ops Budget	47,439	49,650	51,983	54,430	56,996	59,688
Interest Income*	13,097	-	-	-	-	-
Total projected year end balance	**500,984**	**420,634**	**417,616**	**342,046**	**289,042**	**328,730**

Assumptions/Background:
Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

3.718 Saanich Peninsula Wastewater
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

Capital Reserve Portion	**Estimate**	**Budget**				
Fund: 1012 Fund Center: 102022	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	2,141,215	1,521,718	1,058,630	626,561	778,559	332,976
Planned Capital Expenditure	(2,610,000)	(800,000)	(800,000)	(250,000)	(1,485,000)	(910,000)
Transfer from Ops Budget	274,605	336,913	367,931	401,998	439,417	480,522
Planned transfer from DCC Funds	1,700,000	-	-	-	600,000	200,000
Interest Income*	15,898	-	-	-	-	-
Ending Balance $	**1,521,718**	**1,058,630**	**626,561**	**778,559**	**332,976**	**103,498**

3.718 Saanich Peninsula Wastewater
Capital Reserve Fund Schedule
2021 - 2025 Financial Plan

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion	Estimate	Budget				
Fund: 1012 Fund Center: 101356	2020	2021	2022	2023	2024	2025
Beginning Balance	1,534,961	35,004	205,004	375,004	545,004	65,004
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	(50,000)	-
Transfer OUT - To Capital Reserve	(1,700,000)	-	-	-	(600,000)	(200,000)
Transfer IN - DCC Funding	170,000	170,000	170,000	170,000	170,000	170,000
Interest Income	30,043	-	-	-	-	-
Ending Balance $	**35,004**	**205,004**	**375,004**	**545,004**	**65,004**	**35,004**

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.
Approved capital expenditures to be funded by DCC to be determined, as under review.

3.718 Saanich Peninsula Wastewater
Equipment Replacement Reserve Fund Schedule
2021 - 2025 Financial Plan

ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

Equipment Replacement Fund- SPWWTP	**Estimate**	**Budget**				
Fund: 1022 Fund Center: 101700	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	929,158	675,661	623,869	577,862	555,430	539,377
Planned Purchase (Based on Capital Plan)	(375,000)	(167,500)	(167,500)	(150,000)	(150,000)	(150,000)
Transfer IN (from Ops Budget)	110,198	115,708	121,493	127,568	133,946	140,644
Interest Income*	11,305	-	-	-	-	-
Ending Balance $	**675,661**	**623,869**	**577,862**	**555,430**	**539,377**	**530,020**

Assumptions/Background:
The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

January 2021 Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact (if applicable)	IBC (if applicable)	Operating Budget*	Capital Budget	Funding Source
Finance and Technology						
	Senior Financial Officer	1.0 FTE; conversion from term	14a-2 Health & Capital Planning - FTE Conversion	2,760		Allocation
	Financial Analyst	2.0 FTE; conversion from term, auxiliary	15b-2 Financial Support for Local Services	59,960		Allocation
	Financial Analyst	1.0 FTE; ongoing	15b-1 Financial Services Treasury Position	97,300		Allocation
Human Resources						
	HR Advisor	1.0 FTE; ongoing	Support IBC - HR	88,700		Allocation
	Manager, Diversity, Inclusion & Organizational Development	1.0 FTE; ongoing	IBC 15c-1.3 Diversity, Inclusion & Organizational Development and Alignment	89,180		Allocation
Health & Capital Planning Strategies						
	Senior Capital Planner	1.0 FTE; 2 year term	14a-1 Health Capital Planning	114,090		CRHD Reserve
	Healthy Communities Planner	1.0 FTE; 3 year term extension	14c-1 Health Communities Planner	2,500		Grant
Regional Housing						
	Senior Project Coordinator, Maintenance Services, CRHC	1.0 FTE; ongoing	1a-2 Housing Investment Through RHFP and other Programs	148,040		Tenant rents
	Property Manager – Tenant Engagement, CRHC	2.0 FTE; ongoing	1a-2 Housing Investment Through RHFP and other Programs	243,410		Tenant rents
	Administrative Coordinator/Receptionist, CRHC	1.0 FTE; ongoing	1a-2 Housing Investment Through RHFP and other Programs	99,940		Tenant rents
	Caretakers, CRHC	2.0 FTE; ongoing	1a-2 Housing Investment Through RHFP and other Programs	169,960		Tenant rents
	Senior Project Engineer, CRHC	1.0 FTE; 3 year term	1a-2 Housing Investment Through RHFP and other Programs	165,570		Capital project recovery
	Contracts Coordinator, CRHC	1.0 FTE; 3 year term	1a-2 Housing Investment Through RHFP and other Programs	112,140		Capital project recovery
	Planner	0.8 FTE; 3 year term	1a-10 Reaching Home	107,360		Grant
SEAPARC						
	Grounds Equipment				45,000	ERF
Panorama						
	Quadrennial Strategic Planning Initiative					Operating Reserve
Facilities Management						
	Facility Maintenance Worker 2	1.0 FTE ongoing	15c1.2 FMW2 Formalize FTE	86,960		Allocation
	Project Coordinator	1.0 FTE ongoing	15f1.3 FM Centralization Strategy (Project Coordinator)	107,150		Allocation
	Facility Maintenance Worker 4	1.0 FTE ongoing	8a1.2 FM Centralization Strategy FMW (CAWTP)	95,110		Allocation
CRD Headquarters Building						
	1st Floor Redesign				400,000	Capital Reserve Fund
Environmental Resource Management						
	Hartland Waste Technician	0.5 FTE ongoing	9b-0.1 Hartland Waste Technician	42,500		Tipping Fees
	Hartland Landfill Attendants	2 x 0.5 FTE conversion from auxiliary	9b-0.2 Hartland Landfill Attendant	-		Tipping Fees
	Replacing of commercial trailers				400,000	ERF
	Aggregate Production for Internal Use				4,250,000	Capital Reserve Fund
	Hartland North Building				400,000	Capital Funds on Hand
Enrivonmental Protection						
	Leech Watershed Sampling and Monitoring Support	0.4 FTE ongoing	10d-2 Leech River Water Quality Operations	55,000		Allocation
Integrated Water Services						
	RWS - Utility Operator	1.0 FTE; ongoing	IBC 10a-2.1 Water Infrastructure Resilience	190,000		Fees & Charges
	RWS - Water Quality - Flowcam Imaging System				140,000	Capital Funds on Hand
	RWS - Water Quality - Microbiological plate pourer				30,000	Capital Funds on Hand
	RWS - Goldstream Water Treatment Plant Communications Upgrade				250,000	Capital Funds on Hand
	RWS - Goldstream Water Treatment Plant Emergency Automation				145,000	Capital Funds on Hand
	RWS - SRRDF Upgrade				75,000	Capital Funds on Hand
	RWS - UV Plant Safety Audit and Equipment Replacement				75,000	Capital Funds on Hand
	RWS - Valve Chamber Upgrades				200,000	Capital Funds on Hand
	RWS - Water Quality Equipment Replacement				50,000	Capital Funds on Hand
	RWS - LIMS Support				20,000	Capital Funds on Hand
	RWS - GVWSA Land Acquisition Priorities				750,000	Capital Funds on Hand
	JDFWD - Marilyn Rd - 110m of 200mm Pipe				150,000	Capital Funds on Hand
	JDFWD - Florence Lake Inclusion Upgrades				300,000	Third Party Funding
	JDFWD - Rocky Point Upgrades				3,300,000	Capital Funds on Hand
	JDFWD - Hydrant & Flush Replacement, Upgrades and Additions				225,000	Capital Funds on Hand

January 2021 Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact (if applicable)	IBC (if applicable)	Operating Budget*	Capital Budget	Funding Source
	JDFWD - Residential Service & Meter Replacement				800,000	Capital Funds on Hand
	JDFWD - Pump Station Equipment Replacements				150,000	Capital Funds on Hand
	JDFWD - Reservoir Equipment Replacement				100,000	Capital Funds on Hand
	JDFWD - Valve Replacement				200,000	Capital Funds on Hand
	MLEW - Safety Improvements				20,000	Capital Reserve Fund
	MLEW - WTP SCADA Hot Standby				15,000	Capital Reserve Fund
	MLEW - Buck Lake Lighting Replacement				10,000	Capital Reserve Fund
	CAWW - Western Trunk Sewer Twinning				200,000	Debt
	CAWW - Boundary Odour Control Replacement				400,000	Debt
	CAWW - Bowker Sewer Rehabilitation				4,300,000	Debt
	CAWW - Sewer Cleaning and Inspection				150,000	Debt
	CAWW - Gorge Siphon Inlet Chamber Upgrade				500,000	Debt
	CAWW - Haultain, Hereward, Langford Replacement				40,000	Debt
	SPWW - SPWWTP Concrete Tank Repairs				850,000	Cap
	PRS - Structural Upgrades at WWTP				30,000	Grants
Building Inspection						
	Vehicle Replacement				45,000	Capital Reserve Fund
JDF Community Parks and Recreation						
	Carpenter Raod Park - Dam Remediation				50,000	Grants
SSI Transportation						
	2021 Annual Pathway Detailed Design and Permiting Program				60,000	Grants, Capital Reserve Fund
Highland/Fernwood Water						
	Power generation equipment				24,000	Capital Reserve Fund
Cedars of Tuam Water						
	Cholorinator, level transducer and flow meter replacement				36,000	Grants, Capital Reserve Fund
Fulford Water						
	Replacement of Flocculation mixer motor				9,000	Capital Reserve Fund
	Installation of turbidity meter on influent line				4,000	Capital Reserve Fund
	Water main assessment & replacement strategy & initial phase detailed design				90,000	Grants, Capital Reserve Fund
Cedar Lane Water						
	Detailed Hydrogeological Assessment				55,000	Grants, Capital Reserve Fund
SSI Septage						
	Lagoon Site Investigation for Delicensing				60,000	Capital Funds on Hand, Grants
Ganges Sewer						
	SCADA upgrade				6,500	Capital Reserve Fund
	Reclaimed Water Study				57,500	Grants, Capital Reserve Fund
	VFD installation for EQ Tank				50,000	Capital Reserve Fund
	Ganges WWTP Lab Room, Crew Room and blower room design				50,000	Capital Reserve Fund
	Compressor replacment				10,000	Capital Reserve Fund
				2,077,630	**19,577,000**	

* Incremental Operating Budget impact from 2020

Making a difference...together

REPORT TO THE ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 14, 2020

SUBJECT **2021 Preliminary Electoral Area Budget Review**

ISSUE SUMMARY

To present the 2021 Electoral Area budgets and obtain recommendation from the Electoral Areas Committee (EAC) to forward the budgets, along with the list of initiatives for implementation as of January 1, 2021, for preliminary approval, to the Capital Regional District Board (Board).

BACKGROUND

The Capital Regional District (CRD) provides a range of regional, sub-regional, and local services to the community. Regional services are provided to the entire region, sub-regional services are provided to groups of participating Municipalities, First Nations and Electoral Areas, and Local Services are provided to individual Municipalities, Electoral Areas or to groups of residents within local service areas. It is estimated that the CRD currently provides services to over 22,000 Electoral Area residents (2019 estimate provided by CRD Regional Planning).

Budgets herein presented for review are only for Electoral Area (EA) services: Juan de Fuca EA (JDF), Salt Spring Island EA (SSI) and Southern Gulf Islands EA (SGI).

The Electoral Area services delivered are guided by the *Local Government Act,* service establishment bylaws, the Board strategic plan, and corporate service plans.

Budget Approval Process

Under the budget direction provided by the Board, review and recommendation for approval of all Electoral Area service budgets, including local services commission budgets, is delegated to the EAC. These budgets will be included in the preliminary 2021 CRD Financial Plan to be presented to the CRD Board on October 28, 2020. Also on this date, regional and sub-regional budgets will be presented for all participants to review and approve.

Review and approval of the budgets by the CRD Commissions will take place between October and November, 2020.

Budget Planning Overview

The budgets have been prepared by CRD Staff with input and approval from the commissions and committees where applicable. The development of the budgets are based on the resources required for delivery of the core services, the impact of new initiatives, proposed capital programs, and other cost pressures such as inflation and contractual agreements.

The service budgets include operating budgets and capital plans in addition to changes in reserve funds. A detailed discussion on the main budget drivers for each EA is included in Appendices A–C.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That the 2021 Electoral Area Only Services Budgets be given provisional approval as presented, and
2. That the new initiatives identified in Appendix D for January 1, 2021, implementation be approved for expenditure.

Alternative 2
The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That the 2021 Electoral Area Services Budgets be given provisional approval with specific direction on amendments; and
2. That the new initiatives identified in Appendix D for January 1, 2021, implementation be approved with specific direction on amendments.

IMPLICATIONS

Financial Implications

Tax Requisition

Table 1 summarizes the total increase in the 2021 preliminary tax requisition over 2020 final requisition for each EA.

Table 1: 2021 Preliminary vs 2020 Final Requisition

	2021 Provisional Requisition		2020 Final Requisition		$ Change		% Change
	($000)	$ Per HH	($000)	$ Per HH	($000)	$ Per HH	Per HH
Juan de Fuca	2,431	570	2,427	569	4	0.97	0.17%
Salt Spring Island	6,838	1,025	6,773	1,015	65	9.86	0.97%
Southern Gulf Island	3,207	468	3,130	457	77	11.24	2.46%

The requisition increase includes the changes in regional, sub-regional, Joint EA, individual EA services and Capital Regional Hospital District (CRHD) assessments, but it excludes the changes in the local/specified/defined area services versus the EA as a whole, as only participants in each service are impacted.

The actual change in the tax rates resident will see on their annual bill will vary depending on the other local/specified/defined areas service in which they participate and their individual 2021 assessment values. The 2021 preliminary requisition impact shown above in Table 1 reflects the 2020 assessment values; new assessment information will be updated when assessment data is released in early February and will be updated for final budget deliberations.

Detailed requisition summaries by service areas for each EA are included in Appendix A-1 (JDF), Appendix B-1(SSI), and Appendix C-1(SGI).

Operating Budget Overview–Gross Expenditure

Table 2 summarizes the increase in total operating expenditures for each EA in the 2021 preliminary budget compared to the 2020 final budget, for EA budgets only.

Table 2: Summary of Operating Budget (in $ 000's) by EA

Electoral Area	2021 Financial Plan $	2020 Financial Plan $*	$ Change	% Change
Juan de Fuca	4,863	4,823	40	0.8%
Salt Spring Island	10,089	9,721	368	3.8%
Southern Gulf Islands	7,563	7,416	147	2.0%
Total	**22,515**	**21,960**	**555**	**2.5%**

*Based on Amendment Financial Plan (Bylaw No. 4366)

The increase in overall expenditures is primarily attributable to core service delivery, contractual agreements and inflationary pressure. Staff have reviewed and rebalanced the ongoing service delivery to mitigate inflationary impacts.

The following tables show the year over year changes by expenditure type for each EA for EA budgets only (excluding Regional, Sub-regional and CRHD services)

Table 2a: Summary of JDF Operating Budget (in $ 000's)

Expenditure Type	2021 Financial Plan $	2020 Financial Plan $	$ Change	% Change
Operations	3,937	3,854	83	2.2%
Capital Funding	26	26	0	0.0%
Debt Servicing	336	336	0	0.0%
Transfer to Reserves	564	607	(43)	(7.1%)
Total	**4,863**	**4,823**	**40**	**0.8%**

The total increase of $40 thousand in JDF is due primarily to increases in operation expenditures with the transfers to reserves offsetting the increases. The main budget drivers in operation expenditure increase include salary and wages, contact for services and program development. There are no changes to capital funding initiatives and debt serving cost. Operating budget highlights for JDF services is in Appendix A-2 (JDF).

Table 2b: Summary of SSI Operating Budget (in $ 000's)

Expenditure Type	2021 Financial Plan $	2020 Financial Plan $	$ Change	% Change
Operations	8,534	8,064	470	5.8%
Capital Funding	3	43	(40)	(93.0%)
Debt Servicing	788	1,014	(226)	(22.3%)
Transfer to Reserves	764	600	164	27.3%
Total	**10,089**	**9,721**	**368**	**3.8%**

The total increase of $368 thousand in SSI is due primarily to increases in operation expenditures and transfers to reserves. The main budget drivers in operation expenditure increase include salary and wages, contact for services and maintenance and repairs. Transfers to fund capital initiatives and debt servicing offset increases. The reduction of debt servicing cost is mainly due to debt retirement (SSI Pool Service) and lower debt refinancing rate (SSI Liquid Waste Service). Operating budget highlights for SSI services is in Appendix B-2 (SSI).

Table 2c: Summary of SGI Operating Budget (in $ 000's)

Expenditure Type	2021 Financial Plan $	2020 Financial Plan $	$ Change	% Change
Operations	5,978	5,870	108	1.8%
Capital Funding	18	31	(13)	(41.9%)
Debt Servicing	755	755	0	0.0%
Transfer to Reserves	812	760	52	6.8%
Total	**7,563**	**7,416**	**147**	**2.0%**

The total increase of $147 thousand in SGI is due primarily to increases in operation expenditures and transfer to reserves. The main budget drivers in operation expenditure increase include salary and wages, contact for services, grant-in aid funding and program development. Transfers to fund capital initiatives offsets the increases. There is no change for debt servicing cost in SGI. Operating budget highlights for SGI services is in Appendix C-2 (SGI).

Capital Budget Overview

The capital plan highlights for major capital projects over $100,000 for each EA are shown in Appendix A-3 (JDF), Appendix B-3 (SSI) and Appendix C-3 (SGI).

Capital plans are developed through a process of reviewing:

- Projects already in progress
- Condition of existing assets and infrastructure
- Regulatory, environmental, risk, and health and safety factors
- New or renewal projects prioritized by the communities

The following Table 3 summarizes the capital plan by Electoral Area.

Table 3 - Summary of Capital Plan by Electoral Area (in $ millions)

Electoral Area	2021 Capital Plan $	2020 Capital Plan $ *	$ Change	% Change
Juan de Fuca	0.6	1.1	(0.5)	(45.5%)
Salt Spring Island	5.0	6.3	(1.3)	(20.6%)
Southern Gulf Islands	8.2	10.9	(2.7)	(24.8%)
Total	**13.8**	**18.3**	**(4.5)**	**(24.6%)**

*Based on Amendment Financial Plan (Bylaw No. 4366)

- JDF: The provisional 2021 capital plan is $0.6 million, a decrease of $0.5 million from 2020. The decrease is primarily due to substantial completion of expenditures planned in 2020 for Otter Point Fire service including the Fire Hall Expansion project ($165K) and fire truck replacement ($400K)

- SSI: The provisional 2021 capital plan is $5 million, a decrease of $1.3 million from 2020. The decrease is primarily due to the decrease in the SSI transportation function as the major project of North Ganges Transportation Plan ($2M) is anticipated to be substantially completed by the end of 2020. This decrease is offset by some increases in capital expenditures planned in 2021 for multiple water and sewer services.

- SGI: The provisional 2021 capital plan is $8.2 million, a decrease of $2.7 million from 2020. The decrease is primarily due to expenditures in 2020, including land donation to Pender Island Parks ($516K), and Fire Truck replacement in Pender Island Fire service (695K). The decrease is also driven by lower capital expenditures related to the South Galiano Fire Hall project as the peak construction period was in 2020, and Gardom Pond Dam Remediation project as the project will be completed in 2020.

The 2021 Capital Plan Summary overview for each EA is shown in Appendix A-4 (JDF), Appendix B-4 (SSI) and Appendix C-4 (SGI).

Capital projects are typically funded by annual contributions from operating, grant, reserves and/or long term debt. Grant funding can have a significant impact on the implementation of the plan as grant application results are unknown.

Advanced Approvals

Advanced approval is requested in specific situations where the commencement of work before March 2021 is considered necessary to address operational needs for meeting work plans or efficiency of work plans. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders have to be issued and where a delay in commencement of work can have negative impact on service delivery timing and effectiveness. Items identified as necessary activities to begin in advance of the March deadline are listed in Appendix D.

SUMMARY

The attached 2021 EA budget packages in Appendix A (JDF), Appendix B (SSI) and Appendix C (SGI), which include operating and capital, are provided for preliminary approval. Appendix D contains the items that, as a result of business requirements, need to be implemented as early as January 1, 2021, in advance of the March final budget approval.

The provisional budget is subject to change as a result of the final 2020 surplus/deficits, receipt of revised assessment and any adjustments recommended by the respective Commissions and the Electoral Area directors prior to final approval of the Financial Plan Bylaw by March 31, as outlined in the *Local Government Act.*

CONCLUSION

The 2021 Electoral Area budgets have been delegated to the EAC by the CRD Board for review and preliminary approval.

Overall, the 2021 Electoral Area preliminary budget has been prepared based on the service plans and provide ongoing CRD services that respond to the varying needs of the three Electoral Area communities.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That the 2021 Electoral Area Only Services Budgets be given provisional approval as presented, and
2. That the new initiatives identified in Appendix D for January 1, 2021, implementation be approved for expenditure.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Budget Packages – Juan de Fuca
Appendix B: Budget Packages – Salt Spring Island
Appendix C: Budget Packages – Southern Gulf Islands
Appendix D: January 2021 Approvals

Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Master

File Number: 20-551

File ID:	20-551	**Type:**	Action Report	**Status:**	Reported to Board
Version:	1	**Agenda Section:**		**In Control:**	Electoral Areas Committee
				File Created:	09/08/2020
Short Title:				**Final Action:**	10/14/2020

Title: 2021 Preliminary Electoral Area Budget Review

Internal Notes:

Sponsors:

Attachments: Staff Report: 2021 Preliminary EA Budget Review, Appendix A: Juan de Fuca EA Budget Pkg, Appendix B: Salt Spring Island EA Budget Pkg, Appendix C: Southern Gulf Islands EA Budget Pkg, Appendix D: January 2021 Approvals

Recommendation:

Agenda Date: 10/14/2020

Agenda Number: 6.2.

Enactment Date:

Bylaw Number:

Hearing Date:

Effective Date:

History of Legislative File

Ver-sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Electoral Areas Committee	10/14/2020	recommended for approval				Pass

Action Text:

MOVED by Director Howe, SECONDED by Director Holman,
The Electoral Areas Committee recommends to the Capital Regional District Board:
That the 2021 Electoral Area Only Services Budgets be given provisional approval as presented. CARRIED
MOVED by Director Holman, SECONDED by Director Howe,
The Electoral Areas Committee recommends to the Capital Regional District Board:
That the new initiatives identified in Appendix D for January 1, 2021, implementation be approved for expenditure.
MOVED by Director Howe, SECONDED by Director Holman,
That the wording "Grants, " be added before the word "...Reserves", on the 1.238B SSI Transportation line, in the Funding Source column.
CARRIED
MOVED by Director Holman, SECONDED by Director Howe,
The Electoral Areas Committee recommends to the Capital Regional District Board:
That the new initiatives identified in Appendix D for January 1, 2021, implementation be approved for expenditure as amended.
CARRIED

Electoral Areas Committee - October 14, 2020
2021 Preliminary Electoral Area Budget Review

Appendix A-1: Requisition Summary (JDF)

	Electoral Area Juan de Fuca	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	140,927	32.98	135,196	31.64	5,731	1.34	4.24%
1.101	G.I.S.	1,056	0.25	1,038	0.24	18	0.00	1.74%
1.224	Community Health - Homeless Sec.	9,998	2.34	10,012	2.34	(14)	(0.00)	-0.14%
1.280	Regional Parks	179,691	42.05	176,647	41.34	3,044	0.71	1.72%
1.280A	Regional Parks - Land Acquisition	62,896	14.72	62,896	14.72	-	-	0.00%
1.309	Climate Action and Adaptation	6,723	1.57	6,610	1.55	112	0.03	1.70%
1.310	Land Banking & Housing	21,795	5.10	20,897	4.89	898	0.21	4.30%
1.324	Regional Planning Service	19,360	4.53	19,036	4.45	324	0.08	1.70%
1.335	Geo-Spatial Referencing System	2,653	0.62	2,642	0.62	12	0.00	0.44%
1.374	Regional Emergency Program Support	1,896	0.44	1,896	0.44	-	-	0.00%
1.375	Hazardous Material Incident Response	4,649	1.09	4,586	1.07	64	0.01	1.39%
1.911	Call Answer	1,999	0.47	1,968	0.46	31	0.01	1.55%
1.921	Regional CREST Contribution	21,235	4.97	20,893	4.89	342	0.08	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	654	0.15	(654)	(0.15)	-100.00%
	Total Regional	**$474,877**	**$111.13**	**$464,970**	**$108.82**	**$9,907**	**$2.32**	**2.13%**
1.126	Victoria Family Court Committee	224	0.05	224	0.05	-	-	0.00%
1.128	Greater Victoria Police Victim Services	708	1.55	691	1.51	17	0.04	2.44%
1.230	Traffic Safety Commission	1,209	0.28	1,209	0.28	-	-	0.00%
1.313	Animal Care Services	64,622	15.12	63,755	14.92	867	0.20	1.36%
1.330	Regional Growth Strategy	5,101	1.19	5,078	1.19	23	0.01	0.46%
1.912A	Call Answer - RCMP	-	-	(824)	(0.19)	824	0.19	-100.00%
1.913	Fire Dispatch	44,571	10.43	43,462	10.17	1,109	0.26	2.55%
3.701	Millstream Remediation	7,237	1.69	13,086	3.06	(5,849)	(1.37)	-44.70%
	Total Sub-Regional	**$123,672**	**$30.33**	**$126,681**	**$31.00**	**($3,009)**	**($0.67)**	**-2.16%**
1.103	Elections	5,686	1.33	4,549	1.06	1,137	0.27	25.00%
1.104	U.B.C.M.	2,055	0.48	3,215	0.75	(1,161)	(0.27)	-36.10%
1.318	Building Inspection	101,282	23.70	94,657	22.15	6,625	1.55	7.00%
1.320	Noise Control	9,017	2.11	8,875	2.08	141	0.03	1.59%
1.322	Nuisances & Unsightly Premises	11,976	2.80	11,773	2.76	203	0.05	1.72%
1.372	Electoral Area Emergency Program	33,575	7.86	33,053	7.74	522	0.12	1.58%
	Total Joint Electoral Area	**$163,590**	**$38.28**	**$156,123**	**$36.54**	**$7,468**	**$1.75**	**4.78%**
1.109	Electoral Area Admin Exp-JDF	56,695	13.27	58,034	13.58	(1,339)	(0.31)	-2.31%
1.114	Grants in Aid - Juan de Fuca	-	-	9,859	2.31	(9,859)	(2.31)	-100.00%
1.317	JDF Building Numbering	12,850	3.01	12,639	2.96	211	0.05	1.67%
1.319	Soil Deposit Removal	5,621	1.32	5,534	1.30	87	0.02	1.57%
1.325	Electoral Area Services - Planning	684,090	160.10	672,654	157.42	11,436	2.68	1.70%
1.370	Juan de Fuca Emergency Program	86,605	20.27	85,204	19.94	1,401	0.33	1.64%
1.377	JDF Search and Rescue	64,579	15.11	63,603	14.88	976	0.23	1.53%
1.405	JDF EA - Community Parks	190,193	44.51	186,996	43.76	3,197	0.75	1.71%
1.924	Emergency Comm - Crest - J.D.F.	106,974	25.03	105,475	24.68	1,499	0.35	1.42%
	Total JDF Electoral Area	**$1,207,607**	**$282.61**	**$1,199,998**	**$280.83**	**$7,609**	**$1.78**	**0.63%**
	Total Capital Regional District	**$1,969,747**	**$462.36**	**$1,947,772**	**$457.18**	**$21,975** **1.1%**	**$5.18**	**1.13%**
	Cost/average residential property	$462.36		$457.18		$5.18		
CRHD	Capital Regional Hospital District	460,822	107.84	478,790	112.05	(17,968)	(4.21)	-3.75%
	Total CRD and CRHD	**$2,430,569**	**$570.20**	**$2,426,562**	**$569.23**	**$4,007**	**$0.97**	**0.17%**
	Average residential assessment (2019/2020)	**$571,443**		**$571,443**				

Major Impacts

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	1.34	0.24%
Regional Parks	0.71	0.13%
SUB-REGIONAL		
Millstream Remediation	(1.37)	-0.24%
JOINT EA		
Building Inspection	1.55	0.27%
JDF EA		
Grants in Aid - Juan de Fuca	(2.31)	-0.41%
Electoral Area Services - Planning	2.68	0.47%
Juan de Fuca Emergency Program	0.33	0.06%
JDF EA - Community Parks	0.75	0.13%
Emergency Comm - Crest - J.D.F.	0.35	0.06%
Capital Regional Hospital District	(4.21)	-0.74%
Other	1.14	0.20%
Total	**$0.97**	**0.17%**

	Juan de Fuca Local/Specified/Defined Services	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.119	Vancouver Island Regional Library	308,702	80.66	304,078	79.45	4,624	1.21	1.52%
1.121	Sooke Regional Museum	73,158	19.12	71,925	18.79	1,234	0.32	1.72%
1.133	Langford E.A. - Greater Victoria Public Library	31,006	67.89	30,589	66.98	417	0.91	1.36%
1.232	Port Renfrew Street Lighting	3,825	45.75	3,763	45.01	62	0.74	1.65%
1.350	Willis Point Fire Protection	136,394	586.46	132,660	570.41	3,734	16.06	2.81%
1.353	Otter Point Fire Protection	485,161	394.67	520,563	423.47	(35,402)	(28.80)	-6.80%
1.354	Malahat Fire Protection	62,872	683.05	61,430	667.38	1,442	15.67	2.35%
1.355	Durrance Road Fire Protection	2,990	349.66	2,939	343.70	51	5.96	1.74%
1.357	East Sooke Fire Protection	435,783	502.19	430,286	495.86	5,497	6.33	1.28%
1.358	Port Renfrew Fire Protection	93,219	243.76	91,513	239.30	1,706	4.46	1.86%
1.360	Shirley Fire Protection	164,964	499.69	161,440	489.01	3,524	10.67	2.18%
1.40X	SEAPARC	700,855	183.12	700,197	182.95	658	0.17	0.09%
1.408	JDF EA - Community Recreation	68,316	17.85	67,301	17.58	1,015	0.27	1.51%
1.523	Port Renfrew Refuse Disposal	33,438	87.25	32,855	85.73	583	1.52	1.77%
2.650	Port Renfrew Water	59,209	316.21	58,327	311.50	882	4.71	1.51%
2.655	Snuggery Cove Water	-	-	(8,034)	(43.36)	8,034	43.36	-100.00%
2.691	Wilderness Mountain	68,150	874.73	63,859	819.65	4,291	55.08	6.72%
3.700	Septage Disposal - JDF Service Area	394	0.10	388	0.10	7	0.00	1.70%
3.755	Regional Source Control - Port Renfrew Sewer	735	7.93	722	7.80	12	0.13	1.70%
3.850	Port Renfrew Sewer	57,309	686.17	48,210	577.23	9,099	108.94	18.87%
	Total JDF Local/Specified/Defined Requisition	**$2,786,481**		**$2,775,011**		**$11,470**		
	Average residential assessment (2019/2020)	**$571,443**		**$571,443**				

Appendix A-2

Juan de Fuca - Operating Budget Highlights - Gross Expenditure (+/- 1.7% and +/- $20,000)

JDF Services +/- 1.7% and +/- $20,000	Gross Expenditure 2021	Gross Expenditure 2020	Changes $	Changes %	Main Budget Driver
1.325 Juan de Fuca Community Planning	854,606	782,922	71,684	9.2%	• 50k one-time cost for Port Renfrew OCP funded by CWF grant • 10k air photos (done every other year) funded by operating reserve fund • 13k for core inflationary increase
Total Juan de Fuca Electoral Area	**854,606**	**782,922**	**71,684**	**9.2%**	
1.350 - Willis Point Fire Protect & Recreation	161,817	204,256	(42,439)	-21%	• (46k) reduction in surplus carryforward in 2020, pending for 2020 YE result and final budget submission by the fire commission
1.353 - Otter Point Fire Protection	462,245	497,637	(35,392)	-7.1%	• (40k) reduction in one time capital reserve transfer in 2020, pending for final budget submission by the fire commission
Total Local/Specified/Defined Area	**624,062**	**701,893**	**(77,831)**	**-11.1%**	
Other (Services not meeting criteria above)	3,384,471.50	3,338,249.77	46,222	1.4%	
Total Juan de Fuca	**4,863,139**	**4,823,065**	**40,075**	**0.8%**	

Appendix A-3

Juan de Fuca 2021 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
Protective Services		
1.357 East Sooke Fire Protection		
Squad Car Replacement	160	Reserves

Total Projects ≥ $100K	160
Total Projects < $100K	463
Total 2021 Capital Projects	623

Appendix A-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - JDF

2021

Schedule B - Extract

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.318	Building Inspection	2,320	10,440				**12,760**			12,760				**12,760**
1.325	Community Planning	11,830					**11,830**			11,830				**11,830**
1.350	Willis Point Fire	65,000		18,000			**83,000**			65,000		18,000		**83,000**
1.353	Otter Point Fire	40,000					**40,000**			10,000		30,000		**40,000**
1.357	East Sooke Fire	13,800	160,000				**173,800**			173,800				**173,800**
1.358	Port Renfrew Fire	28,000					**28,000**			28,000				**28,000**
1.360	Shirley Fire Department	10,000					**10,000**			10,000				**10,000**
1.369	Electoral Area Fire Services	73,461					**73,461**					73,461		**73,461**
1.370	JDF Emergency Program	4,970					**4,970**			4,970				**4,970**
1.372	Emergency Planning Coordination	580					**580**			580				**580**
1.405	JDF EA Community Parks & Recreation					100,000	**100,000**				100,000			**100,000**
2.650	Port Renfrew Water	10,000					**10,000**					10,000		**10,000**
2.691	Wilderness Mountain Water Service				25,000		**25,000**					25,000		**25,000**
3.850	Port Renfrew Sewer				50,000		**50,000**				30,000	20,000		**50,000**
TOTAL		**259,961**	**170,440**	**18,000**	**75,000**	**100,000**	**623,401**	**-**	**-**	**316,940**	**130,000**	**176,461**	**-**	**623,401**

Appendix A-5: JDF Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.369 Electoral Area Fire Services

1.372 EA Emergency Coordination

JUAN DE FUCA

1.109 Administration

1.114 Grants in Aid

1.119 Vancouver Island Regional Library

1.121 Sooke Museum

1.133 Greater Victoria Public Library

1.232 Port Renfrew Street Lighting

1.317 JDF Building Numbering

1.319 Soil Deposit and Removal

1.325 Community Planning

Appendix A-5: JDF Service Budgets

1.350 Willis Point Fire

1.353 Otter Point Fire

1.354 Malahat Fire

1.355 Durrance Road Fire

1.357 East Sooke Fire

1.358 Port Renfrew Fire

1.360 Shirley Fire

1.370 Emergency Program

1.377 Search and Rescue

1.405 Community Parks

1.408 Community Recreation

1.523 Port Renfrew Refuse Disposal

1.924 Emergency Communications – CREST

2.650 Port Renfrew Water

2.691 Wilderness Mountain Water

3.850 Port Renfrew Sewer

CAPITAL REGIONAL DISTRICT

2021 Budget

Elections

EAC Review

Service: 1.103 Elections **Committee:** Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025
OPERATING COSTS										
Electoral Area Elections	-	520	-	-	-	-	122,500	-	-	-
Islands Trust	-	-	-	-	-	-	74,900	-	-	-
Allocations and Insurance	166	166	37	-	-	37	38	39	39	39
TOTAL OPERATING COSTS	**166**	**686**	**37**	**-**	**-**	**37**	**197,438**	**39**	**39**	**39**
*Percentage Increase over prior year						-77.7%	533516.2%	-100.0%	0.0%	0.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	19,992	19,902	25,033	-	-	25,033	29,863	32,031	34,031	36,031
TOTAL COSTS	**20,158**	**20,588**	**25,070**	**-**	**-**	**25,070**	**227,301**	**32,070**	**34,070**	**36,070**
FUNDING SOURCES (REVENUE)										
Recovery from Islands Trust	-	(500)	-	-	-	-	(74,900)	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(122,331)	-	-	-
Other Income	(158)	(88)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(158)**	**(588)**	**(70)**	**-**	**-**	**(70)**	**(197,301)**	**(70)**	**(70)**	**(70)**
REQUISITION	**(20,000)**	**(20,000)**	**(25,000)**	**-**	**-**	**(25,000)**	**(30,000)**	**(32,000)**	**(34,000)**	**(36,000)**
*Percentage increase over prior year Requisition						25.0%	20.0%	6.7%	6.3%	5.9%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2020	2021	2022	2023	2024	2025
Beginning Balance		46,620	76,493	101,526	9,058	41,089	75,120
Transfer from Op Budget		19,992	25,033	29,863	32,031	34,031	36,031
Transfer from ERF		9,170					
Planned Spending		-	-	(122,331)	-	-	-
Interest Income		710	-	-	-	-	-
Ending Balance $		**76,493**	**101,526**	**9,058**	**41,089**	**75,120**	**111,151**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections in 2022 at an estimated cost of $120,000 - $140,000

CAPITAL REGIONAL DISTRICT

2021 Budget

UBCM

EAC Review

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Area**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Convention Expenses	16,805	12,875	12,893	-	-	12,893	13,157	13,414	13,682	13,950
TOTAL COSTS	**16,805**	**12,875**	**12,893**	**-**	**-**	**12,893**	**13,157**	**13,414**	**13,682**	**13,950**
*Percentage Increase over prior year						-23.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	3,930	(3,930)	-	-	(3,930)	-	-	-	-
Balance c/fwd from 2019 to 2020	(2,832)	(2,832)	-	-	-	-	-	-	-	-
Other Revenue	(87)	(87)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(2,919)**	**1,011**	**(4,020)**	**-**	**-**	**(4,020)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(13,886)**	**(13,886)**	**(8,873)**	**-**	**-**	**(8,873)**	**(13,067)**	**(13,324)**	**(13,592)**	**(13,860)**
*Percentage increase over prior year Requisition						-36.1%	47.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Building Inspection

EAC Review

Service: 1.318 **Building Inspection** **Committee: Electoral Area**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010) and 3780 Amendment (2011). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2020 to 2021
Service: 1.318 Building Inspection

	Total Expenditure	Comments
2020 Budget	**1,561,459**	
Change in Salaries:		
Base salary change	20,370	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(3,384)	New hires at lower pay step
Other (explain as necessary)	7,993	Vacant 0.1 FTE (Admin Clerk) salary added in 2021 budget (not in 2020)
Total Change in Salaries	24,979	
Other Changes:		
Allocations	21,360	Standard OH Allocation increase is the combination of 2020 operating cost increase and 3rd year new model implementation. Increases also are in HR and Building Occupancy allocations.
Vehicles / Travel Costs	16,203	Cost associated with travel to Eas and vehicle operating and maintenance costs
Real Estate Labour Charge	14,720	In alignment with historical actual costs
Other	14,569	Staff training, membership fees, courier
Total Other Changes	66,852	
2021 Budget	**1,653,290**	
% expense increase from 2020:	***5.9%***	
% Requisition increase from 2020 (if applicable):	***7.0%***	*Requisition funding is 28% of service revenue.*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Fee revenues are projected at 117K (11.7%) lower than budget as we experience low permit fee revenue since May. The total expenditures are projected at 115K(7.4%) lower than budget manily due to the vacancies and lower pay step for new hire. The estimated overall deficit of 2K will be covered by operating reserve fund.

1.318 - Building Inspection	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	1,124,275	989,600	1,151,316	-	-	1,151,316	1,156,103	1,180,806	1,206,044	1,231,829
Telecommunications	35,290	34,455	35,890	-	-	35,890	36,610	37,340	38,090	38,850
Legal Expenses	10,220	4,327	10,390	-	-	10,390	10,600	10,810	11,030	11,250
Building Rent	33,706	33,706	34,450	-	-	34,450	35,210	35,980	36,770	37,510
Supplies	16,108	13,832	16,380	-	-	16,380	16,700	17,040	17,380	17,720
Allocations	188,554	209,518	225,494	-	-	225,494	240,721	245,480	250,332	255,284
Other Operating Expenses	120,006	127,138	146,070	-	-	146,070	149,210	152,160	155,160	158,229
TOTAL OPERATING COSTS	**1,528,159**	**1,412,576**	**1,619,990**	**-**	**-**	**1,619,990**	**1,645,154**	**1,679,616**	**1,714,806**	**1,750,672**
*Percentage Increase over prior year						6.0%	1.6%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,000**	**10,000**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,561,459**	**1,445,876**	**1,653,290**	**-**	**-**	**1,653,290**	**1,678,454**	**1,712,916**	**1,748,106**	**1,783,972**
Internal Recoveries	(29,362)	(29,362)	(29,486)	-	-	(29,486)	(30,076)	(30,677)	(31,291)	(31,920)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,532,097**	**1,416,514**	**1,623,804**	**-**	**-**	**1,623,804**	**1,648,378**	**1,682,239**	**1,716,815**	**1,752,052**
FUNDING SOURCES (REVENUE)						6.0%	1.5%	2.1%	2.1%	2.1%
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Fees Charged	(970,610)	(857,905)	(1,019,141)	-	-	(1,019,141)	(1,067,671)	(1,089,030)	(1,110,810)	(1,133,030)
Contract Revenue	(35,000)	(30,000)	(36,781)	-	-	(36,781)	(37,510)	(38,250)	(39,020)	(39,800)
Transfer from Operating Reserve	(114,247)	(116,369)	(126,400)	-	-	(126,400)	(37,409)	(4,000)	-	-
Grants in Lieu of Taxes	(1,443)	(1,443)	(1,510)	-	-	(1,510)	(1,540)	(1,570)	(1,600)	(1,630)
Revenue - Other	(2,000)	(2,000)	(2,562)	-	-	(2,562)	(2,672)	(2,796)	(2,921)	(2,880)
TOTAL REVENUE	**(1,123,300)**	**(1,007,717)**	**(1,186,394)**	**-**	**-**	**(1,186,394)**	**(1,146,802)**	**(1,135,646)**	**(1,154,351)**	**(1,177,340)**
REQUISITION	**(408,797)**	**(408,797)**	**(437,411)**	**-**	**-**	**(437,411)**	**(501,576)**	**(546,593)**	**(562,464)**	**(574,712)**
*Percentage increase over prior year Requisition						7.0%	14.7%	9.0%	2.9%	2.2%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.318 Building Inspection	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$10,000	$0	$5,000	$0	$0	$15,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$45,000	$0	$0	$45,000	$0	$90,000
	$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$55,000	$0	$5,000	$45,000	$0	$105,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.318
Service Name: Building Inspection

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$90,000	V	ERF	$0	$45,000	$0	$0	$45,000	$0	$90,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$5,000	E	ERF	$0	$0	$0	$5,000	$0	$0	$5,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	$10,000	E	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$105,000**			**$0**	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

Building Inspection
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	168,538	42,138	4,729	729	729	729
Equipment Replacement Fund	73,457	28,457	38,457	43,457	8,457	18,457
Total	**241,995**	**70,595**	**43,186**	**44,186**	**9,186**	**19,186**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

.

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	to be created	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		281,907	168,538	42,138	4,729	729	729
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(116,369)	(126,400)	(37,409)	(4,000)	-	-
Interest Income		3,000	-	-	-	-	-
Ending Balance $		**168,538**	**42,138**	**4,729**	**729**	**729**	**729**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

.

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101425	2020	2021	2022	2023	2024	2025
Beginning Balance		148,457	73,457	28,457	38,457	43,457	8,457
Transfer from Ops Budget		10,000	10,000	10,000	10,000	10,000	10,000
Planned Purchase		(85,000)	(55,000)	-	(5,000)	(45,000)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**73,457**	**28,457**	**38,457**	**43,457**	**8,457**	**18,457**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Noise control

EAC Review

Service: 1.320 **Noise Control** **Committee: Electoral Area**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - NOISE CONTROL	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Legal	7,340	7,340	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Allocations	1,953	1,953	2,304	-	-	2,304	2,607	2,656	2,706	2,757
Internal Time Charges	29,208	29,208	29,876	-	-	29,876	30,047	30,614	31,208	31,814
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL OPERATING COSTS	**38,561**	**38,561**	**39,140**	**-**	**-**	**39,140**	**39,754**	**40,510**	**41,294**	**42,101**
*Percentage Increase over prior year						1.5%	1.6%	1.9%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Revenue - Other	(231)	(231)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(231)**	**(231)**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
REQUISITION	**(38,330)**	**(38,330)**	**(38,940)**	**-**	**-**	**(38,940)**	**(39,554)**	**(40,310)**	**(41,094)**	**(41,901)**
*Percentage increase over prior year Requisition						1.6%	1.6%	1.9%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2020	2021	2022	2023	2024	2025
Beginning Balance		2,494	2,532	2,532	2,532	2,532	2,532
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income*		38	-	-	-	-	-
Ending Balance $		**2,532**	**2,532**	**2,532**	**2,532**	**2,532**	**2,532**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Nuisance & Unsightly Premises

EAC Review

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Area**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Legal	2,152	2,152	2,085	-	-	2,085	2,130	2,170	2,210	2,250
Allocations	2,384	2,384	2,825	-	-	2,825	3,247	3,309	3,373	3,437
Internal Time Charges	46,257	46,257	46,750	-	-	46,750	47,017	47,905	48,835	49,782
Other Operating Expenses	330	330	330	-	-	330	340	350	360	370
TOTAL OPERATING COSTS	**51,123**	**51,123**	**51,990**	**-**	**-**	**51,990**	**52,734**	**53,734**	**54,778**	**55,839**
*Percentage Increase over prior year						1.7%	1.4%	1.9%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(178)	(178)	(170)	-	-	(170)	(170)	(170)	(170)	(170)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(278)**	**(278)**	**(270)**	**-**	**-**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
REQUISITION	**(50,845)**	**(50,845)**	**(51,720)**	**-**	**-**	**(51,720)**	**(52,464)**	**(53,464)**	**(54,508)**	**(55,569)**
*Percentage increase over prior year Requisition						1.7%	1.4%	1.9%	2.0%	1.9%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2020	2021	2022	2023	2024	2025
Beginning Balance		15,264	15,494	15,494	15,494	15,494	15,494
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		230	-	-	-	-	-
Ending Balance $		**15,494**	**15,494**	**15,494**	**15,494**	**15,494**	**15,494**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Electoral Area Fire Services

EAC Review

Service: 1.369 **Electoral Area Fire Services** **Committee: Electoral Area**

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of $0.246 per $1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Consulting	15,330	13,000	15,330	-	-	15,330	15,640	15,950	16,270	16,600
Staff Training & Development	5,110	5,110	5,110	-	-	5,110	5,210	5,310	5,420	5,530
Software Licenses	15,930	11,000	11,607	-	-	11,607	11,840	12,080	12,320	12,570
Allocation to Finance & Corp	12,392	12,392	9,244	-	-	9,244	6,287	6,413	6,541	6,672
Allocation to Emergency Coordination	67,401	67,401	74,862	-	-	74,862	76,359	78,039	79,756	81,352
Contingency	4,060	4,060	4,060	-	-	4,060	4,140	4,220	4,300	4,390
Operating - Other	3,050	2,980	3,060	-	-	3,060	3,120	3,180	3,240	3,300
TOTAL OPERATING COSTS	**123,273**	**115,943**	**123,273**	**-**	**-**	**123,273**	**122,596**	**125,192**	**127,847**	**130,414**
*Percentage Increase over prior year						0.0%	-0.5%	2.1%	2.1%	2.0%
CAPITAL / RESERVE										
Equipment Purchases	7,370	7,370	7,370	-	-	7,370	7,520	7,670	7,820	7,980
Transfer to Equipment Replacement Fund (ERF & Op Rsv)	11,647	18,977	11,647	-	-	11,647	15,014	15,168	15,323	15,616
TOTAL CAPITAL / RESERVE	**19,017**	**26,347**	**19,017**	**-**	**-**	**19,017**	**22,534**	**22,838**	**23,143**	**23,596**
TOTAL COSTS	**142,290**	**142,290**	**142,290**	**-**	**-**	**142,290**	**145,130**	**148,030**	**150,990**	**154,010**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(100)**	**(100)**	**(100)**	**-**	**-**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(142,190)**	**(142,190)**	**(142,190)**	**-**	**-**	**(142,190)**	**(145,030)**	**(147,930)**	**(150,890)**	**(153,910)**
*Percentage increase over prior year Requisition						0.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.369 Electoral Area Fire Services	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$156,300	$0	$0	$0	$0	$156,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$156,300	$0	$0	$0	$0	$156,300
		$0	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.369
Service Name: Electoral Area Fire Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Study	Structure Protection Unit (Sprinkler trailer)	Provision of capacity to protect infrastructure and structures from wildfire	$156,300	E	Res	$0	$156,300	$0	$0	$0	$0	$156,300
			GRAND TOTAL	**$156,300**			**$0**	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105404	2020	2021	2022	2023	2024	2025
Beginning Balance		257,382	272,929	128,276	143,290	158,458	173,781
Transfer from Ops Budget		11,647	11,647	15,014	15,168	15,323	15,616
Planned Expenditures		-	(156,300)	-	-	-	-
Interest Income		3,900	-	-	-	-	-
Ending Balance $		**272,929**	**128,276**	**143,290**	**158,458**	**173,781**	**189,397**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Emergency Planning Coordination

EAC Review

Service: 1.372 Emergency Planning Coordination **Committee: Planning, Transportation & Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Emergency Planning Coordination	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries	509,587	482,000	532,583	-	-	532,583	534,073	545,559	557,295	569,275
Contract for Services	63,000	63,000	-	-	-	-	-	-	-	-
Travel Expenses	1,790	1,790	1,820	-	-	1,820	1,860	1,900	1,940	1,980
Telecommunications	6,700	6,700	6,810	-	-	6,810	6,950	7,090	7,230	7,370
Staff Training & Development	2,130	2,130	1,620	-	-	1,620	1,650	1,680	1,710	1,740
Supplies	14,300	1,560	2,010	-	-	2,010	2,050	2,090	2,130	2,170
Allocations	56,596	56,596	59,170	-	-	59,170	59,064	60,243	61,450	62,675
Other Operating Expenses	10,720	8,896	8,630	-	-	8,630	8,790	8,970	9,150	9,330
TOTAL OPERATING COSTS	**664,823**	**622,672**	**612,643**	**-**	**-**	**612,643**	**614,437**	**627,532**	**640,905**	**654,540**
*Percentage Increase over prior year						-7.8%	0.3%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	15,425	7,324	-	-	7,324	7,470	7,620	7,770	7,930
TOTAL COSTS	**664,823**	**638,097**	**619,967**	**-**	**-**	**619,967**	**621,907**	**635,152**	**648,675**	**662,470**
Internal Recoveries	(413,859)	(413,859)	(459,671)	-	-	(459,671)	(468,864)	(479,179)	(489,721)	(499,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	**250,964**	**224,238**	**160,296**	**-**	**-**	**160,296**	**153,043**	**155,973**	**158,954**	**162,950**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	14,486	(14,486)	-	-	(14,486)	-	-	-	-
Balance c/fwd from 2019 to 2020	(29,307)	(29,307)	-	-	-	-	-	-	-	-
Grants Revenue	(78,120)	(65,880)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(491)	(491)	(500)	-	-	(500)	(510)	(520)	(530)	(540)
Revenue - Other	(300)	(300)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(108,218)**	**(81,492)**	**(15,296)**	**-**	**-**	**(15,296)**	**(830)**	**(850)**	**(870)**	**(890)**
REQUISITION	**(142,746)**	**(142,746)**	**(145,000)**	**-**	**-**	**(145,000)**	**(152,213)**	**(155,123)**	**(158,084)**	**(162,060)**
*Percentage increase over prior year Requisition						1.6%	5.0%	1.9%	1.9%	2.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.372 Emergency Planning Coordination	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$2,500	$0	$0	$2,500	$0	$5,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$2,500	$0	$0	$2,500	$0	$5,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.372
Service Name: Emergency Planning Coordination

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$0	E	ERF	$0	$2,500	$0	$0	$2,500	$0	$5,000
			GRAND TOTAL	**$0**			**$0**	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

Reserve Schedule

Reserve Fund: 1.327 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101985	2020	2021	2022	2023	2024	2025
Beginning Balance		2,646	646	5,470	12,940	20,560	25,830
Transfer from Op Budget		-	7,324	7,470	7,620	7,770	7,930
Planned Purchase		(2,000)	(2,500)	-	-	(2,500)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**646**	**5,470**	**12,940**	**20,560**	**25,830**	**33,760**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2021 Budget

Admin. Expenditures (JDF)

EAC Review

Service: 1.109 **JDF Admin. Expenditures** **Committee: Electoral Area**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.109 - Admin. Expenditures (JDF)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Director's Remuneration	46,045	46,045	46,978	-	-	46,978	47,920	48,880	49,860	50,860
Travel	1,650	1,000	1,680	-	-	1,680	1,710	1,740	1,770	1,810
Allocations	8,217	8,217	5,819	-	-	5,819	3,028	3,089	3,150	3,213
Contingency	-	-	1,000	-	-	1,000	1,020	1,040	1,060	1,080
Other Operating Expenses	3,460	2,158	3,290	-	-	3,290	3,360	3,440	3,520	3,600
TOTAL OPERATING COSTS	**59,372**	**57,420**	**58,767**	**-**	**-**	**58,767**	**57,038**	**58,189**	**59,360**	**60,563**
*Percentage Increase over prior year						-1.0%	-2.9%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	1,952	(1,952)	-	-	(1,952)	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,216)	(1,216)	-	-	-	-	-	-	-	-
Revenue - Other	(122)	(122)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	**(1,338)**	**614**	**(2,072)**	**-**	**-**	**(2,072)**	**(120)**	**(120)**	**(120)**	**(120)**
REQUISITION	**(58,034)**	**(58,034)**	**(56,695)**	**-**	**-**	**(56,695)**	**(56,918)**	**(58,069)**	**(59,240)**	**(60,443)**
*Percentage increase over prior year Requisition						-2.3%	0.4%	2.0%	2.0%	-41.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.109 JDF Admin. Expenditures	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$2,000	$0	$0	$0	$2,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$2,000**	**$0**	**$0**	**$0**	**$2,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$2,000	$0	$0	$0	$2,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$2,000**	**$0**	**$0**	**$0**	**$2,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.109
Service Name: JDF Admin. Expenditures

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Computer	Computer Replacement	$2,000	E	ERF	$0	$0	$2,000	$0	$0	$0	$2,000
			GRAND TOTAL	**$2,000**			**$0**	**$0**	**$2,000**	**$0**	**$0**	**$0**	**$2,000**

Reserve Schedule

Reserve Fund: 1.109 Admin Expenditures (JDF) - Equipment Replacement Fund

ERF Group: JDFADMIN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101839**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		4,498	4,498	4,498	2,498	2,498	2,498
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	(2,000)	-	-	-
Actual Purchase		-	-	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**4,498**	**4,498**	**2,498**	**2,498**	**2,498**	**2,498**

Assumptions/Background:

Fund Balance should remain between $5,000 and $10,000.

CAPITAL REGIONAL DISTRICT

2021 Budget

Grant-in-Aid (JDF)

EAC Review

Service: 1.114 JDF Grants in Aid **Committee:** Electoral Area

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).
* (District of Sooke incorporated from Sooke Electoral Area and Juan de Fuca Electoral Area created from the remainder along with addition of Langford Electoral Area).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

$0.05 / $1,000 on basis of converted hospital assessed value of land and improvements, to maximum of $102,989.

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.114 - Grant-in-Aid (JDF)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Grants in Aid	40,000	18,300	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Allocations	1,626	1,626	1,858	-	-	1,858	2,123	2,165	2,209	2,253
TOTAL OPERATING COSTS	**41,626**	**19,926**	**21,858**	**-**	**-**	**21,858**	**22,123**	**22,165**	**22,209**	**22,253**
*Percentage Increase over prior year						-47.5%	1.2%	0.2%	0.2%	0.2%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	21,550	(21,550)	-	-	(21,550)	-	-	-	-
Balance c/fwd from 2019 to 2020	(31,545)	(31,345)	-	-	-	-	-	-	-	-
Other Income	(222)	(272)	(308)	-	-	(308)	(310)	(320)	(330)	(340)
TOTAL REVENUE	**(31,767)**	**(10,067)**	**(21,858)**	**-**	**-**	**(21,858)**	**(310)**	**(320)**	**(330)**	**(340)**
REQUISITION	**(9,859)**	**(9,859)**	**-**	**-**	**-**	**-**	**(21,813)**	**(21,845)**	**(21,879)**	**(21,913)**
*Percentage increase over prior year Requisition						-100.0%	N/A	0.1%	0.2%	0.2%

CAPITAL REGIONAL DISTRICT

2021 Budget

Vancouver Island Regional Library

EAC Review

Service: 1.119 **Van. Island Regional Library** **Committee: Electoral Area**

2020 Budget

A local service within the Juan de Fuca Electoral Area under Part 3 of the Library Act
Bylaw No. 2248 (November 23, 1994). Amended by Bylaw No. 2346 (February 12, 1997)

SERVICE DESCRIPTION:

This service provides the services of the Vancouver Island Regional Library (VIRL) to the westerly portion of Juan de Fuca Electoral Area (JDFEA). The VIRL delivers service to the JDFEA through its Sooke and Port Renfrew Branches. Under the Library Act, S.B.C. 1994 the CRD was required to take over the library responsibilities belonging to School District No. 62 (Sooke) to participate in the regional library district. The library district is the Vancouver Island Regional Library District (VIRL), headquartered in Nanaimo. The CRD provides the service by funding a budget set by the VIRL and appointing a member to the library board. Service began in 1994.

PARTICIPATION:

Westerly portion of Juan de Fuca Electoral Area.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

1.119 - Vancouver Island Regional Library	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payments to Vancouver Island Regional Library	297,374	297,374	302,430	-	-	302,430	308,480	314,650	320,940	327,360
Allocations	5,147	5,147	5,562	-	-	5,562	6,196	6,320	6,447	6,576
Other Operating Expenses	1,220	1,220	1,240	-	-	1,240	1,260	1,290	1,320	1,350
TOTAL COSTS	**303,741**	**303,741**	**309,232**	**-**	**-**	**309,232**	**315,936**	**322,260**	**328,707**	**335,286**
*Percentage Increase over prior year						1.8%	2.2%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2019 to 2020	867	867	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(280)	(280)	(280)	-	-	(280)	(290)	(300)	(310)	(320)
Other Revenue	(250)	(250)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
TOTAL REVENUE	**337**	**337**	**(530)**	**-**	**-**	**(530)**	**(540)**	**(550)**	**(560)**	**(570)**
REQUISITION	**(304,078)**	**(304,078)**	**(308,702)**	**-**	**-**	**(308,702)**	**(315,396)**	**(321,710)**	**(328,147)**	**(334,716)**
*Percentage increase over prior year Requisition						1.5%	2.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Sooke Regional Museum

EAC Review

Service: 1.121 **Sooke Regional Museum** **Committee: Electoral Area**

DEFINITION:

A specified area established to provide annual financial assistance to the Sooke Regional Historical Society for the purpose of operating, maintaining and developing the Sooke Region Museum (Bylaw No. 1189 - November 23, 1983); increased levy amendment Bylaw No. 1538 - June 10, 1987, converted by Bylaw No. 3751 - March 2011, both Sooke Region Museum services (1.120 & 1.121) merged into one by Bylaw No. 3827 - July 2012, increased levy Bylaw No. 3942 - April 16, 2014

SERVICE DESCRIPTION:

This service provides an annual contribution in support of the Sooke Region Museum operations and historical programs. The service was established in 1983 and is administered by the Sooke Region Historical Society.

PARTICIPATION:

Western portions of the Juan de Fuca Electoral Area and the District of Sooke.

MAXIMUM LEVY:

Greater of $191,000 or $0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $ 312,732.

FUNDING:

Requisition

1.121 - Sooke Regional Museum	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Payments to Sooke Regional Museum	189,410	189,410	192,630	-	-	192,630	196,480	200,410	204,420	208,510
Allocations	3,861	3,861	3,903	-	-	3,903	3,944	4,023	4,103	4,185
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL COSTS	**193,331**	**193,331**	**196,593**	**-**	**-**	**196,593**	**200,484**	**204,493**	**208,583**	**212,755**
*Percentage Increase over prior year						1.7%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(53)	(53)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(315)	(315)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(368)**	**(368)**	**(320)**	**-**	**-**	**(320)**	**(330)**	**(340)**	**(350)**	**(360)**
REQUISITION	**(192,963)**	**(192,963)**	**(196,273)**	**-**	**-**	**(196,273)**	**(200,154)**	**(204,153)**	**(208,233)**	**(212,395)**
*Percentage increase over prior year Requisition						1.7%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Langford EA - GVPL

EAC Review

Service: 1.133 Langford EA - GVPL **Committee: Electoral Area**

DEFINITION:

To establish a local service for the purpose of contributing to the cost of library services that are provided within the service area by the Greater Victoria Public Library District. Bylaw No. 2357 adopted February 1997.

SERVICE DESCRIPTION:

This service, established in 1997, provides the services of the Greater Victoria Public Library Board (GVPLB) to the Willis Point and Malahat areas within the Juan de Fuca Electoral Area. The service is on a contract basis because the service area is so small. The contract is annually renewed. Payment to the GVPLB is made in the form of a contribution to the GVLPB's budget. This service is one a number of services in which the CRD makes an annual contribution to a public library service.

PARTICIPATION:

A portion of the Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of $183,000 or $0.33 / $1,000 on actual assessed value of land and improvements.

FUNDING:

Requsition

1.133 - Langford EA - GVPL	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payments to Greater Victoria Public Library	29,840	29,840	30,350	-	-	30,350	30,960	31,580	32,210	32,850
Allocations	825	825	726	-	-	726	626	638	651	664
Other Operating Expenses	10	10	10	-	-	10	10	10	10	10
TOTAL OPERATING COSTS	**30,675**	**30,675**	**31,086**	**-**	**-**	**31,086**	**31,596**	**32,228**	**32,871**	**33,524**
*Percentage Increase over prior year						1.3%	1.6%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2019 to 2020	(4)	(4)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(82)	(82)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
Interest Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(86)**	**(86)**	**(80)**	**-**	**-**	**(80)**	**(80)**	**(80)**	**(80)**	**(80)**
REQUISITION	**(30,589)**	**(30,589)**	**(31,006)**	**-**	**-**	**(31,006)**	**(31,516)**	**(32,148)**	**(32,791)**	**(33,444)**
*Percentage increase over prior year Requisition						1.4%	1.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Port Renfrew Street Lighting

EAC Review

Service: 1.232 **Port Renfrew Street Lighting** **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain street lighting for the Port Renfrew Street Lighting Local Service Area.
Bylaw No. 1746, November 8, 1989; Bylaw No. 1986, January 29, 1992.

PARTICIPATION:

Port Renfrew Local Service Area # 4, D-762.

MAXIMUM LEVY:

Greater of $7,500 or $3.42 / $1,000 on actual assessed value of land and improvements. To a maximum of $97,515.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Port Renfrew Street Lighting Commission established by Bylaw No. 1770 in 1989.
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

USER CHARGE:

50% of operating cost to be imposed as an annual user fee to each connected property.

PARCEL TAX:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the Local Service Area.

1.232 - Port Renfrew Street Lighting	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Electricity	7,030	6,482	7,150	-	-	7,150	7,290	7,440	7,590	7,740
Allocations	404	404	425	-	-	425	447	456	465	474
Contingency	1,230	382	1,200	-	-	1,200	1,200	1,200	1,200	1,200
Other Operating Expenses	102	71	100	-	-	100	100	100	100	100
TOTAL COSTS	**8,766**	**7,339**	**8,875**	**-**	**-**	**8,875**	**9,037**	**9,196**	**9,355**	**9,514**
*Percentage Increase over prior year						1.2%	1.8%	1.8%	1.7%	1.7%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	1,680	(1,680)	-	-	(1,680)	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,943)	(1,943)	-	-	-	-	-	-	-	-
User Charges	(2,984)	(3,017)	(3,070)	-	-	(3,070)	(3,983)	(4,053)	(4,122)	(4,192)
Revenue - Other	(76)	(296)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
TOTAL REVENUE	**(5,003)**	**(3,576)**	**(5,050)**	**-**	**-**	**(5,050)**	**(4,283)**	**(4,353)**	**(4,422)**	**(4,492)**
REQUISITION - PARCEL TAX	**(3,763)**	**(3,763)**	**(3,825)**	**-**	**-**	**(3,825)**	**(4,754)**	**(4,843)**	**(4,933)**	**(5,022)**
*Percentage increase over prior year										
User Fee						2.9%	29.7%	1.8%	1.7%	1.7%
Requisition						1.6%	24.3%	1.9%	1.9%	1.8%
Combined						**2.2%**	**26.7%**	**1.8%**	**1.8%**	**1.8%**

CAPITAL REGIONAL DISTRICT

Budget

JDF Building Numbering

EAC Review

Service: 1.317 JDF Building Numbering **Committee:** Electoral Area

DEFINITION:

To provide the extended service of implementing a civic addressing system for the Juan de Fuca Electoral Area. Establishment Bylaw No. 2010, adopted September 1992. Amendment Bylaw No. 2093 (February 1993).

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

No limit.

FUNDING:

Requisition

1.317 - JDF Building Numbering	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Building Inspection	11,589	11,589	11,797	-	-	11,797	12,033	12,274	12,519	12,769
Allocations	713	713	673	-	-	673	649	662	675	689
Other Operating Expenses	420	420	430	-	-	430	440	450	460	470
TOTAL COSTS	**12,722**	**12,722**	**12,900**	**-**	**-**	**12,900**	**13,122**	**13,386**	**13,654**	**13,928**
*Percentage Increase over prior year						1.4%	1.7%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(46)	(46)	-	-	-	-	-	-	-	-
Other Income	(37)	(37)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(83)**	**(83)**	**(50)**	**-**	**-**	**(50)**	**(50)**	**(50)**	**(50)**	**(50)**
REQUISITION	**(12,639)**	**(12,639)**	**(12,850)**	**-**	**-**	**(12,850)**	**(13,072)**	**(13,336)**	**(13,604)**	**(13,878)**
*Percentage increase over prior year Requisition						1.7%	1.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Soil Deposit and Removal

EAC Review

Service: 1.319 Soil Deposit and Removal **Committee: Electoral Area**

DEFINITION:

The regulation of the deposit or removal of soil, sand, gravel, rock or other material on land in the municipality or in any area in the municipality (see 930(d)(e) of the Municipal Act). Authority received under SLP issued February 12, 1973, and as amended by SLP August 25, 1986. This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices, who ensure that permits are purchased by any person who deposits or removes said materials.

SERVICE DESCRIPTION:

Administration and enforcement of the Soil Deposit and Removal Bylaw for the Juan de Fuca Electoral Area (JdF EA).

PARTICIPATION:

Participants consist solely of the Juan de Fuca Electoral Area. Requisition to all participants on the basis of prior year caseload.

Participants Electoral Area	2000 est	Percentage
JDF EA	1	100%

MAXIMUM LEVY:

Net cost of this function not to exceed $50,000.

FUNDING:

Requisition

1.319 - Soil Deposit and Removal	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Allocations	1,257	1,257	1,233	-	-	1,233	1,207	1,228	1,249	1,271
Internal Time Charges	4,267	4,267	4,398	-	-	4,398	4,423	4,506	4,594	4,683
Other Operating Expenses	30	30	30	-	-	30	30	30	30	30
TOTAL COSTS	**5,554**	**5,554**	**5,661**	**-**	**-**	**5,661**	**5,660**	**5,764**	**5,873**	**5,984**
*Percentage Increase over prior year						1.9%	0.0%	1.8%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Income - Other	(20)	(20)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(20)**	**(20)**	**(40)**	**-**	**-**	**(40)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(5,534)**	**(5,534)**	**(5,621)**	**-**	**-**	**(5,621)**	**(5,620)**	**(5,724)**	**(5,833)**	**(5,944)**
*Percentage increase over prior year Requisition						1.6%	0.0%	1.9%	1.9%	1.9%

Reserve Schedule

Reserve Fund: 1.319 Soil Deposit and Removal - Operating Reserve Fund

.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105405	2020	2021	2022	2023	2024	2025
Beginning Balance		62,948	63,898	63,898	63,898	63,898	63,898
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		950	-	-	-	-	-
Ending Balance $		**63,898**	**63,898**	**63,898**	**63,898**	**63,898**	**63,898**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Community Planning (JDF)

EAC Review

Service: 1.325 **Community Planning** **Committee: Electoral Area**

DEFINITION:

To provide land use planning services at the community level for the JDF electoral area (Supplementary Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

Community Planning service involves preparation, review and amendment of five official community plans and two comprehensive community development plans.

Development Services involves preparation and administration of Land Use Bylaws, subdivision Bylaw, and process zoning amendments, development permits, development variance permits, soil deposit/removal permits, and review land and water referrals, subdivisions referrals, and ALR exclusions.

Administrative Services involves preparation of agendas, minutes and providing administrative support for the Juan de Fuca (JdF) Land Use Committee (LUC), six advisory planning commissions (APC), three board of variances, the Agricultural Advisory Planning Commission (AAPC), and the Economic Development Commission (EDC).

PARTICIPATION:

JDF Electoral Area on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition and user fees.

Change in Budget 2020 to 2021

Service: 1.325 JDF Community Planning	**Total Expenditure**	**Comments**
2020 Budget	**782,922**	
Change in Salaries:		
Base salary change	14,048	Inclusive of estimated collective agreement changes
Step increase/paygrade change		
Other (explain as necessary)		
Total Change in Salaries	14,048	
Other Changes:		
Contract for Services	50,000	One-time (Port Renfrew OCP)
Program Development	10,550	One-time (air photos purchased every odd year)
Allocations	3,751	
Transfer to ORF	(7,245)	
Other	580	
Total Other Changes	57,636	
2021 Budget	**854,606**	
% expense increase from 2020:	***9.2%***	
% Requisition increase from 2020 (if applicable):	***1.7%***	*Requisition funding is 80% of service revenue.*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Service is expected to have incurred lower than budgeted expenditures from reduced legal expenses, conference costs, and postage fees as a result of postage meter purchase. Staff recovery offsets lower revenues from processing fees. Reduced transfer in from ORF is a result of surplus.

1.325 - Community Planning (JDF)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	445,935	440,635	460,293	-	-	460,293	461,669	471,589	481,714	492,057
Consultants	5,000	5,000	5,080	-	50,000	55,080	5,180	5,280	5,380	5,480
Legal Expenses	10,000	5,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
LIDAR Photography	-	-	-	-	10,550	10,550	-	11,020	-	11,240
Supplies	9,000	7,500	8,840	-	-	8,840	9,020	9,200	9,390	9,580
Land Use and Advisory Planning Cttees	13,628	8,990	13,808	-	-	13,808	21,940	14,370	14,660	14,960
Allocations	146,884	146,884	150,425	-	-	150,425	151,599	154,607	157,687	160,828
Labour Charges	12,120	12,120	12,330	-	-	12,330	12,580	12,830	13,090	13,350
Other Operating Expenses	57,340	47,018	57,510	-	-	57,510	57,040	58,180	59,330	60,490
TOTAL OPERATING COSTS	**699,907**	**673,147**	**718,286**	**-**	**60,550**	**778,836**	**729,228**	**747,476**	**751,861**	**778,805**
*Percentage Increase over prior year						11.3%	-6.4%	2.5%	0.6%	3.6%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Operating Reserve Fund	7,245	7,245	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**12,245**	**12,245**	**5,000**	**-**	**-**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**
Building Borrowing Repayment to Facilities Reserve	70,770	70,770	70,770	-	-	70,770	70,770	70,770	70,770	70,770
TOTAL COSTS	**782,922**	**756,162**	**794,056**	**-**	**60,550**	**854,606**	**804,998**	**823,246**	**827,631**	**854,575**
Internal Recoveries	(17,418)	(17,418)	(17,798)	-	-	(17,798)	(18,150)	(18,510)	(18,880)	(19,260)
OPERATING COSTS LESS INTERNAL RECOVERIES	**765,504**	**738,744**	**776,258**	**-**	**60,550**	**836,808**	**786,848**	**804,736**	**808,751**	**835,315**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Processing Fee Revenue	(45,000)	(29,000)	(32,000)	-	-	(32,000)	(32,640)	(33,290)	(33,960)	(34,640)
Community Works Funding	-	-	-	-	(50,000)	(50,000)	-	-	-	-
Grants in Lieu of Taxes	(887)	(887)	(900)	-	-	(900)	(920)	(940)	(960)	(980)
Transfer from Operating Reserve Fund	(45,423)	(5,485)	(57,698)	-	(10,550)	(68,248)	(33,398)	(21,856)	(10,211)	(20,805)
Revenue - Other	(1,540)	(30,718)	(1,570)	-	-	(1,570)	(1,600)	(1,630)	(1,660)	(1,690)
TOTAL REVENUE	**(92,850)**	**(66,090)**	**(92,168)**	**-**	**(60,550)**	**(152,718)**	**(68,558)**	**(57,716)**	**(46,791)**	**(58,115)**
REQUISITION	**(672,654)**	**(672,654)**	**(684,090)**	**-**	**-**	**(684,090)**	**(718,290)**	**(747,020)**	**(761,960)**	**(777,200)**
*Percentage increase over prior year Requisition						1.7%	5.0%	4.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.325 Community Planning	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$10,000	$11,830	$35,000	$2,410	$3,910	$0	$53,150
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$10,000	**$11,830**	**$35,000**	**$2,410**	**$3,910**	**$0**	**$53,150**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$10,000	$11,830	$35,000	$2,410	$3,910	$0	$53,150
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$10,000	**$11,830**	**$35,000**	**$2,410**	**$3,910**	**$0**	**$53,150**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.325
Service Name: Community Planning

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; the new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Multi Function Printer	Printer/Copier	$10,000	E	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
20-01	Replacement	Computer Equipment	Computer Replacement	$8,150	E	ERF	$0	$1,830	$0	$2,410	$3,910	$0	$8,150
22-01	Replacement	Vehicle	Vehicle Replacement	$35,000	E	ERF	$0	$0	$35,000	$0	$0	$0	$35,000
			GRAND TOTAL	**$53,150**			**$10,000**	**$11,830**	**$35,000**	**$2,410**	**$3,910**	**$0**	**$53,150**

Community Planning (JDF)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	189,430	121,182	87,784	65,928	55,717	34,912
Equipment Replacement Fund	62,666	55,836	25,836	28,426	29,516	34,516
Total	**252,097**	**177,019**	**113,621**	**94,355**	**85,234**	**69,429**

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105408	2020	2021	2022	2023	2024	2025
Beginning Balance		224,178	189,430	121,182	87,784	65,928	55,717
Transfer from Ops Budget		7,245	-	-	-	-	-
Transfer to Ops Budget		(45,423)	(68,248)	(33,398)	(21,856)	(10,211)	(20,805)
Interest Income		3,430	-	-	-	-	-
Ending Balance $		**189,430**	**121,182**	**87,784**	**65,928**	**55,717**	**34,912**

Assumptions/Background:

For unforeseen legal expenses; ongoing air photo updates; election expenses

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Equipment Replacement Fund

ERF Group: CMPLAN.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101428	2020	2021	2022	2023	2024	2025
Beginning Balance		76,576	62,666	55,836	25,836	28,426	29,516
Transfer from Ops Budget		5,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		(18,910)	(11,830)	(35,000)	(2,410)	(3,910)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**62,666**	**55,836**	**25,836**	**28,426**	**29,516**	**34,516**

Assumptions/Background:

Maintain balance sufficient to fund required asset replacements

CAPITAL REGIONAL DISTRICT

2021 Budget

Willis Point Fire Protection & Recreation

EAC Review

Service: 1.350 Willis Point Fire **Committee: Electoral Area**

DEFINITION:

A service area for the purposes of constructing a fire hall/community centre and to provide fire protection and emergency response services and recreational facilities in the Willis Point Section of the Juan de Fuca Electoral Area.
Local Service Establishment Bylaw No. 1951 (January 15, 1992). Amended by Bylaw 2296 (1995) & 3214 (2004)

PARTICIPATION:

Based on converted hospital assessments - Willis Point Local Service Area #15 - A(763).

COMMISSION:

Wills Point Fire Protection and Recreation Facilities Commission established by Bylaw to oversee this function (Bylaw No. 3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010).

MAXIMUM LEVY:

Bylaw No. 1951 states "Greater of $41,000 or $1.71 / $1,000" to a maximum of $331,628.

FUNDING:

Requisition

1.350 - Willis Point Fire Protection & Recreation	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Fire Protection Costs										
Travel - Vehicles	12,030	12,030	12,230	-	-	12,230	12,470	12,720	12,970	13,230
Insurance	7,085	7,085	7,470	-	-	7,470	7,620	7,770	7,920	8,080
Utilities	11,947	11,947	12,150	-	-	12,150	12,390	12,640	12,890	13,150
Staff Development	24,005	24,005	24,410	-	-	24,410	24,900	25,400	25,900	26,420
Allocations	4,889	4,889	6,487	-	-	6,487	6,991	7,131	7,274	7,419
Operating - Other	29,001	29,001	29,510	-	-	29,510	30,110	30,710	31,320	31,930
TOTAL FIRE PROTECTION COSTS	**88,957**	**88,957**	**92,257**	**-**	**-**	**92,257**	**94,481**	**96,371**	**98,274**	**100,229**
Recreation Costs:										
Recreation Expenses	48,129	48,129	14,790	-	-	14,790	15,090	15,390	15,700	16,020
TOTAL OPERATING COSTS	**137,086**	**137,086**	**107,047**	**-**	**-**	**107,047**	**109,571**	**111,761**	**113,974**	**116,249**
*Percentage Increase over prior year						3.7%	2.4%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Capital Equipment Purchases	6,170	6,170	6,270	-	-	6,270	6,400	6,530	6,660	6,790
Transfer to Equipment Replacement Fund	41,000	41,000	41,000	-	-	41,000	41,000	41,000	41,000	41,000
Transfer to Reserve Fund	20,000	20,000	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	**67,170**	**67,170**	**54,770**	**-**	**-**	**54,770**	**54,900**	**55,030**	**55,160**	**55,290**
TOTAL COSTS	**204,256**	**204,256**	**161,817**	**-**	**-**	**161,817**	**164,471**	**166,791**	**169,134**	**171,539**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(46,183)	(46,183)	-	-	-	-	-	-	-	-
Other Revenue	(32,865)	(32,865)	(32,875)	-	-	(32,875)	(32,895)	(32,915)	(32,935)	(32,955)
TOTAL REVENUE	**(79,048)**	**(79,048)**	**(32,875)**	**-**	**-**	**(32,875)**	**(32,895)**	**(32,915)**	**(32,935)**	**(32,955)**
REQUISITION	**(125,208)**	**(125,208)**	**(128,942)**	**-**	**-**	**(128,942)**	**(131,576)**	**(133,876)**	**(136,199)**	**(138,584)**
*Percentage increase over prior year Requisition						3.0%	2.0%	1.7%	1.7%	1.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.350 Willis Point Fire		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$18,000	$12,000	$5,000	$8,500	$0	$43,500
Equipment		E	$0	$65,000	$20,000	$6,000	$20,000	$0	$111,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$83,000**	**$32,000**	**$11,000**	**$28,500**	**$0**	**$154,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$65,000	$20,000	$6,000	$20,000	$0	$111,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$18,000	$12,000	$5,000	$8,500	$0	$43,500
			$0	**$83,000**	**$32,000**	**$11,000**	**$28,500**	**$0**	**$154,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.350
Service Name: Willis Point Fire

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	pagers	pagers	$5,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
19-02	Renewal	storm water mgmt	catch basin	$10,000	S	Res	$0	$0	$0	$0	$0	$0	$0
19-03	Renewal	Paving fire driveway	paving and prep	$45,000	S	Res	$0	$0	$0	$0	$0	$0	$0
19-04	Renewal	bar lighting	led	$1,000	B	Res	$0	$0	$0	$0	$0	$0	$0
20-01	Replacement	SCBA replacement	10 scba packs and tanks 10 serts every 5 years	$65,000	E	ERF	$0	$65,000	$0	$0	$0	$0	$65,000
20-02	Renewal	furnace	replace furnace	$5,000	B	Res	$0	$5,000	$0	$0	$0	$0	$5,000
20-03	Renewal	handicap access	ramp and handrail	$8,000	B	Res	$0	$8,000	$0	$0	$0	$0	$8,000
20-04	Renewal	hall paint	upper hall	$5,000	B	Res	$0	$5,000	$0	$0	$0	$0	$5,000
21-01	Replacement	turnout gear	10 sets every 5 years	$20,000	E	ERF	$0	$0	$20,000	$0	$0	$0	$20,000
21-02	Renewal	turnout gear	10 sets every 5 years	$12,000	B	Res	$0	$0	$12,000	$0	$0	$0	$12,000
22-01	Replacement	hose	20x50 foot hose every 10 years	$6,000	E	ERF	$0	$0	$0	$6,000	$0	$0	$6,000
22-02	Renewal	emergency exit	rear of hall	$12,000	B	Res	$0	$0	$0	$5,000	$0	$0	$5,000
23-01	Replacement	auto extraction equipment	replace every 15 years Holmatro 2008	$20,000	E	ERF	$0	$0	$0	$0	$20,000	$0	$20,000
23-02	Renewal	furnace	relace second furnace	$5,000	B	Res	$0	$0	$0	$0	$5,000	$0	$5,000
23-03	Renewal	kitchen renos	renovate kitchen	$3,500	B	Res	$0	$0	$0	$0	$3,500	$0	$3,500
			GRAND TOTAL	**$222,500**			**$0**	**$83,000**	**$32,000**	**$11,000**	**$28,500**	**$0**	**$154,500**

Willis Point Fire Protection & Recreation
Reserves Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	89,768	79,268	74,768	77,268	76,268	83,768
Equipment Replacement Fund	449,928	425,928	446,928	481,928	502,928	543,928
Total	**539,696**	**505,196**	**521,696**	**559,196**	**579,196**	**627,696**

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Capital Reserve Fund

Bylaw 2189

Reserve Cash Flow

Fund:	1014	Estimated	Budget				
Fund Centre:	101358	2020	2021	2022	2023	2024	2025
Beginning Balance		123,888	89,768	79,268	74,768	77,268	76,268
Transfer from Ops Budget		20,000	7,500	7,500	7,500	7,500	7,500
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(56,000)	(18,000)	(12,000)	(5,000)	(8,500)	-
Interest Income		1,880	-	-	-	-	-
Ending Balance $		**89,768**	**79,268**	**74,768**	**77,268**	**76,268**	**83,768**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Equipment Replacement Fund

For replacement of firefighting equipment, fire trucks, tenders and pumpers.
ERF Group: WILLISPT.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101429	2020	2021	2022	2023	2024	2025
Beginning Balance		413,928	449,928	425,928	446,928	481,928	502,928
Transfer from Ops Budget		41,000	41,000	41,000	41,000	41,000	41,000
Expenditures		(5,000)	(65,000)	(20,000)	(6,000)	(20,000)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**449,928**	**425,928**	**446,928**	**481,928**	**502,928**	**543,928**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Otter Point Fire

EAC Review

Service: 1.353 **Otter Point Fire** **Committee: Electoral Area**

DEFINITION:

A service area established to provide fire protection and emergency response on a volunteer basis in the Otter Point district of the Juan de Fuca Electoral Area. Fire department is operated by a Commission. Local Service Bylaw No. 2042 (September 9, 1992). Amended by Bylaws 2720, 3171 and 3215.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act.

Local Service Area #17 - G (762).

COMMISION:

Otter Point Fire Protection and Emergency Response Service Commission established to oversee this function (Bylaw No.3654 -April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM LEVY:

Bylaw No. 2042 states "Greater of $125,000 or $2.50 / $1,000" to a maximum of $1,390,122.

FUNDING:

Requisition

1.353 - Otter Point Fire	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Fire Chief Salary and Honorariums	76,000	76,000	77,290	-	-	77,290	78,830	80,400	82,000	83,640
Travel & Vehicles	21,700	21,700	22,070	-	-	22,070	22,510	22,960	23,420	23,890
Contract for Services	109,840	109,840	111,710	-	-	111,710	113,940	116,220	118,540	120,910
Insurance	9,570	9,570	3,650	-	-	3,650	3,720	3,790	3,870	3,950
Staff Training	22,000	22,000	22,370	-	-	22,370	22,820	23,280	23,750	24,230
Recruiting and Retention	10,000	10,000	10,170	-	-	10,170	10,370	10,580	10,790	11,010
Maintenance	18,840	18,840	19,160	-	-	19,160	19,540	19,930	20,320	20,720
Internal Allocations	10,787	10,787	13,715	-	-	13,715	16,336	16,663	16,996	17,336
Operating - Supplies	14,480	14,480	14,730	-	-	14,730	15,020	15,320	15,630	15,940
Operating - Other	27,100	27,100	27,570	-	-	27,570	28,120	28,690	29,270	29,870
TOTAL OPERATING COSTS	**320,317**	**320,317**	**322,435**	**-**	**-**	**322,435**	**331,206**	**337,833**	**344,586**	**351,496**
*Percentage Increase over prior year						0.7%	2.7%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Capital Equipment Purchases	5,000	5,000	5,090	-	-	5,090	5,190	5,290	5,400	5,510
Transfer to Capital Reserve Fund	70,660	70,660	31,330	-	-	31,330	31,960	32,600	33,250	33,920
Transfer to Equipment Replacement Fund	101,660	101,660	103,390	-	-	103,390	105,460	107,570	109,720	111,910
TOTAL CAPITAL / RESERVES	**177,320**	**177,320**	**139,810**	**-**	**-**	**139,810**	**142,610**	**145,460**	**148,370**	**151,340**
TOTAL COSTS	**497,637**	**497,637**	**462,245**	**-**	**-**	**462,245**	**473,816**	**483,293**	**492,956**	**502,836**
FUNDING SOURCES (REVENUE)										
Revenue - Other	(300)	(300)	(310)	-	-	(310)	(310)	(310)	(310)	(320)
TOTAL REVENUE	**(300)**	**(300)**	**(310)**	**-**	**-**	**(310)**	**(310)**	**(310)**	**(310)**	**(320)**
REQUISITION	**(497,337)**	**(497,337)**	**(461,935)**	**-**	**-**	**(461,935)**	**(473,506)**	**(482,983)**	**(492,646)**	**(502,516)**
*Percentage increase over prior year Requisition						-7.1%	2.5%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.353 Otter Point Fire	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$40,000	$40,000	$40,000	$10,000	$0	$130,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$40,000**	**$40,000**	**$40,000**	**$10,000**	**$0**	**$130,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$30,000	$30,000	$30,000	$0	$0	$90,000
	$0	**$40,000**	**$40,000**	**$40,000**	**$10,000**	**$0**	**$130,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.353
Service Name: Otter Point Fire

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-02	Replacement	Turnout Gear/Pagers/Hose	Turnout Gear/Pagers/Hose	$40,000	E	ERF	$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
18-01	Replacement	Replace hall siding	Replace hall siding	$30,000	E	Res	$0	$30,000	$0	$0	$0	$0	$30,000
19-01	Replacement	Vehicle F00620 Tender complete	Vehicle F00620 Tender complete	$400,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
19-02	Replacement	Replace driveway pavement	Replace driveway pavement	$30,000	E	Res	$0	$0	$30,000	$0	$0	$0	$30,000
20-01	Replacement	Replace roof	Replace roof	$30,000	E	Res	$0	$0	$0	$30,000	$0	$0	$30,000
20-02	Replacement	Building expansion construction	Building expansion construction	$190,000	E	Res	$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$720,000**			**$0**	**$40,000**	**$40,000**	**$40,000**	**$10,000**	**$0**	**$130,000**

Otter Point Fire
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	5,026	6,356	8,316	10,916	44,166	78,086
Equipment Replacement Fund	6,970	100,360	195,820	293,390	393,110	505,020
Total	**11,996**	**106,716**	**204,136**	**304,306**	**437,276**	**583,106**

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Capital Reserve Fund - Bylaw 3995

For improvements, repairs and replacement of Firehall and training centre

Reserve Cash Flow

Fund:	1090	Estimated	Budget				
Fund Centre:	102164	2020	2021	2022	2023	2024	2025
Beginning Balance		98,836	5,026	6,356	8,316	10,916	44,166
Transfer from Ops Budget		70,660	31,330	31,960	32,600	33,250	33,920
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(165,000)	(30,000)	(30,000)	(30,000)	-	-
Interest Income		530	-	-	-	-	-
Ending Balance $		**5,026**	**6,356**	**8,316**	**10,916**	**44,166**	**78,086**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Equipment Replacement Fund

ERF Group: OTTERFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101432	2020	2021	2022	2023	2024	2025
Beginning Balance		305,310	6,970	100,360	195,820	293,390	393,110
Transfer from Ops Budget		101,660	103,390	105,460	107,570	109,720	111,910
Expenditures		(400,000)	(10,000)	(10,000)	(10,000)	(10,000)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**6,970**	**100,360**	**195,820**	**293,390**	**393,110**	**505,020**

Assumptions/Background:

Transfer as much of operating budget will allow in order to provide sufficient funding for vehicles.

CAPITAL REGIONAL DISTRICT

2021 Budget

Malahat Fire Protection

EAC Review

Service: 1.354 **Malahat Fire** **Committee: Electoral Area**

DEFINITION:

A specified area established to provide fire protection and emergency response in the Malahat district of the Juan de Fuca Electoral Area through an agreement with the Cowichan Valley Regional District:

Bylaw No. 1368 (July 24, 1985) (Repealed). Amended Bylaw No. 1375 (September 23, 1985) (Repealed)
Bylaw No. 2731 (November 24, 1999) as amended by Bylaw No. 3226.

ANNUAL LEVY:

On all lands and improvements on the basis of Section 794 of the Municipal Act within the Specified Area # 23 (F-762).

MAXIMUM LEVY:

Greater of $22,400 or $1.28 / $1,000 to a maximum of $84,553.

FUNDING:

Requisition

1.354 - Malahat Fire Protection	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payment to Cowichan Valley Regional District	59,221	59,221	60,230	-	-	60,230	61,430	62,660	63,910	65,190
Other Operating Expenses	2,348	2,348	2,642	-	-	2,642	3,150	3,213	3,277	3,342
TOTAL COSTS	**61,569**	**61,569**	**62,872**	**-**	**-**	**62,872**	**64,580**	**65,873**	**67,187**	**68,532**
*Percentage Increase over prior year						2.1%	2.7%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(139)	(139)	-	-	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(139)**	**(139)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**(61,430)**	**(61,430)**	**(62,872)**	**-**	**-**	**(62,872)**	**(64,580)**	**(65,873)**	**(67,187)**	**(68,532)**
*Percentage increase over prior year Requisition						2.3%	2.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Durrance Road Fire Protection

EAC Review

Service: 1.355 Durrance Road Fire **Committee:** Electoral Area

DEFINITION:

A local service area established by Bylaw No. 2506 (July 9, 1997) to provide fire protection and emergency response to Durrance Road Fire Protection Area. Amended by Bylaw No. 3033 (2002) to increase rate and Bylaw No. 3216 (2004).

MAXIMUM LEVY:

Greater of $1,350 or $0.70 / $1,000 to maximum of $4,117.

FUNDING:

Parcel Tax

1.355 - Durrance Road Fire Protection	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payment to District of Saanich	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500
Other Operating Expenses	319	319	270	-	-	270	230	233	236	239
TOTAL OPERATING COSTS	**2,819**	**2,819**	**2,770**	**-**	**-**	**2,770**	**2,730**	**2,733**	**2,736**	**2,739**
*Percentage Increase over prior year						-1.7%	-1.4%	0.1%	0.1%	0.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve	120	120	220	-	-	220	320	377	434	491
TOTAL COSTS	**2,939**	**2,939**	**2,990**	**-**	**-**	**2,990**	**3,050**	**3,110**	**3,170**	**3,230**
*Percentage Increase over prior year						1.7%	2.0%	2.0%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Estimated Balance Carry Forward	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION - PARCEL TAX	**(2,939)**	**(2,939)**	**(2,990)**	**-**	**-**	**(2,990)**	**(3,050)**	**(3,110)**	**(3,170)**	**(3,230)**
*Percentage increase over prior year Requisition						1.7%	2.0%	2.0%	2.0%	1.9%

Reserve Schedule

Reserve Fund: 1.355 Durrance road Fire Protection - Operating Reserve Fund

Bylaw 4146

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105400	2020	2021	2022	2023	2024	2025
Beginning Balance		2,002	2,152	2,372	2,692	3,069	3,503
Transfer from Op Budget		120	220	320	377	434	491
Planned Payments		-	-	-	-	-	-
Interest Income		30	-	-	-	-	-
Ending Balance $		**2,152**	**2,372**	**2,692**	**3,069**	**3,503**	**3,994**

Assumptions/Background:

To set aside funds for reimbursing District of Saanich for incident response, as per agreement between the CRD and Saanich

CAPITAL REGIONAL DISTRICT

2021 Budget

East Sooke Fire Protection

EAC Review

Service: 1.357 **East Sooke Fire** **Committee: Electoral Area**

DEFINITION:

A service area established by Bylaw No. 3390 (January 10, 2007) to provide fire protection and emergency response on a volunteer basis in the East Sooke district of the Juan de Fuca Electoral Area. Fire department is operated by a committee.

PARTICIPATION:

On net taxable value of land and improvements on the basis of hospital district assessments.

MAXIMUM LEVY:

Bylaw No. 3390 (amended by Bylaw 3862, 2014) states "greater of $550,000 or $1.310 / $1,000" to a maximum of $802,494.

COMMISSION:

East Sooke Fire Protection and Emergency Response Services Commission established to oversee this function
(Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Maximum Authorized: (Bylaw 3863)	$ 2,120,000
Borrowed: 2014, 3.0%	$ 1,800,000
Borrowed: 2016, 2.1%	$ 150,000
Remaining	$ 170,000

1.357 - East Sooke Fire Protection	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries and Wages	15,078	15,078	15,330	-	-	15,330	15,640	15,950	16,270	16,600
Travel - Vehicles	30,337	30,337	30,850	-	-	30,850	31,470	32,100	32,740	33,400
Insurance	7,362	7,362	7,170	-	-	7,170	7,310	7,450	7,590	7,740
Contract for Service/Legal Expenses	6,206	6,206	6,320	-	-	6,320	6,440	6,570	6,710	6,850
Maintenance	6,000	6,000	6,110	-	-	6,110	6,230	6,350	6,480	6,610
Staff Training	23,460	23,460	23,860	-	-	23,860	24,340	24,830	25,330	25,840
Internal Allocations	7,945	7,945	9,603	-	-	9,603	11,233	11,458	11,687	11,921
Operating - Supplies	31,060	31,060	31,590	-	-	31,590	32,220	32,860	33,510	34,190
Contingency	15,000	15,000	15,260	-	-	15,260	15,570	15,880	16,200	16,520
Operating - Other	40,438	40,438	41,130	-	-	41,130	41,950	42,780	43,640	44,510
TOTAL FIRE DEP OPERATING COSTS	**182,886**	**182,886**	**187,223**	**-**	**-**	**187,223**	**192,403**	**196,228**	**200,157**	**204,181**
*Percentage Increase over prior year						2.4%	2.8%	2.0%	2.0%	2.0%
TOTAL COMMUNITY HALL OPERATING COSTS	29,200	29,200	24,620	-	-	24,620	25,110	25,610	26,120	26,640
TOTAL OPERATING COSTS	**212,086**	**212,086**	**211,843**	**-**	**-**	**211,843**	**217,513**	**221,838**	**226,277**	**230,821**
Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	124,850	124,850	126,970	-	-	126,970	129,510	132,100	134,740	137,430
TOTAL CAPITAL / RESERVES	**124,850**	**124,850**	**126,970**	**-**	**-**	**126,970**	**129,510**	**132,100**	**134,740**	**137,430**
DEBT SERVICING										
Interest & Fees	57,600	57,600	57,650	-	-	57,650	57,650	57,650	57,650	57,650
Principal	97,959	97,959	97,959	-	-	97,959	97,959	97,959	97,959	97,959
TOTAL DEBT SERVICING	**155,559**	**155,559**	**155,609**	**-**	**-**	**155,609**	**155,609**	**155,609**	**155,609**	**155,609**
TOTAL COSTS	**492,495**	**492,495**	**494,422**	**-**	**-**	**494,422**	**502,632**	**509,547**	**516,626**	**523,860**
FUNDING SOURCES (REVENUE)										
Estimated Balance Carry Forward	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(5,120)	(5,120)	-	-	-	-	-	-	-	-
District of Sooke (for Silver Spray)	(55,070)	(55,070)	(56,010)	-	-	(56,010)	(57,130)	(58,270)	(59,440)	(60,630)
Rental Revenue	(24,080)	(24,080)	(24,620)	-	-	(24,620)	(25,110)	(25,610)	(26,120)	(26,640)
Other Income	(1,470)	(1,470)	(1,540)	-	-	(1,540)	(1,560)	(1,580)	(1,600)	(1,620)
TOTAL REVENUE	**(85,740)**	**(85,740)**	**(82,170)**	**-**	**-**	**(82,170)**	**(83,800)**	**(85,460)**	**(87,160)**	**(88,890)**
REQUISITION	**(406,755)**	**(406,755)**	**(412,252)**	**-**	**-**	**(412,252)**	**(418,832)**	**(424,087)**	**(429,466)**	**(434,970)**
*Percentage increase over prior year Requisition						1.4%	1.6%	1.3%	1.3%	1.3%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.357 East Sooke Fire	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$13,800	$13,900	$14,100	$14,300	$49,420	$105,520
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$160,000	$300,000	$0	$0	$0	$460,000
		$0	**$173,800**	**$313,900**	**$14,100**	**$14,300**	**$49,420**	**$565,520**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$173,800	$313,900	$14,100	$14,300	$49,420	$565,520
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$173,800**	**$313,900**	**$14,100**	**$14,300**	**$49,420**	**$565,520**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.357
Service Name: East Sooke Fire

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Turn out Gear	Turn out Gear	$38,100	E	ERF	$0	$8,800	$8,900	$9,100	$9,300	$9,500	$45,600
22-01	Replacement	Tender 2	Replace Tender 2 1996 Vehicle	$80,000	V	ERF	$0	$0	$300,000	$0	$0	$0	$300,000
21-01	Replacement	Squad Car	Replace Squad Car 1999 Vehicle	$160,000	V	ERF	$0	$160,000	$0	$0	$0	$0	$160,000
20-01	Replacement	Equipment	Fire Equipment Replacement	$25,000	E	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
25-01	Replacement	Hose	Replace firefighting hoses	$25,900	E	ERF	$0	$0	$0	$0	$0	$25,900	$25,900
25-02	Replacement	Pager	Replace pager equipment	$9,020	E	ERF	$0	$0	$0	$0	$0	$9,020	$9,020
			GRAND TOTAL	**$338,020**			**$0**	**$173,800**	**$313,900**	**$14,100**	**$14,300**	**$49,420**	**$565,520**

East Sooke Fire Protection
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	44,563	44,563	44,563	44,563	44,563	44,563
Equipment Replacement Fund	385,687	338,857	154,467	272,467	392,907	480,917
Total	**44,563**	**44,563**	**199,030**	**317,030**	**437,470**	**525,480**

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Capital Reserve Fund

Bylaw 3400

Reserve Cash Flow

Fund:	1079	Estimated	Budget				
Fund Centre:	101309	2020	2021	2022	2023	2024	2025
Beginning Balance		43,893	44,563	44,563	44,563	44,563	44,563
Transfer from Ops Budget		-	-	-	-	-	-
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		670	-	-	-	-	-
Ending Balance $		**44,563**	**44,563**	**44,563**	**44,563**	**44,563**	**44,563**

Assumptions/Background:

New hall in under construction. Funding of reserve will resume when building is complete.

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Equipment Replacement Fund

ERF Group: ESOOKFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101948	2020	2021	2022	2023	2024	2025
Beginning Balance		270,037	385,687	338,857	154,467	272,467	392,907
Transfer from Ops Budget		124,850	126,970	129,510	132,100	134,740	137,430
Planned Purchase		(9,200)	(173,800)	(313,900)	(14,100)	(14,300)	(49,420)
Interest Income		-	-	-	-	-	-
Ending Balance $		**385,687**	**338,857**	**154,467**	**272,467**	**392,907**	**480,917**

Assumptions/Background:

New hall in under construction. Funding of reserve will resume when building is complete.

CAPITAL REGIONAL DISTRICT

2021 Budget

Port Renfrew Fire

EAC Review

Service: 1.358 Port Renfrew Fire **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain a Fire Protection Service for local service area in the Port Renfrew District of the Juan de Fuca Electoral Area Establishment Bylaw No. 1743 (November, 1989). Amended by Bylaw 3223 (2005)

MAXIMUM LEVY:

Greater of $10,000 or $2.52 / $1,000 to a maximum of $256,235.

COMMISSION:

Port Renfrew Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Bylaw 3456 (Nov 2007) - Authorized to borrow $40,000 - $0 issued

AUTHORIZED:	LA Bylaw No. 3456 (Nov. 2007)	$	40,000
BORROWED:	Bylaw 3456 - 106 (2009 - 4.13%)		(40,000)
REMAINING AUTHORIZATION		$	-

FUNDING:

User fee and requisition.

1.358 - Port Renfrew Fire	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries, Wages, Benefits	35,200	35,200	35,800	-	-	35,800	36,510	37,240	37,980	38,740
Materials and Supplies	16,960	16,960	17,250	-	-	17,250	17,600	17,950	18,300	18,670
Repairs and Maintenance	3,280	3,280	3,340	-	-	3,340	3,400	3,470	3,540	3,610
Utilities	13,240	13,240	13,470	-	-	13,470	13,750	14,030	14,310	14,600
Allocations	4,364	4,364	5,401	-	-	5,401	6,050	6,171	6,295	6,421
Other Operating Expense	45,580	45,580	46,330	-	-	46,330	47,260	48,210	49,170	50,160
TOTAL OPERATING COSTS	**118,624**	**118,624**	**121,591**	**-**	**-**	**121,591**	**124,570**	**127,071**	**129,595**	**132,201**
*Percentage Increase over prior year						2.5%	2.5%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	24,663	24,663	24,660	-	-	24,660	24,660	24,660	24,660	24,660
TOTAL CAPITAL / RESERVES	**24,663**	**24,663**	**24,660**	**-**	**-**	**24,660**	**24,660**	**24,660**	**24,660**	**24,660**
TOTAL FIRE OPERATING COSTS	**143,287**	**143,287**	**146,251**	**-**	**-**	**146,251**	**149,230**	**151,731**	**154,255**	**156,861**
Debt Charges	2,908	2,908	2,908	-	-	2,908	2,908	2,908	2,908	10
TOTAL COSTS	**146,195**	**146,195**	**149,159**	**-**	**-**	**149,159**	**152,138**	**154,639**	**157,163**	**156,871**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(862)	(862)	(880)	-	-	(880)	(900)	(920)	(940)	(960)
User Charge	(57,990)	(57,990)	(59,230)	-	-	(59,230)	(60,410)	(61,620)	(62,850)	(64,110)
Other Revenue	(210)	(210)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	**(59,062)**	**(59,062)**	**(60,320)**	**-**	**-**	**(60,320)**	**(61,520)**	**(62,750)**	**(64,000)**	**(65,280)**
REQUISITION	**(87,133)**	**(87,133)**	**(88,839)**	**-**	**-**	**(88,839)**	**(90,618)**	**(91,889)**	**(93,163)**	**(91,591)**
*Percentage increase over prior year Requisition						2.0%	2.0%	1.4%	1.4%	-1.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.358 Port Renfrew Fire	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$28,000	$0	$0	$0	$0	$28,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$28,000**	**$0**	**$0**	**$0**	**$0**	**$28,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$28,000	$0	$0	$0	$0	$28,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$28,000**	**$0**	**$0**	**$0**	**$0**	**$28,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.358
Service Name: Port Renfrew Fire

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-02	Replacement	Firefighting equipment	Turnout gear, hoses, and other equipment	$28,000	E	ERF	$0	$28,000	$0	$0	$0	$0	$28,000
			GRAND TOTAL	**$28,000**			**$0**	**$28,000**	**$0**	**$0**	**$0**	**$0**	**$28,000**

Port Renfrew Fire
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	46,504	46,504	46,504	46,504	46,504	46,504
Equipment Replacement Fund	80,931	77,591	102,251	126,911	151,571	176,231
Total	**127,436**	**124,096**	**148,756**	**173,416**	**198,076**	**222,736**

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Capital Reserve Fund

.

Bylaw 2702

Reserve Cash Flow

Fund:	1089	Estimated	Budget				
Fund Centre:	102161	2020	2021	2022	2023	2024	2025
Beginning Balance		45,814	46,504	46,504	46,504	46,504	46,504
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		690	-	-	-	-	-
Ending Balance $		**46,504**	**46,504**	**46,504**	**46,504**	**46,504**	**46,504**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Equipment Replacement Fund

.

ERF Group: PTRENFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101434	2020	2021	2022	2023	2024	2025
Beginning Balance		84,268	80,931	77,591	102,251	126,911	151,571
Transfer from Ops Budget		24,663	24,660	24,660	24,660	24,660	24,660
Planned Purchase		(28,000)	(28,000)	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**80,931**	**77,591**	**102,251**	**126,911**	**151,571**	**176,231**

Assumptions/Background:

Transfer as much as operating budget will allow in order to have funds sufficient to replace vehicles

CAPITAL REGIONAL DISTRICT

2021 Budget

Shirley Fire Protection

EAC Review

Service: 1.360 Shirley Fire Department **Committee: Electoral Area**

DEFINITION:

A Specified Area to provide Fire Protection Service and Emergency Response on a volunteer basis in the Shirley District of the Juan de Fuca Electoral Areas local service. Establishment Bylaw No. 1927 (September 11, 1991). Amended by Bylaw 3220 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of $18,200 or $1.31 / $1,000 to a maximum of $269,424.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Shirley Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

FUNDING:

Requisition

1.360 - Shirley Fire Protection	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Honoraria	8,430	8,430	8,620	-	-	8,620	8,810	9,000	9,200	9,400
Travel - Vehicles	5,910	5,910	6,040	-	-	6,040	6,170	6,310	6,450	6,590
Insurance	7,070	7,070	7,380	-	-	7,380	7,530	7,690	7,850	8,010
Maintenance	9,560	9,560	9,780	-	-	9,780	10,000	10,220	10,440	10,660
Staff Development	6,870	6,870	7,020	-	-	7,020	7,170	7,330	7,490	7,650
Internal Allocations	3,619	3,619	3,973	-	-	3,973	4,270	4,356	4,443	4,532
Operating - Supplies	21,500	21,500	21,980	-	-	21,980	22,460	22,950	23,450	23,960
Contingency	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
Purchases - Equipment	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Operating - Other	17,770	17,770	18,150	-	-	18,150	18,540	18,930	19,320	19,730
TOTAL OPERATING COSTS	**93,729**	**93,729**	**95,943**	**-**	**-**	**95,943**	**97,950**	**99,786**	**101,643**	**103,532**
*Percentage Increase over prior year						2.4%	2.1%	1.9%	1.9%	1.9%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	35,140	35,140	35,910	-	-	35,910	36,700	37,510	38,340	39,180
Transfer to Capital Reserve Fund	24,520	24,520	25,060	-	-	25,060	25,610	26,170	26,750	27,340
TOTAL CAPITAL / RESERVES	**59,660**	**59,660**	**60,970**	**-**	**-**	**60,970**	**62,310**	**63,680**	**65,090**	**66,520**
TOTAL COSTS	**153,389**	**153,389**	**156,913**	**-**	**-**	**156,913**	**160,260**	**163,466**	**166,733**	**170,052**
FUNDING SOURCES (REVENUE)										
Other Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(200)**	**(200)**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
REQUISITION	**(153,189)**	**(153,189)**	**(156,713)**	**-**	**-**	**(156,713)**	**(160,060)**	**(163,266)**	**(166,533)**	**(169,852)**
*Percentage increase over prior year Requisition						2.3%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.360 Shirley Fire Department	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$10,000	$0	$0	$0	$0	$10,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$10,000	$0	$0	$0	$0	$10,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.360
Service Name: Shirley Fire Department

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Firefighting Equipment	Firefighting Equipment	$10,000	E	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$10,000**			**$0**	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

Shirley Fire Protection
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	77,537	102,597	128,207	154,377	181,127	208,467
Equipment Replacement Fund	186,482	212,392	249,092	286,602	324,942	364,122
Total	**264,018**	**314,988**	**377,298**	**440,978**	**506,068**	**572,588**

Reserve Schedule

Reserve Fund: 1.360Shirley Fire Protection - Capital Reserve Fund

Bylaw 2938

Reserve Cash Flow

Fund:	1062	Estimated	Budget				
Fund Centre:	101701	2020	2021	2022	2023	2024	2025
Beginning Balance		52,217	77,537	102,597	128,207	154,377	181,127
Transfer from Ops Budget		24,520	25,060	25,610	26,170	26,750	27,340
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		800	-	-	-	-	-
Ending Balance $		**77,537**	**102,597**	**128,207**	**154,377**	**181,127**	**208,467**

Assumptions/Background:

Transfers in accordance with long term capital plan

Reserve Schedule

Reserve Fund: 1.360Shirley Fire Protection - Equipment Replacement Fund

ERF Group: SHIRFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101436	2020	2021	2022	2023	2024	2025
Beginning Balance		161,342	186,482	212,392	249,092	286,602	324,942
Transfer from Ops Budget		35,140	35,910	36,700	37,510	38,340	39,180
Planned Purchase		(10,000)	(10,000)	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**186,482**	**212,392**	**249,092**	**286,602**	**324,942**	**364,122**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Emergency Program (JDF)

EAC Review

Service: 1.370 JDF Emergency Program **Committee: Electoral Area**

DEFINITION:

To provide an Emergency Program as an Extended Service under the Emergency Program Act.
Establishment Bylaw No. 2109 (April 28, 1993). Repealed and replaced by Bylaw No. 2268 (December 14, 1994).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3444, this service provides planning and management of an emergency response plan for the Juan de Fuca (JdF) Electoral Area, including Port Renfrew, Willis Point and the Malahat. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Emergency Management Commission (JDFEMC) administers the service.

PARTICIPATION:

Electoral Area of Juan de Fuca.

LEVY:

The annual costs of providing the Extended Service of Emergency Program, net of grants and other revenue, shall be recovered by requisition of money under Section 809.1 of the Municipal Act under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 (1) of the Municipal Act.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.370 - Emergency Program (JDF)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Travel Expense	4,870	4,870	4,970	-	-	4,970	5,070	5,170	5,270	5,380
Contract for Services	21,650	21,650	22,080	-	-	22,080	22,520	22,970	23,430	23,900
Neighbourhood Program	1,420	1,420	1,450	-	-	1,450	1,480	1,510	1,540	1,570
Emergency Social Services	5,120	5,020	5,160	-	-	5,160	5,270	5,380	5,490	5,610
Staff Training & Development	2,920	2,920	2,980	-	-	2,980	3,040	3,100	3,160	3,220
Supplies	4,000	4,000	4,080	-	-	4,080	4,160	4,240	4,320	4,410
Allocations	11,638	11,638	12,935	-	-	12,935	13,675	13,949	14,228	14,513
Other Operating Expenses	16,930	16,930	17,290	-	-	17,290	17,620	17,960	18,310	18,660
TOTAL OPERATING COSTS	**68,548**	**68,448**	**70,945**	**-**	**-**	**70,945**	**72,835**	**74,279**	**75,748**	**77,263**
*Percentage Increase over prior year						3.5%	2.7%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	5,110	5,110	4,000	-	-	4,000	4,080	4,160	4,240	4,320
TOTAL CAPITAL / RESERVE	**5,110**	**5,110**	**4,000**	**-**	**-**	**4,000**	**4,080**	**4,160**	**4,240**	**4,320**
Building Borrowing Repayment to Facilities Reserve	11,880	11,880	11,880	-	-	11,880	11,880	11,880	11,880	11,880
TOTAL COSTS	**85,538**	**85,438**	**86,825**	**-**	**-**	**86,825**	**88,795**	**90,319**	**91,868**	**93,463**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(114)	(114)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
Revenue - Other	(220)	(120)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(334)**	**(234)**	**(220)**	**-**	**-**	**(220)**	**(220)**	**(220)**	**(220)**	**(220)**
REQUISITION	**(85,204)**	**(85,204)**	**(86,605)**	**-**	**-**	**(86,605)**	**(88,575)**	**(90,099)**	**(91,648)**	**(93,243)**
*Percentage increase over prior year Requisition						1.6%	2.3%	1.7%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.370 JDF Emergency Program	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$4,970	$11,710	$7,470	$0	$0	$24,150
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$4,970**	**$11,710**	**$7,470**	**$0**	**$0**	**$24,150**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$4,970	$11,710	$7,470	$0	$0	$24,150
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$4,970**	**$11,710**	**$7,470**	**$0**	**$0**	**$24,150**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.370
Service Name: JDF Emergency Program

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Portable generators	Portable generators	$20,080	E	ERF	$0	$4,970	$5,070	$5,170	$0	$0	$15,210
20-01	New	In-reach devices	In-reach devices	$3,940	E	ERF	$0	$0	$3,940	$0	$0	$0	$3,940
20-02	Replacement	Computer	Computer	$5,000	E	ERF	$0	$0	$2,700	$2,300	$0	$0	$5,000
			GRAND TOTAL	**$29,020**			**$0**	**$4,970**	**$11,710**	**$7,470**	**$0**	**$0**	**$24,150**

Reserve Schedule

Reserve Fund: 1.370 Emergency Program (JDF) - Equipment Replacement Fund

ERF Group: JDFEMERG.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101785	2020	2021	2022	2023	2024	2025
Beginning Balance		63,006	63,246	62,276	54,646	51,336	55,576
Transfer from Ops Budget		5,110	4,000	4,080	4,160	4,240	4,320
Expenditues		(4,870)	(4,970)	(11,710)	(7,470)	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**63,246**	**62,276**	**54,646**	**51,336**	**55,576**	**59,896**

Assumptions/Background:

Balance of $15 - $20k required for maintenance of equipment inventory

CAPITAL REGIONAL DISTRICT

2021 Budget

Search and Rescue (JDF)

EAC Review

Service: 1.377 JDF Search and Rescue **Committee: Electoral Area**

DEFINITION:

To establish the operation of a search and rescue service in the Juan de Fuca Electoral Area.
Establishment Bylaw No. 3101 (October 24, 2003).

SERVICE DESCRIPTION:

Governed by Bylaw #3128, the service provides Search and Rescue (SAR) for the Juan de Fuca (JdF) Electoral Area.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Search and Rescue Committee administrates the service.

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of $62,000 or $0.102 / $1,000 on actual assessed value of land and improvements. To a maximum of $210,098.

FUNDING:

Requisition

1.377 - Search and Rescue (JDF)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	8,190	8,190	8,190	-	-	8,190	8,350	8,520	8,690	8,860
Building Rent	23,080	23,080	23,470	-	-	23,470	23,940	24,420	24,910	25,410
Staff Training & Development	16,420	15,211	16,420	-	-	16,420	16,750	17,090	17,430	17,780
Supplies	11,700	11,700	11,700	-	-	11,700	11,930	12,160	12,410	12,660
Allocations	3,087	3,087	3,689	-	-	3,689	4,298	4,384	4,472	4,561
Other Operating Expenses	21,800	23,009	21,790	-	-	21,790	22,230	22,680	23,130	23,590
TOTAL OPERATING COSTS	**84,277**	**84,277**	**85,259**	**-**	**-**	**85,259**	**87,498**	**89,254**	**91,042**	**92,861**
*Percentage Increase over prior year						1.2%	2.6%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(84)	(84)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Revenue - Other	(20,590)	(20,590)	(20,590)	-	-	(20,590)	(21,000)	(21,420)	(21,850)	(22,280)
TOTAL REVENUE	**(20,674)**	**(20,674)**	**(20,680)**	**-**	**-**	**(20,680)**	**(21,090)**	**(21,510)**	**(21,940)**	**(22,370)**
REQUISITION	**(63,603)**	**(63,603)**	**(64,579)**	**-**	**-**	**(64,579)**	**(66,408)**	**(67,744)**	**(69,102)**	**(70,491)**
*Percentage increase over prior year Requisition						1.5%	2.8%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.377 Search and Rescue (JDF) - Equipment Replacement Fund

ERF Group: JDFSAR.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101986	2020	2021	2022	2023	2024	2025
Beginning Balance		26,875	26,875	26,875	26,875	26,875	26,875
Transfer from Ops Budget		-	-	-	-	-	-
Expenditues		-	-	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**26,875**	**26,875**	**26,875**	**26,875**	**26,875**	**26,875**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

EA - Community Parks (JDF)

EAC Review

Service: 1.405 JDF EA Community Parks & Recreation **Committee:** Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

To acquire, develop, operate and maintain community parks in the JDF Electoral Area.
(Letters Patent - August 28, 1975).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for the Juan de Fuca Electoral Area. The services provide for ocean and lake beach/foreshore access, trails, right-of-ways, easements, playgrounds, sports fields, a tennis court and skate park.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

Greater of $227,173 or $0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $308,968.
(Bylaw 4087, Amend bylaw 245, March, 2016)

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

AUTHORITY:

Requires written approval of electoral area Director. Participating electoral areas must be designated by bylaw.

FUNDING:

Requisition

1.405 - EA - Community Parks (JDF)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	93,167	93,167	96,264	-	-	96,264	97,184	99,214	101,290	103,413
Contract for Services	20,000	18,000	20,340	-	-	20,340	20,750	21,170	21,590	22,020
Vehicles	5,000	7,802	5,090	-	-	5,090	5,190	5,290	5,400	5,510
Supplies	8,000	8,000	8,140	-	-	8,140	8,300	8,470	8,640	8,810
Allocations	29,339	29,339	30,109	-	-	30,109	30,843	31,463	32,093	32,733
Other Operating Expenses	9,850	6,150	11,010	-	-	11,010	11,230	11,450	11,670	11,890
TOTAL OPERATING COSTS	**165,356**	**162,458**	**170,953**	**-**	**-**	**170,953**	**173,497**	**177,057**	**180,683**	**184,376**
*Percentage Increase over prior year						3.4%	1.5%	2.1%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	12,389	14,197	12,000	-	-	12,000	12,240	12,480	12,730	12,980
Transfer to Equipment Replacement Fund	10,000	11,500	8,000	-	-	8,000	8,160	8,320	8,490	8,660
TOTAL CAPITAL / RESERVES	**22,389**	**25,697**	**20,000**	**-**	**-**	**20,000**	**20,400**	**20,800**	**21,220**	**21,640**
TOTAL COSTS	**187,745**	**188,155**	**190,953**	**-**	**-**	**190,953**	**193,897**	**197,857**	**201,903**	**206,016**
FUNDING SOURCES (REVENUE)										
Grant Revenue	(249)	(249)	(250)	-	-	(250)	(260)	(270)	(280)	(290)
Grants in Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(500)	(910)	(510)	-	-	(510)	(520)	(530)	(540)	(550)
TOTAL REVENUE	**(749)**	**(1,159)**	**(760)**	**-**	**-**	**(760)**	**(780)**	**(800)**	**(820)**	**(840)**
REQUISITION	**(186,996)**	**(186,996)**	**(190,193)**	**-**	**-**	**(190,193)**	**(193,117)**	**(197,057)**	**(201,083)**	**(205,176)**
*Percentage increase over prior year Requisition						1.7%	1.5%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.405 JDF EA Community Parks & Recreation	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$100,000	$80,000	$0	$0	$0	$180,000
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$100,000**	**$80,000**	**$0**	**$0**	**$0**	**$180,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$100,000	$80,000	$0	$0	$0	$180,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$100,000**	**$80,000**	**$0**	**$0**	**$0**	**$180,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.405
Service Name: JDF EA Community Parks & Recreation

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	New	Wieland Trail	Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route	$100,000	L	Grant	$0	$50,000	$50,000	$0	$0	$0	$100,000
21-02	New	Carpenter Road Park - Dam Remediation	Remediation of Carpenter Rd earthen dam. Work subject to professional report findings.	$80,000	L	Grant	$0	$50,000	$30,000	$0	$0	$0	$80,000
			GRAND TOTAL	**$180,000**			**$0**	**$100,000**	**$80,000**	**$0**	**$0**	**$0**	**$180,000**

EA - Community Parks (JDF)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	492,665	504,665	516,905	529,385	542,115	555,095
Equipment Replacement Fund	85,397	93,397	101,557	109,877	118,367	127,027
Total	**578,063**	**598,063**	**618,463**	**639,263**	**660,483**	**682,123**

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Capital Reserve Fund

Bylaw 1133

Reserve Cash Flow

Fund:	1034	Estimated	Budget				
Fund Centre:	101378	2020	2021	2022	2023	2024	2025
Beginning Balance		556,126	492,665	504,665	516,905	529,385	542,115
Transfer from Ops Budget		12,389	12,000	12,240	12,480	12,730	12,980
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(84,000)	-	-	-	-	-
Interest Income		8,150	-	-	-	-	-
Ending Balance $		**492,665**	**504,665**	**516,905**	**529,385**	**542,115**	**555,095**

Assumptions/Background:

$100,000 was received from Orveas Bay Subdivision in 2011.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Equipment Replacement Fund

ERF Group: JDFEAPRK.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	102158	2020	2021	2022	2023	2024	2025
Beginning Balance		84,397	85,397	93,397	101,557	109,877	118,367
Transfer from Parks Ops Budget		10,000	8,000	8,160	8,320	8,490	8,660
Transfer from Rec Ops Budget		1,000	-	-	-	-	-
Expenditues		(10,000)	-	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**85,397**	**93,397**	**101,557**	**109,877**	**118,367**	**127,027**

Assumptions/Background:

Transfers limited by maximum requisition level. Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2021 Budget

EA - Community Recreation (JDF)

EAC Review

Service: 1.408 JDF EA Community Recreation **Committee:** Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

Supplementary Letters Patent - October 3, 1975, established to provide recreational programs in the JDF Electoral Area.

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs for the Juan de Fuca Electoral Area.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

$0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $109,196.

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area. Original establishment Bylaw for this commission Dec 2004.

FUNDING:

Requisition

1.408 - EA - Community Recreation (JDF)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	42,347	42,347	43,722	-	-	43,722	44,157	45,075	46,023	46,983
Recreation Programs	15,000	6,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Maintenance	4,000	4,000	4,070	-	-	4,070	4,150	4,230	4,310	4,400
Utilities & fuel	6,000	6,000	6,100	-	-	6,100	6,220	6,340	6,460	6,590
Supplies	900	650	910	-	-	910	930	950	970	990
Allocations	10,363	10,363	11,424	-	-	11,424	12,386	12,634	12,889	13,150
Other Operating Expenses	7,900	4,950	7,300	-	-	7,300	7,450	7,600	7,750	7,900
TOTAL OPERATING COSTS	**86,510**	**74,310**	**88,526**	**-**	**-**	**88,526**	**90,593**	**92,439**	**94,322**	**96,253**
*Percentage Increase over prior year						2.3%	2.3%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	3,200	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**1,000**	**3,200**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**87,510**	**77,510**	**88,526**	**-**	**-**	**88,526**	**90,593**	**92,439**	**94,322**	**96,253**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2019 to 2020	-	-	-	-	-	-	-	-	-	-
Rentals	(20,000)	(10,000)	(20,000)	-	-	(20,000)	(20,400)	(20,810)	(21,230)	(21,650)
Revenue - Other	(209)	(209)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	**(20,209)**	**(10,209)**	**(20,210)**	**-**	**-**	**(20,210)**	**(20,610)**	**(21,020)**	**(21,440)**	**(21,860)**
REQUISITION	**(67,301)**	**(67,301)**	**(68,316)**	**-**	**-**	**(68,316)**	**(69,983)**	**(71,419)**	**(72,882)**	**(74,393)**
*Percentage increase over prior year Requisition						1.5%	2.4%	2.1%	2.0%	2.1%

CAPITAL REGIONAL DISTRICT

2021 Budget

Port Renfrew Refuse Disposal

EAC Review

Service: 1.523 Port Renfrew Refuse Disposal **Committee: Electoral Area**

DEFINITION:

To provide, maintain, operate and regulate disposal facilities. Local Service Bylaw No. 1745 (November 8, 1989), latest amendment 3357 (February 19, 2007).

SERVICE DESCRIPTION:

Provision of recycling and solid waste transfer station operations in Port Renfrew.

PARTICIPATION:

Local Service Area #3 of the Electoral Area of Sooke B(762)

MAXIMUM LEVY:

$15.18 / $1,000 on actual assessed value of land and improvements. To a maximum of $1,551,391.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Bylaw No. 3280, continues Port Renfrew Local Services Committee (September 14, 2005).
Bylaw No. 3707, discontinues Local Services Committee (June 9, 2010).
Bylaw No. 3745, continues under Port Renfrew Utility Committee (December 8, 2010).

RESERVE FUND:

Bylaw No. 2665 - Port Renfrew Solid Waste Removal and Disposal Capital Reserve Fund.

1.523 - Port Renfrew Refuse Disposal	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	24,750	24,750	25,170	-	-	25,170	25,670	26,180	26,700	27,230
Contracts	46,017	46,017	47,520	-	-	47,520	48,470	49,440	50,430	51,440
Allocations	3,419	3,419	3,867	-	-	3,867	3,994	4,073	4,155	4,238
Electricity	1,130	1,130	1,150	-	-	1,150	1,170	1,190	1,210	1,230
Internal Labour Charges	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	2,990	2,990	3,030	-	-	3,030	3,080	3,130	3,180	3,230
TOTAL OPERATING COSTS	**78,306**	**78,306**	**80,737**	**-**	**-**	**80,737**	**82,384**	**84,013**	**85,675**	**87,368**
*Percentage Increase over prior year						3.1%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,040
Transfer to Capital Reserve Fund	4,704	4,704	4,000	-	-	4,000	4,000	4,000	4,000	4,000
TOTAL CAPITAL / RESERVES	**6,704**	**6,704**	**6,000**	**-**	**-**	**6,000**	**6,000**	**6,000**	**6,000**	**6,040**
TOTAL COSTS	**85,010**	**85,010**	**86,737**	**-**	**-**	**86,737**	**88,384**	**90,013**	**91,675**	**93,408**
Internal Recovery	(15,000)	(15,000)	(15,500)	-	-	(15,500)	(15,500)	(15,500)	(15,500)	(15,500)
NET COSTS	**70,010**	**70,010**	**71,237**	**-**	**-**	**71,237**	**72,884**	**74,513**	**76,175**	**77,908**
FUNDING SOURCES (REVENUE)										
Sale - Recyclables	(4,000)	(4,000)	(4,000)	-	-	(4,000)	(4,000)	(4,000)	(4,000)	(4,080)
Recovery Cost	(32,800)	(32,800)	(33,439)	-	-	(33,439)	(34,257)	(35,067)	(35,892)	(36,714)
Grants in Lieu of Taxes	(305)	(305)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(37,155)**	**(37,155)**	**(37,799)**	**-**	**-**	**(37,799)**	**(38,627)**	**(39,447)**	**(40,282)**	**(41,194)**
REQUISITION	**(32,855)**	**(32,855)**	**(33,438)**	**-**	**-**	**(33,438)**	**(34,257)**	**(35,066)**	**(35,893)**	**(36,714)**
*Percentage increase over prior year Requisition						1.8%	2.4%	2.4%	2.4%	2.3%

Port Renfrew Refuse Disposal
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	58,088	62,088	66,088	70,088	74,088	78,088
Equipment Replacement Fund	20,851	22,851	24,851	26,851	28,851	30,891
Total	**78,939**	**84,939**	**90,939**	**96,939**	**102,939**	**108,979**

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Capital Reserve Fund

Bylaw 2665

Reserve Cash Flow

Fund:	1021	Estimated	Budget				
Fund Centre:	101365	2020	2021	2022	2023	2024	2025
Beginning Balance		67,364	58,088	62,088	66,088	70,088	74,088
Transfer from Ops Budget		4,704	4,000	4,000	4,000	4,000	4,000
Transfer from Cap Fund		-	-	-	-	-	
Transfer to Cap Fund		(15,000)	-	-	-	-	-
Interest Income		1,020					
Ending Balance $		**58,088**	**62,088**	**66,088**	**70,088**	**74,088**	**78,088**

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Equipment Replacement Fund

ERF Group: PTRENREF.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101448	2020	2021	2022	2023	2024	2025
Beginning Balance		33,851	20,851	22,851	24,851	26,851	28,851
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,040
Transfer from Cap Fund		-	-	-	-	-	-
Planned Purchase		(15,000)	-	-	-	-	-
Interest Income		-					
Ending Balance $		20,851	22,851	24,851	26,851	28,851	30,891

CAPITAL REGIONAL DISTRICT

2021 Budget

Emergency Comm - CREST (JDF)

EAC Review

Service: 1.924 JDF Emergency Comm. - CREST **Committee:** Governance & Finance

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.924 - Emergency Comm - CREST (JDF)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payments to CREST	97,172	97,172	98,830	-	-	98,830	100,810	102,830	104,890	106,990
Allocations	2,000	2,000	2,064	-	-	2,064	2,150	2,193	2,236	2,281
Other Operating Expenses	6,200	6,200	6,290	-	-	6,290	6,400	6,510	6,630	6,750
TOTAL OPERATING COSTS	**105,372**	**105,372**	**107,184**	**-**	**-**	**107,184**	**109,360**	**111,533**	**113,756**	**116,021**
*Percentage Increase over prior year						1.7%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance C/fwd from 2019 to 2020	313	313	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(140)	(140)	(140)	-	-	(140)	(140)	(140)	(140)	(140)
Other Income	(70)	(70)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**103**	**103**	**(210)**	**-**	**-**	**(210)**	**(210)**	**(210)**	**(210)**	**(210)**
REQUISITION	**(105,475)**	**(105,475)**	**(106,974)**	**-**	**-**	**(106,974)**	**(109,150)**	**(111,323)**	**(113,546)**	**(115,811)**
*Percentage increase over prior year Requisition						1.4%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Port Renfrew Water

EAC Review

Service: 2.650 Port Renfrew Water **Committee: Electoral Area**

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Port Renfrew Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.1747 (Nov 8, 1989). Amended Bylaw No. 1960 (Jan. 29, 1992).

PARTICIPATION:

Local Service Area #5, E(762)

MAXIMUM LEVY:

Greater of $40,000 or $18.28 / $1,000 on actual assessed value of land and improvements. To a maximum of $1,527,866.

COMMISSION:

Port Renfrew Local Service Committee established by Bylaw No. 1770 (November 22, 1989).
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

Any deficiencies after user charge are to be levied on taxable hospital assessments.

User Charge:
50% of operating cost to be collected by an annual user fee to be charged per single family equivalency actually connected to the system.

Parcel Tax:
50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charges:
At cost - Bylaw No. 1803 (amended Bylaw 3892).

RESERVE FUND:

Approved by Bylaw No. 2138 (June 23, 1993); amended to sewer and water reserve fund by Bylaw No. 2577 (December 1997).

2.650 - Port Renfrew Water	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Repairs & Maintenance	8,416	8,348	8,560	-	-	8,560	8,730	8,900	9,070	9,250
Allocations - Operations	76,424	70,000	77,724	-	-	77,724	79,278	80,864	82,481	84,131
Allocations - Other	8,759	8,759	9,054	-	-	9,054	9,033	9,191	9,361	9,533
Electricity	7,160	4,500	7,280	-	-	7,280	7,430	7,580	7,730	7,880
Supplies	3,041	3,001	3,090	-	-	3,090	3,150	3,210	3,270	3,330
Other Operating Expenses	3,938	3,561	4,000	-	-	4,000	4,060	4,120	4,190	4,260
TOTAL OPERATING COSTS	**107,738**	**98,169**	**109,708**	**-**	**-**	**109,708**	**111,681**	**113,865**	**116,102**	**118,384**
*Percentage Increase over prior year						1.8%	1.8%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,040
Transfer to Capital Reserve Fund	8,000	17,569	8,000	-	-	8,000	8,000	8,000	8,000	8,160
MFA Debt Contribution	-	-	-	-	-	-	-	20,550	-	2,000
Interest Payments	-	-	-	-	-	-	-	13,358	53,430	54,730
Principal Payments	-	-	-	-	-	-	-	-	64,158	64,158
TOTAL DEBT / RESERVES	**10,000**	**19,569**	**10,000**	**-**	**-**	**10,000**	**10,000**	**43,908**	**127,588**	**131,088**
TOTAL COSTS	**117,738**	**117,738**	**119,708**	**-**	**-**	**119,708**	**121,681**	**157,773**	**243,690**	**249,472**
FUNDING SOURCES (REVENUE)										
User Charges	(58,334)	(58,334)	(59,409)	-	-	(59,409)	(60,487)	(78,323)	(121,270)	(124,146)
Other Revenue	(1,077)	(1,077)	(1,090)	-	-	(1,090)	(1,110)	(1,130)	(1,150)	(1,180)
Recovery	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(59,411)**	**(59,411)**	**(60,499)**	**-**	**-**	**(60,499)**	**(61,597)**	**(79,453)**	**(122,420)**	**(125,326)**
REQUISITION - PARCEL TAX	**(58,327)**	**(58,327)**	**(59,209)**	**-**	**-**	**(59,209)**	**(60,084)**	**(78,320)**	**(121,270)**	**(124,146)**
*Percentage increase over prior year										
User Fees						1.8%	1.8%	29.5%	54.8%	2.4%
Requisition						1.5%	1.5%	30.4%	54.8%	2.4%
Combined						**1.7%**	**1.6%**	**29.9%**	**54.8%**	**2.4%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 2.650 Port Renfrew Water	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$10,000	$10,000	$110,000	$10,000	$10,000	$150,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$25,000	$1,955,000	$0	$200,000	$2,180,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$10,000**	**$35,000**	**$2,065,000**	**$10,000**	**$210,000**	**$2,330,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$2,055,000	$0	$200,000	$2,255,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$10,000	$35,000	$10,000	$10,000	$10,000	$75,000
	$0	**$10,000**	**$35,000**	**$2,065,000**	**$10,000**	**$210,000**	**$2,330,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.650
Service Name: Port Renfrew Water

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	Replacement	Hydrant Replacement Program	Hydrants are reaching their end of life and require replacement.	$60,000	E	Res	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
22-01	Replacement	Referendum	Referendum to fund Supply System Replacement and AC Pipe Replacement Program	$25,000	S	Res	$0	$0	$25,000	$0	$0	$0	$25,000
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.	$1,755,000	S	Debt	$0	$0	$0	$1,755,000	$0	$0	$1,755,000
23-02	Replacement	AC Pipe Replacement Program	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.	$400,000	S	Debt	$0	$0	$0	$200,000	$0	$200,000	$400,000
23-03	Replacement	Miscellaneous Repairs & Replacements	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof	$100,000	E	Debt	$0	$0	$0	$100,000	$0	$0	$100,000
			GRAND TOTAL	**$2,340,000**			**$0**	**$10,000**	**$35,000**	**$2,065,000**	**$10,000**	**$210,000**	**$2,330,000**

Service: **2.650** **Port Renfrew Water**

Proj. No.	20-01	**Capital Project Title**	Hydrant Replacement Program	**Capital Project Description**	Hydrants are reaching their end of life and require replacement.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The hydrants in the water system are nearing their end of life. To maintain fire protection planned hydrant replacement is required.*				

Proj. No.	22-01	**Capital Project Title**	Referendum	**Capital Project Description**	Referendum to fund Supply System Replacement and AC Pipe Replacement Program
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A referendum is required to seek elector consent to borrow to fund the supply system replacement, AC pipe replacement, and SCADA replacements.*				

Proj. No.	23-01	**Capital Project Title**	Supply System Replacement	**Capital Project Description**	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The 2017 project to replace a section of the aging asbestos supply pipe from the water treatment plant to the distribution system was complete. Funds are required to replace the remaining approximately 1.4 km of pipe so that service is maintained.*				

Proj. No.	23-02	**Capital Project Title**	AC Pipe Replacement Program	**Capital Project Description**	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*There have been frequent pipe breaks with the existing asbestos cement pipe, replacement is required to maintain the level of service. Funds are requried to design and develop a replacement program and replace priority pipe, starting with pipe in the Beach Camp area and Queesto Drv and Tsonoqua Drv,*				

Proj. No.	23-03	**Capital Project Title**	Miscellaneous Repairs & Replacements	**Capital Project Description**	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The SCADA equipment is nearing its end of life and requires replacement before the equipment fails.The water treatment roof has had some minor repairs to address leaks, but requires replacement.*				

Port Renfrew Water
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	72,065	70,065	43,065	41,065	39,065	37,225
Operating Reserve Fund	2,000	4,000	6,000	8,000	10,000	12,040
Total	**74,065**	**74,065**	**49,065**	**49,065**	**49,065**	**49,265**

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Capital Reserve Fund

Bylaw 2577

Reserve Cash Flow

Fund:	1026	Estimated	Budget				
Fund Centre:	101370	2020	2021	2022	2023	2024	2025
Beginning Balance		72,955	72,065	70,065	43,065	41,065	39,065
Transfer from Ops Budget		8,000	8,000	8,000	8,000	8,000	8,160
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(10,000)	(10,000)	(35,000)	(10,000)	(10,000)	(10,000)
Interest Income		1,110					
Ending Balance $		**72,065**	**70,065**	**43,065**	**41,065**	**39,065**	**37,225**

Assumptions/Background:

-Transfer as much as operating budget will allow.

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Operating Reserve Fund

Bylaw 4242

Reserve Cash Flow

		Estimated	Budget				
Fund:	**1500**						
Fund Centre:	**105536**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		-	2,000	4,000	6,000	8,000	10,000
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,040
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**2,000**	**4,000**	**6,000**	**8,000**	**10,000**	**12,040**

Assumptions/Background:

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

CAPITAL REGIONAL DISTRICT

2021 Budget

Wilderness Mountain Water

EAC Review

Service: 2.691 Wilderness Mountain Water Service **Committee: Electoral Area**

DEFINITION:

To finance, operate and maintain the supply, conveyance, treatment, storage and distribution of water to the Wilderness Mountain Local Service area that is within the JDF Electoral Area. The service was established by Bylaw No. 3503, adopted on May 14, 2008.

PARTICIPATION:

Wilderness Mountain Local Service Area

MAXIMUM LEVY:

Greater of $130,000 or $3.27/ $1,000 on actual assessed value of land and improvements. To a maximum of $212,161.

MAXIMUM CAPITAL DEBT:

Maximum Authorized:	$281,000	(MFA Bylaw No.3504, Wilderness Mountain Water Service adopted on May 14, 2008)
Borrowed:	$281,000	(MFA Bylaw No.3504, Wilderness Mountain Water Service)

COMMISSION:

Wilderness Mountain Water Service Commission established by Bylaw No. 3511 (July 9, 2008).

FUNDING:

Consumption Charge:
Water Consumption charge will be collected from each Single Family Equivalent connected to the water system based on the rates defined in Bylaw No. 4274 (December 2018).

User Charge:
Collected as a fixed user fee charged quarterly to each Single Family Equivalent connected to the system

Parcel Tax:
Charged to each taxable parcel in the service area whether connected or not.

RESERVE FUND # 1075:

Approved by Bylaw No. 3535 adopted on November 12, 2008.

2.691 - Wilderness Mountain Water	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	900	500	900	-	-	900	920	940	960	980
Allocations	13,450	13,450	16,187	-	-	16,187	16,731	17,069	17,411	17,736
Electricity	6,360	6,360	6,470	-	-	6,470	6,600	6,730	6,860	7,000
Supplies	14,901	17,290	17,580	-	-	17,580	17,940	18,300	18,670	19,050
Labour Charges	68,470	68,470	69,970	-	-	69,970	71,520	72,740	73,980	75,240
Insurance	1,230	1,230	1,250	-	-	1,250	1,270	1,290	1,310	1,330
Other Operating Expenses	10,910	10,910	10,940	-	-	10,940	11,150	11,360	11,580	11,800
TOTAL OPERATING COSTS	**116,221**	**118,210**	**123,297**	**-**	**-**	**123,297**	**126,131**	**128,429**	**130,771**	**133,136**
*Percentage Increase over prior year						6.1%	2.3%	1.8%	1.8%	1.8%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	1,640	1,640	5,000	-	-	5,000	5,000	5,000	5,000	5,000
MFA Debt Reserve Fund	70	70	80	-	-	80	8,580	80	80	80
MFA Debt Principal	14,033	14,033	14,033	-	-	14,033	14,033	63,185	63,185	63,185
MFA Debt Interest	9,554	9,554	9,554	-	-	9,554	13,592	25,704	25,704	25,704
TOTAL DEBT / RESERVES	**25,297**	**25,297**	**28,667**	**-**	**-**	**28,667**	**41,205**	**93,969**	**93,969**	**93,969**
TOTAL COSTS	**141,518**	**143,507**	**151,964**	**-**	**-**	**151,964**	**167,336**	**222,398**	**224,740**	**227,105**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	(1,989)	1,989	-	-	1,989	-	-	-	-
Balance c/fwd from 2019 to 2020	5,639	5,639	-	-	-	-	-	-	-	-
User Charges	(65,658)	(65,658)	(68,153)	-	-	(68,153)	(74,843)	(102,374)	(103,545)	(104,728)
Sale - Water	(17,520)	(17,520)	(17,520)	-	-	(17,520)	(17,520)	(17,520)	(17,520)	(17,520)
Other Revenue	(120)	(120)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	**(77,659)**	**(79,648)**	**(83,814)**	**-**	**-**	**(83,814)**	**(92,493)**	**(120,024)**	**(121,195)**	**(122,378)**
REQUISITION - PARCEL TAX	**(63,859)**	**(63,859)**	**(68,150)**	**-**	**-**	**(68,150)**	**(74,843)**	**(102,374)**	**(103,545)**	**(104,727)**
*Percentage increase over prior year										
User Fee						3.8%	9.8%	36.8%	1.1%	1.1%
Water Sale						0.0%	0.0%	0.0%	0.0%	0.0%
Requisition						6.7%	9.8%	36.8%	1.1%	1.1%
Combined						**4.6%**	**9.8%**	**36.8%**	**1.1%**	**1.1%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 2.691 Wilderness Mountain Water Service	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$25,000	$850,000	$0	$0	$0	$875,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$25,000**	**$850,000**	**$0**	**$0**	**$0**	**$875,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$850,000	$0	$0	$0	$850,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$25,000	$0	$0	$0	$0	$25,000
	$0	**$25,000**	**$850,000**	**$0**	**$0**	**$0**	**$875,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.691
Service Name: Wilderness Mountain Water Service

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	New	Referendum	Referendum is required to seek elector consent to borrow funds for treatment improvements.	$25,000	S	Res	$0	$25,000	$0	$0	$0	$0	$25,000
20-01	Renewal	Treatment Improvements	Based upon Island Health requirements, treatment improvements will be carried out.	$850,000	S	Debt	$0	$0	$850,000	$0	$0	$0	$850,000
				$875,000			**$0**	**$25,000**	**$850,000**	**$0**	**$0**	**$0**	**$875,000**

Service: **2.691** **Wilderness Mountain Water Service**

Proj. No.	21-01	**Capital Project Title**	Referendum	**Capital Project Description**	Referendum is required to seek elector consent to borrow funds for treatment improvements.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	Water

Project Rationale *A referendum is required to seek elector consent to borrow to fund Treatment Improvements.*

Proj. No.	20-01	**Capital Project Title**	Treatment Improvements	**Capital Project Description**	Based upon Island Health requirements, treatment improvements will be carried out.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	Water

Project Rationale *Based upon Island Health requirements and Public Engagement & Referendum, treatment improvements will be designed and implemented. Improvements will be based upon feedback from the public engagement. Funds are required to carry out detailed design and construction.*

Wilderness Mountain Reserves
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	41,352	16,352	16,352	16,352	16,352	16,352
Operating Reserve Fund	1,640	6,640	11,640	16,640	21,640	26,640
Total	**42,992**	**22,992**	**27,992**	**32,992**	**37,992**	**42,992**

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain Water Capital Reserve Fund

Bylaw 3535

Reserve Cash Flow

Fund: 1075 / Fund Centre: 101994	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	40,732	41,352	16,352	16,352	16,352	16,352
Transfer from Ops Budget	-	-	-	-	-	-
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund		(25,000)	-	-	-	-
Interest Income*	620	-	-	-	-	-
Ending Balance $	**41,352**	**16,352**	**16,352**	**16,352**	**16,352**	**16,352**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105540	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	-	1,640	6,640	11,640	16,640	21,640
Transfer from Ops Budget	1,640	5,000	5,000	5,000	5,000	5,000
Transfer to Ops Budget	-	-	-	-	-	-
Expenditures	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Ending Balance $	**1,640**	**6,640**	**11,640**	**16,640**	**21,640**	**26,640**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Port Renfrew Sewer

EAC Review

Service: 3.850 Port Renfrew Sewer **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Port Renfrew Sewerage System Specified Area - Bylaw No.1744, November 8, 1989. Amended Bylaw No. 1961, January 29, 1992.

PARTICIPATION:

Local Service Area C(762) LSA#2.

MAXIMUM LEVY:

Greater of $40,000 or $18.28 / $1,000 on actual assessed value of land and improvements. To a maximum of $521,223.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Port Renfrew Local Services Committee established by Bylaw No. 1770, November 22, 1989.
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

Any deficiencies after user charge to be levied on taxable hospital assessments.

User Charge: 50% of operating cost to be imposed as an annual user fee to each connected property.

Parcel Tax: 50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charge: Based on actual cost.

RESERVE FUND:

Port Renfrew Sewer System Capital Reserve Fund, Bylaw No. 2139 (June 23, 1993).

3.850 - Port Renfrew Sewer	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Grit Disposal	9,100	8,500	9,250	-	-	9,250	9,440	9,630	9,820	10,020
Electricity	6,708	6,700	6,820	-	-	6,820	6,960	7,100	7,240	7,380
Supplies	2,388	2,388	2,440	-	-	2,440	2,490	2,540	2,590	2,640
Allocations - Operations	55,114	55,114	56,791	-	-	56,791	57,927	59,085	60,266	61,472
Allocations - Other	15,202	15,202	16,097	-	-	16,097	16,788	17,103	17,426	17,754
Other Operating Expenses	4,129	8,111	9,430	-	-	9,430	9,610	9,790	9,970	10,160
TOTAL OPERATING COSTS	**92,641**	**96,015**	**100,828**	**-**	**-**	**100,828**	**103,215**	**105,248**	**107,312**	**109,426**
*Percentage Increase over prior year						8.8%	2.4%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve	3,000	1,626	13,000	-	-	13,000	13,000	10,000	10,000	10,000
Transfer to Operating Reserve	2,000	-	2,000	-	-	2,000	2,000	2,000	2,000	2,040
MFA Debt Principal	-	-	-	-	-	-	-	1,500	18,180	50,830
MFA Debt Interest	-	-	-	-	-	-	-	975	12,675	41,600
TOTAL DEBT / RESERVES	**5,000**	**1,626**	**15,000**	**-**	**-**	**15,000**	**15,000**	**14,475**	**42,855**	**104,470**
TOTAL COSTS	**97,641**	**97,641**	**115,828**	**-**	**-**	**115,828**	**118,215**	**119,723**	**150,167**	**213,896**
FUNDING SOURCES (REVENUE)										
User Charges	(48,226)	(48,226)	(57,309)	-	-	(57,309)	(58,495)	(59,238)	(74,452)	(106,306)
Grants in Lieu of Taxes	(1,055)	(1,055)	(1,060)	-	-	(1,060)	(1,080)	(1,100)	(1,120)	(1,140)
Other Revenue	(150)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(49,431)**	**(49,431)**	**(58,519)**	**-**	**-**	**(58,519)**	**(59,725)**	**(60,488)**	**(75,722)**	**(107,596)**
REQUISITION	**(48,210)**	**(48,210)**	**(57,309)**	**-**	**-**	**(57,309)**	**(58,490)**	**(59,235)**	**(74,445)**	**(106,300)**
*Percentage increase over prior year										
User Fees						18.8%	2.1%	1.3%	25.7%	42.8%
Requisition						18.9%	2.1%	1.3%	25.7%	42.8%
Combined						**18.9%**	**2.1%**	**1.3%**	**25.7%**	**42.8%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 3.850 Port Renfrew Sewer	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$50,000	$85,000	$150,000	$1,350,000	$400,000	$2,035,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$50,000**	**$85,000**	**$150,000**	**$1,350,000**	**$400,000**	**$2,035,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$150,000	$1,350,000	$400,000	$1,900,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$30,000	$60,000	$0	$0	$0	$90,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$20,000	$25,000	$0	$0	$0	$45,000
	$0	**$50,000**	**$85,000**	**$150,000**	**$1,350,000**	**$400,000**	**$2,035,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.850
Service Name: Port Renfrew Sewer

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Renewal	Structural Upgrades at WWTP	Structural assessment completed by Sorenson in 2020 revealed several structural support issues that are a safety issue and need to be addressed including upgrades to stairs and catwalks.	$30,000	S	Grant	$0	$30,000	$0	$0	$0	$0	$30,000
21-02	Study	Review Options for Phased Capital Plan Upgrade	Plan phased upgrades of the wastewater system.	$20,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
22-01	Replacement	Genset Upgrade	A new genset is required to provide standy power for the whole WWTP.	$60,000	S	Grant	$0	$0	$60,000	$0	$0	$0	$60,000
22-02	Renewal	Referendum for System Renewal	Based on information in the Options Study (21-02), carry out public consultation and a referendum in order to borrow funds for required system renewal (one or multiple phases).	$25,000	S	Res	$0	$0	$25,000	$0	$0	$0	$25,000
23-01	Replacement	Phase 1 - System Renewal - Outfall and Sewer Replacement	Install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration.	$1,500,000	S	Debt	$0	$0	$0	$150,000	$1,350,000	$0	$1,500,000
25-01	Renewal	Phase 2 - System Renewal - New WWTP and Pump Station	Install a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP.	$4,000,000	S	Debt	$0	$0	$0	$0	$0	$400,000	$400,000
			GRAND TOTAL	**$5,635,000**			**$0**	**$50,000**	**$85,000**	**$150,000**	**$1,350,000**	**$400,000**	**$2,035,000**

Service: **3.850** **Port Renfrew Sewer**

Proj. No.	21-01	**Capital Project Title**	Structural Upgrades at WWTP	**Capital Project Description**	Structural assessment completed by Sorenson in 2020 revealed several structural support issues that are a safety issue and need to be addressed including upgrades to stairs and catwalks.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Structural assessment completed by Sorenson in 2020 revealed several structural support issues that are a safety issue and need to be addressed including upgrades to stairs and catwalks.*				

Proj. No.	21-02	**Capital Project Title**	Review Options for Phased Capital Plan Upgrade	**Capital Project Description**	Plan phased upgrades of the wastewater system.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The existing treatment plant and outfall are over 60 years old and require improvements to meet regulatory requirements. This Plan will look at Options to Phase the upgrades and look for grant funding opportunities.*				

Proj. No.	22-01	**Capital Project Title**	Genset Upgrade	**Capital Project Description**	A new genset is required to provide standy power for the whole WWTP.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The existing genset only provides standby power for the influent pumps. During a power outage the blowers do not operate and this is out of compliance with the regulations. A new genset is required to provide standy power for the whole WWTP.*				

Proj. No.	22-02	**Capital Project Title**	Referendum for System Renewal	**Capital Project Description**	Based on information in the Options Study (21-02), carry out public consultation and a referendum in order to borrow funds for required system renewal (one or multiple phases).
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Based on information in the Options Study (21-02), carry out public consultation and a referendum in order to borrow funds for required system renewal (one or multiple phases).*				

Proj. No.	23-01	**Capital Project Title**	Phase 1 - System Renewal - Outfall and Sewer Replacement	**Capital Project Description**	Install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration. Design the outfall/sewer upgrades and obtain regulatory and First Nation appovals in 2023, and install the outfall/sewers in 2024.*				

Proj. No.	25-01	**Capital Project Title**	Phase 2 - System Renewal - New WWTP and Pump Station	**Capital Project Description**	Install a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Install a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP. The plant is to be designed so that additional modules can be added for increased capacity as the septic systems are converted into the sewer service and the community grows. Commence with design in 2025 and construction in 2026 or when grants and funds from developers are received.*				

Port Renfrew Sewer
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	21,754	14,754	2,754	12,754	22,754	32,754
Operating Reserve Fund	-	2,000	4,000	6,000	8,000	10,040
Total	**21,754**	**16,754**	**6,754**	**18,754**	**30,754**	**42,794**

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Capital Reserve Fund - Bylaw 2139

Surplus money from the operation of the sewer system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1044	Estimated	Budget				
Fund Centre:	101388	2020	2021	2022	2023	2024	2025
Beginning Balance		19,828	21,754	14,754	2,754	12,754	22,754
Transfer from Ops Budget		1,626	13,000	13,000	10,000	10,000	10,000
Transfer to Cap Fund		-	(20,000)	(25,000)	-	-	-
Interest Income		300	-	-	-	-	-
Ending Balance $		**21,754**	**14,754**	**2,754**	**12,754**	**22,754**	**32,754**

Assumptions/Background:

Transfer as much as operating budget will allow.

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Operating Reserve Fund

Bylaw 4242

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105537	2020	2021	2022	2023	2024	2025
Beginning Balance		-	-	2,000	4,000	6,000	8,000
Transfer from Ops Budget		-	2,000	2,000	2,000	2,000	2,040
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**-**	**2,000**	**4,000**	**6,000**	**8,000**	**10,040**

Assumptions/Background:

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Electoral Areas Committee - October 14, 2020
2021 Preliminary Electoral Area Budget Review

Appendix B-1: Requisition Summary (SSI)

	Electoral Area Salt Spring Island	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	269,742	39.92	258,772	38.30	10,970	1.62	4.24%
1.101	G.I.S.	2,021	0.30	1,987	0.29	35	0.01	1.74%
1.224	Community Health - Homeless Sec.	19,137	2.83	19,163	2.84	(27)	(0.00)	-0.14%
1.280	Regional Parks	343,937	50.90	338,112	50.04	5,826	0.86	1.72%
1.280A	Regional Parks - Land Acquisition	120,385	17.82	120,385	17.82	-	-	0.00%
1.309	Climate Action and Adaptation	13,340	1.97	13,117	1.94	223	0.03	1.70%
1.310	Land Banking & Housing	41,717	6.17	39,999	5.92	1,718	0.25	4.30%
1.324	Regional Planning Service	37,055	5.48	36,436	5.39	619	0.09	1.70%
1.335	Geo-Spatial Referencing System	5,078	0.75	5,056	0.75	22	0.00	0.44%
1.374	Regional Emergency Program Support	3,762	0.56	3,762	0.56	-	-	0.00%
1.375	Hazardous Material Incident Response	9,226	1.37	9,100	1.35	126	0.02	1.39%
1.911	Call Answer	4,142	0.61	4,079	0.60	63	0.01	1.55%
1.921	Regional CREST Contribution	44,008	6.51	43,298	6.41	709	0.10	1.64%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,251	0.19	(1,251)	(0.19)	-100.00%
	Total Regional	**$913,551**	**$135.19**	**$894,517**	**$132.38**	**$19,034**	**$2.82**	**2.13%**
1.230	Traffic Safety Commission	2,314	0.34	2,314	0.34	-	-	0.00%
1.311	Regional Housing Trust Fund	34,408	5.09	34,408	5.09	-	-	0.00%
1.313	Animal Care Services	123,690	18.30	122,029	18.06	1,660	0.25	1.36%
1.912A	Call Answer - RCMP	-	-	(1,708)	(0.25)	1,708	0.25	-100.00%
1.913	Fire Dispatch	92,370	13.67	90,072	13.33	2,299	0.34	2.55%
	Total Sub-Regional	**$252,782**	**$37.41**	**$247,115**	**$36.57**	**$5,667**	**$0.84**	**2.29%**
1.103	Elections	10,884	1.61	8,707	1.29	2,177	0.32	25.00%
1.104	U.B.C.M.	3,932	0.58	6,154	0.91	(2,222)	(0.33)	-36.10%
1.318	Building Inspection	193,859	28.69	181,178	26.81	12,681	1.88	7.00%
1.320	Noise Control	17,258	2.55	16,988	2.51	270	0.04	1.59%
1.322	Nuisances & Unsightly Premises	22,922	3.39	22,534	3.33	388	0.06	1.72%
1.372	Electoral Area Emergency Program	64,264	9.51	63,265	9.36	999	0.15	1.58%
	Total Joint Electoral Area	**$313,120**	**$46.34**	**$298,827**	**$44.22**	**$14,293**	**$2.12**	**4.78%**
1.111	Electoral Area Admin Exp-SSI	521,375	77.16	512,280	75.81	9,095	1.35	1.78%
1.116	Grants in Aid - Salt Spring Island	50,087	7.41	45,397	6.72	4,690	0.69	10.33%
1.124	SSI Economic Development Commission	77,028	11.40	77,028	11.40	-	-	0.00%
1.141	Salt Spring Island Public Library	660,235	97.71	660,235	97.71	-	-	0.00%
1.236	Salt Spring Island Fernwood Dock	31,283	5.64	31,283	5.64	-	-	0.00%
1.238A	Community Transit (S.S.I.)	240,847	35.64	232,253	34.37	8,594	1.27	3.70%
1.238B	Community Transportation (S.S.I.)	170,052	25.17	167,496	24.79	2,556	0.38	1.53%
1.299	Salt Spring Island Arts	118,407	17.52	116,005	17.17	2,402	0.36	2.07%
1.316	SSI House Numbering	9,420	1.39	9,266	1.37	154	0.02	1.66%
1.371	S.S.I. Emergency Program	127,920	18.93	111,308	16.47	16,612	2.46	14.92%
1.378	SSI Search and Rescue	23,336	3.45	22,034	3.26	1,302	0.19	5.91%
1.455	Salt Spring Island Community Parks	417,807	61.83	380,308	56.28	37,499	5.55	9.86%
1.458	Salt Spring Island Community Rec	53,511	7.92	49,918	7.39	3,593	0.53	7.20%
1.459	Salt Spring Island Park, Land & Rec Prog	1,500,046	221.99	1,541,158	228.07	(41,112)	(6.08)	-2.67%
1.535	Stormwater Quality Management - S.S.I.	27,500	4.07	22,502	3.33	4,998	0.74	22.21%
1.925	Emergency Comm - Crest - S.S.I.	90,551	13.40	88,573	13.11	1,978	0.29	2.23%
3.705	S.S.I. Liquid Waste Disposal	356,696	64.50	348,805	63.07	7,891	1.43	2.26%
	Total SSI Electoral Area	**$4,476,101**	**$675.13**	**$4,415,849**	**$665.96**	**$60,252**	**$9.18**	**1.38%**
	Total Capital Regional District	**$5,955,555**	**$894.07**	**$5,856,308**	**$879.13**	**$99,246**	**$14.95**	**1.70%**
						1.7%		
	Cost/average residential property	$894.07		$879.13		$14.95		
CRHD	Capital Regional Hospital District	882,036	130.53	916,428	$135.62	(34,392)	(5.09)	-3.75%
	Total CRD and CRHD	**$6,837,590**	**$1,024.60**	**$6,772,736**	**$1,014.75**	**$64,855**	**$9.86**	**0.97%**
	Average residential assessment (2019/2020)	**$691,653**		**$691,653**				

Major Impacts

Change in Cost per Average Household

REGIONAL	**$ Change**	**% of Total Increase**
Legislative & General Government	1.62	0.16%
Regional Parks	0.86	0.08%
JOINT EA		
Building Inspection	1.88	0.18%
SSI EA		
Electoral Area Admin Exp-SSI	1.35	0.13%
Grants in Aid - Salt Spring Island	0.69	0.07%
Community Transit (S.S.I.)	1.27	0.13%
S.S.I. Emergency Program	2.46	0.24%
Stormwater Quality Management - S.S.I.	0.74	0.07%
S.S.I. Liquid Waste Disposal**	1.43	0.14%
Capital Regional Hospital District	(5.09)	-0.50%
Other	2.65	0.26%
Total	**$9.86**	**0.97%**

	Salt Spring Island Local/Specified/Defined Services	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.234	Salt Spring Island Street Lighting	23,508	3.56	25,401	3.85	(1,893)	(0.29)	-7.45%
2.620	SSI Highland Water System	31,152	129.08	30,514	126.44	638	2.64	2.09%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	56,822	179.60	18,178	57.46	31.99%
2.624	Beddis Water	77,576	595.97	72,240	554.98	5,336	40.99	7.39%
2.626	Fulford Water	60,405	623.33	66,359	684.77	(5,954)	(61.44)	-8.97%
2.628	Cedar Lane Water	12,024	342.04	11,951	339.96	73	2.08	0.61%
2.660	Fernwood Water	14,693	195.75	16,138	215.00	(1,445)	(19.25)	-8.95%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	7,404	16.07	7,280	*15.80*	124	0.27	1.70%
3.810	Ganges Sewer	57,000	143.86	54,128	136.61	2,872	7.25	5.31%
	Total Local/Specified/Defined Services	**$358,762**		**$340,833**		**$17,929**		
	Average residential assessment (2019/2020)	**$691,653**		**$691,653**				

Appendix B-2

Salt Spring Island - Operating Budget Highlights - Gross Expenditure (+/- 1.7% and +/- $20,000)

SSI Services +/- 1.7% and +/- $20,000	Gross Expenditure 2021	Gross Expenditure 2020	Changes $	Changes %	Main Budget Driver
1.238A - Community Transit (S.S.I.)	492,124.00	462,938.00	29,186	6.3%	•15k transit service expansion, pending final budget submission from BC Transit •13k exisiting transit service cost increase, pending final budget submission from BC Transit
1.371 - S.S.I. Emergency Program	133,100.00	111,595.00	21,505	19.3%	• 18k increase in contract for servcie related to mutiple contractual agreements
1.455 - Salt Spring Island - Community Parks	919,677.00	856,149.00	63,528	7.4%	• 20k net increase in CRD labour related to Bylaw enforcement and parks maintenance • 40k increase related to internal allocations incldluing HR, SSI Parc Admin and standard OH • 5k increase to reserve fund transfer
1.458 - Salt Spring Is.- Community Rec	274,338.00	231,954.00	42,384	18.3%	• 13k increase in salaries and wages per conllective agreement • 24k increase in auxiliary wages for preschool operations • 4k for core inflationary increase
1.459 - Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,750,579.00	1,949,320.00	(198,741)	-10.2%	• (185K) reduction in auxiliary staffing cost for pool operation reflecting lower service level planned due to COVID • (144K) reduction in debt servicing cost due to debt retirement in 2020 • 19k increase in salary and wages per collective agreement • 51k increase related to parks maintenance and repair in alignment with actual hostrical cost • 35k Increase in reserve transfers to support future capital program • 25k increase in other operating costs
3.705 - S.S.I. Liquid Waste Disposal	896,826.00	812,276.00	84,550	10.4%	• 89k increase in contract for services related to sludge hauling rate • (18k) reduction in debt servicing cost due to debt refinancing at lower rate in April 2020 •13k for core inflationary increase
Total Salt Spring Island Electoral Area	**4,466,644**	**4,424,232**	**42,412**	**1.0%**	
2.621 - Highland / Fernwood Water - S.S.I.	531,903.00	420,636.00	111,267	26.5%	• 6k increase in CRD labour from IWS operations and SSI engineering • 4k for core inflationary increase • 100k deficit carry forward due to number of emergency respones to watermain breaks, pending 2020 YE actual resul
3.810 - Ganges Sewer	1,059,373.00	978,061.00	81,312	8.3%	•40k increase in contribution to operating reserve fund to support future cyclical maintenance program cost •20k increase in contrinbution to capital reserve fund to support future capital program •12k increase related to labour cost from IWS operation and SSI engineering •8k for core inflationary increase
3.820 - Maliview Estates Sewer System	212,778.00	154,900.00	57,878	37.4%	• 20k increase related to sludge hauling and disposal cost • 3k increase in contributions to reserves • 5k increase related to new debt borrowing for system upgrade, pending referendum • 27k deficit carry forward dut to emergency response related to outfall failure, pending 2020 YE actual result
Total Local/Specified/Defined Area	**1,804,054**	**1,553,597**	**250,457**	**16.1%**	
Other (Services not meeting criteria above)	3,818,454.92	3,743,127.26	75,328	2.0%	
Total Salt Spring Island	**10,089,153**	**9,720,956**	**368,197**	**3.8%**	

Appendix B-3

Salt Spring Islands 2021 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
Planning & Development		
1.238B SSI Community Transportation		
Pathway Booth Canal to Vesuvius - Phase 2	700	Capital Funds on Hand, Grants
Recreation & Cultural Services		
1.455 SSI Community Parks		
Centennial Park upgrades	200	Reserves, Grants
1.459 SSI Park Land & Rec		
Expand or upgrade Trail Network and parking	100	Reserves, Grants
Pool electrical equipment repair and replacement	277	Reserves, Grants
Purchase additional parkland	800	Reserves
Water		
2.621 Highland/Fernwood Water		
Construct new intake and screen	100	Debt
Highland upper reservoir replacement	390	Debt
Water main replacement stategy and detailed design	100	Reserves, Grants
2.624 Beddis Water		
Construct and install intake screen and pipe improvements	132	Reserves, Grants
Sewer		
3.810 Ganges Sewer		
Construction of WWTP Chemical storage, lab, crew room facilities	200	Reserves
3.820 Maliview Estates Sewer		
Upgrade current RBC process WWTP to MBBR process	300	Debt

Total Projects ≥ $100K	3,299
Total Projects < $100K	1,672
Total 2021 Capital Projects	4,971

Appendix B-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SSI

2021 **Schedule B - Extract**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.111	SSI Admin. Expenditures	6,210					**6,210**			6,210				**6,210**
1.141	SSI Public Library			80,000			**80,000**				50,000	30,000		**80,000**
1.236	SSI Small Craft Harbour (Fernwood Dock)				5,500		**5,500**					5,500		**5,500**
1.238A	Community Transit (SSI)				45,000		**45,000**				5,000	40,000		**45,000**
1.238B	Community Transportation (SSI)				760,000		**760,000**	210,000			490,000	60,000		**760,000**
1.318	Building Inspection	4,430	19,935				**24,365**			24,365				**24,365**
1.372	Emergency Planning Coordination	1,108					**1,108**			1,108				**1,108**
1.455	SSI Community Parks	5,000	65,000		285,000		**355,000**			5,000	125,000	225,000		**355,000**
1.458	SSI Community Recreation	5,000		15,000			**20,000**			5,000		15,000		**20,000**
1.459	SSI Park Land & Rec Programs	27,500		481,500	50,000	910,000	**1,469,000**			27,500	246,500	1,195,000		**1,469,000**
2.620	Highland Water (SSI)				79,365		**79,365**	79,365						**79,365**
2.621	Highland & Fernwood Water (SSI)	74,000			620,000		**694,000**	50,000	490,000		85,000	69,000		**694,000**
2.622	Cedars of Tuam Water (SSI)	36,000					**36,000**				30,000	6,000		**36,000**
2.624	Beddis Water (SSI)	132,000			36,000		**168,000**				150,000	18,000		**168,000**
2.626	Fulford Water (SSI)	38,000			120,000		**158,000**				80,000	78,000		**158,000**
2.628	Cedar Lane Water (SSI)				105,000		**105,000**				50,000	55,000		**105,000**
3.705	SSI Septage / Composting				175,000		**175,000**	30,000			70,000	75,000		**175,000**
3.810	Ganges Sewer Utility (SSI)	106,500			357,500		**464,000**				140,000	324,000		**464,000**
3.820	Maliview Sewer Utility (SSI)				325,000		**325,000**		300,000			25,000		**325,000**
TOTAL		**435,748**	**84,935**	**576,500**	**2,963,365**	**910,000**	**4,970,548**	**369,365**	**790,000**	**69,183**	**1,521,500**	**2,220,500**	**-**	**4,970,548**

Appendix B-5: SSI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

SALT SPRING ISLANDS

1.111 Administration

1.116 Grants in Aid

1.124 Economic Development

1.141 SSI Public Library

1.234 Street Lighting

1.236 Fernwood Dock

1.238A Community Transit

1.238B Community Transportation

1.299 Arts

1.316 Building Numbering

1.371 Emergency Program

Appendix B-5: SSI Service Budgets

1.378 Search and Rescue

1.455 SSI Parks

1.458 SSI Recreation

1.459 SSI Pool & Parks Land

1.535 Stormwater Quality Management

1.925 SSI Emergency Comm-CREST

2.620 Highland Water

2.621 Highland/Fernwood Water

2.622 Cedars of Tuam Water

2.624 Beddis Water

2.626 Fulford Water

2.628 Cedar Lane Water

2.660 Fernwood Water

3.705 Septage/Composting

3.810 Ganges Sewer

3.820 Maliview Sewer

CAPITAL REGIONAL DISTRICT

2021 Budget

Elections

EAC Review

Service: 1.103 Elections **Committee:** Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025
OPERATING COSTS										
Electoral Area Elections	-	520	-	-	-	-	122,500	-	-	-
Islands Trust	-	-	-	-	-	-	74,900	-	-	-
Allocations and Insurance	166	166	37	-	-	37	38	39	39	39
TOTAL OPERATING COSTS	**166**	**686**	**37**	**-**	**-**	**37**	**197,438**	**39**	**39**	**39**
*Percentage Increase over prior year						-77.7%	533516.2%	-100.0%	0.0%	0.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	19,992	19,902	25,033	-	-	25,033	29,863	32,031	34,031	36,031
TOTAL COSTS	**20,158**	**20,588**	**25,070**	**-**	**-**	**25,070**	**227,301**	**32,070**	**34,070**	**36,070**
FUNDING SOURCES (REVENUE)										
Recovery from Islands Trust	-	(500)	-	-	-	-	(74,900)	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(122,331)	-	-	-
Other Income	(158)	(88)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(158)**	**(588)**	**(70)**	**-**	**-**	**(70)**	**(197,301)**	**(70)**	**(70)**	**(70)**
REQUISITION	**(20,000)**	**(20,000)**	**(25,000)**	**-**	**-**	**(25,000)**	**(30,000)**	**(32,000)**	**(34,000)**	**(36,000)**
*Percentage increase over prior year Requisition						25.0%	20.0%	6.7%	6.3%	5.9%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2020	2021	2022	2023	2024	2025
Beginning Balance		46,620	76,493	101,526	9,058	41,089	75,120
Transfer from Op Budget		19,992	25,033	29,863	32,031	34,031	36,031
Transfer from ERF		9,170					
Planned Spending		-	-	(122,331)	-	-	-
Interest Income		710	-	-	-	-	-
Ending Balance $		**76,493**	**101,526**	**9,058**	**41,089**	**75,120**	**111,151**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections in 2022 at an estimated cost of $120,000 - $140,000

CAPITAL REGIONAL DISTRICT

2021 Budget

UBCM

EAC Review

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Area**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Convention Expenses	16,805	12,875	12,893	-	-	12,893	13,157	13,414	13,682	13,950
TOTAL COSTS	**16,805**	**12,875**	**12,893**	**-**	**-**	**12,893**	**13,157**	**13,414**	**13,682**	**13,950**
*Percentage Increase over prior year						-23.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	3,930	(3,930)	-	-	(3,930)	-	-	-	-
Balance c/fwd from 2019 to 2020	(2,832)	(2,832)	-	-	-	-	-	-	-	-
Other Revenue	(87)	(87)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(2,919)**	**1,011**	**(4,020)**	**-**	**-**	**(4,020)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(13,886)**	**(13,886)**	**(8,873)**	**-**	**-**	**(8,873)**	**(13,067)**	**(13,324)**	**(13,592)**	**(13,860)**
*Percentage increase over prior year Requisition						-36.1%	47.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Building Inspection

EAC Review

Service: 1.318 Building Inspection **Committee: Electoral Area**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010) and 3780 Amendment (2011). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2020 to 2021
Service: 1.318 Building Inspection

	Total Expenditure	Comments
2020 Budget	**1,561,459**	
Change in Salaries:		
Base salary change	20,370	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(3,384)	New hires at lower pay step
Other (explain as necessary)	7,993	Vacant 0.1 FTE (Admin Clerk) salary added in 2021 budget (not in 2020)
Total Change in Salaries	24,979	
Other Changes:		
Allocations	21,360	Standard OH Allocation increase is the combination of 2020 operating cost increase and 3rd year new model implementation. Increases also are in HR and Building Occupancy allocations.
Vehicles / Travel Costs	16,203	Cost associated with travel to Eas and vehicle operating and maintenance costs
Real Estate Labour Charge	14,720	In alignment with historical actual costs
Other	14,569	Staff training, membership fees, courier
Total Other Changes	66,852	
2021 Budget	**1,653,290**	
% expense increase from 2020:	***5.9%***	
% Requisition increase from 2020 (if applicable):	***7.0%***	*Requisition funding is 28% of service revenue.*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Fee revenues are projected at 117K (11.7%) lower than budget as we experience low permit fee revenue since May. The total expenditures are projected at 115K(7.4%) lower than budget manily due to the vacancies and lower pay step for new hire. The estimated overall deficit of 2K will be covered by operating reserve fund.

1.318 - Building Inspection	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	1,124,275	989,600	1,151,316	-	-	1,151,316	1,156,103	1,180,806	1,206,044	1,231,829
Telecommunications	35,290	34,455	35,890	-	-	35,890	36,610	37,340	38,090	38,850
Legal Expenses	10,220	4,327	10,390	-	-	10,390	10,600	10,810	11,030	11,250
Building Rent	33,706	33,706	34,450	-	-	34,450	35,210	35,980	36,770	37,510
Supplies	16,108	13,832	16,380	-	-	16,380	16,700	17,040	17,380	17,720
Allocations	188,554	209,518	225,494	-	-	225,494	240,721	245,480	250,332	255,284
Other Operating Expenses	120,006	127,138	146,070	-	-	146,070	149,210	152,160	155,160	158,229
TOTAL OPERATING COSTS	**1,528,159**	**1,412,576**	**1,619,990**	**-**	**-**	**1,619,990**	**1,645,154**	**1,679,616**	**1,714,806**	**1,750,672**
*Percentage Increase over prior year						6.0%	1.6%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,000**	**10,000**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,561,459**	**1,445,876**	**1,653,290**	**-**	**-**	**1,653,290**	**1,678,454**	**1,712,916**	**1,748,106**	**1,783,972**
Internal Recoveries	(29,362)	(29,362)	(29,486)	-	-	(29,486)	(30,076)	(30,677)	(31,291)	(31,920)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,532,097**	**1,416,514**	**1,623,804**	**-**	**-**	**1,623,804**	**1,648,378**	**1,682,239**	**1,716,815**	**1,752,052**
FUNDING SOURCES (REVENUE)						6.0%	1.5%	2.1%	2.1%	2.1%
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Fees Charged	(970,610)	(857,905)	(1,019,141)	-	-	(1,019,141)	(1,067,671)	(1,089,030)	(1,110,810)	(1,133,030)
Contract Revenue	(35,000)	(30,000)	(36,781)	-	-	(36,781)	(37,510)	(38,250)	(39,020)	(39,800)
Transfer from Operating Reserve	(114,247)	(116,369)	(126,400)	-	-	(126,400)	(37,409)	(4,000)	-	-
Grants in Lieu of Taxes	(1,443)	(1,443)	(1,510)	-	-	(1,510)	(1,540)	(1,570)	(1,600)	(1,630)
Revenue - Other	(2,000)	(2,000)	(2,562)	-	-	(2,562)	(2,672)	(2,796)	(2,921)	(2,880)
TOTAL REVENUE	**(1,123,300)**	**(1,007,717)**	**(1,186,394)**	**-**	**-**	**(1,186,394)**	**(1,146,802)**	**(1,135,646)**	**(1,154,351)**	**(1,177,340)**
REQUISITION	**(408,797)**	**(408,797)**	**(437,411)**	**-**	**-**	**(437,411)**	**(501,576)**	**(546,593)**	**(562,464)**	**(574,712)**
*Percentage increase over prior year Requisition						7.0%	14.7%	9.0%	2.9%	2.2%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.318 Building Inspection	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$10,000	$0	$5,000	$0	$0	$15,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$45,000	$0	$0	$45,000	$0	$90,000
	$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$55,000	$0	$5,000	$45,000	$0	$105,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.318
Service Name: Building Inspection

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$90,000	V	ERF	$0	$45,000	$0	$0	$45,000	$0	$90,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$5,000	E	ERF	$0	$0	$0	$5,000	$0	$0	$5,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	$10,000	E	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$105,000**			**$0**	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

Building Inspection
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	168,538	42,138	4,729	729	729	729
Equipment Replacement Fund	73,457	28,457	38,457	43,457	8,457	18,457
Total	**241,995**	**70,595**	**43,186**	**44,186**	**9,186**	**19,186**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	to be created	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		281,907	168,538	42,138	4,729	729	729
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(116,369)	(126,400)	(37,409)	(4,000)	-	-
Interest Income		3,000	-	-	-	-	-
Ending Balance $		**168,538**	**42,138**	**4,729**	**729**	**729**	**729**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

.

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101425	2020	2021	2022	2023	2024	2025
Beginning Balance		148,457	73,457	28,457	38,457	43,457	8,457
Transfer from Ops Budget		10,000	10,000	10,000	10,000	10,000	10,000
Planned Purchase		(85,000)	(55,000)	-	(5,000)	(45,000)	-
Interest Income*		-	-	-	-	-	-
Ending Balance $		**73,457**	**28,457**	**38,457**	**43,457**	**8,457**	**18,457**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Noise control

EAC Review

Service: 1.320 **Noise Control** **Committee: Electoral Area**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - NOISE CONTROL	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Legal	7,340	7,340	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Allocations	1,953	1,953	2,304	-	-	2,304	2,607	2,656	2,706	2,757
Internal Time Charges	29,208	29,208	29,876	-	-	29,876	30,047	30,614	31,208	31,814
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL OPERATING COSTS	**38,561**	**38,561**	**39,140**	**-**	**-**	**39,140**	**39,754**	**40,510**	**41,294**	**42,101**
*Percentage Increase over prior year						1.5%	1.6%	1.9%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Revenue - Other	(231)	(231)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(231)**	**(231)**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
REQUISITION	**(38,330)**	**(38,330)**	**(38,940)**	**-**	**-**	**(38,940)**	**(39,554)**	**(40,310)**	**(41,094)**	**(41,901)**
*Percentage increase over prior year Requisition						1.6%	1.6%	1.9%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2020	2021	2022	2023	2024	2025
Beginning Balance		2,494	2,532	2,532	2,532	2,532	2,532
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income*		38	-	-	-	-	-
Ending Balance $		**2,532**	**2,532**	**2,532**	**2,532**	**2,532**	**2,532**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Nuisance & Unsightly Premises

EAC Review

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Area**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Legal	2,152	2,152	2,085	-	-	2,085	2,130	2,170	2,210	2,250
Allocations	2,384	2,384	2,825	-	-	2,825	3,247	3,309	3,373	3,437
Internal Time Charges	46,257	46,257	46,750	-	-	46,750	47,017	47,905	48,835	49,782
Other Operating Expenses	330	330	330	-	-	330	340	350	360	370
TOTAL OPERATING COSTS	**51,123**	**51,123**	**51,990**	**-**	**-**	**51,990**	**52,734**	**53,734**	**54,778**	**55,839**
*Percentage Increase over prior year						1.7%	1.4%	1.9%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(178)	(178)	(170)	-	-	(170)	(170)	(170)	(170)	(170)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(278)**	**(278)**	**(270)**	**-**	**-**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
REQUISITION	**(50,845)**	**(50,845)**	**(51,720)**	**-**	**-**	**(51,720)**	**(52,464)**	**(53,464)**	**(54,508)**	**(55,569)**
*Percentage increase over prior year Requisition						1.7%	1.4%	1.9%	2.0%	1.9%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2020	2021	2022	2023	2024	2025
Beginning Balance		15,264	15,494	15,494	15,494	15,494	15,494
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		230	-	-	-	-	-
Ending Balance $		**15,494**	**15,494**	**15,494**	**15,494**	**15,494**	**15,494**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Emergency Planning Coordination

EAC Review

Service: 1.372 Emergency Planning Coordination **Committee: Planning, Transportation & Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act* . Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Emergency Planning Coordination	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries	509,587	482,000	532,583	-	-	532,583	534,073	545,559	557,295	569,275
Contract for Services	63,000	63,000	-	-	-	-	-	-	-	-
Travel Expenses	1,790	1,790	1,820	-	-	1,820	1,860	1,900	1,940	1,980
Telecommunications	6,700	6,700	6,810	-	-	6,810	6,950	7,090	7,230	7,370
Staff Training & Development	2,130	2,130	1,620	-	-	1,620	1,650	1,680	1,710	1,740
Supplies	14,300	1,560	2,010	-	-	2,010	2,050	2,090	2,130	2,170
Allocations	56,596	56,596	59,170	-	-	59,170	59,064	60,243	61,450	62,675
Other Operating Expenses	10,720	8,896	8,630	-	-	8,630	8,790	8,970	9,150	9,330
TOTAL OPERATING COSTS	**664,823**	**622,672**	**612,643**	**-**	**-**	**612,643**	**614,437**	**627,532**	**640,905**	**654,540**
*Percentage Increase over prior year						-7.8%	0.3%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	15,425	7,324	-	-	7,324	7,470	7,620	7,770	7,930
TOTAL COSTS	**664,823**	**638,097**	**619,967**	**-**	**-**	**619,967**	**621,907**	**635,152**	**648,675**	**662,470**
Internal Recoveries	(413,859)	(413,859)	(459,671)	-	-	(459,671)	(468,864)	(479,179)	(489,721)	(499,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	**250,964**	**224,238**	**160,296**	**-**	**-**	**160,296**	**153,043**	**155,973**	**158,954**	**162,950**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	14,486	(14,486)	-	-	(14,486)	-	-	-	-
Balance c/fwd from 2019 to 2020	(29,307)	(29,307)	-	-	-	-	-	-	-	-
Grants Revenue	(78,120)	(65,880)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(491)	(491)	(500)	-	-	(500)	(510)	(520)	(530)	(540)
Revenue - Other	(300)	(300)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(108,218)**	**(81,492)**	**(15,296)**	**-**	**-**	**(15,296)**	**(830)**	**(850)**	**(870)**	**(890)**
REQUISITION	**(142,746)**	**(142,746)**	**(145,000)**	**-**	**-**	**(145,000)**	**(152,213)**	**(155,123)**	**(158,084)**	**(162,060)**
*Percentage increase over prior year Requisition						1.6%	5.0%	1.9%	1.9%	2.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.372 Emergency Planning Coordination	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$2,500	$0	$0	$2,500	$0	$5,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$2,500	$0	$0	$2,500	$0	$5,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.372
Service Name: Emergency Planning Coordination

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$0	E	ERF	$0	$2,500	$0	$0	$2,500	$0	$5,000
			GRAND TOTAL	**$0**			**$0**	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

Reserve Schedule

Reserve Fund: 1.327 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101985**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		2,646	646	5,470	12,940	20,560	25,830
Transfer from Op Budget		-	7,324	7,470	7,620	7,770	7,930
Planned Purchase		(2,000)	(2,500)	-	-	(2,500)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**646**	**5,470**	**12,940**	**20,560**	**25,830**	**33,760**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2021 Budget

Admin Expenditures (SSI)

EAC Review

Service: 1.111 SSI Admin. Expenditures **Committee: Electoral Area**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included ir Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractua support costs as needed by director.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition and internal allocation

1.111 - Admin Expenditures (SSI) Director & Management	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Director Admin	90,202	78,952	86,718	-	15,000	101,718	92,146	94,003	95,899	97,824
Management Services	874,225	857,373	885,380	-	-	885,380	890,175	909,016	928,246	947,919
TOTAL OPERATING COSTS	**964,427**	**936,325**	**972,098**	**-**	**15,000**	**987,098**	**982,321**	**1,003,019**	**1,024,145**	**1,045,743**
*Percentage Increase over prior year						2.4%	-0.5%	2.1%	2.1%	2.1%
CAPITAL / RESERVES / SHORT TERM LOAN										
Transfer to Equipment Replacement Fund	7,750	5,500	5,500	-	-	5,500	5,500	5,500	5,500	5,500
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Feasibility Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES / SHORT TERM LOAN	**7,750**	**5,500**	**5,500**	**-**	**-**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**
TOTAL COSTS	**972,177**	**941,825**	**977,598**	**-**	**15,000**	**992,598**	**987,821**	**1,008,519**	**1,029,645**	**1,051,243**
Labour Recovery	(216,038)	(216,038)	(240,769)	-	-	(240,769)	(262,527)	(268,124)	(273,838)	(279,677)
Internal Allocations	(206,427)	(206,427)	(199,482)	-	-	(199,482)	(200,191)	(204,344)	(208,585)	(212,931)
TOTAL RECOVERIES	**(422,465)**	**(422,465)**	**(440,251)**	**-**	**-**	**(440,251)**	**(462,718)**	**(472,468)**	**(482,423)**	**(492,608)**
COSTS LESS INTERNAL RECOVERIES	**549,712**	**519,360**	**537,347**	**-**	**15,000**	**552,347**	**525,103**	**536,051**	**547,222**	**558,635**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2020 to 2021	-	30,352	(19,102)	-	(11,250)	(30,352)	-	-	-	-
Balance C/F from 2018 to 2019	(36,730)	(36,730)	-	-	-	-	-	-	-	-
Transfer from Feasibility Fund Account	-	-	-	-	-	-	-	-	-	-
Grants in Lieu	(402)	(402)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
Other Income	(300)	(300)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(37,432)**	**(7,080)**	**(19,722)**	**-**	**(11,250)**	**(30,972)**	**(640)**	**(660)**	**(680)**	**(700)**
REQUISITION	**(512,280)**	**(512,280)**	**(517,625)**	**-**	**(3,750)**	**(521,375)**	**(524,463)**	**(535,391)**	**(546,542)**	**(557,935)**
*Percentage increase over prior year Requisition						1.8%	0.6%	2.1%	2.1%	2.1%
FTE's	5.8	5.8	5.8			5.8	5.8	5.8	5.8	5.8

1.111 - Admin Expenditures (SSI) Director Admin	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries and Wages	54,617	54,617	55,772	-	-	55,772	56,681	57,836	59,016	60,211
Contract for Services	8,000	-	-	-	15,000	15,000	5,000	5,100	5,200	5,300
Allocations	12,195	12,195	11,936	-	-	11,936	11,075	11,297	11,523	11,753
Travel & Training	3,000	1,500	5,550	-	-	5,550	5,660	5,770	5,890	6,010
Building Rental	6,730	6,730	6,840	-	-	6,840	6,980	7,120	7,260	7,410
Operating - Other	5,660	3,910	6,620	-	-	6,620	6,750	6,880	7,010	7,140
TOTAL OPERATING COSTS	**90,202**	**78,952**	**86,718**	**-**	**15,000**	**101,718**	**92,146**	**94,003**	**95,899**	**97,824**
*Percentage Increase over prior year						12.8%	-9.4%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	500	500	500	-	-	500	500	500	500	500
TOTAL CAPITAL / RESERVES	**500**	**500**	**500**	**-**	**-**	**500**	**500**	**500**	**500**	**500**
TOTAL COSTS	**90,702**	**79,452**	**87,218**	**-**	**15,000**	**102,218**	**92,646**	**94,503**	**96,399**	**98,324**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	11,250	-	-	(11,250)	(11,250)	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,730)	(1,730)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(62)	(62)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Income	(300)	(300)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(2,092)**	**9,158**	**(330)**	**-**	**(11,250)**	**(11,580)**	**(340)**	**(350)**	**(360)**	**(370)**
REQUISITION	**(88,610)**	**(88,610)**	**(86,888)**	**-**	**(3,750)**	**(90,638)**	**(92,306)**	**(94,153)**	**(96,039)**	**(97,954)**
*Percentage increase over prior year Requisition						2.3%	1.8%	2.0%	2.0%	2.0%

1.111 - Admin Expenditures (SSI) Management Services	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries and Wages	665,774	665,774	705,780	-	-	705,780	707,672	722,902	738,452	754,337
Allocations	45,101	45,101	46,720	-	-	46,720	45,063	45,964	46,884	47,822
Vehicles & Travel	49,000	47,000	9,000	-	-	9,000	11,120	11,340	11,560	11,790
Legal Expenses	5,000	-	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Staff Training, Moving & Dues	13,000	500	13,700	-	-	13,700	13,970	14,240	14,520	14,820
Operating - Other	96,350	98,998	105,180	-	-	105,180	107,250	109,370	111,530	113,740
TOTAL OPERATING COSTS	**874,225**	**857,373**	**885,380**	**-**	**-**	**885,380**	**890,175**	**909,016**	**928,246**	**947,919**
*Percentage Increase over prior year						1.3%	0.5%	2.1%	2.1%	2.1%
CAPITAL / RESERVES / SHORT TERM LOAN										
Transfer to Equipment Replacement Fund	7,250	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES / SHORT TERM LOAN	**7,250**	**5,000**	**5,000**	**-**	**-**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**
TOTAL COSTS	**881,475**	**862,373**	**890,380**	**-**	**-**	**890,380**	**895,175**	**914,016**	**933,246**	**952,919**
Labour Recovery	(216,038)	(216,038)	(240,769)	-	-	(240,769)	(262,527)	(268,124)	(273,838)	(279,677)
Internal Allocations	(206,427)	(206,427)	(199,482)	-	-	(199,482)	(200,191)	(204,344)	(208,585)	(212,931)
TOTAL RECOVERIES	**(422,465)**	**(422,465)**	**(440,251)**	**-**	**-**	**(440,251)**	**(462,718)**	**(472,468)**	**(482,423)**	**(492,608)**
COSTS LESS INTERNAL RECOVERIES	**459,010**	**439,908**	**450,129**	**-**	**-**	**450,129**	**432,457**	**441,548**	**450,823**	**460,311**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	19,102	(19,102)	-	-	(19,102)	-	-	-	-
Balance c/fwd from 2019 to 2020	(35,000)	(35,000)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(340)	(340)	(290)	-	-	(290)	(300)	(310)	(320)	(330)
Other revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(35,340)**	**(16,238)**	**(19,392)**	**-**	**-**	**(19,392)**	**(300)**	**(310)**	**(320)**	**(330)**
REQUISITION	**(423,670)**	**(423,670)**	**(430,737)**	**-**	**-**	**(430,737)**	**(432,157)**	**(441,238)**	**(450,503)**	**(459,981)**
*Percentage increase over prior year Requisition						1.7%	0.3%	2.1%	2.1%	2.1%
FTE's	5.8	5.8	5.8	0.0	0.0	5.8	5.8	5.8	5.8	5.8

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.111 SSI Admin. Expenditures	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$6,210	$9,890	$1,200	$1,200	$0	$18,500
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$6,210**	**$9,890**	**$1,200**	**$1,200**	**$0**	**$18,500**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$6,210	$9,890	$1,200	$1,200	$0	$18,500
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$6,210**	**$9,890**	**$1,200**	**$1,200**	**$0**	**$18,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.111
Service Name: SSI Admin. Expenditures

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Computer	Computer Replacement - Admin 1.11	$14,760	E	ERF	$0	$6,210	$7,410	$1,200	$1,200	$0	$16,020
21-01	Replacement	Computer	Computer Replacement - Director	$2,480	E	ERF	$0	$0	$2,480	$0	$0	$0	$2,480
			GRAND TOTAL	**$17,240**			**$0**	**$6,210**	**$9,890**	**$1,200**	**$1,200**	**$0**	**$18,500**

Admin Expenditures (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Equipment Replacement Funds	17,639	16,929	12,539	16,839	21,139	26,639
Total	**17,639**	**16,929**	**12,539**	**16,839**	**21,139**	**26,639**

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Management

.

ERF Group: EASSIMGMT.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**102119**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		8,507	10,279	9,069	6,659	10,459	14,259
Transfer from Ops Budget		7,250	5,000	5,000	5,000	5,000	5,000
Planned Purchase		(5,478)	(6,210)	(7,410)	(1,200)	(1,200)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**10,279**	**9,069**	**6,659**	**10,459**	**14,259**	**19,259**

Assumptions/Background:

Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Director

.

ERF Group: SSIADMIN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101837**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		6,860	7,360	7,860	5,880	6,380	6,880
Transfer from Ops Budget		500	500	500	500	500	500
Planned Purchase		-	-	(2,480)	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**7,360**	**7,860**	**5,880**	**6,380**	**6,880**	**7,380**

Assumptions/Background:

Office equipment, computers, and vehicle replacement

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Grant-in-Aid

EAC Review

Service: 1.116 SSI Grants in Aid **Committee: Electoral Area**

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

$0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $220,147.

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.116 - SSI Grant-in-Aid	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Grants in Aid	43,000	43,000	48,000	-	-	48,000	53,000	58,000	63,000	64,260
Finance Allocation	2,357	2,357	2,287	-	-	2,287	2,313	2,359	2,407	2,455
TOTAL COSTS	**45,357**	**45,357**	**50,287**	**-**	**-**	**50,287**	**55,313**	**60,359**	**65,407**	**66,715**
*Percentage Increase over prior year						10.9%	10.0%	9.1%	8.4%	2.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2019 to 2020	271	271	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(31)	(31)	-	-	-	-	-	-	-	-
Other Revenue	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**40**	**40**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
REQUISITION	**(45,397)**	**(45,397)**	**(50,087)**	**-**	**-**	**(50,087)**	**(55,113)**	**(60,159)**	**(65,207)**	**(66,515)**
*Percentage increase over prior year Requisition						10.3%	10.0%	9.2%	8.4%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Economic Development Commission

EAC Review

Service: 1.124 SSI Economic Development **Committee: Electoral Area**

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3727, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

$0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $294,443.

COMMISSION:

Not less than 7 and no more than 9 members.

FUNDING:

Requisition

1.124 - SSI Economic Development Commission	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	10,000	10,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Website Maintenance	15,000	15,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Project Costs	49,000	42,250	30,286	-	20,000	50,286	30,490	30,700	30,910	31,130
Internal Allocations	9,059	9,059	9,992	-	-	9,992	10,649	10,865	11,086	11,314
Operating - Other	4,540	1,441	4,750	-	-	4,750	4,840	4,930	5,020	5,110
TOTAL OPERATING COSTS	**87,599**	**77,750**	**75,028**	**-**	**20,000**	**95,028**	**76,579**	**77,715**	**78,856**	**80,034**
*Percentage Increase over prior year						8.5%	-19.4%	1.5%	1.5%	1.5%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	9,849	2,560	-	-	2,560	2,561	3,005	3,474	3,936
TOTAL COSTS	**87,599**	**87,599**	**77,588**	**-**	**20,000**	**97,588**	**79,140**	**80,720**	**82,330**	**83,970**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(10,000)	(10,000)	-	-	(20,000)	(20,000)	-	-	-	-
Grants in Lieu of Taxes	(61)	(61)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Other Income	(510)	(510)	(520)	-	-	(520)	(530)	(540)	(550)	(560)
TOTAL REVENUE	**(10,571)**	**(10,571)**	**(560)**	**-**	**(20,000)**	**(20,560)**	**(570)**	**(580)**	**(590)**	**(600)**
REQUISITION	**(77,028)**	**(77,028)**	**(77,028)**	**-**	**-**	**(77,028)**	**(78,570)**	**(80,140)**	**(81,740)**	**(83,370)**
*Percentage increase over prior year Requisition						0.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.124 SSI Economic Development - Operating Reserve Fund - Bylaw 4243

To help offset fluctuations in operating revenues, special projects, and cover operational expenditures as required

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105534	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	31,284	31,553	14,113	16,674	19,679	23,153
Transfer from Ops Budget	9,849	2,560	2,561	3,005	3,474	3,936
Planned Purchase	(10,000)	(20,000)	-	-	-	-
Planned Maintenance Activity	Island Comeback	Phase 2: Regulatory Road Map				
Interest Income	420	-	-	-	-	-
Ending Balance $	**31,553**	**14,113**	**16,674**	**19,679**	**23,153**	**27,089**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Public Library

EAC Review

Service: 1.141 SSI Public Library **Committee:** Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Salt Spring Island Public Library service by Bylaw No. 2725 adopted November 1999 and amended December 2009.

SERVICE DESCRIPTION:

This service makes an annual contribution to the Salt Spring Island Public Library Association to provide public library service for Salt Spring Island Electoral Area. In recent years in response to a drive for a new library, the CRD has passed loan authorization bylaws – one for the purchase of land (2006), the other for construction of a building (2009). Both transactions are supported by referendums. SSI Library was grandfathered in being allowed to own its own library, but under provincial legislation cannot build or acquire a new building. The new library building construction, completed in 2013, is owned by the CRD, and was funded two thirds by federal/provincial infrastructure grants.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

Greater of $600,000 or $0.186 / $1,000 on actual assessed value of land and improvements. To a maximum of $818,945.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3308 (2005)	$ 600,000
AUTHORIZED:	LA Bylaw No. 3613 (2006)	2,100,000
BORROWED:	S.I. Bylaw No. 3308 (2006, 4.43%)	(350,000)
	S.I. Bylaw No. 3613 (2011, 3.25%)	(2,000,000)
	S.I. Bylaw No. 3613 (2013, 3.85%)	(100,000)
EXPIRED:	LA Bylaw No. 3308 (2005)	(250,000)
REMAINING AUTHORIZATION		$ -

FUNDING:

Requisition

1.141 - SSI Public Library	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contribution to Library	418,730	418,730	425,850	-	-	425,850	434,370	443,060	451,920	460,960
Allocations	15,737	19,757	20,217	-	-	20,217	24,866	25,364	25,871	26,388
Insurance	5,910	5,910	5,840	-	-	5,840	5,960	6,080	6,210	6,340
Other Operating Expenses	16,530	4,240	9,788	-	-	9,788	9,950	10,118	10,288	10,460
Contingency	-	-	2,520	-	-	2,520	2,550	2,600	2,650	2,700
TOTAL OPERATING COSTS	**456,907**	**448,637**	**464,215**	**-**	**-**	**464,215**	**477,696**	**487,222**	**496,939**	**506,848**
*Percentage Increase over prior year						1.6%	2.9%	2.0%	2.0%	2.0%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	6,500	14,770	-	-	-	-	15,000	15,000	15,000	15,000
MFA Principal Payment	122,355	122,355	122,355	-	-	122,355	104,876	104,876	104,876	104,876
MFA Interest Payment	74,975	74,975	74,975	-	-	74,975	68,850	68,850	68,850	68,850
MFA Debt Reserve Fund	660	660	730	-	-	730	730	730	730	730
TOTAL DEBT / RESERVE	**204,490**	**212,760**	**198,060**	**-**	**-**	**198,060**	**189,456**	**189,456**	**189,456**	**189,456**
TOTAL COSTS	**661,397**	**661,397**	**662,275**	**-**	**-**	**662,275**	**667,152**	**676,678**	**686,395**	**696,304**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(502)	(502)	(510)	-	-	(510)	(520)	(530)	(540)	(550)
MFA Debt reserve fund earnings	(660)	(660)	(730)	-	-	(730)	(730)	(730)	(730)	(730)
Other Income	-	-	(800)	-	-	(800)	(820)	(840)	(860)	(880)
TOTAL REVENUE	**(1,162)**	**(1,162)**	**(2,040)**	**-**	**-**	**(2,040)**	**(2,070)**	**(2,100)**	**(2,130)**	**(2,160)**
REQUISITION	**(660,235)**	**(660,235)**	**(660,235)**	**-**	**-**	**(660,235)**	**(665,082)**	**(674,578)**	**(684,265)**	**(694,144)**
*Percentage increase over prior year Requisition						0.0%	0.7%	1.4%	1.4%	1.4%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.141 SSI Public Library	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$10,000	$0	$0	$0	$90,000
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$80,000**	**$10,000**	**$0**	**$0**	**$0**	**$90,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$50,000	$0	$0	$0	$0	$50,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$30,000	$10,000	$0	$0	$0	$40,000
		$0	**$80,000**	**$10,000**	**$0**	**$0**	**$0**	**$90,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.141
Service Name: SSI Public Library

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
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Capital Project Title
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Capital Project Description
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Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	New	Library Interior Renovation	Library Interior Renovation	$50,000	B	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
21-02	New	Emergency Repairs	Unforseen Emergency Repairs	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-03	New	Asset Management Plan	Asset Management Plan	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-04	New	Roof Repairs	Resloping & Access Ladder	$20,000	B	Res	$0	$10,000	$10,000	$0	$0	$0	$20,000
			GRAND TOTAL	**$90,000**			**$0**	**$80,000**	**$10,000**	**$0**	**$0**	**$0**	**$90,000**

Reserve Schedule

Reserve Fund: 1.141 SSI Public Library - Capital Reserve Fund - Bylaw 3940

-Capital Reserve Fund for SSI Library was established in 2014 under Bylaw No. 3940.
-Surplus monies from the operation of the service may be paid from time to time into the reserve fund.
-Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund:	1084	Estimated	Budget				
Fund Centre:	102136	2020	2021	2022	2023	2024	2025
Beginning Balance		72,279	59,849	29,849	34,849	49,849	64,849
Transfer from Ops Budget		6,500	-	15,000	15,000	15,000	15,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(20,000)	(30,000)	(10,000)	-	-	-
Interest Income		1,070					
Ending Balance $		**59,849**	**29,849**	**34,849**	**49,849**	**64,849**	**79,849**

Assumptions/Backgrounds:

Building and capital reserve fund are new. Fund should be maintained at level required to pay for capital improvements and repairs.

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Street Lighting

EAC Review

Service: 1.234 **SSI Street Lighting** **Committee: Electoral Area**

DEFINITION:

To provide street lighting on Salt Spring Island.
Bylaw No. 3746, December 14, 2011.

PARTICIPATION:

Salt Spring Island Electoral Area # 65, 2(764).
Order in Council No. 444, September 16, 2011.

MAXIMUM LEVY:

Greater of $24,370 or $0.0075 / $1,000 on actual assessed value of land and improvements. To a maximum of $32,309.

FUNDING:

Requisition

1.234 - SSI Street Lighting	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Electricity	26,447	24,000	24,648	-	-	24,648	25,140	25,640	26,150	26,670
Allocations	1,257	1,257	1,347	-	-	1,347	1,413	1,441	1,470	1,499
Interest Expense	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**27,704**	**25,257**	**25,995**	**-**	**-**	**25,995**	**26,553**	**27,081**	**27,620**	**28,169**
*Percentage Increase over prior year						-6.2%	2.1%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	2,447	(2,447)	-	-	(2,447)	-	-	-	-
Balance c/fwd from 2019 to 2020	(2,262)	(2,262)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(21)	(21)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**(2,303)**	**144**	**(2,487)**	**-**	**-**	**(2,487)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(25,401)**	**(25,401)**	**(23,508)**	**-**	**-**	**(23,508)**	**(26,513)**	**(27,041)**	**(27,580)**	**(28,129)**
*Percentage increase over prior year Requisition						-7.5%	12.8%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Fernwood Dock (SSI)

EAC Review

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock) **Committee: Salt Spring Island Parks and Recreation**

DEFINITION:

A local service area to establish, acquire and operate a service of small craft harbour facilities.
Bylaw No. 3030, November 27, 2002.

SERVICE DESCRIPTION:

This is a service for funding and operating the Fernwood Dock, a small craft harbour facility on Salt Spring Island. This dock was divested to the CRD from the Department of Transportation in 2002. The Federal Government provided one-time funding of approximately $280,000 for dock rehabilitation. This service is administered by the Salt Spring Island Parks and Recreation Commission.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of $162,800 or $0.05 / $1,000 on hospital assessments for the Electoral Area of Salt Spring Island. To a maximum of $220,147.

COMMISSION:

Fernwood Dock Management Commission (Bylaw # 3030, Nov 2002, Amendment Bylaw # 3762, Feb 2011).
Salt Spring Island Parks and Recreation Commission (Bylaw 4293 No.1, 2019)

FUNDING:

Parcel Tax

1.236 - Fernwood Dock (SSI)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Repairs & Maintenance	9,000	5,000	9,150	-	-	9,150	9,330	9,520	9,710	9,900
Insurance	3,276	3,276	3,244	-	-	3,244	3,310	3,370	3,430	3,490
Supplies	830	-	745	-	-	745	760	770	780	790
Allocations	3,925	3,925	3,846	-	-	3,846	3,663	3,737	3,813	3,890
Other Operating Expenses	2,320	1,652	2,158	-	-	2,158	2,190	2,230	2,270	2,310
TOTAL OPERATING COSTS	**19,351**	**13,853**	**19,143**	**-**	**-**	**19,143**	**19,253**	**19,627**	**20,003**	**20,380**
*Percentage Increase over prior year						-1.1%	0.6%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	12,103	17,601	12,310	-	-	12,310	12,560	12,810	13,070	13,330
TOTAL CAPITAL / RESERVE	**12,103**	**17,601**	**12,310**	**-**	**-**	**12,310**	**12,560**	**12,810**	**13,070**	**13,330**
TOTAL COSTS	**31,454**	**31,454**	**31,453**	**-**	**-**	**31,453**	**31,813**	**32,437**	**33,073**	**33,710**
FUNDING SOURCES (REVENUE)										
Interest Income	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu of Taxes	(41)	(41)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(171)**	**(171)**	**(170)**	**-**	**-**	**(170)**	**(170)**	**(170)**	**(170)**	**(170)**
REQUISITION - PARCEL TAX	**(31,283)**	**(31,283)**	**(31,283)**	**-**	**-**	**(31,283)**	**(31,643)**	**(32,267)**	**(32,903)**	**(33,540)**
*Percentage increase over prior year Requisition						0.0%	1.2%	2.0%	2.0%	1.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.236 SSI Small Craft Harbour (Fernwood Dock)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$2,500	$5,500	$0	$191,500	$0	$0	$197,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$2,500	**$5,500**	**$0**	**$191,500**	**$0**	**$0**	**$197,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$44,500	$0	$0	$44,500
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$2,500	$5,500	$0	$147,000	$0	$0	$152,500
		$2,500	**$5,500**	**$0**	**$191,500**	**$0**	**$0**	**$197,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.236
Service Name: SSI Small Craft Harbour (Fernwood Dock)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	New	Ladders	Install 2 yellow laders for safe exiting of water (1 each side of float)	$2,500	S	Res	$2,500	$3,000	$0	$0	$0	$0	$3,000
21-01	Renewal	Rub Boards	Replace rub boards as identified in 2019 condition assessment	$2,500	S	Res	$0	$2,500	$0	$0	$0	$0	$2,500
22-01	New	Anticipated work from 2019 inspection	Replace and repair damaged sections	$147,000	S	Res	$0	$0	$0	$147,000	$0	$0	$147,000
22-01	Renewal	Anticipated work from 2019 inspection	Replace and repair damaged sections	$44,500	S	Grant	$0	$0	$0	$44,500	$0	$0	$44,500
			GRAND TOTAL	**$196,500**			**$2,500**	**$5,500**	**$0**	**$191,500**	**$0**	**$0**	**$197,000**

Service: 1.236 **SSI Small Craft Harbour (Fernwood Dock)**

Proj. No.	20-01	**Capital Project Title**	Ladders	**Capital Project Description**	Install 2 yellow laders for safe exiting of water (1 each side of float)
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Installation of safety ladders as recommended in 2019 assessment report*				

Proj. No.	21-01	**Capital Project Title**	Rub Boards	**Capital Project Description**	Replace rub boards as identified in 2019 condition assessment
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Replacement of rub boards as recommended in 2019 assessment report*				

Proj. No.	22-01	**Capital Project Title**	Anticipated work from 2019 inspection	**Capital Project Description**	Replace and repair damaged sections
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Anticipated work from 2019 condition assessment report*				

Reserve Schedule

Reserve Fund: 1.236 Fernwood Dock (SSI) - Capital Reserve Fund

Bylaw 3808

Reserve Cash Flow

Fund:	1080	Estimated	Budget				
Fund Centre:	102111	2020	2021	2022	2023	2024	2025
Beginning Balance		146,911	158,744	165,554	178,114	43,924	56,994
Transfer from Ops Budget		12,103	12,310	12,560	12,810	13,070	13,330
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(2,500)	(5,500)	-	(147,000)	-	-
Interest Income		2,230	-	-	-	-	-
Ending Balance $		**158,744**	**165,554**	**178,114**	**43,924**	**56,994**	**70,324**

Assumptions/Background:

Require sufficient funds to replace dock within X years.

CAPITAL REGIONAL DISTRICT

2021 Budget

Community Transit (SSI)

EAC Review

Service: **1.238 SSI Community Transit & Transportation** **Commission: SSI Community Transit & Transportation**
1.238A Community Transit (SSI)

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $245,000 or $0.076 / $1,000 on actual assessed value of land and improvements. To a maximum of $334,623.

COMMISSION:

Salt Spring Island Community Transit & Transportation Commission.

FUNDING:

The transit service is funded by Transit Fare Revenue and requisition.

Change in Budget 2020 to 2021

Service: 1.238A SSI Transit	**Total Expenditure**	**Comments**
2020 Budget	**462,938**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Contract for Services	28,516	Increased service on Salt Spring Island
Other	670	
	-	
Total Other Changes	29,186	
2021 Budget	**492,124**	
% expense increase from 2020:	***6.3%***	
% Requisition increase from 2020 (if applicable):	***3.7%***	*Requisition funding is 51% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Lower transit revenues have required a transfer in from ORF of $121k, cancellation of CRF transfer.

1.238A - Community Transit (SSI)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Gross Municipal Obligation	431,572	352,572	444,913	15,175	-	460,088	539,633	595,810	607,727	619,881
Allocations	21,496	21,536	21,216	-	-	21,216	23,661	24,134	24,617	25,109
Other Operating Expenses	870	870	820	-	-	820	830	840	850	860
TOTAL OPERATING COSTS	**453,938**	**374,978**	**466,949**	**15,175**	**-**	**482,124**	**564,124**	**620,784**	**633,194**	**645,850**
*Percentage Increase over prior year						6.2%	17.0%	10.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	9,000	-	10,000	-	-	10,000	10,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	**9,000**	**-**	**10,000**	**-**	**-**	**10,000**	**10,000**	**5,000**	**5,000**	**5,000**
TOTAL COSTS	**462,938**	**374,978**	**476,949**	**15,175**	**-**	**492,124**	**574,124**	**625,784**	**638,194**	**650,850**
FUNDING SOURCES (REVENUE)										
Transit Pass Revenue	(220,009)	(100,000)	(218,374)	(6,460)	-	(224,834)	(263,021)	(283,066)	(268,282)	(273,647)
Other Income	(500)	(500)	(510)	-	-	(510)	(520)	(530)	(540)	(550)
Grants in Lieu of Taxes	(176)	(176)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
Transfer from Operating Reserve Fund	(10,000)	(42,049)	(25,773)	-	-	(25,773)	(50,308)	(55,902)	(54,473)	(41,870)
TOTAL REVENUE	**(230,685)**	**(142,725)**	**(244,817)**	**(6,460)**	**-**	**(251,277)**	**(314,009)**	**(339,658)**	**(323,455)**	**(316,227)**
REQUISITION	**(232,253)**	**(232,253)**	**(232,132)**	**(8,715)**	**-**	**(240,847)**	**(260,115)**	**(286,126)**	**(314,739)**	**(334,623)**
*Percentage increase over prior year Requisition						3.7%	8.0%	10.0%	10.0%	6.3%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.238A Community Transit (SSI)		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$45,000	$0	$0	$0	$0	$45,000
Vehicles		V	$0	$0	$15,000	$0	$0	$0	$15,000
			$0	**$45,000**	**$15,000**	**$0**	**$0**	**$0**	**$60,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$5,000	$0	$0	$0	$0	$5,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$40,000	$15,000	$0	$0	$0	$55,000
			$0	**$45,000**	**$15,000**	**$0**	**$0**	**$0**	**$60,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.238A
Service Name: Community Transit (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	New	Bus Shelter	Bus shelters	$45,000	S	Res	$0	$40,000	$0	$0	$0	$0	$40,000
18-01	New	Bus Shelter	Bus shelters	$0	S	Grant	$0	$5,000	$0	$0	$0	$0	$5,000
21-01	Study	Referendum - Transit Expansion	Referendum - Transit Expansion	$15,000	V	Res	$0	$0	$15,000	$0	$0	$0	$15,000
			GRAND TOTAL	**$60,000**			**$0**	**$45,000**	**$15,000**	**$0**	**$0**	**$0**	**$60,000**

Service: **1.238A** **Community Transit (SSI)**

Proj. No.	18-01	**Capital Project Title**	Bus Shelter	**Capital Project Description**	Bus shelters
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Design build public art inpsired bus shelters*				

Proj. No.	21-01	**Capital Project Title**	Referendum - Transit Expansion	**Capital Project Description**	Referendum - Transit Expansion
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Referendum to increase maximum requisition to fund future transit expansion plans.*				

Community Transit (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	235,223	209,450	159,142	103,240	48,767	6,897
Capital Reserve Fund	43,330	13,330	8,330	13,330	18,330	23,330
Total	**278,553**	**222,780**	**167,472**	**116,570**	**67,097**	**30,227**

Reserve Schedule

Reserve Fund: 1.238 SSI Transit - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105409	2020	2021	2022	2023	2024	2025
Beginning Balance		273,132	235,223	209,450	159,142	103,240	48,767
Expenditure		(42,049)	(25,773)	(50,308)	(55,902)	(54,473)	(41,870)
Interest Income		4,140					
Ending Balance $		**235,223**	**209,450**	**159,142**	**103,240**	**48,767**	**6,897**

Assumptions/Background:

To fund service expansions & bus leasing costs

Reserve Schedule

Reserve Fund: SSI Transit - Capital Reserve Fund - Bylaw 4214

Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capitalworks and related debt servicing payments.

Reserve Cash Flow

Fund:	**1091**	**Estimated**	**Budget**				
Fund Centre:	**102201**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		42,680	43,330	13,330	8,330	13,330	18,330
Transfer from Ops Budget		-	10,000	10,000	5,000	5,000	5,000
Planned Purchase		-	(40,000)	(15,000)	-	-	-
Interest Income		650					
Ending Balance $		**43,330**	**13,330**	**8,330**	**13,330**	**18,330**	**23,330**

Assumptions/Background:

Capital Reserve Fund for new capital works, extension or renewal of capital works, planning, study, design, construction of facilties, land acquisition as well as machinery or equipmnent necessary for capital works and related dept servicing.

CAPITAL REGIONAL DISTRICT

2021 Budget

Community Transportation (SSI)

EAC Review

Service: **1.238 SSI Community Transit & Transportation** **Commission: SSI Community Transit & Transportation**
1.238B Community Transportation (SSI)

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $146,250 or $0.044 / $1,000 on actual assesses value of land and improvements. To a maximum of $193,729.

COMMISSION:

Salt Spring Island Community Transit & Transportation Commission.

FUNDING:

Requisition

1.238B - Community Transportation (SSI)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	5,000	2,000	-	-	-	-	-	-	-	-
Pathway Maintenance	6,000	-	6,000	-	-	6,000	6,000	6,000	6,000	6,000
Allocations	60,691	60,691	59,637	-	-	59,637	58,873	60,095	61,344	62,621
Other Operating Expenses	1,590	9,905	9,628	-	-	9,628	9,828	10,034	10,244	10,457
TOTAL OPERATING COSTS	**73,281**	**72,596**	**75,265**	**-**	**-**	**75,265**	**74,701**	**76,129**	**77,588**	**79,078**
*Percentage Increase over prior year						2.7%	-0.7%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	90,350	91,035	91,117	-	-	91,117	89,000	83,000	69,000	56,000
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	-	-	-
Debt Servicing Costs	-	-	-	-	-	-	4,850	18,315	33,680	49,045
TOTAL CAPITAL / RESERVES	**95,350**	**96,035**	**96,117**	**-**	**-**	**96,117**	**98,850**	**101,315**	**102,680**	**105,045**
TOTAL COSTS	**168,631**	**168,631**	**171,382**	**-**	**-**	**171,382**	**173,551**	**177,444**	**180,268**	**184,123**
OPERATING COSTS	**168,631**	**168,631**	**171,382**	**-**	**-**	**171,382**	**173,551**	**177,444**	**180,268**	**184,123**
FUNDING SOURCES (REVENUE)										
Other Income	(1,000)	(1,000)	(1,020)	-	-	(1,020)	(1,040)	(1,060)	(1,080)	(1,100)
Grants in Lieu of Taxes	(135)	(135)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(1,135)**	**(1,135)**	**(1,330)**	**-**	**-**	**(1,330)**	**(1,360)**	**(1,390)**	**(1,420)**	**(1,450)**
REQUISITION	**(167,496)**	**(167,496)**	**(170,052)**	**-**	**-**	**(170,052)**	**(172,191)**	**(176,054)**	**(178,848)**	**(182,673)**
*Percentage increase over prior year Requisition						1.5%	1.3%	2.2%	1.6%	2.1%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.238B Community Transportation (SSI)		Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$700,000	$760,000	$265,000	$240,000	$240,000	$240,000	$1,745,000
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$700,000	**$760,000**	**$265,000**	**$240,000**	**$240,000**	**$240,000**	**$1,745,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$210,000	$210,000	$0	$0	$0	$0	$210,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$200,000	$200,000	$200,000	$200,000	$800,000
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$490,000	$490,000	$0	$0	$0	$0	$490,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$60,000	$65,000	$40,000	$40,000	$40,000	$245,000
			$700,000	**$760,000**	**$265,000**	**$240,000**	**$240,000**	**$240,000**	**$1,745,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.238B
Service Name: Community Transportation (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	New	Pathway Booth Canal to Vesuvius - Phase 2	Pathway Booth Canal to Vesuvius - Phase 2	$210,000	S	Cap	$210,000	$210,000	$0	$0	$0	$0	$210,000
20-01	New	Pathway Booth Canal to Vesuvius - Phase 2	Pathway Booth Canal to Vesuvius - Phase 2	$490,000	S	Grant	$490,000	$490,000	$0	$0	$0	$0	$490,000
21-01	new	2021 Annual Pathway Detailed Design and Permiting Program	Develop a long term stragety and program to design and construct pathway networks on SSI. Carry out first annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for construction the following year	$60,000	S	Res	$0	$60,000	$0	$0	$0	$0	$60,000
22-01	New	Referendum or Alternative Approval Process - Funding for Future Projects	Referendum - annual pathway network construction	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
22-02	New	Public Engagement for Future Projects	Public Engagement - annual pathway network construction	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
22-03	new	2022 Construction Program for Pathway Network on SSI	Construction of pathway network sections that has been designed in the previous year	$200,000	S	Debt	$0	$0	$200,000	$0	$0	$0	$200,000
22-04	new	2022 Annual Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year	$40,000	S	Res	$0	$0	$40,000	$0	$0	$0	$40,000
23-01	new	2023 Construction Program for Pathway Network on SSI	Construction of pathway network sections that has been designed in the previous year	$200,000	S	Debt	$0	$0	$0	$200,000	$0	$0	$200,000
23-02	new	2023 Annual Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year	$40,000	S	Res	$0	$0	$0	$40,000	$0	$0	$40,000
24-01	new	2024 Construction Program for Pathway Network on SSI	Construction of pathway network sections that has been designed in the previous year	$200,000	S	Debt	$0	$0	$0	$0	$200,000	$0	$200,000
24-02	new	2024 Annual Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year	$40,000	S	Res	$0	$0	$0	$0	$40,000	$0	$40,000
25-01	new	2025 Construction Program for Pathway Network on SSI	Construction of pathway network sections that has been designed in the previous year	$200,000	S	Debt	$0	$0	$0	$0	$0	$200,000	$200,000
25-02	new	2025 Annual Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year	$40,000	S	Res	$0	$0	$0	$0	$0	$40,000	$40,000
			GRAND TOTAL	**$1,745,000**			**$700,000**	**$760,000**	**$265,000**	**$240,000**	**$240,000**	**$240,000**	**$1,745,000**

Service: **1.238B** **Community Transportation (SSI)**

Proj. No.	20-01	**Capital Project Title**	Pathway Booth Canal to Vesuvius - Phase 2	**Capital Project Description**	Pathway Booth Canal to Vesuvius - Phase 2
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Complete second phase of Booth Canal to Vesuvius Pathway project. Contingent on electorate approval*				

Proj. No.	21-01	**Capital Project Title**	2021 Annual Pathway Detailed Design and Permiting Program	**Capital Project Description**	Develop a long term stragety and program to design and construct pathway networks on SSI. Carry out first annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for construction the following year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-01	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Referendum - annual pathway network construction
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-02	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Public Engagement - annual pathway network construction
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-03	**Capital Project Title**	2022 Construction Program for Pathway Network on SSI	**Capital Project Description**	Construction of pathway network sections that has been designed in the previous year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-04	**Capital Project Title**	2022 Annual Pathway Detailed Design and Permiting Program	**Capital Project Description**	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	23-01	**Capital Project Title**	2023 Construction Program for Pathway Network on SSI	**Capital Project Description**	Construction of pathway network sections that has been designed in the previous year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	23-02	**Capital Project Title**	2023 Annual Pathway Detailed Design and Permiting Program	**Capital Project Description**	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	24-01	**Capital Project Title**	2024 Construction Program for Pathway Network on SSI	**Capital Project Description**	Construction of pathway network sections that has been designed in the previous year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	24-02	**Capital Project Title**	2024 Annual Pathway Detailed Design and Permiting Program	**Capital Project Description**	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-01	**Capital Project Title**	2025 Construction Program for Pathway Network on SSI	**Capital Project Description**	Construction of pathway network sections that has been designed in the previous year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-02	**Capital Project Title**	2025 Annual Pathway Detailed Design and Permiting Program	**Capital Project Description**	Annual program to develop detailed design and obtain permits and regulatory approvals for pathway project for the next year
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Community Transportation (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	10,080	15,080	20,080	20,080	20,080	20,080
Pathways CRF	20,455	51,572	75,572	118,572	147,572	163,572
Sidewalks CRF	26,926	26,926	26,926	26,926	26,926	26,926
North Ganges Transportation Plan	12,773	12,773	12,773	12,773	12,773	12,773
Total	**70,234**	**106,351**	**135,351**	**178,351**	**207,351**	**223,351**

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Operating Reserve Fund - Bylaw 4146

For non-recurring repairs and maintenance on paths and trails

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105539**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		5,000	10,080	15,080	20,080	20,080	20,080
Transfer from Ops Budget		5,000	5,000	5,000	-	-	-
Interest Income		80					
Ending Balance $		**10,080**	**15,080**	**20,080**	**20,080**	**20,080**	**20,080**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.238B Transit (SSI) - Capital Reserve Fund - Bylaw 3943

For Pathway and Bike Lane infrastructure

Reserve Cash Flow

Fund:	**1086**	**Estimated**	**Budget**				
Fund Centre:	**102142**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		187,265	20,455	51,572	75,572	118,572	147,572
Transfer from Ops Budget		40,350	91,117	89,000	83,000	69,000	56,000
Planned Purchase		(210,000)	(60,000)	(65,000)	(40,000)	(40,000)	(40,000)
Interest Income		2,840					
Ending Balance $		**20,455**	**51,572**	**75,572**	**118,572**	**147,572**	**163,572**

Assumptions/Background:

Fund balance to provide for capital expenditures for or in respect of capital projects, land, machinery or equipment for them and extension or renewal of existing capital works and related debt servcing payments. Should allow for CRD to participate in partnership with Island Pathways on planned projects

Reserve Schedule

Reserve Fund: 1.238B Transit (SSI) - Capital Reserve Fund

Bylaw 3943

Reserve Cash Flow

Fund:	**1086**	**Estimated**	**Budget**				
Fund Centre:	**102147**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		26,526	26,926	26,926	26,926	26,926	26,926
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		400					
Ending Balance $		**26,926**	**26,926**	**26,926**	**26,926**	**26,926**	**26,926**

Assumptions/Background:

Funds received from property owners for sidewalks infront of their properties
100 Rainbow Road $16,000; 127 Rainbow Road $4,900; 125 Rainbow Road $4,900

Reserve Schedule

Reserve Fund: 1.238B Transit (SSI) - Capital Reserve Fund

Bylaw 3943

Reserve Cash Flow

Fund:	1086	Estimated	Budget				
Fund Centre:	102148	2020	2021	2022	2023	2024	2025
Beginning Balance		1,180,373	12,773	12,773	12,773	12,773	12,773
Transfer from Ops Budget		50,000	-	-	-	-	-
Planned Purchase		(365,000)	-	-	-	-	-
Amended Planned Purchase		(870,500)	-	-	-	-	-
Interest Income		17,900					
Ending Balance $		12,773	12,773	12,773	12,773	12,773	12,773

Assumptions/Background:

$250,000 per year transferred from requisition in accordance with Bylaw 3956 (four years 2015-2018)

CAPITAL REGIONAL DISTRICT

2021 Budget

Salt Spring Island Arts

EAC Review

Service: 1.299 SSI Arts **Committee: Electoral Area**

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the ArtSpring Theatre and contributing to arts programming through the Gulf Islands Community Arts Council (Bylaw No. 3116, January 29, 2004).

SERVICE DESCRIPTION:

This is a service for the contribution to the operation of the ArtSpring Theatre and the arts programs on Salt Spring Island. ArtSpring Theatre is operated by the Island Arts Centre Society. The arts programs are run by the Gulf Islands Community Arts Council. The CRD owns the land that the ArtSpring Theatre is situated on and there is a 10 year license of occupation with the Island Arts Society. Funds provided to ArtSpring Theatre are for maintaining, equipping and operating the facility. Funds provided to the Community Arts Council are for arts programming.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $93,050 or $0.031 / $1,000 on actual assessed value of land and improvements. To a maximum of $136,491.

FUNDING:

Requisition

1.299 - Salt Spring Island Arts	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Art Centre Society	79,934	79,934	81,130	-	-	81,130	82,348	83,580	85,253	86,961
Gulf Islands Community Arts Council	34,257	34,257	34,770	-	-	34,770	35,292	35,820	36,537	37,269
Allocations	1,957	1,957	2,377	-	-	2,377	2,373	2,421	2,469	2,519
Other Operating Expenses	200	200	200	-	-	200	200	200	200	200
TOTAL COSTS	**116,348**	**116,348**	**118,477**	**-**	**-**	**118,477**	**120,213**	**122,021**	**124,459**	**126,949**
*Percentage Increase over prior year						1.8%	1.5%	1.5%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(267)	(267)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(76)	(76)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(343)**	**(343)**	**(70)**	**-**	**-**	**(70)**	**(70)**	**(70)**	**(70)**	**(70)**
REQUISITION	**(116,005)**	**(116,005)**	**(118,407)**	**-**	**-**	**(118,407)**	**(120,143)**	**(121,951)**	**(124,389)**	**(126,879)**
*Percentage increase over prior year Requisition						2.1%	1.5%	1.5%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Building Numbering

EAC Review

Service: 1.316 SSI Building Numbering **Committee: Electoral Area**

DEFINITION:

To provide the extended service of numbering of buildings within the Electoral Area of Salt Spring Island.
Bylaw No. 2082, adopted February 1993.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.316 - SSI Building Numbering	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Building Inspection	8,636	8,636	8,916	-	-	8,916	9,094	9,276	9,462	9,651
Allocations	573	573	514	-	-	514	471	480	490	499
Other Operating Expenses	20	20	20	-	-	20	20	20	20	20
TOTAL COSTS	**9,229**	**9,229**	**9,450**	**-**	**-**	**9,450**	**9,585**	**9,776**	**9,972**	**10,170**
*Percentage Increase over prior year						2.4%	1.4%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	57	57	-	-	-	-	-	-	-	-
Other Revenue	(20)	(20)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**37**	**37**	**(30)**	**-**	**-**	**(30)**	**(30)**	**(30)**	**(30)**	**(30)**
REQUISITION	**(9,266)**	**(9,266)**	**(9,420)**	**-**	**-**	**(9,420)**	**(9,555)**	**(9,746)**	**(9,942)**	**(10,140)**
*Percentage increase over prior year Requisition						1.7%	1.4%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Emergency Program

EAC Review

Service: 1.371 SSI Emergency Program **Committee: Electoral Area**

DEFINITION:

To provide an Emergency Program as an Extended Service in preparation for emergencies.
Establishment Bylaw No. 2084 (December 16, 1992). Bylaw No. 2094 (February 1993), establishes the mode of operation and administration of the program.
Bylaw No. 2204 (April 27, 1994) and Bylaw No. 2205 (April 27, 1994) repeal and replace Bylaws 2084 and 2094 respectively.
Bylaw No. 2486 (March 26, 1997) establishes guidelines for the operation and administration of the SSI Program and repeals Bylaw No. 2205.
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3446, this service provides planning and management of community disaster emergency response and recovery plans for the communities of Salt Spring Island Electoral Area. The service was started in 1992 in response to the *Provincial Emergency Program Act*.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

PARTICIPATION:

The service and participating area shall be coterminous with that of the Salt Spring Island Electoral Area.

LEVY:

The cost of providing the service established shall be recovered by requisition of money under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 of the Municipal Act.

FUNDING:

Requisition

1.371 - SSI Emergency Program	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Travel Expense	1,270	1,500	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Contract for Services	62,190	62,190	76,969	-	3,000	79,969	76,969	76,969	76,969	76,969
Neighbourhood Program	8,890	4,350	4,400	-	-	4,400	4,490	4,580	4,670	4,760
Emergency Social Services	5,100	2,013	100	-	-	100	100	100	100	100
Building Rent	10,190	10,190	17,100	-	-	17,100	17,440	17,790	18,150	18,510
Staff Training & Development	2,000	1,000	2,000	-	-	2,000	2,040	2,080	2,120	2,160
Supplies	2,880	5,250	5,250	-	-	5,250	5,360	5,470	5,580	5,700
Allocations	3,935	3,935	4,821	-	-	4,821	5,691	5,805	5,921	6,040
Other Operating Expenses	15,140	13,570	15,960	-	2,000	17,960	16,270	16,590	16,910	17,230
TOTAL OPERATING COSTS	**111,595**	**103,998**	**128,100**	**-**	**5,000**	**133,100**	**129,890**	**130,944**	**132,010**	**133,089**
*Percentage Increase over prior year						19.3%	-2.4%	0.8%	0.8%	0.8%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	7,497	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**-**	**7,497**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**111,595**	**111,495**	**128,100**	**-**	**5,000**	**133,100**	**129,890**	**130,944**	**132,010**	**133,089**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	-	-	-	-	(5,000)	(5,000)	-	-	-	-
Grants in Lieu of Taxes	(87)	(87)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
Revenue - Other	(200)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(287)**	**(187)**	**(180)**	**-**	**(5,000)**	**(5,180)**	**(180)**	**(180)**	**(180)**	**(180)**
REQUISITION	**(111,308)**	**(111,308)**	**(127,920)**	**-**	**-**	**(127,920)**	**(129,710)**	**(130,764)**	**(131,830)**	**(132,909)**
*Percentage increase over prior year Requisition						14.9%	1.4%	0.8%	0.8%	0.8%

SSI Emergency Program
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	41,769	41,769	41,769	41,769	41,769	41,769
Operating Reserve Fund	23,539	18,539	18,539	18,539	18,539	18,539
Equipment Replacement Fund	3,452	3,452	3,452	3,452	3,452	3,452
Total	**68,760**	**63,760**	**63,760**	**63,760**	**63,760**	**63,760**

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Capital Reserve Fund

Bylaw 3389

Reserve Cash Flow

Fund:	1073	Estimated	Budget				
Fund Centre:	101949	2020	2021	2022	2023	2024	2025
Beginning Balance		41,149	41,769	41,769	41,769	41,769	41,769
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		620	-	-	-	-	-
Ending Balance $		**41,769**	**41,769**	**41,769**	**41,769**	**41,769**	**41,769**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Operating Reserve Fund

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Bylaw 4146

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105402**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		23,189	23,539	18,539	18,539	18,539	18,539
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	(5,000)	-	-	-	-
Interest Income		350	-	-	-	-	-
Ending Balance $		**23,539**	**18,539**	**18,539**	**18,539**	**18,539**	**18,539**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Equipment Replacement Fund

.

ERF Group: SSIEMERG.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101437**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		4,161	3,452	3,452	3,452	3,452	3,452
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		(709)	-	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**3,452**	**3,452**	**3,452**	**3,452**	**3,452**	**3,452**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Search and Rescue

EAC Review

Service: 1.378 SSI Search and Rescue **Committee: Electoral Area Services**

DEFINITION:

To establish a contribution to a search and rescue service in the Salt Spring Island Electoral Area.
Establishment Bylaw No. 3494 (Nov. 14, 2007).

SERVICE DESCRIPTION:

Governed by Bylaw #3494, the service provides cost coverage for overhead expenses for the Salt Spring Island Search and Rescue Society.

The CRD has no operational responsibility beyond payment for overhead.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $15,000 or $0.0053 / $1,000 on actual assessed value of land and improvements. To a maximum of $23,336.

FUNDING:

Requisition

1.378 - SSI Search and Rescue	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Transfers to SSI SAR Society	23,054	23,054	22,113	-	-	22,113	22,194	22,169	22,144	22,118
Allocations	1,298	1,298	1,323	-	-	1,323	1,242	1,267	1,292	1,318
TOTAL COSTS	**24,352**	**24,352**	**23,436**	**-**	**-**	**23,436**	**23,436**	**23,436**	**23,436**	**23,436**
*Percentage Increase over prior year						-3.8%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2019 to 2020	(2,220)	(2,220)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(18)	(18)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(80)	(80)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	**(2,318)**	**(2,318)**	**(100)**	**-**	**-**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(22,034)**	**(22,034)**	**(23,336)**	**-**	**-**	**(23,336)**	**(23,336)**	**(23,336)**	**(23,336)**	**(23,336)**
*Percentage increase over prior year Requisition						5.9%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Salt Spring Island - Community Parks

EAC Review

Service: **1.455** **SSI Community Parks** **Committee: Salt Spring Island Parks and Recreation**

DEFINITION:

Supplementary Letters Patent - August, 1975 grants the power of acquiring, developing, operating and maintaining community parks.
Bylaw No. 245 (Nov. 26, 1975); amended by Bylaw No. 461 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of, parks, trails, Saturday market, disc golf course and playgrounds on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $498,297 or $0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $660,440.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

Change in Budget 2020 to 2021

Service: 1.455 SSI Parks	**Total Expenditure**	**Comments**
2020 Budget	**856,149**	
Change in Salaries:		
Base salary change	11,609	Inclusive of estimated collective agreement changes
Other (explain as necessary)	(14,116)	Decrease of OT and Auxiliary budgets
Total Change in Salaries	(2,507)	
Other Changes:		
Internal Allocations	40,896	Standard OH, HR, SSI PARC Admin
Labour Consumption	20,114	24k Bylaw, (4k) Parks Maintenance Workers
Reserve Transfers	5,000	Transfer to CRF
Other	(2,482)	
Total Other Changes	63,528	
2021 Budget	**919,677**	
% expense increase from 2020:	***7.4%***	
% Requisition increase from 2020 (if applicable):	***9.9%***	*Requisition funding is 75% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Minor deficit to be covered by removal of $5k ERF transfers. Higher parks maintenance labour along with relatively stable salary costs, and lower rental income have resulted in minor deficit for service.

1.455 - Salt Spring Island Recreation - Community Parks	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries	432,537	333,495	430,030	-	-	430,030	431,565	440,811	450,251	459,899
Maintenance, Security & Insurance	43,405	46,308	43,920	-	-	43,920	44,810	45,710	46,630	47,570
Internal Allocations	76,587	76,587	117,483	-	-	117,483	128,164	129,489	130,838	132,197
Utilities & Operating - Supplies	33,550	34,533	35,070	-	-	35,070	35,740	36,420	37,110	37,840
Contract for Services	35,500	23,000	33,100	-	-	33,100	33,760	34,430	35,110	35,800
Travel - Vehicles	17,500	17,500	17,800	-	-	17,800	18,160	18,520	18,890	19,270
Parks Maintenance Labour	190,304	208,436	186,207	-	-	186,207	189,929	193,730	197,602	201,555
Bylaw Labour	21,766	34,500	34,827	11,150	-	45,977	46,268	47,144	48,059	48,989
TOTAL OPERATING COSTS	**851,149**	**774,359**	**898,437**	**11,150**	**-**	**909,587**	**928,396**	**946,254**	**964,490**	**983,120**
*Percentage Increase						6.9%	2.1%	1.9%	1.9%	1.9%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,000	-	5,090	-	-	5,090	5,290	5,490	5,600	5,710
Transfer to Reserve Fund	-	-	5,000	-	-	5,000	5,000	5,000	5,000	5,100
TOTAL CAPITAL / RESERVES	**5,000**	**-**	**10,090**	**-**	**-**	**10,090**	**10,290**	**10,490**	**10,600**	**10,810**
Debt	-	-	-	-	-	-	24,250	76,825	76,825	76,825
TOTAL COST	**856,149**	**774,359**	**908,527**	**11,150**	**-**	**919,677**	**962,936**	**1,033,569**	**1,051,915**	**1,070,755**
Internal Time Recovery	(350,735)	(350,735)	(356,700)	-	-	(356,700)	(363,830)	(371,110)	(378,530)	(386,100)
TOTAL COSTS NET OF RECOVERIES	**505,414**	**423,624**	**551,827**	**11,150**	**-**	**562,977**	**599,106**	**662,459**	**673,385**	**684,655**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	-	-	-	-	-	-	-	-	-	-
Rental Income	(119,800)	(37,510)	(115,170)	-	-	(115,170)	(117,470)	(119,820)	(122,210)	(124,660)
Revenue-Other	(5,306)	(5,806)	(30,000)	-	-	(30,000)	(30,600)	(31,210)	(31,830)	(32,470)
Grant in Lieu - Federal	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(125,106)	(43,316)	(145,170)	-	-	(145,170)	(148,070)	(151,030)	(154,040)	(157,130)
REQUISITION	**(380,308)**	**(380,308)**	**(406,657)**	**(11,150)**	**-**	**(417,807)**	**(451,036)**	**(511,429)**	**(519,345)**	**(527,525)**
*Percentage increase over prior year requisition						9.9%	8.0%	13.4%	1.5%	1.6%
AUTHORIZED POSITIONS:										
Salaried	4.6	4.6	4.6			4.6	4.6	4.6	4.6	4.6
User Funding	23.70%					20.46%	19.61%	18.09%	18.15%	18.21%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.455 SSI Community Parks	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$5,000	$35,000	$35,000	$35,000	$35,000	$35,000	$175,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$255,000	$255,000	$1,000,000	$110,000	$0	$10,000	$1,375,000
Vehicles		$0	$65,000	$40,000	$0	$0	$55,000	$160,000
		$260,000	**$355,000**	**$1,075,000**	**$145,000**	**$35,000**	**$100,000**	**$1,710,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$1,000,000	$0	$0	$0	$1,000,000
Equipment Replacement Fund		$5,000	$5,000	$45,000	$5,000	$5,000	$60,000	$120,000
Grants (Federal, Provincial)		$125,000	$125,000	$0	$0	$0	$0	$125,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$130,000	$225,000	$30,000	$140,000	$30,000	$40,000	$465,000
		$260,000	**$355,000**	**$1,075,000**	**$145,000**	**$35,000**	**$100,000**	**$1,710,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.455
Service Name: SSI Community Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-08	New	Centennial Park Upgrades	Upgrades or replacement of park features and ammenities	$200,000	S	Res	$100,000	$100,000	$0	$100,000	$0	$0	$200,000
20-08	New	Centennial Park Upgrades	Community Works Funds commited to park upgrades	$0	S	Grant	$100,000	$100,000	$0	$0	$0	$0	$100,000
20-06	New	Construction of Ganges Boardwalk	The construction of the Ganges boardwalk to connect the village core to the harbours end has been a long standing project. A feasibility study of existing features is currently underway.	$1,000,000	S	Debt	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
19-07	Renewal	Improve Beach Accesses	Upgrades and improvements required for existing beach accesses on MOTI right of ways. 2021 replace stairs at Baker Beach.	$30,000	S	Res	$10,000	$10,000	$0	$10,000	$0	$10,000	$30,000
20-04	Replacement	Rotary Dock Replacement	Replace rotary dock	$25,000	S	Grant	$25,000	$25,000	$0	$0	$0	$0	$25,000
20-05	Replacement	Boardwalk Gazebo	Repair existing boardwalk gazebo	$20,000	S	Res	$20,000	$20,000	$0	$0	$0	$0	$20,000
21-05	Replacement	Vehicle Replacement	Replace maintenance truck	$40,000	V	ERF	$0	$0	$40,000	$0	$0	$55,000	$95,000
19-09	Replacement	ERF for maintenance equipment	Replace maintenance equipment	$25,000	E	ERF	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
21-06	New	New mower	New mower for parks	$20,000	V	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-08	New	New park maintenance truck	Additional vehicle needed for park maintenance	$40,000	V	Res	$0	$45,000	$0	$0	$0	$0	$45,000
21-01	New	Linear Park Development	Trial and parking upgrades or development	$150,000	S	Res	$0	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
			GRAND TOTAL	**$1,550,000**			**$260,000**	**$355,000**	**$1,075,000**	**$145,000**	**$35,000**	**$100,000**	**$1,710,000**

Service: 1.455 SSI Community Parks

Proj. No.	20-08	**Capital Project Title**	Centennial Park Upgrades	**Capital Project Description**	Upgrades or replacement of park features and ammenities
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Upgrades based on the 2016 Centennial Park Master Plan*				

Proj. No.	20-06	**Capital Project Title**	Construction of Ganges Boardwalk	**Capital Project Description**	The construction of the Ganges boardwalk to connect the village core to the harbours end has been a long standing project. A feasibility study of existing features is currently underway.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Project is dependant on securing tenure along the foreshore*				

Proj. No.	19-07	**Capital Project Title**	Improve Beach Accesses	**Capital Project Description**	Upgrades and improvements required for existing beach accesses on MOTI right of ways. 2021 replace stairs at Baker Beach.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	20-04	**Capital Project Title**	Rotary Dock Replacement	**Capital Project Description**	Replace rotary dock
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Project is dependant on securing grant funding or donations.*				

Proj. No.	20-05	**Capital Project Title**	Boardwalk Gazebo	**Capital Project Description**	Repair existing boardwalk gazebo
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Gazebo is closed to the public while assesment is completed.*				

Proj. No.	21-05	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Replace maintenance truck
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*New vehicle to replace 2011 Chevy Colorado*				

Proj. No.	19-09	**Capital Project Title**	ERF for maintenance equipment	**Capital Project Description**	Replace maintenance equipment
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Replacement of equipment that has reached its end of life.*				

Proj. No.	21-06	**Capital Project Title**	New mower	**Capital Project Description**	New mower for parks
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*New mower required for park maintenance. Green or electric options are to be considered.*				

Proj. No.	21-08	**Capital Project Title**	New park maintenance truck	**Capital Project Description**	Additional vehicle needed for park maintenance
Asset Class	V	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Additional vehicle required for park maintenance*				

Proj. No.	21-01	**Capital Project Title**	Linear Park Development	**Capital Project Description**	Trial and parking upgrades or development
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Upgrade existing trail network, develop new trails, improve or expand parking*				

1.45X SSI Pool, Parks, Recreation and Parkland
Reserves Summary
2021 - 2025 Financial Plan

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated 2020	Budget 2021	2022	2023	2024	2025
1.45X - Equipment Replacement Funds	120,512	138,102	97,882	96,722	127,404	109,594
1.459 - Land Acquisition Reserve Fund	834,104	34,104	34,104	34,104	34,104	34,104
1.459 - Pool Facility Capital Reserve Fund	185,398	30,398	30,398	25,398	26,498	28,618
1.455 - Community Parks Reserve Fund	174,472	89,472	69,572	49,772	30,072	10,582
1.455/458 - Parks & Rec Reserve Funds	357,782	258,782	58,867	77,981	110,461	235,237
1.459 - 2nd Land Reserve Fund	1,361	1,361	1,361	1,361	1,361	1,361
Total projected year end balance	**1,673,629**	**552,219**	**292,184**	**285,338**	**329,900**	**419,496**

ERF Summary

Fund: 1022 Fund Center: 101412/44/45 ERF Group: SSIPARC.ERF	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	103,752	120,512	138,102	97,882	96,722	127,404
Planned Purchase	45,000	55,090	72,280	73,840	75,682	77,190
Transfer from Operating Budget	(28,240)	(37,500)	(112,500)	(75,000)	(45,000)	(95,000)
Interest Income	-	-	-	-	-	-
Ending Balance $	**120,512**	**138,102**	**97,882**	**96,722**	**127,404**	**109,594**

Equipment Replacement Reserve Schedule

Reserve Fund: 1.455 SSI Parks

For replacement of equipment and vehicles belonging to SSI Parks.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101444	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	72,562	82,562	92,652	63,162	74,092	85,704
Transfer from Ops Budget	15,000	15,090	15,510	15,930	16,612	16,940
Expenditures (Based on Capital Plan)	(5,000)	(5,000)	(45,000)	(5,000)	(5,000)	(60,000)
Interest Income	-	-	-	-	-	-
Ending Balance $	**82,562**	**92,652**	**63,162**	**74,092**	**85,704**	**42,644**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Schedule

1.455 - Community Parks

Bylaw 3085

Reserve Cash Flow

Fund:	1064	Estimated	Budget				
Fund Centre:	101792	2020	2021	2022	2023	2024	2025
Beginning Balance		118,536	174,472	89,472	69,572	49,772	30,072
Transfer from Ops Budget		55,320	10,000	10,100	10,200	10,300	10,510
Expenditures (Based on Capital Plan)		-	(95,000)	(30,000)	(30,000)	(30,000)	(30,000)
Interest Income*		616					
Ending Balance $		**174,472**	**89,472**	**69,572**	**49,772**	**30,072**	**10,582**

Assumptions/Background:

Fund balance to provide for community park capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.455 - Community Park Facilities

Bylaw 2859

Reserve Cash Flow

Fund:	1060	Estimated	Budget				
Fund Centre:	102030	2020	2021	2022	2023	2024	2025
Beginning Balance		36,238	41,426	16,426	21,536	17,756	24,116
Transfer from Ops Budget		5,000	5,000	5,110	6,220	6,360	6,490
Expenditures (Based on Capital Plan)		-	(30,000)	-	(10,000)	-	(10,000)
Interest Income*		188	-	-	-	-	-
Ending Balance $		**41,426**	**16,426**	**21,536**	**17,756**	**24,116**	**20,606**

Assumptions/Background:

Fund balance to provide for community park facilities capital expenditures or in respect of capital projects and extension or renewal of existing facilities capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Salt Spring Island - Community Recreation

EAC Review

Service: 1.458 SSI Community Recreation **Committee: Salt Spring Island Parks & Recreation**

DEFINITION:

Supplementary Letters Patent, Division XV, October 3, 1975 established to provide recreational programs for any Electoral Area.
Bylaw No. 462 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of recreation programs and day camps for youth on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

$0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $277,385.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Change in Budget 2020 to 2021

Service: 1.458 SSI Recreation	**Total Expenditure**	**Comments**
2020 Budget	**231,954**	
Change in Salaries:		
Base salary change	12,824	Inclusive of estimated collective agreement changes
Other (explain as necessary)	23,964	Auxiliary for Preschool operations
Total Change in Salaries	36,788	
Other Changes:		
Internal Allocations	10,012	Standard OH, HR, SSI PARC Admin
Contract for Services	(6,442)	Reduced program offerings
Other	2,026	
Total Other Changes	5,596	
2021 Budget	**274,338**	
% expense increase from 2020:	***18.3%***	
% Requisition increase from 2020 (if applicable):	***7.2%***	*Requisition funding is 18% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Year end surplus to be carried forward $10k into 2021. Drivers are lower salary and recreation program costs. Savings partially offset by lower fee revenue.

1.458 - SALT SPRING ISLAND - COMMUNITY RECREATION PROGRAMS	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries and Wages	99,459	48,371	136,993	-	-	136,993	155,497	158,701	161,973	165,302
Recreation Programs	90,450	26,753	84,928	-	-	84,928	87,567	89,477	91,428	93,176
Internal Allocations	26,275	8,881	36,287	-	-	36,287	39,320	39,686	40,059	40,434
Travel and Insurance	6,290	1,530	6,500	-	-	6,500	6,630	6,760	6,890	7,020
Other Operating	9,480	4,640	9,630	-	-	9,630	9,830	10,030	10,230	10,430
TOTAL OPERATING COSTS	**231,954**	**90,175**	**274,338**	**-**	**-**	**274,338**	**298,844**	**304,654**	**310,580**	**316,362**
*Percentage Increase						18.3%	8.9%	1.9%	1.9%	1.9%
TOTAL COSTS	**231,954**	**90,175**	**274,338**	**-**	**-**	**274,338**	**298,844**	**304,654**	**310,580**	**316,362**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	10,057	(10,057)	-	-	(10,057)	-	-	-	-
Balance c/fwd from 2019 to 2020	-	-	-	-	-	-	-	-	-	-
Revenue - Fees	(182,000)	(47,578)	(210,770)	-	-	(210,770)	(228,020)	(232,780)	(237,640)	(242,390)
Payments in Lieu	(36)	(36)	-	-	-	-	-	-	-	-
Revenue - Other	-	(2,700)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(182,036)	(40,257)	(220,827)	**-**	**-**	(220,827)	(228,020)	(232,780)	(237,640)	(242,390)
REQUISITION	**(49,918)**	**(49,918)**	**(53,511)**	**-**	**-**	**(53,511)**	**(70,824)**	**(71,874)**	**(72,940)**	**(73,972)**
*Percentage increase over prior year requisition						7.2%	32.4%	1.5%	1.5%	1.4%
AUTHORIZED POSITIONS:										
Salaried	0.7	0.7	0.7			0.7	0.7	0.7	0.7	0.7
User Funding %						76.8%	76.3%	76.4%	76.5%	76.6%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.458 SSI Community Recreation	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$15,000	$0	$0	$0	$0	$15,000
Equipment	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$300,000	$0	$0	$0	$300,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$20,000**	**$305,000**	**$5,000**	**$5,000**	**$5,000**	**$340,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Grants (Federal, Provincial)	$0	$0	$175,000	$0	$0	$0	$175,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$15,000	$125,000	$0	$0	$0	$140,000
	$0	**$20,000**	**$305,000**	**$5,000**	**$5,000**	**$5,000**	**$340,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.458
Service Name: SSI Community Recreation

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-09	Replacement	Replace Tennis Court #2,3,4	Tennis court replacement required to mediate drainage issues and replace cracked pads	$300,000	S	Res	$0	$0	$125,000	$0	$0	$0	$125,000
21-09	Replacement	Replace Tennis Court #2,3,4	Grant funding required for tennis court replacement	$0	S	Grant	$0	$0	$175,000	$0	$0	$0	$175,000
19-09	Replacement	Office and computer equipment	Upgrade and replace office and computer equipment	$25,000	E	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
21-07	Renewal	Tennis Court Upgrades	Resurface tennis courts	$15,000	B	Res	$0	$15,000	$0	$0	$0	$0	$15,000
			GRAND TOTAL	**$340,000**			**$0**	**$20,000**	**$305,000**	**$5,000**	**$5,000**	**$5,000**	**$340,000**

Service: 1.458 **SSI Community Recreation**

Proj. No.	21-09	**Capital Project Title**	Replace Tennis Court #2,3,4	**Capital Project Description**	Tennis court replacement required to mediate drainage issues and replace cracked pads
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The existing court seface is at the end of its life and needs to be replaced. Court fencing has already been removed for safety reasons.*				

Proj. No.	19-09	**Capital Project Title**	Office and computer equipment	**Capital Project Description**	Upgrade and replace office and computer equipment
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-07	**Capital Project Title**	Tennis Court Upgrades	**Capital Project Description**	Resurface tennis courts
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Cracks in tennis courts need to be filled and resurfaced*				

1.45X SSI Pool, Parks, Recreation and Parkland
Reserves Summary
2021 - 2025 Financial Plan

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated 2020	Budget 2021	2022	2023	2024	2025
1.45X - Equipment Replacement Funds	120,512	138,102	97,882	96,722	127,404	109,594
1.459 - Land Acquisition Reserve Fund	834,104	34,104	34,104	34,104	34,104	34,104
1.459 - Pool Facility Capital Reserve Fund	185,398	30,398	30,398	25,398	26,498	28,618
1.455 - Community Parks Reserve Fund	174,472	89,472	69,572	49,772	30,072	10,582
1.455/458 - Parks & Rec Reserve Funds	357,782	258,782	58,867	77,981	110,461	235,237
1.459 - 2nd Land Reserve Fund	1,361	1,361	1,361	1,361	1,361	1,361
Total projected year end balance	**1,673,629**	**552,219**	**292,184**	**285,338**	**329,900**	**419,496**

ERF Summary

Fund: 1022 Fund Center: 101412/44/45 ERF Group: SSIPARC.ERF	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	103,752	120,512	138,102	97,882	96,722	127,404
Planned Purchase	45,000	55,090	72,280	73,840	75,682	77,190
Transfer from Operating Budget	(28,240)	(37,500)	(112,500)	(75,000)	(45,000)	(95,000)
Interest Income	-	-	-	-	-	-
Ending Balance $	**120,512**	**138,102**	**97,882**	**96,722**	**127,404**	**109,594**

Equipment Replacement Reserve Schedule

Reserve Fund: 1.458 SSI Recreation

For replacement of equipment and vehicles belonging to SSI Recreation services.

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101445	2020	2021	2022	2023	2024	2025
Beginning Balance		12,136	12,136	12,136	12,246	12,466	12,796
Transfer from Ops Budget		5,000	5,000	5,110	5,220	5,330	5,440
Expenditures (Based on Capital Plan)		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest Income		-	-	-	-	-	-
Ending Balance $		**12,136**	**12,136**	**12,246**	**12,466**	**12,796**	**13,236**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, program supplies and equipment

Reserve Schedule

1.458 - Community Recreation Facilities

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101786	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	133,135	139,827	130,827	11,957	18,217	24,617
Transfer from Ops Budget	6,000	6,000	6,130	6,260	6,400	6,530
Expenditures (Based on Capital Plan)	-	(15,000)	(125,000)	-	-	-
Interest Income*	692					
Ending Balance $	**139,827**	**130,827**	**11,957**	**18,217**	**24,617**	**31,147**

Assumptions/Background:

Fund balance to provide for community recreation facilities capital expenditures or in respect of capital projects and extension or renewal of existing capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Salt Spring Island - Pool and Park Land

EAC Review

Service: 1.459 SSI Pool & Park Land **Committee:** Salt Spring Island Parks & Recreation

DEFINITION:

A specified area established in 1972 to provide parks, recreation and related community programs, equipment, facilities and acquisition of real property. Bylaw No. 91(February 23, 1972). Since repealed, Bylaw No. 2422 (1996) and Bylaw No. 3183 (2004).
Bylaw 4002 (2015) repeals bylaw 2422 and 3206.

SERVICE DESCRIPTION:

This is a service for the provision of general administrative services, water access points, active parks (playing fields) and overseeing facility upgrades, leisure brochures for Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $1,861,432 or $0.6325 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,784,855.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

Change in Budget 2020 to 2021

Service: 1.459 SSI Pool and Park Land	**Total Expenditure**	**Comments**
2020 Budget	**1,949,320**	
Change in Salaries:		
SSI Pool		
Base salary change	12,757	Inclusive of estimated collective agreement changes
Other (explain as necessary)	(185,458)	Reduction in Auxiliary staffing
SSI Park Land		
Base salary change	6,144	Inclusive of estimated collective agreement changes
Other (explain as necessary)	-	
Total Change in Salaries	(166,557)	
Other Changes:		
SSI Pool		
Debt	(144,138)	Debt retirement in 2020
Labour Consumption	35,800	Parks Maintenance Worker labour in alignment with historical actuals costs
Reserve Transfers	35,000	25k CRF, 10k ERF
Repairs and Maintenance	15,500	Based on budget overages in 2018/2019 for increase in maintenance costs.
Other	1,633	
SSI Park Land		
Internal Allocation	11,976	Standard OH, HR, SSI Admin
Land Rentals	5,545	Increase in lease payment for Fulford Ball Park
Utilities	2,160	Increased water charges
Maintenance& Disposal	3,140	Parking Lot dust suppressant spray
Others	1,200	
Total Other Changes	(32,184)	
2021 Budget	**1,750,579**	
% expense increase from 2020:	***-10.2%***	
% Requisition increase from 2020 (if applicable):	***-2.7%***	*Requisition funding is 91% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Closure of pool resulted in lower salary expenses. These savings were offset by lower fee revenue and internal recoveries. Overall performance was a surplus primarily from greater salary savings than lower fee revenue.Estimated overall surplus of 13K from Park Land budget will be transferred to CRFand 20K from Pool budget will be transferred to ERF.

1.459 - Salt Spring Island - Pool & Park Land	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Pool	920,539	696,960	800,771	-	-	800,771	1,007,761	1,028,422	1,049,543	1,071,090
Park Land	647,477	632,498	686,787	(6,005)	-	680,782	692,730	705,099	719,166	734,021
TOTAL OPERATING COSTS	**1,568,016**	**1,329,458**	**1,487,558**	**(6,005)**	**-**	**1,481,553**	**1,700,491**	**1,733,521**	**1,768,709**	**1,805,111**
*Percentage Increase						-5.5%	14.8%	1.9%	2.0%	2.1%
CAPITAL / RESERVES										
Transfer to Pool CRF	40,000	40,000	65,000	-	-	65,000	50,000	50,000	51,100	52,120
Transfer to Pool ERF	25,000	45,000	35,000	-	-	35,000	51,660	52,690	53,740	54,810
Transfer to Park, Land & Recreation CRF	129,140	142,399	126,000	-	-	126,000	130,185	134,314	137,780	140,186
Transfer to Park, Land & Recreation ERF	15,000	15,000	15,000	-	-	15,000	15,330	15,660	16,342	16,670
TOTAL CAPITAL / RESERVES	**209,140**	**242,399**	**241,000**	**-**	**-**	**241,000**	**247,175**	**252,664**	**258,962**	**263,786**
DEBT CHARGES	172,164	172,164	28,026	-	-	28,026	1,050	133,050	458,814	458,814
TOTAL COSTS	**1,949,320**	**1,744,021**	**1,756,584**	**(6,005)**	**-**	**1,750,579**	**1,948,716**	**2,119,235**	**2,486,485**	**2,527,711**
Internal Recoveries	(112,958)	(92,498)	(96,138)	-	-	(96,138)	(98,254)	(98,559)	(98,870)	(99,163)
OPERATING LESS RECOVERIES	**1,836,362**	**1,651,523**	**1,660,446**	**(6,005)**	**-**	**1,654,441**	**1,850,462**	**2,020,676**	**2,387,615**	**2,428,548**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	-	-	-	-	-	-	-	-	-	-
Pool Fees	(285,535)	(99,600)	(149,045)	-	-	(149,045)	(283,065)	(288,740)	(294,530)	(300,410)
Payments in Lieu	(3,169)	(3,169)	(2,050)	-	-	(2,050)	(2,090)	(2,110)	(2,130)	(2,150)
Revenue - Other	(6,500)	(7,596)	(3,300)	-	-	(3,300)	(6,000)	(6,940)	(7,090)	(7,230)
TOTAL REVENUE	(295,204)	(110,365)	(154,395)	-	-	(154,395)	(291,155)	(297,790)	(303,750)	(309,790)
REQUISITION	**(1,541,158)**	**(1,541,158)**	**(1,506,051)**	**6,005**	**-**	**(1,500,046)**	**(1,559,307)**	**(1,722,886)**	**(2,083,865)**	**(2,118,758)**
*Percentage increase over prior year requisition						-2.7%	4.0%	10.5%	21.0%	1.7%
AUTHORIZED POSITIONS:										
Salaried	6.1	6.1	6.1	-	-	6.1	6.1	6.1	6.1	6.1
User Funding %	14.6%					8.5%	14.5%	13.6%	11.8%	11.9%

1.459 - Salt Spring Island Recreation - Swimming Pool	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	624,965	374,563	452,264	-	-	452,264	643,271	656,655	670,314	684,262
Contract for Services	4,000	2,500	4,070	-	-	4,070	4,150	4,230	4,310	4,400
Utilities	124,900	129,160	128,060	-	-	128,060	131,230	133,860	136,540	139,270
Supplies - Chemicals	55,000	49,500	50,940	-	-	50,940	55,000	56,100	57,220	58,360
Programs and Other Operating	61,120	40,183	59,701	-	-	59,701	64,320	65,600	66,940	68,300
Maintenance & Insurance	30,500	46,000	46,000	-	-	46,000	46,920	47,850	48,810	49,780
Internal Allocations	15,054	15,054	18,936	-	-	18,936	21,254	21,679	22,112	22,555
Parks Maintenance Labour	5,000	40,000	40,800	-	-	40,800	41,616	42,448	43,297	44,163
TOTAL OPERATING COSTS	**920,539**	**696,960**	**800,771**	-	-	**800,771**	**1,007,761**	**1,028,422**	**1,049,543**	**1,071,090**
*Percentage Increase						-13.0%	25.8%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	40,000	40,000	65,000	-	-	65,000	50,000	50,000	51,100	52,120
Transfer to Equipment Replacement Fund	25,000	45,000	35,000	-	-	35,000	51,660	52,690	53,740	54,810
DEBT CHARGES	172,164	172,164	28,026	-	-	28,026	1,050	133,050	458,814	458,814
TOTAL CAPITAL / RESERVES	**237,164**	**257,164**	**128,026**	-	-	**128,026**	**102,710**	**235,740**	**563,654**	**565,744**
TOTAL COSTS	**1,157,703**	**954,124**	**928,797**	-		**928,797**	**1,110,471**	**1,264,162**	**1,613,197**	**1,636,834**
Internal Recoveries	(20,000)	(2,606)	(20,440)	-	-	(20,440)	(20,890)	(21,350)	(21,820)	(22,260)
OPERATING LESS RECOVERIES	**1,137,703**	**951,518**	**908,357**	-	-	**908,357**	**1,089,581**	**1,242,812**	**1,591,377**	**1,614,574**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	-	-	-	-	-	-	-	-	-	-
Revenue - Fees	(277,535)	(96,400)	(141,150)	-	-	(141,150)	(275,000)	(280,500)	(286,110)	(291,830)
Payments in Lieu	(2,640)	(2,640)	(2,050)	-	-	(2,050)	(2,090)	(2,110)	(2,130)	(2,150)
Revenue - Other	(6,500)	(1,450)	(3,300)	-	-	(3,300)	(6,000)	(6,940)	(7,090)	(7,230)
TOTAL REVENUE	(286,675)	(100,490)	(146,500)	-	-	(146,500)	(283,090)	(289,550)	(295,330)	(301,210)
REQUISITION	**(851,028)**	**(851,028)**	**(761,857)**	-	-	**(761,857)**	**(806,491)**	**(953,262)**	**(1,296,047)**	**(1,313,364)**
*Percentage increase over prior year requisition						-10.5%	5.9%	18.2%	36.0%	1.3%
User Funding %	24.0%					15.2%	24.8%	22.2%	17.7%	17.8%
User Funding excluding debt %	28.2%					15.7%	24.8%	24.8%	24.8%	24.8%

1.459 - Salt Spring Island - Park Land	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	250,446	240,719	256,590	-	-	256,590	257,221	262,764	268,425	274,206
Allocation to SSI Admin	128,324	128,324	132,744	-	-	132,744	133,214	135,979	138,802	141,695
Maintenance, Disposal & Security	21,060	18,618	24,200	-	-	24,200	24,390	22,910	23,270	23,730
Utilities	25,730	21,730	27,890	-	-	27,890	28,440	29,010	29,210	29,780
Contract for Services, Rent & Legal	25,355	32,765	25,895	5,145	-	31,040	31,660	32,290	32,930	33,580
Advertising, Promotion & Planning	12,200	9,200	7,250	-	-	7,250	7,390	7,530	7,680	7,830
Internal Allocations	67,882	58,382	75,438	-	-	75,438	82,307	83,952	85,631	87,343
Travel & Training	6,250	4,000	6,360	-	-	6,360	6,490	6,620	6,750	6,880
Licences, Fees & Insurance	12,080	12,608	15,510	-	-	15,510	15,830	16,150	16,470	16,790
Supplies & Other	9,900	20,402	13,620	-	-	13,620	13,880	14,150	14,380	14,660
Parks Maintenance Labour	74,710	84,250	87,750	-	-	87,750	89,504	91,295	93,121	94,982
Bylaw Labour	13,540	1,500	13,540	(11,150)	-	2,390	2,404	2,449	2,497	2,545
TOTAL OPERATING COSTS	**647,477**	**632,498**	**686,787**	**(6,005)**	**-**	**680,782**	**692,730**	**705,099**	**719,166**	**734,021**
*Percentage Increase						5.1%	1.8%	1.8%	2.0%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	15,000	15,000	15,000	-	-	15,000	15,330	15,660	16,342	16,670
Transfer to Reserve Fund - Pool	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund - Parkland	129,140	142,399	126,000	-	-	126,000	130,185	134,314	137,780	140,186
TOTAL CAPITAL / RESERVES	144,140	157,399	141,000	**-**	**-**	**141,000**	145,515	149,974	154,122	156,856
Debt Servicing	-	-	-	-	-		-	-	-	-
TOTAL COSTS	**791,617**	**789,897**	**827,787**	**(6,005)**	**-**	**821,782**	**838,245**	**855,073**	**873,288**	**890,877**
Internal Recoveries	(92,958)	(89,892)	(75,698)	-	-	(75,698)	(77,364)	(77,209)	(77,050)	(76,903)
OPERATING LESS RECOVERIES	**698,659**	**700,005**	**752,089**	**(6,005)**	**-**	**746,084**	**760,881**	**777,864**	**796,238**	**813,974**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	-	-	-	-	-	-	-	-	-	-
Rental Income	(8,000)	(3,200)	(7,895)	-	-	(7,895)	(8,065)	(8,240)	(8,420)	(8,580)
Payments in Lieu	(529)	(529)	-	-	-	-	-	-	-	-
Revenue - Other	-	(6,146)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(8,529)	(9,875)	(7,895)	**-**	**-**	(7,895)	(8,065)	(8,240)	(8,420)	(8,580)
REQUISITION	**(690,130)**	**(690,130)**	**(744,194)**	**6,005**	**-**	**(738,189)**	**(752,816)**	**(769,624)**	**(787,818)**	**(805,394)**
*Percentage increase over prior year requisition						7.0%	2.0%	2.2%	2.4%	2.2%
User Funding %	1.0%					1.0%	1.0%	1.0%	1.0%	1.0%

1.455 / 1.458 / 1.459 Salt Spring Island Recreation - All Service Areas	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Swimming Pool	920,539	696,960	800,771	-	-	800,771	1,007,761	1,028,422	1,049,543	1,071,090
Park Land	647,477	632,498	686,787	(6,005)	-	680,782	692,730	705,099	719,166	734,021
Community Recreation	231,954	90,175	274,338	-	-	274,338	298,844	304,654	310,580	316,362
Community Parks	851,149	774,359	898,437	11,150	-	909,587	928,396	946,254	964,490	983,120
TOTAL OPERATING COSTS	**2,651,119**	**2,193,992**	**2,660,333**	**5,145**	**-**	**2,665,478**	**2,927,731**	**2,984,429**	**3,043,779**	**3,104,593**
*Percentage Increase						0.5%	9.8%	1.9%	2.0%	2.0%
CAPITAL / RESERVE										
Swimming Pool	65,000	85,000	100,000	-	-	100,000	101,660	102,690	104,840	106,930
Park Land	144,140	157,399	141,000	-	-	141,000	145,515	149,974	154,122	156,856
Community Parks	5,000	-	10,090	-	-	10,090	10,290	10,490	10,600	10,810
DEBT CHARGES	172,164	172,164	28,026	-	-	28,026	25,300	209,875	535,639	535,639
TOTAL CAPITAL / RESERVES	386,304	414,563	279,116	**-**	**-**	279,116	282,765	473,029	805,201	810,235
TOTAL COSTS	**3,037,423**	**2,608,555**	**2,939,449**	**5,145**	**-**	**2,944,594**	**3,210,496**	**3,457,458**	**3,848,980**	**3,914,828**
Internal Recoveries	(463,693)	(443,233)	(452,838)	-	-	(452,838)	(462,084)	(469,669)	(477,400)	(485,263)
OPERATING LESS RECOVERIES	**2,573,730**	**2,165,322**	**2,486,611**	**5,145**	**-**	**2,491,756**	**2,748,412**	**2,987,789**	**3,371,580**	**3,429,565**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	10,057	(10,057)	-	-	(10,057)	-	-	-	-
Balance c/fwd from 2019 to 2020	-	-	-	-	-	-	-	-	-	-
Swimming Pool	(286,675)	(100,490)	(146,500)	-	-	(146,500)	(283,090)	(289,550)	(295,330)	(301,210)
Park Land	(8,529)	(9,875)	(7,895)	-	-	(7,895)	(8,065)	(8,240)	(8,420)	(8,580)
Community Recreation	(182,036)	(40,257)	(220,827)	-	-	(220,827)	(228,020)	(232,780)	(237,640)	(242,390)
Community Parks	(125,106)	(43,316)	(145,170)	-	-	(145,170)	(148,070)	(151,030)	(154,040)	(157,130)
TOTAL REVENUE	(602,346)	(193,938)	(520,392)	-	-	(520,392)	(667,245)	(681,600)	(695,430)	(709,310)
REQUISITION	**(1,971,384)**	**(1,971,384)**	**(1,966,219)**	**(5,145)**	**-**	**(1,971,364)**	**(2,081,167)**	**(2,306,189)**	**(2,676,150)**	**(2,720,255)**
*Percentage increase over prior year requisition						0.0%	5.6%	10.8%	16.0%	1.6%
AUTHORIZIED POSITIONS:										
Salaried	10.7	10.7	10.7			10.7	10.7	10.7	10.7	10.7
Hourly	0.7	0.7	0.7			0.7	0.7	0.7	0.7	0.7

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.459 SSI Park Land & Rec Programs	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$336,500	$481,500	$175,000	$8,205,000	$2,445,000	$75,000	$11,381,500
Equipment	$0	$27,500	$62,500	$60,000	$35,000	$30,000	$215,000
Land	$90,000	$910,000	$0	$0	$100,000	$0	$1,010,000
Engineered Structures	$0	$50,000	$400,000	$100,000	$30,000	$0	$580,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$426,500	**$1,469,000**	**$637,500**	**$8,365,000**	**$2,610,000**	**$105,000**	**$13,186,500**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$8,000,000	$0	$0	$8,000,000
Equipment Replacement Fund	$0	$27,500	$62,500	$60,000	$35,000	$30,000	$215,000
Grants (Federal, Provincial)	$176,500	$246,500	$325,000	$150,000	$2,425,000	$25,000	$3,171,500
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$250,000	$1,195,000	$250,000	$155,000	$150,000	$50,000	$1,800,000
	$426,500	**$1,469,000**	**$637,500**	**$8,365,000**	**$2,610,000**	**$105,000**	**$13,186,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.459
Service Name: SSI Park Land & Rec Programs

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-10	New	Sport Field Development	Develop additional sports fields for youth and adults	$550,000	S	Res	$0	$50,000	$100,000	$100,000	$0	$0	$250,000
20-10	New	Sport Field Development	CWF/Grant required to complete sports field development and upgrades.		S	Grant	$0	$0	$300,000	$0	$0	$0	$300,000
19-12	New	Expand or upgrade Trail Network and parking	Upgrade Drake Road to Bishops walk Trail	$80,000	L	Res	$80,000	$80,000	$0	$0	$0	$0	$80,000
19-12	New	Expand or upgrade Trail Network and parking	20k of Community Works Fund need to be allocated to project completion	$20,000	L	Grant	$0	$20,000	$0	$0	$0	$0	$20,000
19-13	New	Purchase Additional Parkland	The purchase of additional parkland (10-15 acres) is required to develop additional sports fields for youth and adults.	$800,000	L	Res	$0	$800,000	$0	$0	$0	$0	$800,000
19-14	Renewal	Portlock Park Upgrades	Community consultation, conceptual designs, detailed designs and construction	$2,510,000	L	Res	$10,000	$10,000	$0	$0	$100,000	$0	$110,000
19-14	Renewal	Portlock Park Upgrades	Grant funding required to upgrade portlock park		B	Grant	$0	$0	$0	$0	$2,400,000	$0	$2,400,000
20-14	New	Park Maintenance Facility	Fesability study, design and construction of a new park maintenance facility.	$535,000	B	Res	$20,000	$35,000	$100,000	$0	$0	$0	$135,000
18-01	Renewal	Repairs to Pool Building	Repairs to doors, windows, pipes, fencing and other building components as the facility reaches its tenth year.	$125,000	B	Res	$0	$20,000	$0	$20,000	$20,000	$20,000	$80,000
18-01	Renewal	Repairs to Pool Building	CWF/Grant required for pool upgrades	$125,000	B	Grant	$0	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
20-01	Study	Pool site master plan	A site master plan is required prior to a facility expansion	$40,000	B	Res	$40,000	$25,000	$0	$0	$0	$0	$25,000
20-02	New	Pool Electrical Equipment Repair and Replacement	A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.	$276,500	B	Res	$100,000	$100,000	$0	$0	$0	$0	$100,000
20-02	New	Pool Electrical Equipment Repair and Replacement	A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.		B	Grant	$176,500	$176,500	$0	$0	$0	$0	$176,500
21-01	New	Recreation Centre Expansion	Facility expansion to include a leisure therapy pool and multipurpose room	$8,275,000	B	Res	$0	$75,000	$50,000	$0	$0	$0	$125,000
21-01	New	Recreation Centre Expansion	Facility expansion to include a leisure therapy pool and multipurpose room (Donation from SPLASH)		B	Grant	$0	$0	$0	$125,000	$0	$0	$125,000
21-01	New	Recreation Centre Expansion	Debt funding required for recreation centre expansion		B	Debt	$0	$0	$0	$8,000,000	$0	$0	$8,000,000
21-02	New	Referendum Facility Expansion	Funding for public referendum for pool expansion	$10,000	B	Res	$0	$0	$0	$10,000	$0	$0	$10,000
20-03	Replacement	Replace Pool Flooring	Replacement of pool lobby flooring and re-grouting of pool tile bottom	$25,000	B	Res	$0	$0	$0	$25,000	$0	$0	$25,000
22-04	New	Upgrade Pool Parking Lot	Upgrade existing gravel lot to capped, paved or permeable surface.	$30,000	S	Res	$0	$0	$0	$0	$30,000	$0	$30,000
19-15	Replacement	Pool equipment replacements	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator	$241,215	E	ERF	$0	$27,500	$22,500	$20,000	$35,000	$30,000	$135,000
21-04	New	Accessible ramp and EV Charger	CWF committed to fund an accessibility ramp and EV charger at the pool.	$25,000	B	Grant	$0	$25,000	$0	$0	$0	$0	$25,000
25-01	Replacement	Replace pool expansion joints	New caulking in pool basin	$10,000	B	Res	$0	$0	$0	$0	$0	$10,000	$10,000
25-02	Replacement	Rainbow Road Dog Park	Upgrade or relocate dog park	$20,000	B	Res	$0	$0	$0	$0	$0	$20,000	$20,000
22-05	Replacement	Pool Changeroom Lockers	Replace lockers in mens and family changerooms	$80,000	E	ERF	$0	$0	$40,000	$40,000	$0	$0	$80,000
			GRAND TOTAL	**$13,777,715**			**$426,500**	**$1,469,000**	**$637,500**	**$8,365,000**	**$2,610,000**	**$105,000**	**$13,186,500**

Service: **1.459** **SSI Park Land & Rec Programs**

Proj. No.	20-10	**Capital Project Title**	Sport Field Development	**Capital Project Description**	Develop additional sports fields for youth and adults
Asset Class	L	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Limited playing field options on Salt Spring Island*				

Proj. No.	19-12	**Capital Project Title**	Expand or upgrade Trail Network and parking	**Capital Project Description**	Upgrade Drake Road to Bishops walk Trail
Asset Class	L	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Upgrades to existing trail required to address drainage issues*				

Proj. No.	19-13	**Capital Project Title**	Purchase Additional Parkland	**Capital Project Description**	The purchase of additional parkland (10-15 acres) is required to develop additional sports fields for youth and adults.
Asset Class	L	**Board Priority Area**	Climate Action & Environmental	**Corporate Priority Area**	Recreation
Project Rationale	*Additional parkland required to build additional sports fields*				

Proj. No.	19-14	**Capital Project Title**	Portlock Park Upgrades	**Capital Project Description**	Community consultation, conceptual designs, detailed designs and construction
Asset Class	L	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Upgrades to existing infrastructure that is at or near its end of life*				

Proj. No.	18-01	**Capital Project Title**	Repairs to Pool Building	**Capital Project Description**	Repairs to doors, windows, pipes, fencing and other building components as the facility reaches its tenth year.
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Capital improvements to pool building*				

Proj. No.	20-01	**Capital Project Title**	Pool site master plan	**Capital Project Description**	A site master plan is required prior to a facility expansion
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Master plan to inform future capital improvements*				

Proj. No.	20-02	**Capital Project Title**	Pool Electrical Equipment Repair and Replacement	**Capital Project Description**	A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.*				

Proj. No.	21-01	**Capital Project Title**	Recreation Centre Expansion	**Capital Project Description**	Facility expansion to include a leisure therapy pool and multipurpose room
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Facility expansion to meet growing community needs*				

Proj. No.	21-02	**Capital Project Title**	Referendum Facility Expansion	**Capital Project Description**	Funding for public referendum for pool expansion
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	20-03	**Capital Project Title**	Replace Pool Flooring	**Capital Project Description**	Replacement of pool lobby flooring and re-grouting of pool tile bottom
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Lobby flooring is reaching end of useful life*				

Proj. No.	22-04	**Capital Project Title**	Upgrade Pool Parking Lot	**Capital Project Description**	Upgrade existing gravel lot to capped, paved or permeable surface.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	19-15	**Capital Project Title**	Pool equipment replacements	**Capital Project Description**	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-04	**Capital Project Title**	Accessible ramp and EV Charger	**Capital Project Description**	community works funds needed to fund an accessibility ramp and EV charger at the pool
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-01	**Capital Project Title**	Replace pool expansion joints	**Capital Project Description**	New caulking in pool basin
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-02	**Capital Project Title**	Rainbow Road Dog Park	**Capital Project Description**	Upgrade or relocate dog park
Asset Class	B	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-05	**Capital Project Title**	Pool Changeroom Lockers	**Capital Project Description**	Replace lockers in mens and family changerooms
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

1.45X SSI Pool, Parks, Recreation and Parkland
Reserves Summary
2021 - 2025 Financial Plan

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated 2020	Budget 2021	2022	2023	2024	2025
1.45X - Equipment Replacement Funds	120,512	138,102	97,882	96,722	127,404	109,594
1.459 - Land Acquisition Reserve Fund	834,104	34,104	34,104	34,104	34,104	34,104
1.459 - Pool Facility Capital Reserve Fund	185,398	30,398	30,398	25,398	26,498	28,618
1.455 - Community Parks Reserve Fund	174,472	89,472	69,572	49,772	30,072	10,582
1.455/458 - Parks & Rec Reserve Funds	357,782	258,782	58,867	77,981	110,461	235,237
1.459 - 2nd Land Reserve Fund	1,361	1,361	1,361	1,361	1,361	1,361
Total projected year end balance	**1,673,629**	**552,219**	**292,184**	**285,338**	**329,900**	**419,496**

ERF Summary

Fund: 1022 Fund Center: 101412/44/45 ERF Group: SSIPARC.ERF	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	103,752	120,512	138,102	97,882	96,722	127,404
Planned Purchase	45,000	55,090	72,280	73,840	75,682	77,190
Transfer from Operating Budget	(28,240)	(37,500)	(112,500)	(75,000)	(45,000)	(95,000)
Interest Income	-	-	-	-	-	-
Ending Balance $	**120,512**	**138,102**	**97,882**	**96,722**	**127,404**	**109,594**

Equipment Replacement Reserve Schedule

Reserve Fund: 1.459 SSI Pool

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Cash Flow

Fund: 1022 **Fund Centre:** 101412	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	19,053	25,813	33,313	22,473	10,163	28,903
Transfer from Ops Budget	25,000	35,000	51,660	52,690	53,740	54,810
Expenditures (Based on Capital Plan)	(18,240)	(27,500)	(62,500)	(65,000)	(35,000)	(30,000)
Interest Income	-	-	-	-	-	-
Ending Balance $	**25,813**	**33,313**	**22,473**	**10,163**	**28,903**	**53,713**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, pool mechanical, machinery and vehicles.

Reserve Schedule

1.459 - Parkland Acquisition

Bylaw 2110

Reserve Cash Flow

Fund:	1035	Estimated	Budget				
Fund Centre:	101379	2020	2021	2022	2023	2024	2025
Beginning Balance		829,789	834,104	34,104	34,104	34,104	34,104
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures (Based on Capital Plan)		-	(800,000)	-	-	-	-
Interest Income*		4,315					
Ending Balance $		834,104	34,104	34,104	34,104	34,104	34,104

Assumptions/Background:

Fund balance to provide for the purchase of land for the purpose of community parks, trails or beach accesses.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.459 - Salt Spring Island Pool

Bylaw 3686

Reserve Cash Flow

Fund:	1078	Estimated	Budget				
Fund Centre:	102045	2020	2021	2022	2023	2024	2025
Beginning Balance		294,023	185,398	30,398	30,398	25,398	26,498
Transfer from Ops Budget		40,000	65,000	50,000	50,000	51,100	52,120
Expenditures (Based on Capital Plan)		(150,000)	(220,000)	(50,000)	(55,000)	(50,000)	(50,000)
Interest Income*		1,375					
Ending Balance $		**185,398**	**30,398**	**30,398**	**25,398**	**26,498**	**28,618**

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, pool mechanical, machinery or equipment and extension or renewal of existing capital works.

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.459 - Park Land

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 101603	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	112,852	176,528	111,528	25,373	42,007	61,727
Transfer from Ops Budget	62,820	110,000	113,845	116,634	119,720	121,756
Expenditures (Based on Capital Plan)	-	(175,000)	(200,000)	(100,000)	(100,000)	-
Interest Income*	856					
Ending Balance $	**176,528**	**111,528**	**25,373**	**42,007**	**61,727**	**183,483**

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Capital Reserve Fund - Bylaw 3286

Fund 1071 was created as a CRF for the 2nd SSI Parks service established by Bylaw 2809 for the purpose of buying real estate, servicing debt and contributing to a CRF. That Bylaw expired on Dec 31, 2010.

Reserve Cash Flow

Fund: 1071 Fund Centre: 101898	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	1,354	1,361	1,361	1,361	1,361	1,361
Transfer from Ops Budget	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	-	-	-	-	-	-
Interest Income	7					
Ending Balance $	**1,361**	**1,361**	**1,361**	**1,361**	**1,361**	**1,361**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Storm Water Quality Management (SSI)

EAC Review

Service: 1.535 SSI Stormwater Quality Management **Committee: Electoral Area**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2454 (adopted February, 1997 for the EA of Salt Spring Island) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Salt Spring Island Electoral Area to coordinate and provide information for management of stormwater quality and watershed protection.

PARTICIPATION:

The Electoral Area of the Salt Spring Island.

MAXIMUM LEVY:

$27,500

FUNDING:

Requisition

1.535 - Storm Water Quality Management (SSI)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services & Consulting	5,000	12,000	16,500	-	-	16,500	16,830	17,160	17,510	17,860
Allocations	17,171	5,630	10,390	-	-	10,390	10,050	9,710	9,350	8,990
Other Operating Expenses	690	190	640	-	-	640	650	660	670	680
TOTAL OPERATING COSTS	**22,861**	**17,820**	**27,530**	**-**	**-**	**27,530**	**27,530**	**27,530**	**27,530**	**27,530**
*Percentage Increase over prior year						20.4%	0.0%	0.0%	0.0%	0.0%
Transfer from Operating Reserve Fund	(331)	-	-	-	-	-	-	-	-	-
NET OPERATING COSTS	**22,530**	**17,820**	**27,530**	**-**	**-**	**27,530**	**27,530**	**27,530**	**27,530**	**27,530**
*Percentage Increase over prior year						22.2%	0.0%	0.0%	0.0%	0.0%
CAPITAL/RESERVE										
Transfer to Operating Reserve Fund	-	4,710	-	-	-	-	-	-	-	-
TOTAL COSTS	**22,530**	**22,530**	**27,530**	**-**	**-**	**27,530**	**27,530**	**27,530**	**27,530**	**27,530**
*Percentage Increase over prior year						22.2%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(18)	(18)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Revenue	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	**(28)**	**(28)**	**(30)**	**-**	**-**	**(30)**	**(30)**	**(30)**	**(30)**	**(30)**
REQUISITION	**(22,502)**	**(22,502)**	**(27,500)**	**-**	**-**	**(27,500)**	**(27,500)**	**(27,500)**	**(27,500)**	**(27,500)**
*Percentage increase over prior year Requisition						22.2%	0.0%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SSI) - Operating Reserve Fund

Reserve is being applied to supporting Salt Spring Island Watershed Protection Authority for studies related to drinking water lakes impacted by stormwater runoff.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105529	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	47,729	48,118	48,118	48,118	48,118	48,118
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	(331)	-	-	-	-	-
Interest Income*	720	-	-	-	-	-
Ending Balance $	**48,118**	**48,118**	**48,118**	**48,118**	**48,118**	**48,118**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Emergency Comm - CREST (SSI)

EAC Review

Service: 1.925 **SSI Emergency Comm. - CREST** **Committee: Governance & Finance**

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.925 - Emergency Comm - CREST (SSI)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payments to CREST	86,785	86,785	88,260	-	-	88,260	90,030	91,830	93,670	95,540
Allocations	1,771	1,771	1,811	-	-	1,811	1,819	1,855	1,892	1,930
Other Operating Expenses	600	600	600	-	-	600	600	600	600	600
TOTAL COSTS	**89,156**	**89,156**	**90,671**	**-**	**-**	**90,671**	**92,449**	**94,285**	**96,162**	**98,070**
*Percentage Increase over prior year						1.7%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(463)	(463)	-	-	-	-	-	-	-	-
Interest Income	(70)	(70)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Grants in Lieu of Taxes	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(583)**	**(583)**	**(120)**	**-**	**-**	**(120)**	**(120)**	**(120)**	**(120)**	**(120)**
REQUISITION	**(88,573)**	**(88,573)**	**(90,551)**	**-**	**-**	**(90,551)**	**(92,329)**	**(94,165)**	**(96,042)**	**(97,950)**
*Percentage increase over prior year Requisition						2.2%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Highland Water System (SSI)

EAC Review

Service: 2.620 Highland Water (SSI) **Committee: Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Highland Water System Specified Area. Bylaw No. 847 (March 25, 1981). Local Service Establishment Bylaw No. 1937 (October 9, 1991).

PARTICIPATION:

Local Service Area #13, H(764)

MAXIMUM LEVY:

Greater of $120,000 or $5.50 / $1,000 of actual assessed value of land and improvements. To maximum of $749,821.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3580 (April 3, 2009)	$559,000 *
Borrowed:	SI Bylaw 3634 (2009, 4.13%)	($250,000)
	SI Bylaw 3817 (2012, 3.4%)	($150,680)
Remaining:		$158,320

COMMITTEE:

Highland Water Committee established by Resolution No. 675.

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

Parcel Tax: - Annual, only on properties capable of being connected to the system.

RESERVE FUND:

Highland Water System Capital Reserve Fund, Bylaw No. 1501 (Dec. 17, 1986)

2.620 - Highland Water System (SSI)	2020		BUDGET REQUEST				FUTURE PROJECTIONS			
				2021						
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Allocations	876	876	394	-	-	394	201	205	209	213
TOTAL OPERATING COSTS	**876**	**876**	**394**	**-**	**-**	**394**	**201**	**205**	**209**	**213**
*Percentage Increase over prior year						-55.0%	-49.0%	2.0%	2.0%	1.9%
DEBT										
MFA Debt Principal	20,010	20,010	20,010	-	-	20,010	20,010	20,010	20,010	7,525
MFA Debt Interest	10,858	10,858	10,868	-	-	10,868	10,868	10,868	10,868	5,243
TOTAL DEBT	**30,868**	**30,868**	**30,878**	**-**	**-**	**30,878**	**30,878**	**30,878**	**30,878**	**12,768**
TOTAL COSTS	**31,744**	**31,744**	**31,272**	**-**	**-**	**31,272**	**31,079**	**31,083**	**31,087**	**12,981**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,120)	(1,120)	-	-	-	-	-	-	-	-
Other Income	(110)	(110)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	**(1,230)**	**(1,230)**	**(120)**	**-**	**-**	**(120)**	**(120)**	**(120)**	**(120)**	**(120)**
REQUISITION - PARCEL TAX	**(30,514)**	**(30,514)**	**(31,152)**	**-**	**-**	**(31,152)**	**(30,959)**	**(30,963)**	**(30,967)**	**(12,861)**
*Percentage increase over prior year Requisition						2.1%	-0.6%	0.0%	0.0%	-58.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.620 Highland Water (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$79,365	$0	$0	$0	$0	$79,365
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$79,365**	**$0**	**$0**	**$0**	**$0**	**$79,365**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$79,365	$0	$0	$0	$0	$79,365
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$79,365**	**$0**	**$0**	**$0**	**$0**	**$79,365**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.620
Service Name: Highland Water (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Infrastructure upgrades	$173,623	S	Cap	$0	$0	$0	$0	$0	$0	$0
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Middle Reservoir repairs	$0	S	Cap	$0	$50,000	$0	$0	$0	$0	$50,000
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Upper Reservoir assessment and remedial work	$0	S	Cap	$0	$0	$0	$0	$0	$0	$0
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Demolition of abandoned Highlands Treatment plant	$0	S	Cap	$0	$29,365	$0	$0	$0	$0	$29,365
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Repair failed standpipes	$0	S	Cap	$0	$0	$0	$0	$0	$0	$0
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Repair failing water service repairs	$0	S	Cap	$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$173,623**			**$0**	**$79,365**	**$0**	**$0**	**$0**	**$0**	**$79,365**

Service: **2.620** **Highland Water (SSI)**

Proj. No.	16-01	**Capital Project Title**	Infrastructure Upgrades (Valve Distribution)	**Capital Project Description**	Infrastructure upgrades
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *These funds are reserved for Highland only upgrades as it was collected from Highland customers prior to the merging of the Highland and Fernwood systems. The agreed to projects are as follows: 1) Replacement of failed piping at Middle reservoir, 2) Demolision of old intake pump station; 3) Replacement of failed standpipes; 4) Replacement of failing services from the main to the property line in strategic locations; and 5) the Upper Reservoir assessment and repairs requires the reprioritizing of the Middle Reservoir project as reported in the 2018 Annual General Meeting.*

Proj. No.	16-01	**Capital Project Title**	Infrastructure Upgrades (Valve Distribution)	**Capital Project Description**	Infrastructure upgrades
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0

Project Rationale *Currently the Upper Reservoir is leaking profoundly which sigificantly affects the storage capacity of the service as well as wastes precious portable water resources. The reservoir was built in 1980s and has reached the end of its life. The project scope includes demolition of existing reservoir, construction of a new steel bolted reservoir and engineering supervior/project management.*

CAPITAL REGIONAL DISTRICT

2021 Budget

Highland/Fernwood Water (SSI)

EAC Review

Service: 2.621 Highland & Fernwood Water (SSI) **Committee: Electoral Area**

DEFINITION:

To construct water works for the provision, supply, treatment, conveyance, storage and distribution of water for the Salt Spring Island Highland and Fernwood Water Service, Bylaw No. 3753 (April 13, 2011).

PARTICIPATION:

Local Service Area #63, 3(764)

MAXIMUM LEVY:

Greater of $350,000 or $2.572 / $1,000 of actual assessed value of land and improvements. To a maximum of $492,501.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3754 (April 13, 2011)	$500,000	
Borrowed:	SI Bylaw 3800 (Aug 10, 2011)	($500,000)	3.25%
Remaining:		$0	

COMMITTEE:

Highland Water Committee established by Resolution No. 675 and Fernwood Local Service Committee established by Bylaw No. 1774.
Highland Fernwood Water Services Commission Established by Bylaw 3911, March 2015

FUNDING:

Parcel Tax: Annual, levied only on all properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4311, June 2019)

- First 38 cubic metres or portion - $0.64 / cubic metre
- Next 68 cubic metres or portion - $2.00 / cubic metre
- Greater than 106 cubic metres - $5.13 / cubic metre

Water Connection Charge: Actual cost for the connection.

RESERVE FUND:

Established by Bylaw #3907 (April 16, 2014)

2.621 - Highland/Fernwood Water (SSI)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Sludge Hauling Contract	9,000	8,100	9,150	-	-	9,150	9,330	9,520	9,710	9,900
Waste Sludge Disposal	9,000	12,970	12,500	-	-	12,500	12,750	13,010	13,270	13,540
Repairs & Maintenance	28,720	31,570	23,880	-	-	23,880	29,060	30,240	10,850	11,070
Allocations	23,987	23,987	20,944	-	-	20,944	20,472	20,857	21,249	21,647
Water Testing	13,240	14,200	13,470	-	-	13,470	13,740	14,010	14,290	14,580
Electricity	20,050	20,500	20,390	-	-	20,390	20,800	21,220	21,640	22,070
Supplies	22,340	23,380	22,720	-	-	22,720	23,170	23,630	24,100	24,580
Labour Charges	166,617	245,000	172,553	-	-	172,553	176,195	179,723	183,322	186,992
Other Operating Expenses	18,310	25,640	22,440	-	-	22,440	35,270	18,220	18,570	18,920
TOTAL OPERATING COSTS	**311,264**	**405,347**	**318,047**	**-**	**-**	**318,047**	**340,787**	**330,430**	**317,001**	**323,299**
*Percentage Increase over prior year						2.2%	7.1%	-3.0%	-4.1%	2.0%
Transfer from Operating Reserve Fund	(20,000)	(20,000)	(15,000)	-	-	(15,000)	(20,000)	(20,000)	-	-
NET OPERATING COSTS	**291,264**	**385,347**	**303,047**	**-**	**-**	**303,047**	**320,787**	**310,430**	**317,001**	**323,299**
Percentage Increase over prior year										
DEBT / RESERVES										
Transfer to Operating Reserve Fund	19,380	19,380	19,710	-	-	19,710	20,100	20,500	20,910	21,330
Transfer to Capital Reserve Fund	47,210	47,210	48,250	-	-	48,250	49,310	50,390	51,500	52,530
MFA Debt Principal	24,971	24,971	24,971	-	-	24,971	53,305	96,196	96,196	96,196
MFA Debt Interest	17,811	17,812	18,445	-	-	18,445	36,380	70,310	70,310	70,310
TOTAL DEBT / RESERVES	**109,372**	**109,372**	**111,376**	**-**	**-**	**111,376**	**159,095**	**237,396**	**238,916**	**240,366**
TOTAL COSTS	**400,636**	**494,719**	**414,423**	**-**	**-**	**414,423**	**479,882**	**547,826**	**555,917**	**563,665**
FUNDING SOURCES (REVENUE)										
Balance Carry Forward from 2020 to 2021	-	(102,480)	102,480	-	-	102,480	-	-	-	-
Sales - Water	(60,000)	(47,000)	(61,020)	-	-	(61,020)	(62,240)	(63,480)	(64,750)	(66,050)
User Charges	(283,084)	(283,084)	(380,133)	-	-	(380,133)	(336,882)	(398,576)	(400,387)	(401,825)
Other Revenue	(730)	(5,333)	(750)	-	-	(750)	(760)	(770)	(780)	(790)
TOTAL REVENUE	**(343,814)**	**(437,897)**	**(339,423)**	**-**	**-**	**(339,423)**	**(399,882)**	**(462,826)**	**(465,917)**	**(468,665)**
REQUISITION - PARCEL TAX	**(56,822)**	**(56,822)**	**(75,000)**	**-**	**-**	**(75,000)**	**(80,000)**	**(85,000)**	**(90,000)**	**(95,000)**
*Percentage increase over prior year										
Sales						1.7%	2.0%	2.0%	2.0%	2.0%
User Fee						34.3%	-11.4%	18.3%	0.5%	0.4%
Requisition						32.0%	6.7%	6.3%	5.9%	5.6%
Combined						**29.1%**	**-7.2%**	**14.2%**	**1.5%**	**1.4%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 2.621 Highland & Fernwood Water (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$50,000	$74,000	$280,000	$20,000	$25,000	$40,000	$439,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$20,000	$620,000	$1,500,000	$0	$0	$0	$2,120,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$70,000	**$694,000**	**$1,780,000**	**$20,000**	**$25,000**	**$40,000**	**$2,559,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$50,000	$50,000	$0	$0	$0	$0	$50,000
Debenture Debt (New Debt Only)	$0	$490,000	$1,740,000	$0	$0	$0	$2,230,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$85,000	$0	$0	$0	$0	$85,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$20,000	$69,000	$40,000	$20,000	$25,000	$40,000	$194,000
	$70,000	**$694,000**	**$1,780,000**	**$20,000**	**$25,000**	**$40,000**	**$2,559,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.621
Service Name: Highland & Fernwood Water (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Replace intake	Construct new intake and screen	$100,000	S	Debt	$0	$100,000	$0	$0	$0	$0	$100,000
19-02	New	DAF Float Waste Pump Design and Const	Design and construct waste pump	$80,000	E	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the intake,back up power and upper reservoir projects	$20,000	S	Res	$20,000	$20,000	$0	$0	$0	$0	$20,000
21-01	New	Public Engagement for Future Projects	public engagement for the intake and upper reservoir projects	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-02	New	Power generation equipment	Back-Up Power Detailed Design	$24,000	E	Res	$0	$24,000	$0	$0	$0	$0	$24,000
22-01	New	Power generation equipment	Back-Up Power Construction	$240,000	E	Debt	$0	$0	$240,000	$0	$0	$0	$240,000
21-03	Replacement	Highland Upper Reservoir Replacement	Replace existing leaky upper reservoir	$390,000	S	Debt	$0	$390,000	$0	$0	$0	$0	$390,000
21-04	New	Water main replacement stategy and detailed design	Conduct watermain replacement assessment and develop a phased replacement strategy and design drawings and specs	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-04	New	Water main replacement stategy and detailed design	Conduct watermain replacement assessment and develop a phased replacement strategy and design drawings and specs	$85,000	S	Grant	$0	$85,000	$0	$0	$0	$0	$85,000
23-01	New	Initial phase of Water main replacement	Detailed design and construction of replacement/renewal of failing water main for high priority areas	$1,500,000	S	Debt	$0	$0	$1,500,000	$0	$0	$0	$1,500,000
22-03	New	Safety Improvements for the WTF	Design and installation of eyewash, safe access platform, roof access hatch	$40,000	E	Res	$0	$0	$40,000	$0	$0	$0	$40,000
24-01	New	Fernwood PS Haz Assess and Demolition	Assessment of hazard and demolition	$20,000	E	Res	$0	$0	$0	$20,000	$0	$0	$20,000
24-02	New	Strainer installation for PRV	Install strainer for North End and Maliview PRV	$25,000	E	Res	$0	$0	$0	$0	$25,000	$0	$25,000
25-01	New	Fence installation around storage reservoirs	Install fencing around all reservoirs and WTP	$40,000	E	Res	$0	$0	$0	$0	$0	$40,000	$40,000
			GRAND TOTAL	**$2,589,000**			**$70,000**	**$694,000**	**$1,780,000**	**$20,000**	**$25,000**	**$40,000**	**$2,559,000**

Service: 2.621 **Highland & Fernwood Water (SSI)**

Proj. No.	19-01	**Capital Project Title**	Replace intake	**Capital Project Description**	Construct new intake and screen
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Tender and construct intake*				

Proj. No.	19-02	**Capital Project Title**	DAF Float Waste Pump Design and Const	**Capital Project Description**	Design and construct waste pump
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*To design and install a system to pump DAF Float Waste, to replace the existing failing pumps.*				

Proj. No.	19-05	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds to carry out the intake,back up power and upper reservoir projects
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-01	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	public engagement for the intake and upper reservoir projects
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-02	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back-Up Power Detailed Design
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-03	**Capital Project Title**	Highland Upper Reservoir Replacement	**Capital Project Description**	Replace existing leaky upper reservoir
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-04	**Capital Project Title**	Water main replacement stategy and detailed design	**Capital Project Description**	Conduct watermain replacement assessment and develop a phased replacement strategy and design drawings and specs
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back-Up Power Construction
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-03	**Capital Project Title**	Safety Improvements for the WTF	**Capital Project Description**	Design and installation of eyewash, safe access platform, roof access hatch
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	24-01	**Capital Project Title**	Fernwood PS Haz Assess and Demolition	**Capital Project Description**	Assessment of hazard and demolition
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	24-02	**Capital Project Title**	Strainer installation for PRV	**Capital Project Description**	Install strainer for North End and Maliview PRV
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-01	**Capital Project Title**	Fence installation around storage reservoirs	**Capital Project Description**	Install fencing around all reservoirs and WTP
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Highland/Fernwood Water (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	25,260	4,510	13,820	44,210	70,710	83,240
Operating Reserve Fund	17,055	21,765	21,865	22,365	43,275	64,605
Total	**42,314**	**26,274**	**35,684**	**66,574**	**113,984**	**147,844**

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Capital Reserve Fund - Bylaw 3991

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1088	Estimated	Budget				
Fund Centre:	102156	2020	2021	2022	2023	2024	2025
Beginning Balance		55,892	25,260	4,510	13,820	44,210	70,710
Transfer from Ops Budget		47,210	48,250	49,310	50,390	51,500	52,530
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(80,000)	(69,000)	(40,000)	(20,000)	(25,000)	(40,000)
Interest Income*		2,158	-	-	-	-	-
Ending Balance $		**25,260**	**4,510**	**13,820**	**44,210**	**70,710**	**83,240**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of $30,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105205	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	17,345	17,055	21,765	21,865	22,365	43,275
Transfer from Ops Budget	19,380	19,710	20,100	20,500	20,910	21,330
Transfer to Ops Budget	-	-	-	-	-	-
Expenditures	(20,000)	(15,000)	(20,000)	(20,000)	-	-
Planned Maintenance Activity	Reservior cleanining and inspection (Ph2) and Arc Flash Study	Hydrant maintenance	Fiter media replacement	Reservoir cleaning and inspection		
Interest Income	330	-	-	-	-	-
Ending Balance $	**17,055**	**21,765**	**21,865**	**22,365**	**43,275**	**64,605**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Cedars of Tuam Water (SSI)

EAC Review

Service: 2.622 Cedars of Tuam Water (SSI) **Committee: Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedars of Tuam Water System Service Area. Bylaw No. 3021 (October 9, 2002).

PARTICIPATION:

Local Service Area #45, T(764).

MAXIMUM LEVY:

Greater of $25,425 or $6.75 / $1,000 on actual assessed value of land and improvements. To a maximum of $72,162.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3024 (October 10, 2002)		24,000	
BORROWED:	SI Bylaw No. 3050 (March 12, 2003)	5.5%	(24,000)	(Rate reduced to 2.1% June 2013)
REMAINING:			$0	

COMMITTEE:

Cedars of Tuam Water Service Committee established by bylaw No 3055 (March 12, 2003).

FUNDING:

User Charge

- Annual Fixed Fee per per single family dwelling unit or equivalent plus consumption charge
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4311 June 2019)
  - First 38 cubic metres or portion - $0.90 / cubic metre
  - Greater than 38 cubic metres - $7.70 / cubic metre

Water Connection Charge

- Actual cost for the connection. See rates and regulations Bylaw No 4311 (June 2019).

RESERVE FUND:

Fund 1057, established by Bylaw #3136 (June 14, 2004); amended by Bylaw 3948 (April 16, 2014).

2.622 - Cedars of Tuam Water (SSI)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Repairs & Maintenance	13,060	12,500	2,060	-	-	2,060	560	560	560	10,560
Allocations	2,582	2,582	3,314	-	-	3,314	3,154	3,212	3,273	3,334
Water Testing	2,030	1,800	2,060	-	-	2,060	2,100	2,140	2,180	2,220
Electricity	630	670	640	-	-	640	650	660	670	680
Supplies	710	490	720	-	-	720	730	740	750	760
Labour Charges	19,613	23,000	20,369	-	-	20,369	20,802	21,219	21,644	22,078
Other Operating Expenses	1,380	1,290	1,400	-	-	1,400	1,410	1,420	1,430	1,440
TOTAL OPERATING COSTS	**40,005**	**42,332**	**30,563**	**-**	**-**	**30,563**	**29,406**	**29,951**	**30,507**	**41,072**
*Percentage Increase over prior year						-23.6%	-3.8%	1.9%	1.9%	34.6%
Transfer from Operating Reserve Fund	(12,500)	(12,500)	(1,500)	-	-	(1,500)	-	-	-	(10,000)
NET OPERATING COSTS	**27,505**	**29,832**	**29,063**	**-**	**-**	**29,063**	**29,406**	**29,951**	**30,507**	**31,072**
DEBT / RESERVES										
Transfer to Capital Reserve Fund	3,000	1,372	5,000	-	-	5,000	6,000	6,000	6,000	6,000
Transfer to Operating Reserve Fund	2,750	2,750	2,800	-	-	2,800	2,860	2,920	2,980	3,040
MFA Debt Principal	-	-	-	-	-	-	-	867	19,756	19,756
MFA Debt Interest	1,058	1,058	-	-	-	-	221	10,268	16,015	16,015
TOTAL DEBT / RESERVES	**6,808**	**5,180**	**7,800**	**-**	**-**	**7,800**	**9,081**	**20,055**	**44,751**	**44,811**
TOTAL COSTS	**34,313**	**35,012**	**36,863**	**-**	**-**	**36,863**	**38,487**	**50,006**	**75,258**	**75,883**
FUNDING SOURCES (REVENUE)										
Sales - Water	(1,100)	(1,800)	(1,120)	-	-	(1,120)	(1,140)	(1,160)	(1,180)	(1,200)
User Charges	(33,163)	(33,162)	(35,693)	-	-	(35,693)	(37,297)	(48,796)	(74,028)	(74,633)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(34,313)**	**(35,012)**	**(36,863)**	**-**	**-**	**(36,863)**	**(38,487)**	**(50,006)**	**(75,258)**	**(75,883)**
REQUISITION - PARCEL TAX	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year										
Sales						1.8%	1.8%	1.8%	1.7%	1.7%
User Charge						7.6%	4.5%	30.8%	51.7%	0.8%
Requisition						0.0%	0.0%	0.0%	0.0%	0.0%
Combined						**7.4%**	**4.4%**	**29.9%**	**50.5%**	**0.8%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.622 Cedars of Tuam Water (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$36,000	$35,000	$600,000	$0	$0	$671,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$77,000	$5,000	$0	$0	$82,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$36,000**	**$112,000**	**$605,000**	**$0**	**$0**	**$753,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$15,000	$605,000	$0	$0	$620,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$30,000	$79,000	$0	$0	$0	$109,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$6,000	$18,000	$0	$0	$0	$24,000
		$0	**$36,000**	**$112,000**	**$605,000**	**$0**	**$0**	**$753,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.622

Service Name: Cedars of Tuam Water (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Decommission	Abandon unused wells	Decommission wells	$5,000	S	Debt	$0	$0	$0	$5,000	$0	$0	$5,000
21-05	New	Cholorinator, level transducer and flow meter replacement	replace chlorinator and chlorine analyzer, install well level transducer and replace raw water flow meter	$30,000	E	Grant	$0	$30,000	$0	$0	$0	$0	$30,000
21-05	New	Cholorinator, level transducer and flow meter replacement	replace chlorinator and chlorine analyzer, install well level transducer and replace raw water flow meter	$6,000	E	Res	$0	$6,000	$0	$0	$0	$0	$6,000
21-01	Renewal	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.	$5,000	E	Res	$0	$0	$5,000	$0	$0	$0	$5,000
21-02	Renewal	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the new well design and construction	$5,000	E	Res	$0	$0	$5,000	$0	$0	$0	$5,000
21-03	Study	New well detailed designs	Detailed designs, IHA application, construction documents	$70,000	S	Grant	$0	$0	$70,000	$0	$0	$0	$70,000
21-03	Study	New well detailed designs	Detailed designs, IHA application, construction documents	$7,000	S	Res	$0	$0	$7,000	$0	$0	$0	$7,000
21-04	New	Construct new well and dist system	Construction of new infrastructure for future needs	$600,000	E	Debt	$0	$0	$0	$600,000	$0	$0	$600,000
22-01	Study	Power generation equipment	Back up power detailed designs	$5,000	E	Debt	$0	$0	$5,000	$0	$0	$0	$5,000
22-02	New	Power generation equipment	Back up power construction	$10,000	E	Debt	$0	$0	$10,000	$0	$0	$0	$10,000
22-03	New	Vortex sand seperator replacement	Investigate current issues and install a suitable sand seperator - gas tax funded	$10,000	E	Grant	$0	$0	$9,000	$0	$0	$0	$9,000
22-03	New	Vortex sand seperator replacement	Investigate current issues and install a suitable sand seperator	$10,000	E	Res	$0	$0	$1,000	$0	$0	$0	$1,000
			GRAND TOTAL	**$763,000**			**$0**	**$36,000**	**$112,000**	**$605,000**	**$0**	**$0**	**$753,000**

Service: 2.622 **Cedars of Tuam Water (SSI)**

Proj. No.	18-01	**Capital Project Title**	Abandon unused wells	**Capital Project Description**	Decommission wells
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Abandon unused wells*				

Proj. No.	21-01	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Designs for power generation equipment for emergecy back up power*				

Proj. No.	21-02	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds to carry out the new well design and construction
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-03	**Capital Project Title**	New well detailed designs	**Capital Project Description**	Detailed designs, IHA application, construction documents
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-04	**Capital Project Title**	Construct new well and dist system	**Capital Project Description**	Construction of new infrastructure for future needs
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-05	**Capital Project Title**	Cholorinator, level transducer and flow meter replacement	**Capital Project Description**	replace chlorinator and chlorine analyzer, install well level transducer and replace raw water flow meter
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power detailed designs
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-02	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power construction
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Construct and install power generation equipment for emergency back up power.*				

Cedars of Tuam Water (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	1,397	2,697	5,557	8,477	11,457	4,497
Capital Reserve Fund	14,727	13,727	1,727	7,727	13,727	19,727
Total	**16,124**	**16,424**	**7,284**	**16,204**	**25,184**	**24,224**

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Operating Reserve Fund

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant teardowns and ground water well maintenance. Optimum minimum balance of $2,500 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105532**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		10,977	1,397	2,697	5,557	8,477	11,457
Transfer from Op Budget		2,750	2,800	2,860	2,920	2,980	3,040
Expenditures		(12,500)	(1,500)	-	-	-	(10,000)
Planned Maintenance Activity		Reservoir cleaning and inspection/ Well inspection	Hydrant/Standpipe maintenance/ System Flush				Reservoir cleaning and inspection
Interest Income*		170	-	-	-	-	-
Ending Balance $		**1,397**	**2,697**	**5,557**	**8,477**	**11,457**	**4,497**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Capital Reserve Fund - Bylaw 3948

Monies in the reserve fund will be used to provide for capital works, including the planning, study, design, construction of water facilities, conveyance, treatment, storage, distribution of water, land purchases, machinery or equipment necessary for the extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: 1057 / Fund Centre: 101843	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	13,155	14,727	13,727	1,727	7,727	13,727
Transfer from Ops Budget	1,372	5,000	6,000	6,000	6,000	6,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	-	(6,000)	(18,000)	-	-	-
Interest Income*	200	-	-	-	-	-
Ending Balance $	**14,727**	**13,727**	**1,727**	**7,727**	**13,727**	**19,727**

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Beddis Water

EAC Review

Service: 2.624 Beddis Water (SSI) **Committee: Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Beddis Water System Service Area. Bylaw No. 3188 (November 24, 2004).

PARTICIPATION:

Order in Council No 176, February 24, 2005.

MAXIMUM LEVY:

Greater of $133,000 or $2.71 / $1,000 on actual assessed value of land and improvements. To a maximum of $286,057.

MAXIMUM CAPITAL DEBT:

Beddis Waterworks 1994 previous debt paid out 2011		$95,909		
AUTHORIZED:	LA Bylaw No. 3193 (November 24, 2004)		$325,500	
BORROWED:	SI Bylaw No. 3291		($325,500)	1.80%
Remaining:			$0	
AUTHORIZED:	LA Bylaw No. 3825 (July 11, 2012)		$400,000	
BORROWED:	SI Bylaw No. 3882 (Jan 9, 2013) Matured 2023		($300,000)	3.15%
BORROWED:	SI Bylaw No. 3910 (July 2013)		($70,000)	3.85%
Remaining:			$30,000	

COMMITTEE:

Beddis Water Service committee established by Bylaw No. 3247 (Dec 15, 2004)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding propert that is taxable for school purposes by Special Act.

User Charge: Fixed user charge + variable consumption charge to all metered properties

Parcel Tax: Annual, only on properties capable of being connected to the system, starting 2006

User Charge:

- Annual Fixed Fee per per single family dwelling unit or equivalent
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4311 June 2019)
  - First 38 cubic metres or portion - $3.10 / cubic metre
  - Next 68 cubic metres or portion - $6.30 / cubic metre
  - Greater than 106 cubic metres - $8.50 / cubic metre

Water Connection Charge: The connection charge for a service shall be the actual cost for the connection

RESERVE FUND:

Fund 1069, established by Bylaw # 3274 (April 27, 2005)

2.624 - Beddis Water	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Operations Contracts	48,270	43,000	49,090	-	-	49,090	50,070	51,070	52,090	53,130
Grit & Waste Sludge Disposal	11,940	11,940	12,140	-	-	12,140	12,390	12,640	12,890	13,140
Repairs & Maintenance	13,540	12,540	5,650	-	-	5,650	5,760	5,870	6,000	21,120
Allocations	13,076	13,076	12,042	-	-	12,042	12,021	12,262	12,497	12,746
Water Testing	9,680	7,500	9,840	-	-	9,840	10,040	10,240	10,440	10,650
Electricity	11,230	11,230	11,420	-	-	11,420	11,650	11,880	12,120	12,360
Supplies	10,360	15,040	10,550	-	-	10,550	10,760	10,970	11,180	11,400
Labour Charges	33,640	32,000	36,008	-	-	36,008	36,840	37,578	38,332	39,101
Other Operating Expenses	18,310	27,370	18,590	-	-	18,590	18,950	19,320	19,700	20,080
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**170,046**	**173,696**	**165,330**	**-**	**-**	**165,330**	**168,481**	**171,830**	**175,249**	**193,727**
*Percentage Increase over prior year						-2.8%	1.9%	2.0%	2.0%	10.5%
Transfer from Operating Reserve Fund	(8,000)	(8,000)	-	-	-	-	-	-	-	(15,000)
NET OPERATING COSTS	**162,046**	**165,696**	**165,330**	**-**	**-**	**165,330**	**168,481**	**171,830**	**175,249**	**178,727**
*Percentage Increase over prior year						2.0%	1.9%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	8,140	8,140	29,000	-	-	29,000	29,000	29,000	29,000	29,000
Transfer to Operating Reserve Fund	5,100	5,100	5,190	-	-	5,190	5,290	5,400	5,510	5,620
MFA Debt Principal	48,290	48,290	30,817	-	-	30,817	30,817	39,491	26,021	26,021
MFA Debt Interest	18,004	18,004	12,145	-	-	12,145	15,070	16,120	8,550	8,550
TOTAL DEBT / RESERVES	**79,534**	**79,534**	**77,152**	**-**	**-**	**77,152**	**80,177**	**90,011**	**69,081**	**69,191**
TOTAL COSTS	**241,580**	**245,230**	**242,482**	**-**	**-**	**242,482**	**248,658**	**261,841**	**244,330**	**247,918**
FUNDING SOURCES (REVENUE)										
Estimated Balance C/FW from 2020 to 2021	-	(23,650)	23,650	-	-	23,650	-	-	-	-
Sales - Water	(82,000)	(62,000)	(70,000)	-	-	(70,000)	(81,470)	(83,260)	(85,090)	(86,790)
User Charges	(87,240)	(87,240)	(118,456)	-	-	(118,456)	(92,760)	(94,770)	(96,840)	(98,780)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(169,340)**	**(172,990)**	**(164,906)**	**-**	**-**	**(164,906)**	**(174,330)**	**(178,130)**	**(182,030)**	**(185,670)**
REQUISITION - PARCEL TAX	**(72,240)**	**(72,240)**	**(77,576)**	**-**	**-**	**(77,576)**	**(74,328)**	**(83,711)**	**(62,300)**	**(62,248)**
*Percentage increase over prior year										
Sales						-14.6%	16.4%	2.2%	2.2%	2.0%
User Fee						35.8%	-21.7%	2.2%	2.2%	2.0%
Requisition						7.4%	-4.2%	12.6%	-25.6%	-0.1%
Combined						**10.2%**	**-6.6%**	**5.3%**	**-6.7%**	**1.5%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.624 Beddis Water (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$132,000	$150,000	$0	$0	$30,000	$312,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$36,000	$85,000	$300,000	$50,000	$0	$471,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$168,000**	**$235,000**	**$300,000**	**$50,000**	**$30,000**	**$783,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$150,000	$300,000	$0	$0	$450,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$150,000	$50,000	$0	$0	$0	$200,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$18,000	$35,000	$0	$50,000	$30,000	$133,000
		$0	**$168,000**	**$235,000**	**$300,000**	**$50,000**	**$30,000**	**$783,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.624
Service Name: Beddis Water (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
21-02	Study	Public Engagement for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
20-04	New	Beddis Intake and screen	Construct and install intake screen and pipe improvements	$120,000	E	Grant	$0	$120,000	$0	$0	$0	$0	$120,000
20-04	New	Beddis Intake and screen	Construct and install intake screen and pipe improvements	$12,000	E	Res	$0	$12,000	$0	$0	$0	$0	$12,000
20-06	Study	Power generation equipment	Back up power detailed designs	$10,000	E	Cap	$0	$0	$0	$0	$0	$0	$0
21-01	New	Power generation equipment	Back up power construction	$150,000	E	Debt	$0	$0	$150,000	$0	$0	$0	$150,000
21-01	New	Premilinary design of booster pump and second reservoir at Sky Valley lower reservior and dcomission of upper reservoir and Lautman reservoir	Preliminary design of booster pump and second reservoir at Sky Valley lower reservior	$30,000	S	Grant	$0	$30,000	$0	$0	$0	$0	$30,000
21-01	New	Premilinary and detailed design of booster pump and second reservoir at Sky Valley lower reservior and dcomission of upper reservoir and Lautman reservoir	Preliminary and detailed design of booster pump and second reservoir at Sky Valley lower reservior-ineligible for gax tax	$16,000	S	Res	$0	$6,000	$10,000	$0	$0	$0	$16,000
22-02	New	Detailed design of booster pump and second reservoir at Sky Valley lower reservior and dcomission of upper reservoir and Lautman reservoir	Detailed design of booster pump and second reservoir at Sky Valley lower reservior	$50,000	S	Grant	$0	$0	$50,000	$0	$0	$0	$50,000
25-02	New	Construction of booster pump and second reservoir at Sky Valley lower reservior	Construction of booster pump and second reservoir at Sky Valley lower reservior	$300,000	S	Debt	$0	$0	$0	$300,000	$0	$0	$300,000
25-01	Decommission	Decommission of Sky Valley Upper Reservoir	Decommission and removal of Sky Valley Upper Reservoir	$50,000	S	Res	$0	$0	$0	$0	$50,000	$0	$50,000
17-01	Decommission	Lautman reservoir	Dismantle and remove Lautman reservior	$30,000	E	Res	$0	$0	$0	$0	$0	$30,000	$30,000
			GRAND TOTAL	**$793,000**			**$0**	**$168,000**	**$235,000**	**$300,000**	**$50,000**	**$30,000**	**$783,000**

Service: 2.624 **Beddis Water (SSI)**

Proj. No.	17-01	**Capital Project Title**	Lautman reservoir	**Capital Project Description**	Dismantle and remove Lautman reservior
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Lautman reservior has been decommissioned and requires dismantling and removal to mitigate risk. Tank was not designed to withstand seismic loading and would likely fail in a seismic event.*				

Proj. No.	20-02	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Seek service area electors approval to fund projects
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*As per Commission request (Dec. 15/2015), capital construction projects greater than $50,000 are to be funded thru debt, in which case a referndum may be required.*				

Proj. No.	20-04	**Capital Project Title**	Beddis Intake and screen	**Capital Project Description**	Construct and install intake screen and pipe improvements
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*To resolve the intermittent operation issue where the Cusheion Lake raw water intake pumps lose their prime (become air-locked) and either pump erratically or completley stop pumping raw water into treatment. 2019 GreatPacific evaluation and optimization of raw water intake system at the Beddis WTP.*				

Proj. No.	20-06	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power detailed designs
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Back up power*				

Proj. No.	21-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power construction
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Back up power*				

Proj. No.	21-02	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds to carry out the
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-02	**Capital Project Title**	Detailed design of booster pump and second reservoir at Sky Valley lower reservior and dcomission of upper reservoir and Lautman reservoir	**Capital Project Description**	Detailed design of booster pump and second reservoir at Sky Valley lower reservior
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-01	**Capital Project Title**	Decommission of Sky Valley Upper Reservoir	**Capital Project Description**	Decommission and removal of Sky Valley Upper Reservoir
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-02	**Capital Project Title**	Construction of booster pump and second reservoir at Sky Valley lower reservior	**Capital Project Description**	Construction of booster pump and second reservoir at Sky Valley lower reservior
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Back up power*				

Beddis Water Reserves
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	7,959	12,969	18,279	23,709	29,259	14,369
Capital Reserve Fund	7,018	18,018	12,018	41,018	20,018	19,018
Total	**14,977**	**30,987**	**30,297**	**64,727**	**49,277**	**33,387**

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Operating Reserve Fund

Reserve fund used for unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance. Optimum minimum balance of $14,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105206**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		10,679	7,959	13,149	18,439	23,839	29,349
Transfer from Ops Budget		5,100	5,190	5,290	5,400	5,510	5,620
Transfer to Ops Budget		-	-	-	-	-	-
Expenditures		(8,000)	-	-	-	-	(15,000)
Planned Maintenance Activity		Hydrant maintenance					Reservoir cleaning and inspection
Interest Income		180	-	-	-	-	-
Ending Balance $		**7,959**	**13,149**	**18,439**	**23,839**	**29,349**	**19,969**

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Capital Reserve Fund - Bylaw 3274

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund:	1069	Estimated	Budget				
Fund Centre:	101894	2020	2021	2022	2023	2024	2025
Beginning Balance		50,868	7,018	18,018	12,018	41,018	20,018
Transfer from Ops Budget		8,140	29,000	29,000	29,000	29,000	29,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(52,500)	(18,000)	(35,000)	-	(50,000)	(30,000)
Interest Income		510	-	-	-	-	-
Ending Balance $		**7,018**	**18,018**	**12,018**	**41,018**	**20,018**	**19,018**

Assumptions/Background:

Debt costs will be reduced by $22k in 2021. Transfers to CRF may increase at that time

CAPITAL REGIONAL DISTRICT

2021 Budget

Fulford Water (SSI)

EAC Review

Service: **2.626 Fulford Water (SSI)** **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fulford Water Local Service Area on Salt Spring Island. Bylaw No. 3202 (November 24, 2004).

PARTICIPATION:

Order In Council No 177, Feb 24, 2005.

MAXIMUM LEVY:

Greater of $156,000 or $5.46 / $1,000 to a maximum of $362,147.

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Fulford Water Service committee established by Bylaw No 3248 (Dec 15, 2004).

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.

User Charge:	Fixed user charge + metered commercial properties.
Parcel Tax:	Annual, levied only on properties capable of being connected to the system, starting 2006. Parcel charge in lieu of parcel tax in 2005 only.
Connection Charge:	The connection charge for a service shall be the actual cost for the connection.
Consumption Charge:	Single Family Residential: No Consumption Charge Other: $3.27 per cubic metre Minimum charge per three months is $312.75 per service connection

MAXIMUM OPERATING EXPENDITURE:

RESERVE FUND BYLAW:

Fund 1070, established by Bylaw #3275 (April 27, 2005)

2.626 - Fulford Water (SSI)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Operations Contract	50,810	47,800	51,670	-	-	51,670	52,700	53,750	54,820	55,920
Grit & Waste Sludge Disposal	7,380	7,800	7,510	-	-	7,510	7,660	7,810	7,970	8,130
Repairs & Maintenance	7,860	2,500	28,000	-	-	28,000	8,610	8,790	8,970	9,160
Allocations	9,653	9,653	8,622	-	-	8,622	8,207	8,367	8,530	8,696
Water Testing	5,680	4,200	5,780	-	-	5,780	5,900	6,020	6,140	6,260
Electricity	10,190	10,400	10,360	-	-	10,360	10,570	10,780	11,000	11,220
Supplies	7,520	11,240	7,650	-	-	7,650	7,800	7,950	8,100	8,250
Labour Charges	20,990	20,990	22,821	-	-	22,821	23,368	23,836	24,315	24,803
Other Operating Expenses	19,270	30,780	19,550	-	-	19,550	19,940	20,340	20,750	21,160
TOTAL OPERATING COSTS	**139,353**	**145,363**	**161,963**	**-**	**-**	**161,963**	**144,755**	**147,643**	**150,595**	**153,599**
*Percentage Increase over prior year						16.2%	-10.6%	2.0%	2.0%	2.0%
Transfer from Operating Reserve Fund	-	-	(20,000)	-	-	(20,000)	-	-	-	-
NET OPERATING COSTS	**139,353**	**145,363**	**141,963**	**-**	**-**	**141,963**	**144,755**	**147,643**	**150,595**	**153,599**
Percentage Increase over prior year										
DEBT / RESERVES										
Transfer to Operating Reserve Fund	7,280	7,280	7,400	-	-	7,400	7,550	7,700	7,850	8,010
Transfer to Capital Reserve Fund	10,900	7,097	46,000	-	-	46,000	46,000	28,306	27,080	27,620
MFA Debt Principal	39,250	39,250	8,490	-	-	8,490	8,490	18,899	43,875	43,875
MFA Debt Interest	16,209	16,209	5,915	-	-	5,915	8,570	22,535	30,135	30,135
TOTAL DEBT / RESERVES	**73,639**	**69,836**	**67,805**	**-**	**-**	**67,805**	**70,610**	**77,440**	**108,940**	**109,640**
TOTAL COSTS	**212,992**	**215,199**	**209,768**	**-**	**-**	**209,768**	**215,365**	**225,083**	**259,535**	**263,239**
FUNDING SOURCES (REVENUE)										
Sales - Water	(15,000)	(16,400)	(15,260)	-	-	(15,260)	(15,570)	(15,880)	(16,200)	(16,520)
User Charges	(130,793)	(131,600)	(133,233)	-	-	(133,233)	(135,855)	(138,573)	(141,345)	(144,179)
Other Revenue	(840)	(840)	(870)	-	-	(870)	(880)	(890)	(900)	(910)
TOTAL REVENUE	**(146,633)**	**(148,840)**	**(149,363)**	**-**	**-**	**(149,363)**	**(152,305)**	**(155,343)**	**(158,445)**	**(161,609)**
REQUISITION - PARCEL TAX	**(66,359)**	**(66,359)**	**(60,405)**	**-**	**-**	**(60,405)**	**(63,060)**	**(69,740)**	**(101,090)**	**(101,630)**
*Percentage increase over prior year										
Sales						1.73%	2.03%	1.99%	2.02%	1.98%
User Fee						1.9%	2.0%	2.0%	2.0%	2.0%
Requisition						-9.0%	4.4%	10.6%	45.0%	0.5%
Combined						**-1.5%**	**2.7%**	**4.5%**	**15.4%**	**1.4%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.626 Fulford Water (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$38,000	$180,000	$806,000	$10,000	$0	$1,034,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$120,000	$0	$0	$0	$0	$120,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$158,000**	**$180,000**	**$806,000**	**$10,000**	**$0**	**$1,154,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$180,000	$800,000	$0	$0	$980,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$80,000	$0	$0	$0	$0	$80,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$78,000	$0	$6,000	$10,000	$0	$94,000
		$0	**$158,000**	**$180,000**	**$806,000**	**$10,000**	**$0**	**$1,154,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.626
Service Name: Fulford Water (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
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Funding Source Codes (con't)
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WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
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Capital Project Title
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Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	New	WTP, Reservoir, PST Sunnyside Site Security	Security fencing to secure assests	$30,000	S	Res	$0	$30,000	$0	$0	$0	$0	$30,000
20-02	Study	Power generation equipment	Back up power detailed designs	$10,000	E	Res	$0	$0	$0	$0	$0	$0	$0
21-01	New	Power generation equipment	Back up power construction	$180,000	E	Debt	$0	$0	$180,000	$0	$0	$0	$180,000
21-02	Study	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.	$15,000	E	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the new well design and construction	$10,000	E	Res	$0	$10,000	$0	$0	$0	$0	$10,000
22-01	New	Replacement of Flocculation mixer motor	Replace two flocculation mixer motors	$9,000	E	Res	$0	$9,000	$0	$0	$0	$0	$9,000
22-02	New	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line	$4,000	E	Res	$0	$4,000	$0	$0	$0	$0	$4,000
23-01	New	Replacement of impellers of pumps at Sunnyside Pumpstation	Replacement of impellers of pumps at Sunnyside Pumpstation	$6,000	E	Res	$0	$0	$0	$6,000	$0	$0	$6,000
24-01	New	Electrical service improvement at Fulford WTP	Replacement of panel board directory and address issues with regard to resetting motor overload	$10,000	E	Res	$0	$0	$0	$0	$10,000	$0	$10,000
22-03	New	Water main assessment and replacement strategy and initial phase detailed design	Develop a stragey and phased program to replace aging AC water mains in the system and perform detailed design for initla phase	$80,000	S	Grant	$0	$80,000	$0	$0	$0	$0	$80,000
22-03	New	Water main assessment and replacement strategy and initial phase detailed design	Develop a stragey and phased program to replace aging AC water mains in the system-inelegible for gax tax items	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
25-01	New	Initial phase of water main replacement	Water main replacement detailed design and construction for priority sections	$800,000	E	Debt	$0	$0	$0	$800,000	$0	$0	$800,000
			GRAND TOTAL	**$1,164,000**			**$0**	**$158,000**	**$180,000**	**$806,000**	**$10,000**	**$0**	**$1,154,000**

Service: **2.626** **Fulford Water (SSI)**

Proj. No.	20-01	**Capital Project Title**	WTP, Reservoir, PST Sunnyside Site Security	**Capital Project Description**	Security fencing to secure assests
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Perimeter fencing is required to secure assets.*				

Proj. No.	20-02	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power detailed designs
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Back up power designs.*				

Proj. No.	21-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power construction
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Back up power construction.*				

Proj. No.	21-02	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Referendum to secure borrowing.*				

Proj. No.	22-01	**Capital Project Title**	Replacement of Flocculation mixer motor	**Capital Project Description**	Replace two flocculation mixer motors
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-02	**Capital Project Title**	Installation of turbidity meter on influent line	**Capital Project Description**	Installation of turbidity meter on influent line
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-01	**Capital Project Title**	Replacement of Flocculation mixer motor	**Capital Project Description**	Replace two flocculation mixer motors
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-02	**Capital Project Title**	Installation of turbidity meter on influent line	**Capital Project Description**	Installation of turbidity meter on influent line
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	22-03	**Capital Project Title**	Water main assessment and replacement strategy and initial phase detailed design	**Capital Project Description**	Develop a strategy and phased program to replace aging AC water mains in the system and perform detailed design for initia phase
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	23-01	**Capital Project Title**	Replacement of impellers of pumps at Sunnyside Pumpstation	**Capital Project Description**	Replacement of impellers of pumps at Sunnyside Pumpstation
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	24-01	**Capital Project Title**	Electrical service improvement at Fulford WTP	**Capital Project Description**	Replacement of panel board directory and address issues with regard to resetting motor overload
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	25-01	**Capital Project Title**	Initial phase of water main replacement	**Capital Project Description**	Water main replacement detailed design and construction for priority sections
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Fulford Water (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	74,828	42,828	88,828	111,134	128,214	155,834
Operaring Reserve Fund	24,516	11,916	19,466	27,166	35,016	43,026
Total	**99,344**	**54,744**	**108,294**	**138,300**	**163,230**	**198,860**

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Capital Reserve Fund

Bylaw 3275

Reserve Cash Flow

Fund: 1070 / Fund Centre: 101897	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	89,131	74,828	42,828	88,828	111,134	128,214
Transfer from Ops Budget	7,097	46,000	46,000	28,306	27,080	27,620
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(22,750)	(78,000)	-	(6,000)	(10,000)	-
Interest Income	1,350	-	-	-	-	-
Ending Balance $	**74,828**	**42,828**	**88,828**	**111,134**	**128,214**	**155,834**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance. Optimum minimum balance of $14,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105207	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	16,956	24,516	11,916	19,466	27,166	35,016
Transfer from Ops Budget	7,280	7,400	7,550	7,700	7,850	8,010
Expenditures	-	(20,000)	-	-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection				
Interest Income	280	-	-	-	-	-
Ending Balance $	**24,516**	**11,916**	**19,466**	**27,166**	**35,016**	**43,026**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Cedar Lane Water (SSI)

EAC Review

Service: 2.628 **Cedar Lane Water (SSI)** **Committee: Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedar Lane Water Service Area.
Bylaw 3424 (Oct 10, 2007)

PARTICIPATION:

Local Service Area #31, P(764)

MAXIMUM LEVY:

Greater of $54,000 or $4.76/ $1,000 on actual assessed value of land and improvements. To a maximum of $100,581.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3425 (Oct 10, 2007)	$168,000	
Borrowed:	SI Bylaw 3514 (Feb 13, 2008)	($60,000)	Repaid April 23, 2018
	SI Bylaw 3634 (Aug 12, 2009)	($108,000)	Matures 2024 (4.13%)
Remaining:		$0	

COMMISSION:

Cedar Lane Water Service Commission established by Bylaw 3505, Feb 13, 2008.

FUNDING:

Parcel Tax: Annual charge only on properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4311 June 2019)

- First 30 cubic metres or portion - $2.50 / cubic metre
- Next 30 cubic metres or portion - $9.00 / cubic metre
- Greater than 61 cubic metres - $25.00 / cubic metre

RESERVE FUND BYLAW:

Cedar Lane Water Service Capital Reserve Fund, Bylaw #3582 (Nov 12, 2008).

2.628 - Cedar Lane Water (SSI)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Operations Contract	21,180	18,000	21,540	-	-	21,540	21,970	22,410	22,860	23,320
Repairs & Maintenance	21,070	20,000	6,080	-	-	6,080	1,110	1,140	1,170	21,200
Allocations	3,761	3,761	4,786	-	-	4,786	4,512	4,599	4,688	4,779
Water Testing	2,990	2,990	3,040	-	-	3,040	3,100	3,160	3,220	3,280
Electricity	4,500	4,200	4,580	-	-	4,580	4,670	4,760	4,860	4,960
Supplies	1,660	2,950	1,540	-	-	1,540	1,570	1,600	1,630	1,660
Labour Charges	10,329	10,500	11,231	-	-	11,231	11,500	11,730	11,966	12,207
Contingency	2,990	2,670	3,070	-	-	3,070	3,130	3,190	3,250	3,310
TOTAL OPERATING COSTS	**68,480**	**65,071**	**55,867**	**-**	**-**	**55,867**	**51,562**	**52,589**	**53,644**	**74,716**
*Percentage Increase over prior year						-18.4%	-7.7%	2.0%	2.0%	39.3%
Transfers from Operations Reserve Fund	(20,000)	(20,000)	(5,000)	-	-	(5,000)	-	-	-	(20,000)
NET OPERATING COSTS	**48,480**	**45,071**	**50,867**	**-**	**-**	**50,867**	**51,562**	**52,589**	**53,644**	**54,716**
DEBT / RESERVES										
Transfer to Capital Reserve Fund	4,096	6,406	4,170	-	-	4,170	4,250	5,000	5,000	5,000
Transfer to Operating Reserve Fund	1,000	1,000	4,200	-	-	4,200	4,280	4,370	4,460	4,550
MFA Debt Principal	5,394	5,394	5,394	-	-	5,394	5,394	5,394	5,394	-
MFA Debt Interest	2,460	2,460	2,460	-	-	2,460	2,460	2,460	2,460	30
TOTAL DEBT / RESERVES	**12,950**	**15,260**	**16,224**	**-**	**-**	**16,224**	**16,384**	**17,224**	**17,314**	**9,580**
TOTAL COSTS	**61,430**	**60,331**	**67,091**	**-**	**-**	**67,091**	**67,946**	**69,813**	**70,958**	**64,296**
FUNDING SOURCES (REVENUE)										
Sales - Water	(12,600)	(11,500)	(11,500)	-	-	(11,500)	(11,730)	(11,960)	(12,200)	(12,440)
User Charges	(36,699)	(36,700)	(43,387)	-	-	(43,387)	(43,932)	(44,819)	(45,724)	(46,646)
Other Revenue	(180)	(180)	(180)	-	-	(180)	(180)	(180)	(180)	(180)
TOTAL REVENUE	**(49,479)**	**(48,380)**	**(55,067)**	**-**	**-**	**(55,067)**	**(55,842)**	**(56,959)**	**(58,104)**	**(59,266)**
REQUISITION - PARCEL TAX	**(11,951)**	**(11,951)**	**(12,024)**	**-**	**-**	**(12,024)**	**(12,104)**	**(12,854)**	**(12,854)**	**(5,030)**
*Percentage increase over prior year										
Sales						-8.7%	2.0%	2.0%	2.0%	2.0%
User Charge						18.2%	1.3%	2.0%	2.0%	2.0%
Requisition						0.6%	0.7%	6.2%	0.0%	-60.9%
Combined						**11.3%**	**1.4%**	**2.0%**	**2.0%**	**2.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.628 Cedar Lane Water (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$35,000	$105,000	$10,000	$30,000	$15,000	$0	$160,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$35,000	**$105,000**	**$10,000**	**$30,000**	**$15,000**	**$0**	**$160,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$50,000	$0	$0	$0	$0	$50,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$35,000	$55,000	$10,000	$30,000	$15,000	$0	$110,000
		$35,000	**$105,000**	**$10,000**	**$30,000**	**$15,000**	**$0**	**$160,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.628
Service Name: Cedar Lane Water (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Renewal	Abandon unsused wells	Decommission wells	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
20-01	New	WTP Manganese removal	Review and carry out a design to address manganese removal	$35,000	S	Res	$35,000	$35,000	$0	$0	$0	$0	$35,000
20-02	Study	Power generation equipment	Back up power designs and specifications	$5,000	S	Res	$0	$0	$0	$0	$0	$0	$0
21-01	New	Power generation equipment	Back up power construction	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
23-01	New	Investigation for new groundwater sources	Conduct study and site investigation to identify groundwater sources and new well location	$30,000	S	Res	$0	$0	$0	$30,000	$0	$0	$30,000
24-01	New	Fencing for WTP, pump station and the reservoir	Conduct study and site investigation to identify groundwater sources and new well location	$15,000	S	Res	$0	$0	$0	$0	$15,000	$0	$15,000
21-02	New	Detailed Hydrogeological Assessment	Conduct a detailed hydrogelogical assement of the Cedar Lane water system	$50,000	S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
21-02	New	Detailed Hydrogeological Assessment	Conduct a detailed hydrogelogical assement of the Cedar Lane water system	$5,000	S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
			GRAND TOTAL	**$165,000**			**$35,000**	**$105,000**	**$10,000**	**$30,000**	**$15,000**	**$0**	**$160,000**

Service: 2.628 **Cedar Lane Water (SSI)**

Proj. No.	18-01	**Capital Project Title**	Abandon unsused wells	**Capital Project Description**	Decommission wells
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The orginial system drilled five wells, and two (well #1 and #5) are in production and operate separately. Wells that are no longer in use must be closed to avoid potential future aquifer contamination. Abanoning a well must be in accordance with Groundwater Protection Regulations*				

Proj. No.	20-01	**Capital Project Title**	WTP Manganese removal	**Capital Project Description**	Review and carry out a design to address manganese removal
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Health Canada has changed manganese limits. Maximum acceptable concentration (MAC) for total manganese in drinking water is 0.12 mg/L (120 µg/L).*				

Proj. No.	20-02	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power designs and specifications
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Back up power equipment*				

Proj. No.	21-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power construction
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Back up power equipment*				

Proj. No.	21-02	**Capital Project Title**	Detailed Hydrogeological Assessment	**Capital Project Description**	Conduct a detailed hydrogelogical assement of the Cedar Lane water system
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	23-01	**Capital Project Title**	Investigation for new groundwater sources	**Capital Project Description**	Conduct study and site investigation to identify groundwater sources and new well location
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	24-01	**Capital Project Title**	Fencing for WTP, pump station and the reservoir	**Capital Project Description**	Conduct study and site investigation to identify groundwater sources and new well location
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Cedar Lane Water (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	5,295	4,495	8,775	13,145	17,605	2,155
Capital Reserve Fund	92,830	42,000	36,250	11,250	1,250	6,250
Total	**98,125**	**46,495**	**45,025**	**24,395**	**18,855**	**8,405**

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and ground water well maintenance. Optimum minimum balance of $4,500 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105208	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	23,935	5,295	4,495	8,775	13,145	17,605
Transfer from Ops Budget	1,000	4,200	4,280	4,370	4,460	4,550
Expenditures	(20,000)	(5,000)	-	-	-	(20,000)
Planned Maintenance Activity	Reservoir cleaning and inspection	Distribution system flush and hydrant maintenance				Reservoir cleaning and inspection
Interest Income	360	-	-	-	-	-
Ending Balance $	**5,295**	**4,495**	**8,775**	**13,145**	**17,605**	**2,155**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Capital Reserve Fund

Bylaw 3582

Reserve Cash Flow

Fund: 1076 / Fund Centre: 102020	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	92,334	92,830	42,000	36,250	11,250	1,250
Transfer from Ops Budget	4,096	4,170	4,250	5,000	5,000	5,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(5,000)	(55,000)	(10,000)	(30,000)	(15,000)	-
Interest Income	1,400	-	-	-	-	-
Ending Balance $	**92,830**	**42,000**	**36,250**	**11,250**	**1,250**	**6,250**

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Fernwood Water (SSI)

EAC Review

Service: 2.660 Fernwood Water (SSI) **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fernwood Water Local Service Area on Salt Spring Island Bylaw No. 1772 (January 1990). Amended Bylaw No. 2034 (July 15, 1992).

PARTICIPATION:

Fernwood Area of Salt Spring Island. Local Service Area #6, F(764).

MAXIMUM LEVY:

Greater of $56,000 or $5.07 / $1,000 on actual assessed value of land and improvements. To a maximum of $279,482.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3581 (April 8, 2009)	$195,000
BORROWED:	SI Bylaw 3634 (Nov 2009)	$ (100,000)
	SI Bylaw 3677 (Feb 2010)	$ (50,000)
	SI Bylaw 3817 (May 2012)	$ (45,000)
REMAINING:		$0

COMMISSION:

Fernwood Local Services Committee established by Bylaw No. 1774.

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.
Parcel Tax: - Annual, levied only on properties capable of being connected to the system.

MAXIMUM OPERATING EXPENDITURE:

Under Bylaw No. 2187 - Maximum requisition greater of $56,000 or $5.07 / $1,000 of actual assessments for land and improvements.

RESERVE FUND BYLAW:

Bylaw No. 1832.

2.660 - Fernwood Water (SSI)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Allocations	821	821	348	-	-	348	178	181	185	189
TOTAL OPERATING COSTS	**821**	**821**	**348**	**-**	**-**	**348**	**178**	**181**	**185**	**189**
*Percentage Increase over prior year						-57.6%	-48.9%	1.7%	2.2%	2.2%
DEBT										
MFA Debt Principal	9,738	9,738	9,925	-	-	9,925	9,925	9,925	9,925	4,931
MFA Debt Interest	6,080	6,080	4,480	-	-	4,480	4,480	4,480	4,480	1,910
TOTAL DEBT	**15,818**	**15,818**	**14,405**	**-**	**-**	**14,405**	**14,405**	**14,405**	**14,405**	**6,841**
TOTAL COSTS	**16,639**	**16,639**	**14,753**	**-**	**-**	**14,753**	**14,583**	**14,586**	**14,590**	**7,030**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/f from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/f from 2019 to 2020	(451)	(451)	-	-	-	-	-	-	-	-
Othere Revenue	(50)	(50)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	**(501)**	**(501)**	**(60)**	**-**	**-**	**(60)**	**(60)**	**(60)**	**(60)**	**(60)**
REQUISITION - PARCEL TAX	**(16,138)**	**(16,138)**	**(14,693)**	**-**	**-**	**(14,693)**	**(14,523)**	**(14,526)**	**(14,530)**	**(6,970)**
*Percentage increase over prior year Requisition						-9.0%	-1.2%	0.0%	0.0%	-52.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Septage

EAC Review

Service: **3.705 SSI Liquid Waste Disposal** **Committee: Electoral Area**

DEFINITION:

To provide, operate, collect, treat and dispose of septage and sewage sludge and co-compost septage and sewage sludge with wood waste for the local service area on Salt Spring Island under Bylaw No. 2118 (April 1993).

PARTICIPATION:

The additional local service area is co-terminus with the boundaries of the electoral area of Salt Spring Island.
The electoral area of Salt Spring Island is the only participating area for this additional local service.

MAXIMUM LEVY:

Greater of $126,650 or $0.10 / $1,000 on actual assessments for land and improvements. To a maximum of $440,293.

COMMITTEE:

Salt Spring Island Liquid Waste Disposal Local Services Committee established by Bylaw No. 2119 (May, 1993).

FUNDING:

Parcel Tax:	Annual, levied on all properties in the Electoral Area
Tipping Fee:	$0.415 per imperial gallon (Bylaw No. 4311, Jun 12, 2019)
Connection Charge:	N/A

RESERVE FUND:

Bylaw No. 2274 (Feb 22, 1995)

Change in Budget 2020 to 2021

Service: 3.705 SSI Septage	**Total Expenditure**	**Comments**
2020 Budget	**802,935**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Contracts for Services	88,900	Sludge hauling rates increased
Debt	(18,439)	Debt refinancing occurred April 2020, lower rate
Labour allocations	8,675	Increased operations and SSI Engineering
Standard Overhead	5,287	
Electricity	3,200	Alignment with estimated costs in 2020
Other	1,268	
Total Other Changes	88,891	
2021 Budget	**891,826**	
% expense increase from 2020:	***11.1%***	
% Requisition increase from 2020 (if applicable):	***2.3%***	*Requisition funding is 40% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Increased sludge hauling costs were offset by revenue associated with sludge disposal. Minor overspend from operational labour was offset by higher sewage and septage sales.

3.705 - SSI Septage	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Sludge Hauling Contract	388,500	463,795	477,400	-	-	477,400	405,790	414,720	423,840	432,320
Grit & Waste Sludge Disposal	8,000	5,200	6,000	-	-	6,000	6,120	6,240	6,360	6,490
Repairs & Maintenance	5,820	7,450	12,490	-	-	12,490	7,690	16,800	7,910	8,070
Allocations	23,743	23,743	29,030	-	-	29,030	32,564	33,171	33,789	34,420
Electricity	4,600	7,600	7,800	-	-	7,800	7,960	8,120	8,280	8,450
Supplies	7,400	8,200	7,530	-	-	7,530	7,680	7,830	7,990	8,150
Labour Charges	145,330	151,598	154,073	-	-	154,073	157,536	160,695	163,916	167,203
Other Operating Expenses	10,640	13,600	11,970	-	-	11,970	12,220	12,470	12,720	12,980
TOTAL OPERATING COSTS	**594,033**	**681,186**	**706,293**	**-**	**-**	**706,293**	**637,560**	**660,046**	**664,805**	**678,083**
*Percentage Increase over prior year						18.9%	-9.7%	3.5%	0.7%	2.0%
Transfer from Operating Reserve Fund	-	-	(5,000)	-	-	(5,000)	-	(9,000)	-	-
NET OPERATING COSTS	**594,033**	**681,186**	**701,293**	**-**	**-**	**701,293**	**637,560**	**651,046**	**664,805**	**678,083**
*Percentage Increase over prior year						18.1%	-9.1%	2.1%	2.1%	2.0%
DEBT / RESERVES										
MFA Debt Reserve	560	560	620	-	-	620	620	20,620	620	620
MFA Debt Principal	104,877	104,877	107,308	-	-	107,308	107,308	107,308	222,959	189,000
MFA Debt Interest	74,195	74,195	53,265	-	-	53,265	53,265	62,765	88,115	71,805
Transfer to Operating Reserve Fund	3,200	8,063	3,270	-	-	3,270	3,340	3,410	3,490	3,560
Transfer to Capital Reserve Reserve Fund	26,070	26,070	26,070	-	-	26,070	40,000	40,000	40,000	40,000
TOTAL DEBT / RESERVES	**208,902**	**213,765**	**190,533**	**-**	**-**	**190,533**	**204,533**	**234,103**	**355,184**	**304,985**
TOTAL COSTS	**802,935**	**894,951**	**891,826**	**-**	**-**	**891,826**	**842,093**	**885,149**	**1,019,989**	**983,068**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	9,341	9,341	-	-	-	-	-	-	-	-
Sale - Septage Sludge	(286,000)	(355,080)	(356,000)	-	-	(356,000)	(291,930)	(298,350)	(304,910)	(311,010)
Sale - Sewage Sludge	(176,000)	(196,460)	(178,000)	-	-	(178,000)	(179,650)	(183,600)	(187,640)	(191,390)
Grants in Lieu of Taxes	(411)	(411)	-	-	-	-	-	-	-	-
Recoveries	-	(2,476)	-	-	-	-	-	-	-	-
Other Revenue	(1,060)	(1,060)	(1,130)	-	-	(1,130)	(1,140)	(1,150)	(1,160)	(1,170)
TOTAL REVENUE	**(454,130)**	**(546,146)**	**(535,130)**	**-**	**-**	**(535,130)**	**(472,720)**	**(483,100)**	**(493,710)**	**(503,570)**
REQUISITION	**(348,805)**	**(348,805)**	**(356,696)**	**-**	**-**	**(356,696)**	**(369,373)**	**(402,049)**	**(526,279)**	**(479,498)**
*Percentage increase over prior year Requisition						2.3%	3.6%	8.8%	30.9%	-8.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	3.705 SSI Septage / Composting	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$30,000	$145,000	$210,000	$2,000,000	$0	$0	$2,355,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$30,000	**$145,000**	**$210,000**	**$2,000,000**	**$0**	**$0**	**$2,355,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$30,000	$30,000	$0	$0	$0	$0	$30,000
Debenture Debt (New Debt Only)		$0	$0	$0	$2,000,000	$0	$0	$2,000,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$40,000	$100,000	$0	$0	$0	$140,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$75,000	$110,000	$0	$0	$0	$185,000
		$30,000	**$145,000**	**$210,000**	**$2,000,000**	**$0**	**$0**	**$2,355,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.705
Service Name: SSI Septage / Composting

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
16-03	Study	Options Analysis	Options for treatment and disposal and public consultation	$65,000	S	Res	$0	$65,000	$0	$0	$0	$0	$65,000
17-01	Study	Public Engagement for Treatment Capital Project	Inform and engage public within service area on upcoming works that will require borrowing to fund.	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
17-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
18-01	Replacement	Treatment and Disposal	Engineering design of treatment and disposal-gas tax	$100,000	S	Grant	$0	$0	$100,000	$0	$0	$0	$100,000
18-01	Replacement	Treatment and Disposal	Engineering design of treatment and disposal-items ineligible for gax tax	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
18-01	Replacement	Treatment and Disposal	Construction of treatment and disposal	$2,000,000	S	Debt	$0	$0	$0	$2,000,000	$0	$0	$2,000,000
19-01	Replacement	Groundwater Monitoring	Groundwater monitoring preliminary site investigation 1 & 2	$40,000	S	Cap	$30,000	$30,000	$0	$0	$0	$0	$30,000
20-01	Replacement	Lagoon Closure	Lagoon Closure	$75,000	S	Res	$0	$0	$75,000	$0	$0	$0	$75,000
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset invetory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	$40,000	S	Grant	$0	$40,000	$0	$0	$0	$0	$40,000
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset invetory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$2,365,000**			**$30,000**	**$145,000**	**$210,000**	**$2,000,000**	**$0**	**$0**	**$2,355,000**

Service: **3.705** **SSI Septage / Composting**

Proj. No.	16-03	**Capital Project Title**	Options Analysis	**Capital Project Description**	Options for treatment and disposal and public consultation
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Review options for the treatment and disposal of the septage sludge. Do complete life cycle analysis. Public engagement and referendum to borrow. Estimates to date indicate it will not be possible to construct the treatment and disposal facilities without additional money. While this may change once the septage receiving and storage phase is complete and prefered treatement and disposal option selected, it is prudent to assume a referendum and significant public engagement will be required.*				

Proj. No.	18-01	**Capital Project Title**	Treatment and Disposal	**Capital Project Description**	Engineering design of treatment and disposal-gas tax
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This is the design and construction of the preferred treatment and disposal choosen through the options analysis.*				

Proj. No.	19-01	**Capital Project Title**	Groundwater Monitoring	**Capital Project Description**	Groundwater monitoring preliminary site investigation 1 & 2
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*As part of the long term impact analysis of the old lagoons, groundwater monitoring may be required. Groundwater monitoring may also be required for onsite disposal of the treated sludge.*				

Proj. No.	20-01	**Capital Project Title**	Lagoon Closure	**Capital Project Description**	Lagoon Closure
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The old lagoons have not been officially closed. Additional tests and reports are required.*				

SSI Septage
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	142,773	93,843	23,843	63,843	103,843	143,843
Operating Reserve Fund	4,618	2,888	6,228	638	4,128	7,688
Total	**147,392**	**96,732**	**30,072**	**64,482**	**107,972**	**151,532**

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Capital Reserve Fund

Bylaw 2274

Reserve Cash Flow

Fund:	1087	Estimated	Budget				
Fund Centre:	102146	2020	2021	2022	2023	2024	2025
Beginning Balance		154,793	142,773	93,843	23,843	63,843	103,843
Transfer from Ops Budget		26,070	26,070	40,000	40,000	40,000	40,000
Transfer to Cap Fund		(40,000)	(75,000)	(110,000)	-	-	-
Interest Income		1,910					
Ending Balance $		**142,773**	**93,843**	**23,843**	**63,843**	**103,843**	**143,843**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as access road maintenance, power line maintenance and septage holding tank maintenance etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105209	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	1,398	4,618	2,888	6,228	638	4,128
Transfer from Ops Budget	3,200	3,270	3,340	3,410	3,490	3,560
Expenditures	-	(5,000)	-	(9,000)	-	-
Planned Maintenance Activity		Access Road Maintenance		Power Line Maintenance		
Interest Income	20					
Ending Balance $	**4,618**	**2,888**	**6,228**	**638**	**4,128**	**7,688**

CAPITAL REGIONAL DISTRICT

2021 Budget

Ganges Sewer (SSI)

EAC Review

Service: **3.810 Ganges Sewer Utility (SSI)** **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain sewage collection treatment and disposal facilities in the Ganges area on Salt Spring Island (Letters Patent - March, 1978; Bylaw No. 492, 1978) Local Service Conversion Bylaw No. 1923, July 12, 1991

PARTICIPATION:

Ganges - C(764) LSA#10

MAXIMUM LEVY:

Greater of $270,000 or $7.46 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,353,884.

MAXIMUM CAPITAL DEBT:

Authorized: (A Bylaw 4007, Aug 12, 2015)	$3,900,000
Borrowed:	$3,900,000
Remaining	$0

COMMISSION:

Ganges Sewer Local Services Committee established by Bylaw No. 1906, April 24, 1991

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding all the property of BC Hydro and Power Authority.

User Charge: Based on water consumption billed annually to properties connected to the system

Parcel Tax: Annual charge based only on properties capable of being connected to system

Connection Charge: Based on actual cost.

RESERVE FUND:

Bylaw No. 3125 (November 26, 2003)

Change in Budget 2020 to 2021

Service: 3.810 SSI Ganges Sewer	**Total Expenditure**	**Comments**
2020 Budget	**978,061**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Operating Reserve	40,470	Increased contribution for cyclical maintenance
Capital Reserve	20,000	To cover future capital spending
Labour Consumption	12,571	Operations and SSI Engineering
Sludge Disposal	2,020	
Standard Overhead	2,809	
Other	3,442	
Total Other Changes	81,312	
2021 Budget	**1,059,373**	
% expense increase from 2020:	***8.3%***	
% Requisition increase from 2020 (if applicable):	***5.3%***	*Requisition funding is 5% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Higher labour consumption and costs associated with sludge hauling and disposal are offset with a transfer in from the operating reserve.

3.810 - Ganges Sewer (SSI)	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Sludge Hauling Contracts	29,000	33,000	29,490	-	-	29,490	30,080	30,680	31,290	31,920
Screenings, Grit & Waste Sludge Disposal	122,300	134,100	124,380	-	-	124,380	126,870	129,400	131,980	134,620
Repairs & Maintenance	12,900	11,800	13,140	-	-	13,140	23,410	93,680	43,960	14,240
Allocations	39,677	39,677	39,332	-	-	39,332	40,960	41,665	42,385	43,119
Electricity	62,000	59,000	63,050	-	-	63,050	64,310	65,600	66,910	68,250
Water	4,850	7,500	7,600	-	-	7,600	7,750	7,910	8,070	8,230
Supplies	15,630	17,085	15,890	-	-	15,890	16,210	16,540	16,870	17,210
Labour Charges	358,591	374,796	373,688	-	-	373,688	381,601	389,242	397,035	404,986
Other Operating Expenses	29,060	43,510	27,940	-	-	27,940	28,470	29,020	29,590	30,160
TOTAL OPERATING COSTS	**674,008**	**720,468**	**694,510**	**-**	**-**	**694,510**	**719,661**	**803,737**	**768,090**	**752,735**
*Percentage Increase over prior year						3.0%	3.6%	11.7%	-4.4%	-2.0%
Transfer from Operating Reserve Fund	-	(45,761)	-	-	-	-	(10,000)	(80,000)	(30,000)	-
NET OPERATING COSTS	**674,008**	**674,707**	**694,510**	**-**	**-**	**694,510**	**709,661**	**723,737**	**738,090**	**752,735**
Percentage Increase over prior year										
DEBT / RESERVES										
Transfer to Operating Reserve Fund	27,700	27,000	28,170	40,000	-	68,170	69,530	70,920	72,340	73,790
Transfer to Capital Reserve Fund	30,000	30,000	50,000	-	-	50,000	60,000	60,000	60,000	60,000
MFA Principal Payment	128,013	128,013	128,013	-	-	128,013	128,013	128,013	128,013	128,013
MFA Interest Payment	118,340	118,340	118,680	-	-	118,680	118,680	118,680	118,680	118,680
MFA Debt Reserve/Charges	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT / RESERVES	**304,053**	**303,353**	**324,863**	**40,000**	**-**	**364,863**	**376,223**	**377,613**	**379,033**	**380,483**
TOTAL COSTS	**978,061**	**978,060**	**1,019,373**	**40,000**	**-**	**1,059,373**	**1,085,884**	**1,101,350**	**1,117,123**	**1,133,218**
FUNDING SOURCES (REVENUE)										
User Charges	(922,221)	(922,220)	(960,303)	(40,000)	-	(1,000,303)	(1,024,794)	(1,037,240)	(1,049,993)	(1,060,880)
Other Revenue	(1,712)	(1,712)	(2,070)	-	-	(2,070)	(2,090)	(2,110)	(2,130)	(2,150)
TOTAL REVENUE	**(923,933)**	**(923,932)**	**(962,373)**	**(40,000)**	**-**	**(1,002,373)**	**(1,026,884)**	**(1,039,350)**	**(1,052,123)**	**(1,063,030)**
REQUISITION	**(54,128)**	**(54,128)**	**(57,000)**	**-**	**-**	**(57,000)**	**(59,000)**	**(62,000)**	**(65,000)**	**(70,188)**
*Percentage increase over prior year										
User Fee						8.5%	2.4%	1.2%	1.2%	1.0%
Requisition						5.3%	3.5%	5.1%	4.8%	8.0%
Combined						**8.3%**	**2.5%**	**1.4%**	**1.4%**	**1.4%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	3.810 Ganges Sewer Utility (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$106,500	$550,000	$0	$25,000	$0	$681,500
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$357,500	$50,000	$0	$0	$0	$407,500
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$464,000**	**$600,000**	**$0**	**$25,000**	**$0**	**$1,089,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$140,000	$140,000	$0	$0	$0	$280,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$324,000	$460,000	$0	$25,000	$0	$809,000
		$0	**$464,000**	**$600,000**	**$0**	**$25,000**	**$0**	**$1,089,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.810
Service Name: Ganges Sewer Utility (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-03	Study	Ganges WWTP Storage	Concept Design for Storage at Ganges WWTP	$30,000	S	Res	$0	$0	$0	$0	$0	$0	$0
20-01	Renewal	SCADA upgrade	Upgrade SCADA to hot-standby system	$20,000	E	Res	$0	$6,500	$0	$0	$0	$0	$6,500
21-01	New	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	$40,000	S	Grant	$0	$0	$40,000	$0	$0	$0	$40,000
21-01	New	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
21-02	New	Reclaimed Water Study	Feasibility study,identify infrastrucutre and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water	$50,000	S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
21-02	New	Reclaimed Water Study	Feasibility study,identify infrastrucutre and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water	$7,500	S	Res	$0	$7,500	$0	$0	$0	$0	$7,500
21-03	New	VFD installation for EQ Tank	Installation of VFD for EQ pumps to equalize feed rate for the plant	$50,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
21-04	New	Ganges WWTP Lab Room, Crew Room and blower room design	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP	$50,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
21-05	New	Construction of WWTP Chemical storage, lab, crew room facilities	Construction of chemical storage, lab, crew room facilities	$200,000	S	Res	$0	$200,000	$0	$0	$0	$0	$200,000
21-03	New	Aeration system improvement detailed design and construction	Conduct detailed design for aeration system improvements including blowers, diffusers and piping systems.	$90,000	E	Grant	$0	$90,000	$0	$0	$0	$0	$90,000
21-03	New	Aeration system improvement detailed design and construction	Conduct detailed design for aeration system improvements including blowers, diffusers and piping systems.	$450,000	E	Res	$0	$0	$450,000	$0	$0	$0	$450,000
21-03	New	Aeration system improvement detailed design and construction	Conduct detailed design for aeration system improvements including blowers, diffusers and piping systems.	$100,000	E	Grant	$0	$0	$100,000	$0	$0	$0	$100,000
23-01	New	Compressor replacment	Replacement of compressors that are near end of life	$10,000	E	Res	$0	$10,000	$0	$0	$0	$0	$10,000
24-01	New	Electrical upgrdes -lighting and HMI	Installation of additional lighting and HMI upgrade	$25,000	E	Res	$0	$0	$0	$0	$25,000	$0	$25,000
			GRAND TOTAL	**$1,132,500**			**$0**	**$464,000**	**$600,000**	**$0**	**$25,000**	**$0**	**$1,089,000**

Service: **3.810** **Ganges Sewer Utility (SSI)**

Proj. No.	19-03	**Capital Project Title**	Ganges WWTP Storage	**Capital Project Description**	Concept Design for Storage at Ganges WWTP
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Windows based SCADA computers can fail unexpectedly- this presents a large operational risk to rely on a stand-alone computer to operate a major water/waste water treatment plant.*				

Proj. No.	20-01	**Capital Project Title**	SCADA upgrade	**Capital Project Description**	Upgrade SCADA to hot-standby system
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Windows based SCADA computers can fail unexpectedly- this presents a large operational risk to rely on a stand-alone computer to operate a major water/waste water treatment plant.*				

Proj. No.	21-01	**Capital Project Title**	Strategic Asset Management Plan	**Capital Project Description**	Identify condition of assets, develop prioritized list of infrastructure replacement
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-02	**Capital Project Title**	Reclaimed Water Study	**Capital Project Description**	Feasibility study,identify infrastrucutre and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-03	**Capital Project Title**	VFD installation for EQ Tank	**Capital Project Description**	Installation of VFD for EQ pumps to equalize feed rate for the plant
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-04	**Capital Project Title**	Ganges WWTP Lab Room, Crew Room and blower room design	**Capital Project Description**	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-05	**Capital Project Title**	Construction of WWTP Chemical storage, lab, crew room facilities	**Capital Project Description**	Construction of chemical storage, lab, crew room facilities
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	23-01	**Capital Project Title**	Compressor replacment	**Capital Project Description**	Replacement of compressors that are near end of life
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	24-01	**Capital Project Title**	Electrical upgrdes -lighting and HMI	**Capital Project Description**	Installation of additional lighting and HMI upgrade
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Ganges Sewer (SSI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Total Capital Reserve Fund	752,033	478,033	78,033	138,033	173,033	233,033
Operating Reserve Fund	24,028	92,198	151,728	142,648	184,988	258,778
Total	**776,061**	**570,231**	**229,761**	**280,681**	**358,021**	**491,811**

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #1 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
Fund Centre:	101836	2020	2021	2022	2023	2024	2025
Beginning Balance		689,759	686,529	412,529	12,529	72,529	107,529
Transfer from Ops Budget		30,000	50,000	60,000	60,000	60,000	60,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(43,500)	(324,000)	(460,000)	-	(25,000)	-
Interest Income*		10,270	-	-	-	-	-
Ending Balance $		**686,529**	**412,529**	**12,529**	**72,529**	**107,529**	**167,529**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #2 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
Fund Centre:	101900	2020	2021	2022	2023	2024	2025
Beginning Balance		64,524	65,504	65,504	65,504	65,504	65,504
Transfer from Ops Budget		-	-	-	-	-	-
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		980	-	-	-	-	-
Ending Balance $		**65,504**	**65,504**	**65,504**	**65,504**	**65,504**	**65,504**

Assumptions/Background:

For use only to fund costs resulting from expansion of service

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tank cleaning and inspection, collection system flushing and inspection, outfall inspection etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund:	**1500**	**Estimate**	**Budget**				
Fund Centre:	**105210**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance Transfer		41,359	24,028	92,198	151,728	142,648	184,988
from Ops Budget		27,700	68,170	69,530	70,920	72,340	73,790
Expenditures		(45,761)	-	(10,000)	(80,000)	(30,000)	-
Planned Maintenance Activity				Outfall Inspection	Sanitary sewer flushing and inspecitons	WWTP tank draining, cleaning and inspection	
Interest Income*		730	-	-	-	-	-
Ending Balance $		**24,028**	**92,198**	**151,728**	**142,648**	**184,988**	**258,778**

Assumptions/Background:

Membrane replacement at $500K every 10 years = $50k/yr

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Maliview Sewer Utility (SSI)

EAC Review

Compiled and Presented by CRD Finance

Oct-20

Service: 3.820 **Maliview Sewer Utility (SSI)** **Committee: Electoral Area**

DEFINITION:

To operate and maintain a sewage collection and disposal system for the Maliview Estates Sewage Collection and disposal System Specified Area on Salt Spring Island (Local Service Establishment Bylaw No. 1938, October 23, 1991)

PARTICIPATION:

Maliview Estates - G(764) LSA#12

MAXIMUM LEVY:

Greater of $20,000 or $2.50 / $1,000 on actual assessed value of land and improvements. To a maximum of $114,344.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 2991	65,500
BORROWED:	Bylaw No. 3196 (Aug 2004)	(40,982)
	Bylaw No. 3364 (Aug 2006)	(24,000)
	Expired	(518)
REMAINING:		$0

COMMITTEE:

Highlands Sewer & Water Committee

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes on by Special Act.

User Charge: Annual Fixed Fee per water service connection

Parcel Tax: Annual, levied only on properties capable of being connected to the system.

Consumption Charge: $1.75 per cubic meter of total water provided or delivered to the building served by the sewer connection to the CRD Highland Water System

Connection Charge: Actual cost to connect

RESERVE FUND:

Maliview Estates Sewerage System Capital Reserve Fund, Bylaw No. 1499 (Dec. 17, 1986)

3.820 - Maliview Estates Sewer System	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Sludge Hauling Contracts	13,990	23,200	23,000	-	-	23,000	23,460	23,930	24,410	24,900
Screenings, Grit & Waste Sludge Disposal	25,080	35,730	36,000	-	-	36,000	36,720	37,450	38,200	38,960
Repairs & Maintenance	7,760	10,900	2,810	-	-	2,810	9,860	2,910	42,960	3,010
Allocations	11,504	11,503	11,832	-	-	11,832	11,849	12,077	12,311	12,548
Electricity	3,600	3,000	3,200	-	-	3,200	3,260	3,330	3,400	3,470
Water	870	1,330	1,350	-	-	1,350	1,380	1,410	1,440	1,470
Supplies	1,100	1,530	1,120	-	-	1,120	1,140	1,160	1,180	1,200
Labour Charges	44,787	63,025	51,975	-	-	51,975	47,999	48,961	49,941	50,942
Other Operating Expenses	8,570	45,680	8,690	-	-	8,690	8,850	9,020	9,190	9,360
TOTAL OPERATING COSTS	**117,261**	**195,898**	**139,977**	**-**	**-**	**139,977**	**144,518**	**140,248**	**183,032**	**145,860**
*Percentage Increase over prior year						19.4%	3.2%	-3.0%	30.5%	-20.3%
Transfer from Operating Reserve Fund	(5,000)	(60,000)	-	-	-	-	(7,000)	-	(40,000)	-
NET OPERATING COSTS	**112,261**	**135,898**	**139,977**	**-**	**-**	**139,977**	**137,518**	**140,248**	**143,032**	**145,860**
*Percentage Increase over prior year						24.7%	-1.8%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	26,000	26,000	26,570	-	-	26,570	27,150	27,750	28,360	28,930
Transfer to Operating Reserve Fund	10,000	10,000	12,000	-	-	12,000	12,000	12,000	12,000	12,000
Debt Reserve Fund	20	20	3,010	-	-	3,010	21,010	10	10	10
MFA Principal Payment	1,199	1,199	1,199	-	-	1,199	9,366	61,131	61,131	61,131
MFA Interest Payment	420	420	2,295	-	-	2,295	21,150	62,100	62,100	62,100
TOTAL DEBT / RESERVES	**37,639**	**37,639**	**45,074**	**-**	**-**	**45,074**	**90,676**	**162,991**	**163,601**	**164,171**
TOTAL COSTS	**149,900**	**173,537**	**185,051**	**-**	**-**	**185,051**	**228,194**	**303,239**	**306,633**	**310,031**
FUNDING SOURCES (REVENUE)										
Balance Carry Forward 2020 to 2021	-	(27,727)	27,727	-	-	27,727	-	-	-	-
Sales - Sewer Use	(27,000)	(23,750)	(27,000)	-	-	(27,000)	(27,000)	(27,000)	(27,000)	(27,540)
User Charges	(122,730)	(121,520)	(185,618)	-	-	(185,618)	(201,034)	(276,079)	(279,473)	(282,331)
Other Revenue	(170)	(540)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
TOTAL REVENUE	**(149,900)**	**(173,537)**	**(185,051)**	**-**	**-**	**(185,051)**	**(228,194)**	**(303,239)**	**(306,633)**	**(310,031)**
REQUISITION - PARCEL TAX	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year										
Sales						0.0%	0.0%	0.0%	0.0%	2.0%
User Fees						51.2%	8.3%	37.3%	1.2%	1.0%
Requisition						0.0%	0.0%	0.0%	0.0%	0.0%
Combined						**42.0%**	**7.3%**	**32.9%**	**1.1%**	**1.1%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	3.820 Maliview Sewer Utility (SSI)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$325,000	$2,100,000	$41,000	$0	$0	$2,466,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$325,000**	**$2,100,000**	**$41,000**	**$0**	**$0**	**$2,466,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$300,000	$2,100,000	$0	$0	$0	$2,400,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$32,000	$0	$0	$32,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$25,000	$0	$9,000	$0	$0	$34,000
		$0	**$325,000**	**$2,100,000**	**$41,000**	**$0**	**$0**	**$2,466,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.820
Service Name: Maliview Sewer Utility (SSI)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
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STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	Referendum for Borrowing	Referendum or Alternative Approval Process - Funding for Future Projects	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-02	Replacement	Public Engagement	Inform and engage public within service area on upcoming works that will require borrowing to fund.	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-03	Replacement	Wastewater Treatment Plant Upgrade	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements	$2,000,000	S	Debt	$0	$300,000	$1,700,000	$0	$0	$0	$2,000,000
22-02	Renewal	Collection system repairs	Replacement/repair of collection pipe and manholes	$400,000	S	Debt	$0	$0	$400,000	$0	$0	$0	$400,000
23-01	New	SAMP Development	Develop an asset management plan for the service	$9,000	S	Res	$0	$0	$0	$9,000	$0	$0	$9,000
23-02	New	SAMP Development	Develop an asset management plan for the service	$32,000	S	Grant	$0	$0	$0	$32,000	$0	$0	$32,000
			GRAND TOTAL	**$2,466,000**			**$0**	**$325,000**	**$2,100,000**	**$41,000**	**$0**	**$0**	**$2,466,000**

Service: 3.820 **Maliview Sewer Utility (SSI)**

Proj. No.	21-01	**Capital Project Title**	Referendum for Borrowing	**Capital Project Description**	Referendum or Alternative Approval Process - Funding for Future Projects
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Additional primary treatment (ultra-fine screening). The 2011 Stantec Report states that to achieve regulatory compliance requirements, prescreening will be required.*				

Proj. No.	21-02	**Capital Project Title**	Public Engagement	**Capital Project Description**	Inform and engage public within service area on upcoming works that will require borrowing to fund.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Proj. No.	21-03	**Capital Project Title**	Wastewater Treatment Plant Upgrade	**Capital Project Description**	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*current RBC system can not consistently meet regulatory requirement and have been warned by both federal and provincial regulators in 2019 regarding effluent noncompliance.*				

Proj. No.	22-02	**Capital Project Title**	Collection system repairs	**Capital Project Description**	Replacement/repair of collection pipe and manholes
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*the current collection systems are aged and failing need to be replaced.This is the initial phase.*				

Proj. No.	23-01	**Capital Project Title**	SAMP Development	**Capital Project Description**	Develop an asset management plan for the service
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*this service has no up-to-date asset management plan*				

Proj. No.	23-02	**Capital Project Title**	SAMP Development	**Capital Project Description**	Develop an asset management plan for the service
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*0*				

Maliview Estates Sewer System
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	23,223	24,793	51,943	70,693	99,053	127,983
Operating Reserve Fund	2,324	14,324	19,324	31,324	3,324	15,324
Total	**25,547**	**39,117**	**71,267**	**102,017**	**102,377**	**143,307**

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Capital Reserve Fund - Bylaw 1499

Surplus money from the operation of the sewerage system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1041 Fund Centre: 101385	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	18,933	23,223	24,793	51,943	70,693	99,053
Transfer from Ops Budget	26,000	26,570	27,150	27,750	28,360	28,930
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(22,000)	(25,000)	-	(9,000)	-	-
Interest Income*	290					
Ending Balance $	**23,223**	**24,793**	**51,943**	**70,693**	**99,053**	**127,983**

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage cleaning and inspection, collection system flushing and inspection, outfall inspection etc. Optimum minimum balance of $10,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 **Fund Centre:** 105211	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	51,504	2,324	14,324	19,324	31,324	3,324
Transfer from Ops Budget	10,000	12,000	12,000	12,000	12,000	12,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures	(60,000)	-	(7,000)	-	(40,000)	-
Planned Maintenance Activity	Biofilter media replacement		Outfall inspection		Sanitary sewer system flushing and inspections	
Interest Income*	820					
Ending Balance $	**2,324**	**14,324**	**19,324**	**31,324**	**3,324**	**15,324**

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Appendix C-1: Requisition Summary (SGI)

	Electoral Area Southern Gulf Islands	2021	Cost per Avg. Res Asst Parcel	2020	Cost per Avg. Res Asst Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Le islative & General Government	197,956	28.43	189,906	27.28	8,051	1.16	4.24%
1.101	G.I.S.	1,483	0.21	1,458	0.21	25	0.00	1.74%
1.224	Communit Health - Homeless Sec.	14,044	2.02	14,063	2.02	20	0.00	-0.14%
1.280	Re ional Parks	252,406	36.25	248,131	35.64	4,275	0.61	1.72%
1.280A	Re ional Parks - Land Acquisition	88,348	12.69	88,348	12.69	-	-	0.00%
1.309	Climate Action and Adaptation	8,039	1.15	7,904	1.14	134	0.02	1.70%
1.310	Land Bankin & Housin	30,615	4.40	29,354	4.22	1,261	0.18	4.30%
1.324	Re ional Plannin Service	27,194	3.91	26,739	3.84	455	0.07	1.70%
1.335	Geo-Spatial Referencin S stem	3,727	0.54	3,710	0.53	16	0.00	0.44%
1.374	Re ional Emer enc Pro ram Support	2,267	0.33	2,267	0.33	-	-	0.00%
1.375	Hazardous Material Incident Response	5,559	0.80	5,483	0.79	76	0.01	1.39%
1.911	Call Answe	1,868	0.27	1,839	0.26	29	0.00	1.55%
1.921	Re ional CREST Contribution	19,846	2.85	19,526	2.80	320	0.05	1.64%
21.ALL	Feasibilit Stud Reserve Fund - AL	-	-	918	0.13	918	0.13	-100.00%
	Total Regional	**$653,352**	**$93.84**	**$639,648**	**$91.87**	**$13,704**	**$1.97**	**2.14%**
1.230	Traffic Safet Commissio	1,698	0.24	1,698	0.24	-	-	0.00%
1.297	rts Grants	21,703	3.12	21,344	3.07	359	0.05	1.68%
1.311	Re ional Housin Trust Fund	20,651	2.97	20,651	2.97	-	-	0.00%
1.313	nimal Care Services	90,773	13.04	89,554	12.86	1,218	0.18	1.36%
1.912A	Call Answer - RCM	-	-	770	0.11	770	0.11	-100.00%
1.913	Fire Dispatch	41,656	5.98	40,619	5.83	1,037	0.15	2.55%
	Total Sub-Regional	**$176,481**	**$25.35**	**$173,097**	**$24.86**	**$3,385**	**$0.49**	**1.96%**
1.103	Elections	7,987	1.15	6,390	0.92	1,597	0.23	25.00%
1.104	U.B.C.M.	2,886	0.41	4,516	0.65	1,630	0.23	-36.10%
1.318	Buildin Inspection	142,268	20.43	132,962	19.10	9,306	1.34	7.00%
1.320	Noise Control	12,665	1.82	12,467	1.79	198	0.03	1.59%
1.322	Nuisances & Unsi htl Premises	16,822	2.42	16,537	2.38	285	0.04	1.72%
1.372	Electoral Area Emer enc Pro ram	47,161	6.77	46,428	6.67	733	0.11	1.58%
	Total Joint Electoral Are	**$229,790**	**$33.00**	**$219,301**	**$31.50**	**$10,490**	**$1.51**	**4.78%**
1.110	Electoral Area Admin Exp-SGI	342,385	49.18	342,385	49.18	-	-	0.00%
1.117	Grants in Aid - Southern Gulf Island	102,609	14.74	62,791	9.02	39,818	5.72	63.41%
1.125	SGI Economic Development Commission	117,326	16.85	90,831	13.05	26,495	3.81	29.17%
1.138	Southern Gulf Islands - Public Librar	204,275	29.34	200,278	28.77	3,997	0.57	2.00%
1.235	SGI Small Craft Harbour Facilities*	281,113	47.97	273,347	46.64	7,766	1.33	2.84%
1.314	SGI House Numberin	9,210	1.32	9,059	1.30	151	0.02	1.67%
1.373	Southern Gulf Islands. Emer enc Pro ram	242,588	34.84	242,888	34.89	300	0.04	-0.12%
1.533	Stormwater Qualit Mana ement - Southern Gulf Is	37,875	5.44	44,488	6.39	6,613	0.95	-14.86%
1.923	Emer enc Comm - Crest - S.G.I.	162,607	23.36	159,461	22.90	3,146	0.45	1.97%
	Total SGI Electoral Are	**$1,499,988**	**$223.03**	**$1,425,528**	**$212.13**	**$74,460**	**$10.90**	**5.14%**
	Total Capital Regional Distric	**$2,559,611**	**$375.22**	**$2,457,573**	**$360.36**	**$102,038**	**$14.87**	**4.13%**
						4.2%		
	Cost/average residential property	$375.22		$360.36		$14.87		
CRHD	Capital Re ional Hospital Distric	647,302	92.97	672,541	96.60	25,239	3.63	-3.75%
	Total CRD and CRHD	**$3,206,913**	**$468.20**	**$3,130,114**	**$456.96**	**$76,799**	**$11.24**	**2.46%**
	Average residential assessment (2019/2020)	**$492,635**		**$492,635**				

Major Impacts

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	1.16	0.25%
Regional Parks	0.61	0.13%
JOINT EA		
Building Inspection	1.34	0.29%
SGI EA		
Grants in Aid - Southern Gulf Islands	5.72	1.25%
SGI Economic Development Commission	3.81	0.83%
Southern Gulf Islands - Public Library	0.57	0.13%
SGI Small Craft Harbour Facilities**	1.33	0.29%
Stormwater Quality Management - Southern Gulf Is.	(0.95)	-0.21%
Capital Regional Hospital District	(3.63)	-0.79%
Other	1.28	0.28%
Total	**$11.24**	**2.46%**

	Southern Gulf Islands Local/Specified/Defined Services	2021	Cost per Avg. Res Asst/ Parcel	2020	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.137	Galiano Island Community Use Building	61,718	39.73	60,616	39.02	1,102	0.71	1.82%
1.170	Gossip Island Electric Power Supply	56,927	1,069.92	57,079	1,072.78	(152)	(2.86)	-0.27%
1.227	Saturna Island Medical Clinic	13,838	21.07	5,686	99.75	8,152	(78.68)	-78.88%
1.228	Galiano Health Service	125,080	80.52	122,684	78.98	2,396	1.54	1.95%
1.352	South Galiano Fire Protection	405,009	432.32	397,892	424.73	7,117	7.60	1.79%
1.356	Pender Fire Protection	1,029,018	408.96	1,007,568	400.43	21,450	8.52	2.13%
1.359	N. Galiano Fire Protection	222,730	554.44	210,515	524.03	12,215	30.41	5.80%
1.363	Saturna Is. Fire Protection	165,749	249.91	162,741	245.38	3,008	4.54	1.85%
1.465	Saturna Is Community Parks	23,000	34.84	17,554	26.59	5,446	8.25	31.02%
1.468	Saturna Is Community Recreation	13,368	20.25	11,621	17.60	1,747	2.65	15.03%
1.475	Mayne Is Community Parks	83,214	48.41	81,263	47.27	1,951	1.13	2.40%
1.478	Mayne Is Community Rec	34,207	19.90	32,797	19.08	1,410	0.82	4.30%
1.485	N & S Pender Community Parks	155,642	61.37	153,720	60.61	1,922	0.76	1.25%
1.488	N & S Pender Community Rec	60,847	23.99	58,653	23.13	2,194	0.87	3.74%
1.495	Galiano Parks	92,080	68.16	90,020	66.64	2,060	1.52	2.29%
1.498	Galiano Community Recreation	36,700	27.17	35,894	26.57	806	0.60	2.25%
2.630	Magic Lakes Estate Water System	568,517	497.39	568,517	497.39	-	-	0.00%
2.640	Lyall Harbour/Boot Cove Water	133,257	806.05	131,030	792.58	2,227	13.47	1.70%
2.642	Skana Water	22,885	329.95	23,070	332.62	(185)	(2.67)	-0.80%
2.665	Sticks Allison Water	10,000	276.98	5,000	138.49	5,000	138.49	100.00%
2.667	Surfside Park Estates Water	22,147	221.99	27,843	279.09	(5,696)	(57.10)	-20.46%
3.755	Regional Source Control - Magic Lake Estates	3,833	5.35	3,769	5.26	64	0.09	1.70%
3.830	Magic Lake Estates Sewer System	579,396	855.28	698,611	1,031.26	(119,215)	(175.98)	-17.06%
3.830D	Magic Lake Estates Sewer Debt	93,740	145.42	-	-	93,740	145.42	0.00%
	Total Local/Specified/Defined Services	**$4,012,903**		**$3,964,144**		**$48,759**		
	Average residential assessment (2019/2020)	**$492,635**		**$492,635**				

Appendix C-2

Southern Gulf Islands - Operating Budget Highlights - Gross Expenditure (+/- 1.7% and +/- $20,000)

SGI Services +/- 1.7% and +/- $20,000	Gross Expenditure 2021	Gross Expenditure 2020	Changes $	Changes %	Main Budget Driver
1.110 - Electoral Area Admin Exp - S.G.I.	396,198.00	420,697.00	(24,499)	-5.8%	• (21k) reduction in surplus carryforward in 2020 funding one-time program cost
1.117 - Grant-in-Aid - Southern Gulf Islands	103,479.00	63,643.00	39,836.00	62.6%	• 40k - additional funding per director's request
1.125 - SGI Economic Development Commission	119,726.00	98,462.00	21,264.00	21.6%	•30k net increase in contract for services and program development proposed by the SGI Community Economic Sustainability Commission • (8k) reduction in other misc operating cost
Total Southern Gulf Islands Electoral Area	**619,403**	**582,802**	**36,601**	**6.3%**	
1.356 - Pender Fire Protection	1,107,570.00	1,027,091.00	80,479.00	7.8%	• 58k short term loan payment for purchase of new fire truck funded by reserves • 13k increase in contractual payments to the Pender Fire Society pending final budget submission from the Society
3.830 - Magic Lake Estates Sewer System	950,193.00	974,068.00	(23,875)	-2.5%	•(40k) reduction in debt servicing cost related to the new 6M renewal project with the assumption of 10% of the properties will exercise the one-time lump sum payment option vs long-term debt payment, pending for final confirmation at the end of year. • 6k related to internal allocations including IWS ops, labs and standard OH • 10k related to core inflationary increase
Total Local/Specified/Defined Area	**2,057,763**	**2,001,159**	**56,604**	**2.8%**	
Other (Services not meeting criteria above)	4,886,218.58	4,832,147.97	54,071	1.1%	
Total Southern Gulf Islands	**7,563,385**	**7,416,109**	**147,276**	**2.0%**	

Appendix C-3

Southern Gulf Islands 2021 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
Protective Services		
1.352 South Galiano Fire Protection		
South Galiano Fire Hall	600	Debt
Water		
2.630 Magic Lake Estates Water		
Design and construction Buck Lake & Magic Lake adjustable intakes	225	Reserves
Sewer		
3.830 Magic Lake Estates Sewer		
Wastewater improvements - Phase I	5,750	Debt
Other		
1.235 SGI Small Craft Harbour Facilities		
Construction of the Anson Road facility	100	Capital Funds on Hand
Upgrades to Retreat Cove dock facility	185	Reserves
Decommission the Horton Bay dock	100	Capital Funds on Hand
Upgrades to Miners Bay	276	Debt, Reserves
Port Washington dock improvements	195	Debt
Installation of an additional float at the Piers Island dock	135	Reserves

Total Projects ≥ $100K	7,566
Total Projects < $100K	604
Total 2021 Capital Projects	8,170

Appendix C-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SGI

2021 **Schedule B - Extract**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.137	Galiano Island Community Use Building			15,000			**15,000**					15,000		**15,000**
1.235	SGI Small Craft Harbour Facilities				1,091,000		**1,091,000**	200,000	441,000			400,000	50,000	**1,091,000**
1.318	Building Inspection	3,250	14,625				**17,875**			17,875				**17,875**
1.352	South Galiano Fire			603,000			**603,000**		600,000	3,000				**603,000**
1.356	Pender Island Fire	34,000	75,000	18,000			**127,000**			109,000		18,000		**127,000**
1.369	Electoral Area Fire Services	82,839					**82,839**					82,839		**82,839**
1.372	Emergency Planning Coordination	813					**813**			813				**813**
1.465	Saturna Island Community Parks				10,000		**10,000**					10,000		**10,000**
1.485	Pender Island Community Parks				10,000		**10,000**					10,000		**10,000**
1.495	Galiano Community Parks				13,000		**13,000**					13,000		**13,000**
2.630	Magic Lake Estates Water (Pender)	250,000			90,000		**340,000**					340,000		**340,000**
2.640	Lyall Harbour Boot Cove Water (Saturna)				15,000		**15,000**					15,000		**15,000**
2.642	Skana Water (Mayne)				25,000		**25,000**					25,000		**25,000**
2.665	Sticks Allison Water (Galiano)	14,500					**14,500**					14,500		**14,500**
2.667	Surfside Park Estates (Mayne)	25,000					**25,000**					25,000		**25,000**
3.830	Magic Lake Sewer Utility (Pender)				5,780,000		**5,780,000**		5,750,000			30,000		**5,780,000**
TOTAL		**410,402**	**89,625**	**636,000**	**7,034,000**	**-**	**8,170,027**	**200,000**	**6,791,000**	**130,688**	**-**	**998,339**	**50,000**	**8,170,027**

Appendix C-5: SGI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.369 Electoral Area Fire Services

1.372 EA Emergency Coordination

SOUTHERN GULF ISLANDS

1.110 Administration

1.117 Grants in Aid

1.125 Economic Development

1.137 Galiano Island Library Service

1.138 Southern Gulf Islands Public Library

1.170 Gossip Island Electric Power Supply

1.227 Saturna Health Service

1.228 Galiano Health Service

1.235 Small Craft Harbour Facilities

1.314 SGI House Numbering

Appendix C-5: SGI Service Budgets

1.352 South Galiano Island Fire

1.356 Pender Island Fire

1.359 North Galiano Island Fire

1.363 Saturna Island Fire

1.373 Emergency Program

1.465 Saturna Island Community Parks

1.468 Saturna Island Community Recreationn

1.475 Mayne Island Community Parks

1.476 Mayne Island Community Parks Donations

1.478 Mayne Island Community Recreation

1.485 Pender Island Community Parks

1.488 Pender Island Community Recreation

1.495 Galiano Island Community Parks

1.498 Galiano Island Community Recreation

1.533 Stormwater Quality

1.923 Emergency Communications – CREST

2.630 Magic Lake Estates Water (Pender Island)

2.640 Lyall Harbour/Boot Cove Water (Saturna Island)

Appendix C-5: SGI Service Budgets

2.642 Skana Water (Mayne Island)

2.665 Sticks Allison Water (Galiano Island)

2.667 Surfside Water (Mayne Island)

3.830 Magic Lake Estates Sewer System (Pender Island)

CAPITAL REGIONAL DISTRICT

2021 Budget

Elections

EAC Review

Service: 1.103 Elections **Committee:** Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

1.103 - Elections	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025
OPERATING COSTS										
Electoral Area Elections	-	520	-	-	-	-	122,500	-	-	-
Islands Trust	-	-	-	-	-	-	74,900	-	-	-
Allocations and Insurance	166	166	37	-	-	37	38	39	39	39
TOTAL OPERATING COSTS	**166**	**686**	**37**	**-**	**-**	**37**	**197,438**	**39**	**39**	**39**
*Percentage Increase over prior year						-77.7%	533516.2%	-100.0%	0.0%	0.0%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	19,992	19,902	25,033	-	-	25,033	29,863	32,031	34,031	36,031
TOTAL COSTS	**20,158**	**20,588**	**25,070**	**-**	**-**	**25,070**	**227,301**	**32,070**	**34,070**	**36,070**
FUNDING SOURCES (REVENUE)										
Recovery from Islands Trust	-	(500)	-	-	-	-	(74,900)	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(122,331)	-	-	-
Other Income	(158)	(88)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(158)**	**(588)**	**(70)**	**-**	**-**	**(70)**	**(197,301)**	**(70)**	**(70)**	**(70)**
REQUISITION	**(20,000)**	**(20,000)**	**(25,000)**	**-**	**-**	**(25,000)**	**(30,000)**	**(32,000)**	**(34,000)**	**(36,000)**
*Percentage increase over prior year Requisition						25.0%	20.0%	6.7%	6.3%	5.9%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2020	2021	2022	2023	2024	2025
Beginning Balance		46,620	76,493	101,526	9,058	41,089	75,120
Transfer from Op Budget		19,992	25,033	29,863	32,031	34,031	36,031
Transfer from ERF		9,170					
Planned Spending		-	-	(122,331)	-	-	-
Interest Income		710	-	-	-	-	-
Ending Balance $		**76,493**	**101,526**	**9,058**	**41,089**	**75,120**	**111,151**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections in 2022 at an estimated cost of $120,000 - $140,000

CAPITAL REGIONAL DISTRICT

2021 Budget

UBCM

EAC Review

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Area**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Convention Expenses	16,805	12,875	12,893	-	-	12,893	13,157	13,414	13,682	13,950
TOTAL COSTS	**16,805**	**12,875**	**12,893**	**-**	**-**	**12,893**	**13,157**	**13,414**	**13,682**	**13,950**
*Percentage Increase over prior year						-23.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	3,930	(3,930)	-	-	(3,930)	-	-	-	-
Balance c/fwd from 2019 to 2020	(2,832)	(2,832)	-	-	-	-	-	-	-	-
Other Revenue	(87)	(87)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**(2,919)**	**1,011**	**(4,020)**	**-**	**-**	**(4,020)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(13,886)**	**(13,886)**	**(8,873)**	**-**	**-**	**(8,873)**	**(13,067)**	**(13,324)**	**(13,592)**	**(13,860)**
*Percentage increase over prior year Requisition						-36.1%	47.3%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Building Inspection

EAC Review

Service: 1.318 **Building Inspection** **Committee: Electoral Area**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010) and 3780 Amendment (2011). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2020 to 2021
Service: 1.318 Building Inspection

	Total Expenditure	Comments
2020 Budget	**1,561,459**	
Change in Salaries:		
Base salary change	20,370	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(3,384)	New hires at lower pay step
Other (explain as necessary)	7,993	Vacant 0.1 FTE (Admin Clerk) salary added in 2021 budget (not in 2020)
Total Change in Salaries	24,979	
Other Changes:		
Allocations	21,360	Standard OH Allocation increase is the combination of 2020 operating cost increase and 3rd year new model implementation. Increases also are in HR and Building Occupancy allocations.
Vehicles / Travel Costs	16,203	Cost associated with travel to Eas and vehicle operating and maintenance costs
Real Estate Labour Charge	14,720	In alignment with historical actual costs
Other	14,569	Staff training, membership fees, courier
Total Other Changes	66,852	
2021 Budget	**1,653,290**	
% expense increase from 2020:	***5.9%***	
% Requisition increase from 2020 (if applicable):	***7.0%***	*Requisition funding is 28% of service revenue.*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Fee revenues are projected at 117K (11.7%) lower than budget as we experience low permit fee revenue since May. The total expenditures are projected at 115K(7.4%) lower than budget manily due to the vacancies and lower pay step for new hire. The estimated overall deficit of 2K will be covered by operating reserve fund.

1.318 - Building Inspection	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	1,124,275	989,600	1,151,316	-	-	1,151,316	1,156,103	1,180,806	1,206,044	1,231,829
Telecommunications	35,290	34,455	35,890	-	-	35,890	36,610	37,340	38,090	38,850
Legal Expenses	10,220	4,327	10,390	-	-	10,390	10,600	10,810	11,030	11,250
Building Rent	33,706	33,706	34,450	-	-	34,450	35,210	35,980	36,770	37,510
Supplies	16,108	13,832	16,380	-	-	16,380	16,700	17,040	17,380	17,720
Allocations	188,554	209,518	225,494	-	-	225,494	240,721	245,480	250,332	255,284
Other Operating Expenses	120,006	127,138	146,070	-	-	146,070	149,210	152,160	155,160	158,229
TOTAL OPERATING COSTS	**1,528,159**	**1,412,576**	**1,619,990**	**-**	**-**	**1,619,990**	**1,645,154**	**1,679,616**	**1,714,806**	**1,750,672**
*Percentage Increase over prior year						6.0%	1.6%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,000**	**10,000**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,561,459**	**1,445,876**	**1,653,290**	**-**	**-**	**1,653,290**	**1,678,454**	**1,712,916**	**1,748,106**	**1,783,972**
Internal Recoveries	(29,362)	(29,362)	(29,486)	-	-	(29,486)	(30,076)	(30,677)	(31,291)	(31,920)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,532,097**	**1,416,514**	**1,623,804**	**-**	**-**	**1,623,804**	**1,648,378**	**1,682,239**	**1,716,815**	**1,752,052**
FUNDING SOURCES (REVENUE)						6.0%	1.5%	2.1%	2.1%	2.1%
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Fees Charged	(970,610)	(857,905)	(1,019,141)	-	-	(1,019,141)	(1,067,671)	(1,089,030)	(1,110,810)	(1,133,030)
Contract Revenue	(35,000)	(30,000)	(36,781)	-	-	(36,781)	(37,510)	(38,250)	(39,020)	(39,800)
Transfer from Operating Reserve	(114,247)	(116,369)	(126,400)	-	-	(126,400)	(37,409)	(4,000)	-	-
Grants in Lieu of Taxes	(1,443)	(1,443)	(1,510)	-	-	(1,510)	(1,540)	(1,570)	(1,600)	(1,630)
Revenue - Other	(2,000)	(2,000)	(2,562)	-	-	(2,562)	(2,672)	(2,796)	(2,921)	(2,880)
TOTAL REVENUE	**(1,123,300)**	**(1,007,717)**	**(1,186,394)**	**-**	**-**	**(1,186,394)**	**(1,146,802)**	**(1,135,646)**	**(1,154,351)**	**(1,177,340)**
REQUISITION	**(408,797)**	**(408,797)**	**(437,411)**	**-**	**-**	**(437,411)**	**(501,576)**	**(546,593)**	**(562,464)**	**(574,712)**
*Percentage increase over prior year Requisition						7.0%	14.7%	9.0%	2.9%	2.2%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.318 Building Inspection	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$10,000	$0	$5,000	$0	$0	$15,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$45,000	$0	$0	$45,000	$0	$90,000
	$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$55,000	$0	$5,000	$45,000	$0	$105,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.318
Service Name: Building Inspection

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$90,000	V	ERF	$0	$45,000	$0	$0	$45,000	$0	$90,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$5,000	E	ERF	$0	$0	$0	$5,000	$0	$0	$5,000
21-01	Replacement	Furniture Replacement	Salt Spring Island furniture replacement	$10,000	E	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$105,000**			**$0**	**$55,000**	**$0**	**$5,000**	**$45,000**	**$0**	**$105,000**

Building Inspection
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	168,538	42,138	4,729	729	729	729
Equipment Replacement Fund	73,457	28,457	38,457	43,457	8,457	18,457
Total	**241,995**	**70,595**	**43,186**	**44,186**	**9,186**	**19,186**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

.

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	to be created	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		281,907	168,538	42,138	4,729	729	729
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(116,369)	(126,400)	(37,409)	(4,000)	-	-
Interest Income		3,000	-	-	-	-	-
Ending Balance $		**168,538**	**42,138**	**4,729**	**729**	**729**	**729**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

.

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101425	2020	2021	2022	2023	2024	2025
Beginning Balance		148,457	73,457	28,457	38,457	43,457	8,457
Transfer from Ops Budget		10,000	10,000	10,000	10,000	10,000	10,000
Planned Purchase		(85,000)	(55,000)	-	(5,000)	(45,000)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**73,457**	**28,457**	**38,457**	**43,457**	**8,457**	**18,457**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Noise control

EAC Review

Service: 1.320 **Noise Control** **Committee: Electoral Area**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - NOISE CONTROL	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Legal	7,340	7,340	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Allocations	1,953	1,953	2,304	-	-	2,304	2,607	2,656	2,706	2,757
Internal Time Charges	29,208	29,208	29,876	-	-	29,876	30,047	30,614	31,208	31,814
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL OPERATING COSTS	**38,561**	**38,561**	**39,140**	**-**	**-**	**39,140**	**39,754**	**40,510**	**41,294**	**42,101**
*Percentage Increase over prior year						1.5%	1.6%	1.9%	1.9%	2.0%
FUNDING SOURCES (REVENUE)										
Revenue - Other	(231)	(231)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(231)**	**(231)**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
REQUISITION	**(38,330)**	**(38,330)**	**(38,940)**	**-**	**-**	**(38,940)**	**(39,554)**	**(40,310)**	**(41,094)**	**(41,901)**
*Percentage increase over prior year Requisition						1.6%	1.6%	1.9%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2020	2021	2022	2023	2024	2025
Beginning Balance		2,494	2,532	2,532	2,532	2,532	2,532
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income*		38	-	-	-	-	-
Ending Balance $		**2,532**	**2,532**	**2,532**	**2,532**	**2,532**	**2,532**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 BUDGET

Nuisance & Unsightly Premises

EAC Review

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Area**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Legal	2,152	2,152	2,085	-	-	2,085	2,130	2,170	2,210	2,250
Allocations	2,384	2,384	2,825	-	-	2,825	3,247	3,309	3,373	3,437
Internal Time Charges	46,257	46,257	46,750	-	-	46,750	47,017	47,905	48,835	49,782
Other Operating Expenses	330	330	330	-	-	330	340	350	360	370
TOTAL OPERATING COSTS	**51,123**	**51,123**	**51,990**	**-**	**-**	**51,990**	**52,734**	**53,734**	**54,778**	**55,839**
*Percentage Increase over prior year						1.7%	1.4%	1.9%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(178)	(178)	(170)	-	-	(170)	(170)	(170)	(170)	(170)
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(278)**	**(278)**	**(270)**	**-**	**-**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
REQUISITION	**(50,845)**	**(50,845)**	**(51,720)**	**-**	**-**	**(51,720)**	**(52,464)**	**(53,464)**	**(54,508)**	**(55,569)**
*Percentage increase over prior year Requisition						1.7%	1.4%	1.9%	2.0%	1.9%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2020	2021	2022	2023	2024	2025
Beginning Balance		15,264	15,494	15,494	15,494	15,494	15,494
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		230	-	-	-	-	-
Ending Balance $		**15,494**	**15,494**	**15,494**	**15,494**	**15,494**	**15,494**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Electoral Area Fire Services

EAC Review

Service: 1.369 **Electoral Area Fire Services** **Committee: Electoral Area**

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of $0.246 per $1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Consulting	15,330	13,000	15,330	-	-	15,330	15,640	15,950	16,270	16,600
Staff Training & Development	5,110	5,110	5,110	-	-	5,110	5,210	5,310	5,420	5,530
Software Licenses	15,930	11,000	11,607	-	-	11,607	11,840	12,080	12,320	12,570
Allocation to Finance & Corp	12,392	12,392	9,244	-	-	9,244	6,287	6,413	6,541	6,672
Allocation to Emergency Coordination	67,401	67,401	74,862	-	-	74,862	76,359	78,039	79,756	81,352
Contingency	4,060	4,060	4,060	-	-	4,060	4,140	4,220	4,300	4,390
Operating - Other	3,050	2,980	3,060	-	-	3,060	3,120	3,180	3,240	3,300
TOTAL OPERATING COSTS	**123,273**	**115,943**	**123,273**	**-**	**-**	**123,273**	**122,596**	**125,192**	**127,847**	**130,414**
*Percentage Increase over prior year						0.0%	-0.5%	2.1%	2.1%	2.0%
CAPITAL / RESERVE										
Equipment Purchases	7,370	7,370	7,370	-	-	7,370	7,520	7,670	7,820	7,980
Transfer to Equipment Replacement Fund (ERF & Op Rsv)	11,647	18,977	11,647	-	-	11,647	15,014	15,168	15,323	15,616
TOTAL CAPITAL / RESERVE	**19,017**	**26,347**	**19,017**	**-**	**-**	**19,017**	**22,534**	**22,838**	**23,143**	**23,596**
TOTAL COSTS	**142,290**	**142,290**	**142,290**	**-**	**-**	**142,290**	**145,130**	**148,030**	**150,990**	**154,010**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(100)**	**(100)**	**(100)**	**-**	**-**	**(100)**	**(100)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(142,190)**	**(142,190)**	**(142,190)**	**-**	**-**	**(142,190)**	**(145,030)**	**(147,930)**	**(150,890)**	**(153,910)**
*Percentage increase over prior year Requisition						0.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.369 Electoral Area Fire Services	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$156,300	$0	$0	$0	$0	$156,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$156,300	$0	$0	$0	$0	$156,300
		$0	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.369
Service Name: Electoral Area Fire Services

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Study	Structure Protection Unit (Sprinkler trailer)	Provision of capacity to protect infrastructure and structures from wildfire	$156,300	E	Res	$0	$156,300	$0	$0	$0	$0	$156,300
			GRAND TOTAL	**$156,300**			**$0**	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105404	2020	2021	2022	2023	2024	2025
Beginning Balance		257,382	272,929	128,276	143,290	158,458	173,781
Transfer from Ops Budget		11,647	11,647	15,014	15,168	15,323	15,616
Planned Expenditures		-	(156,300)	-	-	-	-
Interest Income		3,900	-	-	-	-	-
Ending Balance $		**272,929**	**128,276**	**143,290**	**158,458**	**173,781**	**189,397**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Emergency Planning Coordination

EAC Review

Service: 1.372 Emergency Planning Coordination **Committee: Planning, Transportation & Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Emergency Planning Coordination	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries	509,587	482,000	532,583	-	-	532,583	534,073	545,559	557,295	569,275
Contract for Services	63,000	63,000	-	-	-	-	-	-	-	-
Travel Expenses	1,790	1,790	1,820	-	-	1,820	1,860	1,900	1,940	1,980
Telecommunications	6,700	6,700	6,810	-	-	6,810	6,950	7,090	7,230	7,370
Staff Training & Development	2,130	2,130	1,620	-	-	1,620	1,650	1,680	1,710	1,740
Supplies	14,300	1,560	2,010	-	-	2,010	2,050	2,090	2,130	2,170
Allocations	56,596	56,596	59,170	-	-	59,170	59,064	60,243	61,450	62,675
Other Operating Expenses	10,720	8,896	8,630	-	-	8,630	8,790	8,970	9,150	9,330
TOTAL OPERATING COSTS	**664,823**	**622,672**	**612,643**	**-**	**-**	**612,643**	**614,437**	**627,532**	**640,905**	**654,540**
*Percentage Increase over prior year						-7.8%	0.3%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	15,425	7,324	-	-	7,324	7,470	7,620	7,770	7,930
TOTAL COSTS	**664,823**	**638,097**	**619,967**	**-**	**-**	**619,967**	**621,907**	**635,152**	**648,675**	**662,470**
Internal Recoveries	(413,859)	(413,859)	(459,671)	-	-	(459,671)	(468,864)	(479,179)	(489,721)	(499,520)
OPERATING COSTS LESS INTERNAL RECOVERIES	**250,964**	**224,238**	**160,296**	**-**	**-**	**160,296**	**153,043**	**155,973**	**158,954**	**162,950**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	14,486	(14,486)	-	-	(14,486)	-	-	-	-
Balance c/fwd from 2019 to 2020	(29,307)	(29,307)	-	-	-	-	-	-	-	-
Grants Revenue	(78,120)	(65,880)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(491)	(491)	(500)	-	-	(500)	(510)	(520)	(530)	(540)
Revenue - Other	(300)	(300)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(108,218)**	**(81,492)**	**(15,296)**	**-**	**-**	**(15,296)**	**(830)**	**(850)**	**(870)**	**(890)**
REQUISITION	**(142,746)**	**(142,746)**	**(145,000)**	**-**	**-**	**(145,000)**	**(152,213)**	**(155,123)**	**(158,084)**	**(162,060)**
*Percentage increase over prior year Requisition						1.6%	5.0%	1.9%	1.9%	2.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.372 Emergency Planning Coordination	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$2,500	$0	$0	$2,500	$0	$5,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$2,500	$0	$0	$2,500	$0	$5,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.372
Service Name: Emergency Planning Coordination

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$0	E	ERF	$0	$2,500	$0	$0	$2,500	$0	$5,000
			GRAND TOTAL	**$0**			**$0**	**$2,500**	**$0**	**$0**	**$2,500**	**$0**	**$5,000**

Reserve Schedule

Reserve Fund: 1.327 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101985	2020	2021	2022	2023	2024	2025
Beginning Balance		2,646	646	5,470	12,940	20,560	25,830
Transfer from Op Budget		-	7,324	7,470	7,620	7,770	7,930
Planned Purchase		(2,000)	(2,500)	-	-	(2,500)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**646**	**5,470**	**12,940**	**20,560**	**25,830**	**33,760**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2021 Budget

Admin Expenditures (SGI)

EAC Review

Service: 1.110 **SGI Admin. Expenditures** **Committee: Electoral Area**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel , electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Southern Gulf Islands

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.110 - Admin Expenditures (SGI) Director & Management	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Director Admin	129,432	111,356	109,554	-	-	109,554	109,371	111,380	113,465	115,740
Management Services	290,265	250,183	276,069	-	-	276,069	277,159	282,960	288,868	294,885
TOTAL OPERATING COSTS	**419,697**	**361,539**	**385,623**	**-**	**-**	**385,623**	**386,530**	**394,340**	**402,333**	**410,625**
*Percentage Increase over prior year						-8.1%	0.2%	2.0%	2.0%	2.1%
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(16,724)	(8,817)	(1,251)	(20)
NET OPERATING COSTS	**419,697**	**361,539**	**385,623**	**-**	**-**	**385,623**	**369,806**	**385,523**	**401,082**	**410,605**
*Percentage Increase over prior year						-8.1%	-4.1%	4.3%	4.0%	2.4%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	18,276	9,575	-	-	9,575	-	-	-	-
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,020
Purchases Equipment	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**1,000**	**19,276**	**10,575**	**-**	**-**	**10,575**	**1,000**	**1,000**	**1,000**	**1,020**
TOTAL COSTS	**420,697**	**380,815**	**396,198**	**-**	**-**	**396,198**	**370,806**	**386,523**	**402,082**	**411,625**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	37,166	(37,166)	-	-	(37,166)	-	-	-	-
Balance c/fwd from 2019 to 2020	(57,835)	(57,835)	-	-	-	-	-	-	-	-
Transfer from Feasibility Fund	-	-	-	-	-	-	-	-	-	-
Cost Recovery	(17,426)	(14,510)	(13,717)	-	-	(13,717)	(13,896)	(14,075)	(14,296)	(14,522)
Grants in Lieu of Taxes	(2,851)	(2,851)	(2,730)	-	-	(2,730)	(2,790)	(2,850)	(2,910)	(2,970)
Other Revenue	(200)	(400)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(78,312)**	**(38,430)**	**(53,813)**	**-**	**-**	**(53,813)**	**(16,886)**	**(17,125)**	**(17,406)**	**(17,692)**
REQUISITION	**(342,385)**	**(342,385)**	**(342,385)**	**-**	**-**	**(342,385)**	**(353,920)**	**(369,398)**	**(384,676)**	**(393,933)**
*Percentage increase over prior year Requisition						0.0%	3.4%	4.4%	4.1%	2.4%

1.110 - Admin Expenditures (SGI) Director Admin	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025
OPERATING COSTS										
Director's Remuneration	43,124	43,124	43,987	-	-	43,987	44,870	45,630	46,410	47,340
Contract for Services	30,300	19,850	20,160	-	-	20,160	20,560	20,970	21,390	21,820
Consulting	10,000	6,611	-	-	-	-	-	-	-	-
Travel	5,610	1,510	5,500	-	-	5,500	5,610	5,720	5,830	5,950
Allocations	15,272	15,672	15,042	-	-	15,042	12,997	13,257	13,521	13,790
Other Operating Expenses	25,126	24,589	24,865	-	-	24,865	25,334	25,803	26,314	26,840
TOTAL OPERATING COSTS	**129,432**	**111,356**	**109,554**	**-**	**-**	**109,554**	**109,371**	**111,380**	**113,465**	**115,740**
*Percentage Increase over prior year						-15.4%	-0.2%	1.8%	1.9%	2.0%
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
NET OPERATING COSTS	**129,432**	**111,356**	**109,554**	**-**	**-**	**109,554**	**109,371**	**111,380**	**113,465**	**115,740**
*Percentage Increase over prior year						-15.4%	-0.2%	1.8%	1.9%	2.0%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	18,276	9,575	-	-	9,575	12,123	12,183	12,249	12,480
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,020
Purchases Equipment	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**1,000**	**19,276**	**10,575**	**-**	**-**	**10,575**	**13,123**	**13,183**	**13,249**	**13,500**
TOTAL COSTS	**130,432**	**130,632**	**120,129**	**-**	**-**	**120,129**	**122,494**	**124,563**	**126,714**	**129,240**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,445)	(1,445)	-	-	-	-	-	-	-	-
Cost Recovery	(10,826)	(10,826)	(11,005)	-	-	(11,005)	(11,184)	(11,363)	(11,584)	(11,810)
Grants in Lieu of Taxes	(797)	(797)	(800)	-	-	(800)	(820)	(840)	(860)	(880)
Interest Income	(200)	(400)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(13,268)**	**(13,468)**	**(12,005)**	**-**	**-**	**(12,005)**	**(12,204)**	**(12,403)**	**(12,644)**	**(12,890)**
REQUISITION	**(117,164)**	**(117,164)**	**(108,124)**	**-**	**-**	**(108,124)**	**(110,290)**	**(112,160)**	**(114,070)**	**(116,350)**
*Percentage increase over prior year Requisition						-7.7%	2.0%	1.7%	1.7%	2.0%

1.110 - Admin Expenditures (SGI) Management Services	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Salaries & Wages	139,759	139,759	151,735	-	-	151,735	152,079	155,356	158,703	162,121
Contract for Services	69,000	54,288	68,040	-	-	68,040	69,400	70,790	72,210	73,650
Program Development	15,000	-	-	-	-	-	-	-	-	-
Travel	2,800	2,500	2,850	-	-	2,850	2,910	2,970	3,030	3,090
Memberships & Professional Dues	800	800	810	-	-	810	830	850	870	890
Allocations	20,846	20,846	20,424	-	-	20,424	19,080	19,464	19,855	20,254
Other Operating Expenses	42,060	31,990	32,210	-	-	32,210	32,860	33,530	34,200	34,880
TOTAL OPERATING COSTS	**290,265**	**250,183**	**276,069**	**-**	**-**	**276,069**	**277,159**	**282,960**	**288,868**	**294,885**
*Percentage Increase over prior year						-4.9%	0.4%	2.1%	2.1%	2.1%
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(28,847)	(21,000)	(13,500)	(12,500)
NET OPERATING COSTS	**290,265**	**250,183**	**276,069**	**-**	**-**	**276,069**	**248,312**	**261,960**	**275,368**	**282,385**
*Percentage Increase over prior year						-4.9%	-10.1%	5.5%	5.1%	2.5%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**290,265**	**250,183**	**276,069**	**-**	**-**	**276,069**	**248,312**	**261,960**	**275,368**	**282,385**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	37,166	(37,166)	-	-	(37,166)	-	-	-	-
Balance c/fwd from 2019 to 2020	(56,390)	(56,390)	-	-	-	-	-	-	-	-
Sub-lease Recovery	(6,600)	(3,684)	(2,712)	-	-	(2,712)	(2,712)	(2,712)	(2,712)	(2,712)
Grants in Lieu of Taxes	(2,054)	(2,054)	(1,930)	-	-	(1,930)	(1,970)	(2,010)	(2,050)	(2,090)
Other revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(65,044)**	**(24,962)**	**(41,808)**	**-**	**-**	**(41,808)**	**(4,682)**	**(4,722)**	**(4,762)**	**(4,802)**
REQUISITION	**(225,221)**	**(225,221)**	**(234,261)**	**-**	**-**	**(234,261)**	**(243,630)**	**(257,238)**	**(270,606)**	**(277,583)**
*Percentage increase over prior year Requisition						4.0%	4.0%	5.6%	5.2%	2.6%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.110 SGI Admin. Expenditures	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$1,500	$1,530	$0	$0	$3,030
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$1,500**	**$1,530**	**$0**	**$0**	**$3,030**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$1,500	$1,530	$0	$0	$3,030
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$1,500**	**$1,530**	**$0**	**$0**	**$3,030**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.110
Service Name: SGI Admin. Expenditures

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Replacement	Computer	Computer Replacements for Director and Manager	$4,470	E	ERF	$0	$0	$1,500	$1,530	$0	$0	$3,030
			GRAND TOTAL	**$4,470**			**$0**	**$0**	**$1,500**	**$1,530**	**$0**	**$0**	**$3,030**

Admin Expenditures (SGI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	18,276	27,851	11,127	2,310	1,059	1,039
Equipment Replacement Fund	7,409	8,409	7,909	7,379	8,379	9,399
Total	**25,685**	**36,260**	**19,036**	**9,689**	**9,438**	**10,438**

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Operating Reserve Fund

.

To be created

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	To be created	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		-	18,276	27,851	11,127	2,310	1,059
Transfer from Ops Budget		18,276	9,575	12,123	12,183	12,249	12,480
Transfer to Ops Budget		-	-	(28,847)	(21,000)	(13,500)	(12,500)
Interest Income		-	-	-	-	-	-
Ending Balance $		**18,276**	**27,851**	**11,127**	**2,310**	**1,059**	**1,039**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Equipment Replacement Fund

.

ERF Group: SGIADMIN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101838**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance		7,849	7,409	8,409	7,909	7,379	8,379
Transfer from Ops Budget		1,000	1,000	1,000	1,000	1,000	1,020
Planned Purchase		(1,440)	-	(1,500)	(1,530)	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**7,409**	**8,409**	**7,909**	**7,379**	**8,379**	**9,399**

Assumptions/Background:

Fund Balance should remain between $5,000 and $10,000.

CAPITAL REGIONAL DISTRICT

2021 Budget

SGI Grants in Aid

EAC Review

Service: 1.117 SGI Grants in Aid **Committee:** Electoral Area

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

$0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $166,212.

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.117 - SGI Grants in Aid	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Grants in Aid	60,000	60,000	60,000	40,000	-	100,000	100,000	100,000	100,000	100,000
Allocations	3,026	3,026	2,679	-	-	2,679	3,230	3,294	3,360	3,427
Internal Interest	300	300	800	-	-	800	800	800	800	800
TOTAL COSTS	**63,326**	**63,326**	**63,479**	**40,000**	**-**	**103,479**	**104,030**	**104,094**	**104,160**	**104,227**
*Percentage Increase over prior year						63.4%	0.5%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2019 to 2020	317	317	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(752)	(752)	(770)	-	-	(770)	(790)	(800)	(820)	(840)
Other Grants	-	-	-	-	-	-	-	-	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(535)**	**(535)**	**(870)**	**-**	**-**	**(870)**	**(890)**	**(900)**	**(920)**	**(940)**
REQUISITION	**(62,791)**	**(62,791)**	**(62,609)**	**(40,000)**	**-**	**(102,609)**	**(103,140)**	**(103,194)**	**(103,240)**	**(103,287)**
*Percentage increase over prior year Requisition						63.4%	0.5%	0.1%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

SGI Economic Development Commission

EAC Review

Service: 1.125 **SGI Economic Development** **Committee: Electoral Area**

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3803, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None

COMMISSION:

Five members including the Director representing the Southern Gulf Islands Electoral Area, and one individual from each of Galiano Island, Mayne Island, Saturna Island and Pender Islands.

FUNDING:

Requisition

1.125 - SGI Economic Development Commission	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	20,000	20,000	57,000	15,000	-	72,000	73,440	74,910	76,410	77,940
Program Development	52,012	50,312	29,623	-	-	29,623	29,820	30,020	30,220	30,420
Internal Allocations	2,630	2,630	4,443	-	-	4,443	5,022	5,122	5,224	5,329
Building Rent	13,300	13,300	8,670	-	-	8,670	8,850	9,030	9,190	9,350
Operating - Other	10,520	10,520	4,990	-	-	4,990	5,090	5,190	5,290	5,390
TOTAL COSTS	**98,462**	**96,762**	**104,726**	**15,000**	**-**	**119,726**	**122,222**	**124,272**	**126,334**	**128,429**
*Percentage Increase over prior year						21.6%	2.1%	1.7%	1.7%	1.7%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	1,700	(1,700)	-	-	(1,700)	-	-	-	-
Balance c/fwd from 2020 to 2021	(6,952)	(6,952)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(579)	(579)	(600)	-	-	(600)	(610)	(620)	(630)	(640)
Interest Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(7,631)**	**(5,931)**	**(2,400)**	**-**	**-**	**(2,400)**	**(710)**	**(720)**	**(730)**	**(740)**
REQUISITION	**(90,831)**	**(90,831)**	**(102,326)**	**(15,000)**	**-**	**(117,326)**	**(121,512)**	**(123,552)**	**(125,604)**	**(127,689)**
*Percentage increase over prior year Requisition						29.2%	3.6%	1.7%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

2021 Budget

Galiano Island Library Service

EAC Review

Service: 1.137 Galiano Island Community Use Building **Committee: Electoral Area**

DEFINITION:

To establish a service for the purpose of constructing and operating a building on Galiano Island that will be used for library, community and local government purposes by Bylaw No. 3792 adopted Dec 2011.

SERVICE DESCRIPTION:

This service provides funding to operate, build and debt service a public use building on Galiano Island. It was started after a successful referendum in 2011. This building is home to the local library run by the Galiano Island Library Society and has a room for public use.

PARTICIPATION:

A portion of the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of $100,100 or $0.165 / $1,000 on actual assessed value of land and improvements. To a maximum of $126,871.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3793 (2013)	$ 440,000
BORROWED:	LA Bylaw No. 3793A (2014,3.85%)	(310,000)
REMAINING AUTHORIZATION		$ 130,000

FUNDING:

Requisiton

1.137 - Galiano Island Library Service	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Allocations	13,845	12,233	16,711	-	-	16,711	17,006	17,346	17,693	18,046
Insurance	3,020	990	970	-	-	970	990	1,010	1,030	1,050
Building Maintenance	6,190	2,276	5,000	-	-	5,000	5,110	5,220	5,330	5,440
Utilities	4,520	4,470	3,800	-	-	3,800	3,880	3,960	4,040	4,120
Contingency	1,280	-	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Other Operating Expenses	4,510	3,283	4,990	-	-	4,990	5,090	5,200	5,310	5,420
TOTAL OPERATING COSTS	**33,365**	**23,252**	**32,971**	**-**	**-**	**32,971**	**33,606**	**34,296**	**34,993**	**35,696**
*Percentage Increase over prior year						-1.2%	1.9%	2.1%	2.0%	2.0%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	-	10,113	1,500	-	-	1,500	2,094	2,664	3,250	3,857
MFA Debt Reserve Fund	80	80	80	-	-	80	80	80	80	80
MFA Principal Payment	15,482	15,482	15,482	-	-	15,482	15,482	15,482	15,482	15,482
MFA Interest Payment	11,916	11,916	11,915	-	-	11,915	11,915	11,915	11,915	11,915
TOTAL DEBT / RESERVE	**27,478**	**37,591**	**28,977**	**-**	**-**	**28,977**	**29,571**	**30,141**	**30,727**	**31,334**
TOTAL COSTS	**60,843**	**60,843**	**61,948**	**-**	**-**	**61,948**	**63,177**	**64,437**	**65,720**	**67,030**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
Other Income	(147)	(147)	(150)	-	-	(150)	(147)	(147)	(150)	(150)
MFA Debt Resv FundEearnings	(80)	(80)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	**(227)**	**(227)**	**(230)**	**-**	**-**	**(230)**	**(227)**	**(227)**	**(230)**	**(230)**
REQUISITION	**(60,616)**	**(60,616)**	**(61,718)**	**-**	**-**	**(61,718)**	**(62,950)**	**(64,210)**	**(65,490)**	**(66,800)**
*Percentage increase over prior year Requisition						1.8%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.137 Galiano Island Community Use Bui	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings	B	$0	$15,000	$0	$0	$0	$0	$15,000
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$15,000**	**$0**	**$0**	**$0**	**$0**	**$15,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$15,000	$0	$0	$0	$0	$15,000
		$0	**$15,000**	**$0**	**$0**	**$0**	**$0**	**$15,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.137
Service Name: Galiano Island Community Use Building

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	New	Emergency Repairs	Unforseen Emergency Repairs	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-02	New	Asset Management Plan	Asset Management Plan	$5,000	B	Res	$0	$5,000	$0	$0	$0	$0	$5,000
			GRAND TOTAL	**$15,000**				**$15,000**	**$0**	**$0**	**$0**	**$0**	**$15,000**

Reserve Schedule

Reserve Fund: 1.137 Galiano Island Library Service - Capital Reserve Fund

Bylaw 3939

Reserve Cash Flow

Fund: 1083 / Fund Centre: 102135	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	61,990	62,930	49,430	51,524	54,188	57,438
Transfer from Ops Budget	-	1,500	2,094	2,664	3,250	3,857
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	-	(15,000)	-	-	-	-
Interest Income	940	-	-	-	-	-
Ending Balance $	**62,930**	**49,430**	**51,524**	**54,188**	**57,438**	**61,295**

Assumptions/Background:

New Building. Transfers to reserve should provide for future capital repairs and improvements as well as replacement in long term

CAPITAL REGIONAL DISTRICT

2021 Budget

SGI Regional Library

EAC Review

Service: 1.138 SGI Regional Library **Committee:** Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Southern Gulf Islands Library service by Bylaw No. 2880 adopted July 2001.

SERVICE DESCRIPTION:

This is a contribution service to provide funding and advisory support for the operation of the Pender Island Public Library and other 4 reading centres on the Southern Gulf Islands. Each centre is managed by volunteers and each has representation on the commission. Funding is provided under a 5-year agreement.

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of $165,391 or $0.069 / $1,000 on actual assessed value of land and improvements. To a maximum of $228,542.

COMMISSION:

Southern Gulf Islands Public Library Commission (Bylaw No. 3523, April 9, 2008)

FUNDING:

Requisition

1.138 - SGI Regional Library	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contribution to Library	197,570	197,570	200,930	-	-	200,930	204,950	209,050	213,230	217,490
Allocations	3,571	3,571	4,065	-	-	4,065	4,141	4,224	4,309	4,395
Insurance	130	130	140	-	-	140	140	140	140	140
Other Operating Expenses	1,730	720	1,760	-	-	1,760	1,790	1,830	1,870	1,910
TOTAL COSTS	**203,001**	**201,991**	**206,895**	**-**	**-**	**206,895**	**211,021**	**215,244**	**219,549**	**223,935**
*Percentage Increase over prior year						1.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	1,010	(1,010)	-	-	(1,010)	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,140)	(1,140)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,553)	(1,553)	(1,580)	-	-	(1,580)	(1,610)	(1,640)	(1,670)	(1,710)
Other Income	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(2,723)**	**(1,713)**	**(2,620)**	**-**	**-**	**(2,620)**	**(1,640)**	**(1,670)**	**(1,700)**	**(1,740)**
REQUISITION	**(200,278)**	**(200,278)**	**(204,275)**	**-**	**-**	**(204,275)**	**(209,381)**	**(213,574)**	**(217,849)**	**(222,195)**
*Percentage increase over prior year Requisition						2.0%	2.5%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Gossip Island Electirc Power Supply

EAC Review

Service: 1.170 Gossip Island Electrical Power Supply **Committee: Electoral Area**

DEFINITION:

A service established to provide capital financing for the supply and installation of underwater cabling from Galiano Island to Gossip Island (Bylaw No. 3578 - June 2009).

SERVICE DESCRIPTION:

This is strictly a financial service by which the CRD has agreed to borrow $770,000 to fund the replacement of electric cabling to Gossip Island, off Galiano Island. CRD Corporate Services Department, Finance Division manages the service which includes annual debt charges and the related recovery from Gossip Island taxpayers. The service was started in June 2009 after a petition by a majority of residents. Electrical cabling to the island is provided by BC Hydro. The Gossip Island Electrification Society provides liaison with BC Hydro on electrical cabling matters.

PARTICIPATION:

56 of 66 parcels on Gossip Island

MAXIMUM LEVY:

Greater of $85,310 or $3.76 / $1,000 on actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3579 (2012)	$ 770,000
BORROWED:	S.I. Bylaw No. 3579 (2012, 2.9%)	(715,000)
REMAINING AUTHORIZATION		$ 55,000

FUNDING:

Parcel tax

1.170 - Gossip Island Electirc Power Supply	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Allocations	661	661	357	-	-	357	216	221	225	230
Other Operating Expenses	220	220	220	-	-	220	220	220	220	220
TOTAL OPERATING COSTS	**881**	**881**	**577**	**-**	**-**	**577**	**436**	**441**	**445**	**450**
*Percentage Increase over prior year						-34.5%	-24.4%	1.1%	0.9%	1.1%
DEBT / RESERVE										
MFA Debt Reserve Fund	180	180	200	-	-	200	200	200	200	200
MFA Principal Payment	35,708	35,708	35,708	-	-	35,708	35,708	35,708	35,708	35,708
MFA Interest Payment	20,735	20,735	20,735	-	-	20,735	20,735	20,735	20,735	20,735
TOTAL DEBT / RESERVE	**56,623**	**56,623**	**56,643**	**-**	**-**	**56,643**	**56,643**	**56,643**	**56,643**	**56,643**
TOTAL COSTS	**57,504**	**57,504**	**57,220**	**-**	**-**	**57,220**	**57,079**	**57,084**	**57,088**	**57,093**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(152)	(152)	-	-	-	-	-	-	-	-
Interest Income	(93)	(93)	(93)	-	-	(93)	(93)	(93)	(93)	(90)
MFA Debt Reserve Fund Earnings	(180)	(180)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(425)**	**(425)**	**(293)**	**-**	**-**	**(293)**	**(293)**	**(293)**	**(293)**	**(290)**
REQUISITION - PARCEL TAX	**(57,079)**	**(57,079)**	**(56,927)**	**-**	**-**	**(56,927)**	**(56,786)**	**(56,791)**	**(56,795)**	**(56,803)**
*Percentage increase over prior year Requisition						-0.3%	-0.2%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Saturna Health Service

EAC Review

Service: 1.227 **Saturna Health Service** **Committee: Electoral Area**

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Bylaw No. 4231 Saturna Health Service Establishment Bylaw.

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

Greater of $44,937 or $0.17 / $1,000 on actual assessed value of land and improvements.

FUNDING:

Requisition

1.227 - Saturna Health Service	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Payment to Saturna Island Meduical Clinic	15,000	15,000	15,260	-	-	15,260	15,570	15,880	16,200	16,520
Other Operating Expenses	387	387	308	-	-	308	314	320	327	333
TOTAL COSTS	**15,387**	**15,387**	**15,568**	**-**	**-**	**15,568**	**15,884**	**16,200**	**16,527**	**16,853**
*Percentage Increase over prior year						1.2%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(8,000)	(8,000)	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes - Federal	(1,701)	(1,701)	(1,730)	-	-	(1,730)	(1,760)	(1,800)	(1,840)	(1,880)
TOTAL REVENUE	**(9,701)**	**(9,701)**	**(1,730)**	**-**	**-**	**(1,730)**	**(1,760)**	**(1,800)**	**(1,840)**	**(1,880)**
REQUISITION	**(5,686)**	**(5,686)**	**(13,838)**	**-**	**-**	**(13,838)**	**(14,124)**	**(14,400)**	**(14,687)**	**(14,973)**
*Percentage increase over prior year Requisition						143.4%	2.1%	2.0%	2.0%	1.9%

CAPITAL REGIONAL DISTRICT

2021 Budget

Galiano Health Service

EAC Review

Service: 1.228 **Galiano Health Service** **Committee: Electoral Area**

DEFINITION:

To provide secure and predictable funding for the Galiano Health Care Centre
Bylaw No. 3955 Galiano Health Care Centre Contribution Services Establishment Bylaw

PARTICIPATION:

Galiano Island

MAXIMUM LEVY:

Greater of $86,550 or $0.19 / $1,000 on actual assessed value of land and improvements. To a maximum of $146,094.

FUNDING:

Requisition

1.228 - Galiano Health Service	2020		BUDGET REQUEST	2021			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payment to Galiano Health Society	120,750	120,750	122,800	-	-	122,800	125,260	127,770	130,330	132,940
Operating - Other	2,261	2,261	2,470	-	-	2,470	2,609	2,660	2,711	2,763
TOTAL OPERATING COSTS	**123,011**	**123,011**	**125,270**	**-**	**-**	**125,270**	**127,869**	**130,430**	**133,041**	**135,703**
*Percentage Increase over prior year						1.8%	2.1%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	150	(150)	-	-	(150)	-	-	-	-
Balance c/fwd from 2019 to 2020	(289)	(289)	-	-	-	-	-	-	-	-
Other Revenue	(38)	(188)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(327.00)**	**(327)**	**(190)**	**-**	**-**	**(190)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(122,684)**	**(122,684)**	**(125,080)**	**-**	**-**	**(125,080)**	**(127,829)**	**(130,390)**	**(133,001)**	**(135,663)**
*Percentage increase over prior year Requisition						2.0%	2.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

SGI Small Craft Harbour Facilities

EAC Review

Service: 1.235 **SGI Small Craft Harbour Facilities** **Committee: Electoral Area**

DEFINITION:

A local service, established by Bylaw No. 2614, October 6, 1998, in the Southern Gulf Islands Electoral Area to establish, acquire and operate a service of small craft harbour facilities.

SERVICE DESCRIPTION:

The SGI Small Craft Harbour Facilities service funds and operates 11 small craft harbour facilities in the Southern Gulf Islands. 9 docks are owned by the CRD and 2 are leased. The docks are located on Mayne, Galiano, North and South Pender, Saturna, Piers and Vancouver Islands. The service was undertaken by the CRD upon the Federal Government of Canada's divestiture of ownership and operation of small craft harbour facilities. The Federal Government provided 1-tim funding of $1.6million to the CRD for dock rehabilitation. The service is administered by the Southern Gulf Islands Harbour Commission.

MAXIMUM LEVY:

Greater of $112,878 or $0.10 / $1,000 on actual assessed value of land and improvements. To a maximum of $332,424.

COMMISSION:

Southern Gulf Islands Harbour Commission as established by Bylaw No. 2972 in 2002.

FUNDING:

Parcel Tax
Moorage Fees

1.235 - SGI Small Craft Harbour Facilities	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Management Expenditures:										
Contract for Services	10,000	10,000	10,170	-	-	10,170	10,370	10,580	10,790	11,010
Supplies, Advertising	1,060	1,060	1,080	-	-	1,080	1,100	1,120	1,140	1,160
Travel and Training	7,290	2,200	7,420	-	-	7,420	7,570	7,720	7,870	8,030
Internal Allocations	24,028	27,758	25,504	-	-	25,504	27,107	27,648	28,202	28,766
Labour Charges	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	8,970	9,210	11,070	-	-	11,070	11,290	11,510	11,740	11,970
TOTAL MANAGEMENT EXPENDITURES	**51,348**	**50,228**	**55,244**	**-**	**-**	**55,244**	**57,437**	**58,578**	**59,742**	**60,936**
*Percentage Increase over prior year						7.6%	4.0%	2.0%	2.0%	2.0%
Dock Expenditures:										
Repairs and Maintenance	55,670	42,810	56,640	-	-	56,640	57,770	58,920	60,070	61,230
Wharfinger Compensation and Travel	49,890	42,310	50,770	-	-	50,770	51,800	52,840	53,880	54,950
Insurance	31,160	31,160	28,104	-	-	28,104	28,680	29,280	29,880	30,480
Electricity	3,080	2,730	3,130	-	-	3,130	3,190	3,250	3,310	3,370
Supplies	4,460	5,920	4,460	-	-	4,460	4,570	4,680	4,790	4,900
Operating - Other	4,150	-	4,270	-	-	4,270	4,390	4,510	4,630	4,750
TOTAL DOCK EXPENDITURES	**148,410**	**124,930**	**147,374**	**-**	**-**	**147,374**	**150,400**	**153,480**	**156,560**	**159,680**
*Percentage Increase over prior year						-0.7%	2.1%	2.0%	2.0%	2.0%
TOTAL OPERATING COSTS	**199,758**	**175,158**	**202,618**	**-**	**-**	**202,618**	**207,837**	**212,058**	**216,302**	**220,616**
DEBT / RESERVE										
Transfer to Capital Reserve Fund	170,000	188,880	170,000	-	-	170,000	150,000	150,000	150,000	150,000
MFA Interest	-	-	6,395	-	-	6,395	9,266	9,648	9,648	9,648
MFA Principal	-	-	-	-	-	-	25,501	30,705	30,705	30,705
TOTAL DEBT / RESERVE	**170,000**	**188,880**	**176,395**	**-**	**-**	**176,395**	**184,767**	**190,353**	**190,353**	**190,353**
TOTAL COSTS	**369,758**	**364,038**	**379,013**	**-**	**-**	**379,013**	**392,604**	**402,411**	**406,655**	**410,969**
FUNDING SOURCES (REVENUE)										
Revenue- Fees	(91,000)	(85,280)	(92,400)	-	-	(92,400)	(94,090)	(95,810)	(97,580)	(99,400)
Grants in Lieu of Taxes	(5,211)	(5,211)	(5,300)	-	-	(5,300)	(5,300)	(5,300)	(5,300)	(5,300)
Other Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(96,411)**	**(90,691)**	**(97,900)**	**-**	**-**	**(97,900)**	**(99,590)**	**(101,310)**	**(103,080)**	**(104,900)**
REQUISITION - PARCEL TAX	**(273,347)**	**(273,347)**	**(281,113)**	**-**	**-**	**(281,113)**	**(293,014)**	**(301,101)**	**(303,575)**	**(306,069)**
*Percentage increase over prior year Requisition						2.8%	4.2%	2.8%	0.8%	0.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.235 SGI Small Craft Harbour Facilities	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$100,000	$1,091,000	$240,000	$250,000	$50,000	$50,000	$1,681,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$100,000	**$1,091,000**	**$240,000**	**$250,000**	**$50,000**	**$50,000**	**$1,681,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$100,000	$200,000	$0	$0	$0	$0	$200,000
Debenture Debt (New Debt Only)		$0	$441,000	$90,000	$0	$0	$0	$531,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$50,000	$0	$0	$0	$0	$50,000
Reserve Fund		$0	$400,000	$150,000	$250,000	$50,000	$50,000	$900,000
		$100,000	**$1,091,000**	**$240,000**	**$250,000**	**$50,000**	**$50,000**	**$1,681,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.235
Service Name: SGI Small Craft Harbour Facilities

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles
E - Equipment

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	New	Anson Road	Construction of the Anson Road facility - gravel roadway, approach, main float and approximately 720 ft of moorage.	$575,000	S	Cap	$100,000	$100,000	$0	$0	$0	$0	$100,000
19-02	Renewal	Retreat Cove	Upgrades to the Retreat Cove Dock Facility to maintain level of service.	$185,000	S	Res	$0	$185,000	$0	$0	$0	$0	$185,000
19-03	Decommission	Horton Bay	Decommission the Horton Bay dock after construction of the Anson Road facility.	$100,000	S	Cap	$0	**$100,000**	$0	$0	$0	$0	$100,000
20-02	Renewal	Spanish Hills	Upgrades to the Spanish Hills Dock Facility to maintain level of service.	$75,000	S	Other	$0	$50,000	$0	$0	$0	$0	$50,000
20-04	Renewal	Miners Bay Upgrades	Upgrades to Miners Bay based on a grant application to fund wharfhead and approach upgrades.	$30,000	S	Res	$0	$30,000	$0	$0	$0	$0	$30,000
20-04	Renewal	Miners Bay Upgrades	Upgrades to Miners Bay based on a grant application to fund wharfhead and approach upgrades.	$246,000	S	Debt	$0	$246,000	$0	$0	$0	$0	$246,000
21-01	Renewal	Port Washington	Dock improvements outlined from the 18-01 Inspections project.	$195,000	S	Debt	$0	$195,000	$0	$0	$0	$0	$195,000
21-02	Renewal	Inspections	Detailed inspections including underwater inspection.	$125,000	S	Res	$0	$0	$0	$125,000	$0	$0	$125,000
21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	An annual provisional fund is required to address unplanned dock safety issues.	$200,000	S	Res	$0	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-05	**New**	**Piers Island Additional Float**	**Installation of an additional float at the Piers Island dock.**	**$135,000**	**S**	**Res**	$0	**$135,000**	$0	$0	$0	$0	$135,000
22-01	Renewal	Hope Bay	Dock improvements outlined from the 18-01 Inspections project.	$90,000	S	Debt	$0	$0	$90,000	$0	$0	$0	$90,000
22-02	Renewal	Swartz Bay Improvements & Dock Replacement	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.	**$175,000**	S	Res	$0	$0	**$100,000**	$75,000	$0	$0	$175,000
			GRAND TOTAL	**$2,131,000**			**$100,000**	**$1,091,000**	**$240,000**	**$250,000**	**$50,000**	**$50,000**	**$1,681,000**

Service: 1.235 SGI Small Craft Harbour Facilities

Proj. No.	19-01	**Capital Project Title**	Anson Road	**Capital Project Description**	Construction of the Anson Road facility - gravel roadway, approach, main float and approximately 720 ft of moorage.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Construction of a new dock facility at the end of Anson Road. Works include construction of a walkway ramp, gravel road and turnaround, pump out toilet, main float with 6 fingers to provide approximately 720 ft of moorage. Funding to be partially from reserves and partially from the capital reserve and funds from the acquisition of Horton Bay. Funds are required to carry out the required archeological investigation and procure a contractor for construction.*				

Proj. No.	19-02	**Capital Project Title**	Retreat Cove	**Capital Project Description**	Upgrades to the Retreat Cove Dock Facility to maintain level of service.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project includes works to maintain the current level of service as recommended in the Moffatt & Nichol Summary Report for Southern Gulf Islands Harbour Commission (SGIHC) Facilities December 11, 2015 and Stantec's 2018 top-side inspection. Recommended works include repairs to the approach piles, and repairs to the floats. Due to the quickly deteriorating condition of the Sturdies Bay facility, this project has been delayed to 2021.*				

Proj. No.	19-03	**Capital Project Title**	Horton Bay	**Capital Project Description**	Decommission the Horton Bay dock after construction of the Anson Road facility.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project is for decommissioning of the Horton Bay facility after construction of the Anson Road dock. Funds are required to carry out the required archeological investigation and retain a contractor to remove the infrastructure.*				

Proj. No.	20-02	**Capital Project Title**	Spanish Hills	**Capital Project Description**	Upgrades to the Spanish Hills Dock Facility to maintain level of service.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project includes works to maintain the current level of service as recommended in DFO commissioned assessment. Recommended works include preventative maintenance works on piles to extend service life, replace broken pile footing and repairs to the gangway. Funding are required for staff to retain a contractor to carry out the works.*				

Proj. No.	20-04	**Capital Project Title**	Miners Bay Upgrades	**Capital Project Description**	Upgrades to Miners Bay based on a grant application to fund wharfhead and approach upgrades
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Additional works were highlighted during the completion of the 2018 upgrade works including the required to replace the wharf head decking, need to replace the electrical system and lighting, repairs and replacements for rails on the approach and additional piles requiring replacement. A grant has been submitted and unsuccessful in 2020.*				

Proj. No.	21-01	**Capital Project Title**	Port Washington	**Capital Project Description**	Dock improvements outlined from the 18-01 Inspections project.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.*				

Proj. No.	21-02	**Capital Project Title**	Inspections	**Capital Project Description**	Detailed inspections including underwater inspection.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Dock inspection, repair and maintenance is an iterative process that requires periodic review of the facilities and re-evaluation of proposed work plans and residual life estimates. This budget is for a "Top Side and Underwater " inspection and will be used to re-evaluate the 5 Year capital Program. Due to recent inspections and resulting works this project has been deferred until 2023.*				

Proj. No.	21-03	**Capital Project Title**	ANNUAL PROVISIONAL: Dock Improvements	**Capital Project Description**	An annual provisional fund is required to address unplanned dock safety issues.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds are required for unplanned & minor repairs such as minor board replacement, painting, emergency repairs, and electrical repairs.*				

Proj. No.	21-05	**Capital Project Title**	Piers Island Additional Float	**Capital Project Description**	Installation of an additional float at the Piers Island dock.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project is to complete the Piers Island Additional Float replacement. Design, environmental assessment and majority of permitting is complete. Funds are required to retain a contractor to supply and install an additional float.*				

Proj. No.	22-01	**Capital Project Title**	Hope Bay	**Capital Project Description**	Dock improvements outlined from the 18-01 Inspections project.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.*				

Proj. No.	22-02	**Capital Project Title**	Swartz Bay Improvements & Dock Replacement	**Capital Project Description**	Dock improvements outlined from the 18-01 Inspection project.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.In 2020 it was noted that float B had rotting frame indicating requirement to replace the float.*				

Reserve Schedule

Reserve Fund: 1.235 SGI Harbour Facilities - Capital Reserve Fund

Bylaw 2719

Reserve Cash Flow

Fund: 1054 / Fund Centre: 101467	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	466,134	384,894	154,894	154,894	54,894	154,894
Transfer from Ops Budget	170,000	170,000	150,000	150,000	150,000	150,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(269,000)	(400,000)	(150,000)	(250,000)	(50,000)	(50,000)
Interest Income	17,760	-	-	-	-	-
Ending Balance $	**384,894**	**154,894**	**154,894**	**54,894**	**154,894**	**254,894**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included. Also offset with Realized Loss (Gain).

CAPITAL REGIONAL DISTRICT

2021 Budget

SGI House Numbering

EAC Review

Service: 1.314 **SGI Building Numbering** **Committee: Electoral Area**

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Established by Bylaw No. 3230 (2004).
Southern Gulf Islands Building Numbering Regulation Bylaw No. 3231.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

None

FUNDING:

Requisition

1.314 - SGI House Numbering	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Building Inspection	8,564	8,564	8,773	-	-	8,773	8,948	9,127	9,310	9,496
Allocations	539	539	497	-	-	497	468	477	487	496
Other Operating Expenses	70	70	70	-	-	70	70	70	70	70
TOTAL COSTS	**9,173**	**9,173**	**9,340**	**-**	**-**	**9,340**	**9,486**	**9,674**	**9,867**	**10,062**
*Percentage Increase over prior year						1.8%	1.6%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(22)	(22)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(82)	(82)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
Interest Income	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	**(114)**	**(114)**	**(130)**	**-**	**-**	**(130)**	**(130)**	**(130)**	**(130)**	**(130)**
REQUISITION	**(9,059)**	**(9,059)**	**(9,210)**	**-**	**-**	**(9,210)**	**(9,356)**	**(9,544)**	**(9,737)**	**(9,932)**
*Percentage increase over prior year Requisition						1.7%	1.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

South Galiano Fire Protection

EAC Review

Service: 1.352 South Galiano Fire **Committee:** Electoral Area

DEFINITION:

A local service area established to provide fire protection and emergency response on a volunteer basis to the southern part of Galiano Island. Fire department is operated by the South Galiano Fire Protection Society in accordance with a written agreement between the Society and the CRD. Bylaw No. 70 (January 13, 1971). Repealed and replaced by Bylaw No. 2148 (January 12, 1994) Local Service Area #25 - M-764. Amended by Bylaw No. 3224 to add emergency response.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act. Specified Area #1 - A(764).

MAXIMUM LEVY:

Greater of $269,580 or $0.8125 / $11,000.

FUNDING:

Requisition

1.352 - South Galiano Fire Protection	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Honorarium and Call Out Pay	110,000	110,000	111,870	-	-	111,870	114,110	116,390	118,720	121,090
Travel - Vehicles	34,900	34,900	31,060	-	-	31,060	31,680	32,320	32,970	33,620
Insurance	1,760	1,760	5,240	-	-	5,240	5,350	5,460	5,570	5,680
Staff Development	30,000	30,000	30,510	-	-	30,510	31,120	31,740	32,370	33,020
Maintenance	9,020	9,020	9,170	-	-	9,170	9,350	9,540	9,730	9,920
Internal Allocations	7,928	7,928	10,655	-	-	10,655	12,624	12,876	13,134	13,397
Operating Supplies and Other	33,820	33,820	34,390	-	-	34,390	35,070	35,770	36,470	37,180
TOTAL OPERATING COSTS	**227,428**	**227,428**	**232,895**	**-**	**-**	**232,895**	**239,304**	**244,096**	**248,964**	**253,907**
*Percentage Increase over prior year						2.4%	2.8%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Capital Equipment Purchases	5,600	5,600	5,700	-	-	5,700	5,810	5,930	6,050	6,170
Transfer to Equipment Replacement Fund	79,695	79,695	81,050	-	-	81,050	82,430	83,830	85,260	86,710
TOTAL CAPITAL / RESERVE	**85,295**	**85,295**	**86,750**	**-**	**-**	**86,750**	**88,240**	**89,760**	**91,310**	**92,880**
MFA DEBT										
MFA Debt Reserve Fund	20,100	20,100	23,057	-	-	23,057	-	-	-	-
Principal Payment	-	-	-	-	-	-	71,986	71,986	71,986	71,986
Interest Payment	46,280	46,280	43,528	-	-	43,528	40,350	40,350	40,350	40,350
TOTAL MFA DEBT	**66,380**	**66,380**	**66,585**	**-**	**-**	**66,585**	**112,336**	**112,336**	**112,336**	**112,336**
TOTAL COSTS	**379,103**	**379,103**	**386,230**	**-**	**-**	**386,230**	**439,881**	**446,192**	**452,610**	**459,123**
FUNDING SOURCES (REVENUE)										
Parcel Tax	(66,380)	(66,380)	(66,585)	-	-	(66,585)	(112,336)	(112,336)	(112,336)	(112,336)
Other Income	(300)	(300)	(310)	-	-	(310)	(320)	(330)	(340)	(350)
TOTAL REVENUE	**(66,680)**	**(66,680)**	**(66,895)**	**-**	**-**	**(66,895)**	**(112,656)**	**(112,666)**	**(112,676)**	**(112,686)**
REQUISITION	**(312,423)**	**(312,423)**	**(319,335)**	**-**	**-**	**(319,335)**	**(327,224)**	**(333,526)**	**(339,934)**	**(346,437)**
*Percentage increase over prior year Requisition						2.2%	2.5%	1.9%	1.9%	1.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.352 South Galiano Fire	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$600,000	$603,000	$3,000	$3,000	$0	$0	$609,000
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$600,000	$0	$600,000
		$600,000	**$603,000**	**$3,000**	**$3,000**	**$600,000**	**$0**	**$1,209,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$600,000	$600,000	$0	$0	$0	$0	$600,000
Equipment Replacement Fund		$0	$3,000	$3,000	$3,000	$600,000	$0	$609,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$600,000	**$603,000**	**$3,000**	**$3,000**	**$600,000**	**$0**	**$1,209,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.352
Service Name: South Galiano Fire

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
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Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-02	Replacement	South Galiano Fire Hall	Post-disaster Fire Hall	$2,400,000	B	Debt	$600,000	$600,000	$0	$0	$0	$0	$600,000
21-01	Replacement	Turn out Gear - 3 sets 2021	3 sets of turn out gear	$3,000	B	ERF	$0	$3,000	$0	$0	$0	$0	$3,000
22-01	Replacement	Turn out Gear - 4 sets 2022	4 sets of turn out gear	$3,000	B	ERF	$0	$0	$3,000	$0	$0	$0	$3,000
23-01	Replacement	Turn out Gear - 5 sets 2023	5 sets of turn out gear	$3,000	B	ERF	$0	$0	$0	$3,000	$0	$0	$3,000
24-01	Replacement	Replace Engine 1, F00858	Replace Engine 1, F00858	$600,000	V	ERF	$0	$0	$0	$0	$600,000	$0	$600,000
			GRAND TOTAL	**$3,009,000**			**$600,000**	**$603,000**	**$3,000**	**$3,000**	**$600,000**	**$0**	**$1,209,000**

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Equipment Replacement Fund

.

ERF Group: SGALFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101431	2020	2021	2022	2023	2024	2025
Beginning Balance		232,672	312,367	390,417	469,847	550,677	35,937
Transfer from Ops Budget		79,695	81,050	82,430	83,830	85,260	86,710
Planned Purchase		-	(3,000)	(3,000)	(3,000)	(600,000)	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**312,367**	**390,417**	**469,847**	**550,677**	**35,937**	**122,647**

Assumptions/Background:

Need to transfer as much as operating budget will allow in order to fund replacement of fire vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2021 Budget

Pender Fire Protection

EAC Review

Service: 1.356 Pender Island Fire Protection & Emergency Response Service **Committee: Electoral Area**

DEFINITION:

A specified area established to provide fire protection and emergency response on a volunteer basis to Pender Islands.
Local Service Bylaw No. 2050 (October 28, 1992). Amended by Bylaw No. 3015 (November 29, 2002) to increase the levy rate to $1.87.
Amended by Bylaw No. 3283 to change the name and geographical area to include both North and South Pender Islands to create one fire service area known as the Pender Islands Fire Protection & Emergency Response Service. This Amendment also decreased the levy to $0.92.

PARTICIPATION:

On all lands and improvements on the basis of taxable hospital district assessments. Local Service Area #18 - J(764).

MAXIMUM LEVY:

Bylaw No. 3994 states "Greater of $918,000 or $0.998 / $1,000" to a maximum of $1,204,915.

FUNDING:

Requisition

Change in Budget 2020 to 2021

Service: 1.356 Pender Fire Protection	**Total Expenditure**	**Comments**
2020 Budget	**1,027,091**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Debt	58,200	Short term loan for purchase of new fire truck
Payment to 3rd Parties	13,038	Contractual increase to Pender Fire
Internal Allocations	6,123	
Contribution to Reserves	2,158	CRF and ERF
Other	960	
Total Other Changes	80,479	
2021 Budget	**1,107,570**	
% expense increase from 2020:	***7.8%***	
% Requisition increase from 2020 (if applicable):	***2.2%***	*Requisition funding is 99% of service revenue*

Overall 2020 Budget Performance
(expected variance to budget and surplus treatment)

Service is expected to finish 2020 on budget. Short term borrowing associated with purchase of new fire truck began in 2020.

1.356 - Pender Fire Protection	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Travel - Vehicles	12,000	12,000	12,200	-	-	12,200	12,440	12,690	12,940	13,200
Insurance	7,130	7,130	7,720	-	-	7,720	7,870	8,030	8,190	8,350
Payment - Fire Protection Society	766,712	766,712	779,750	-	-	779,750	795,350	811,260	827,490	844,040
Internal Allocations	29,537	29,537	35,660	-	-	35,660	42,074	42,915	43,774	44,649
Operating - Other	9,600	9,600	9,770	-	-	9,770	9,960	10,150	10,370	10,590
TOTAL OPERATING COSTS	**824,979**	**824,979**	**845,100**	**-**	**-**	**845,100**	**867,694**	**885,045**	**902,764**	**920,829**
*Percentage Increase over prior year						2.4%	2.7%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	71,956	71,956	73,035	-	-	73,035	74,500	75,990	77,510	79,060
Transfer to Capital Reserve Fund	71,956	71,956	73,035	-	-	73,035	74,500	75,990	77,510	79,060
TOTAL CAPITAL / RESERVE	**143,912**	**143,912**	**146,070**	**-**	**-**	**146,070**	**149,000**	**151,980**	**155,020**	**158,120**
Debt Costs	58,200	58,200	116,400	-	-	116,400	116,400	116,400	116,400	116,400
TOTAL COSTS	**1,027,091**	**1,027,091**	**1,107,570**	**-**	**-**	**1,107,570**	**1,133,094**	**1,153,425**	**1,174,184**	**1,195,349**
FUNDING SOURCES (REVENUE)										
Transfer from Reserve Fund	(58,200)	(58,200)	(116,400)	-	-	(116,400)	(116,400)	(116,400)	(116,400)	(116,400)
Grants in Lieu of Taxes	(7,281)	(7,281)	(7,410)	-	-	(7,410)	(7,560)	(7,710)	(7,860)	(8,020)
Other Income	(1,500)	(1,500)	(2,200)	-	-	(2,200)	(2,212)	(2,218)	(2,225)	(2,230)
TOTAL REVENUE	**(66,981)**	**(66,981)**	**(126,010)**	**-**	**-**	**(126,010)**	**(126,172)**	**(126,328)**	**(126,485)**	**(126,650)**
REQUISITION	**(960,110)**	**(960,110)**	**(981,560)**	**-**	**-**	**(981,560)**	**(1,006,922)**	**(1,027,097)**	**(1,047,699)**	**(1,068,699)**
*Percentage increase over prior year Requisition						2.2%	2.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 1.356 Pender Island Fire	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$18,000	$0	$0	$0	$0	$18,000
Equipment	$0	$34,000	$4,000	$25,000	$0	$0	$63,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$75,000	$0	$0	$0	$0	$75,000
	$0	**$127,000**	**$4,000**	**$25,000**	**$0**	**$0**	**$156,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$109,000	$4,000	$25,000	$0	$0	$138,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$18,000	$0	$0	$0	$0	$18,000
	$0	**$127,000**	**$4,000**	**$25,000**	**$0**	**$0**	**$156,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.356
Service Name: Pender Island Fire

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-01	Renewal	Hall 1 Firewall - Occupancy change	Hall 1 Improvements and Upgrades	$12,000	B	Res	$0	$12,000	$0	$0	$0	$0	$12,000
19-02	Replacement	Replace R38 with mini-pumper 1500 IGPM pump	Vehicle Replacement	$75,000	V	ERF	$0	$75,000	$0	$0	$0	$0	$75,000
20-01	Replacement	Gas Detectors -replace	Replacement of ancillary equipment	$7,000	E	ERF	$0	$0	$4,000	$0	$0	$0	$4,000
20-02	Replacement	CRD Computer replacement program	Computer equipment replacement	$15,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
20-03	Replacement	Modify E 17 - dump chutes	Replace dump chutes	$10,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
20-04	Replacement	New Pumper Truck - Replace E27 pumper	Vehicle Replacement	$695,000	V	STLoan	$0	$0	$0	$0	$0	$0	$0
20-04	Replacement	New Pumper Truck - Replace E27 pumper	Vehicle Replacement	$0	V	ERF	$0	$0	$0	$0	$0	$0	$0
20-05	Renewal	Refit & testing to extend useful life of E27 -U746	vehicle Refitting	$2,500	E	ERF	$0	$0	$0	$0	$0	$0	$0
20-06	Renewal	Refit & testing to extend useful life of E37 -U639	vehicle Refitting	$2,500	E	ERF	$0	$0	$0	$0	$0	$0	$0
20-07	Renewal	Hall 1 Meeting Room Upgrades	Install folding partition in Hall 1 meeting room	$18,000	B	Res	$0	$0	$0	$0	$0	$0	$0
20-08	Renewal	Hall 1 Potable water	Improvements to potable water Hall 1	$10,000	B	Res	$0	$0	$0	$0	$0	$0	$0
20-09	Replacement	Hall 1 Roof replacement	Replacement of roof at Hall 1	$30,000	B	Res	$0	$0	$0	$0	$0	$0	$0
20-10	Renewal	Hall 1 Driveway paving	Paving improvements Hall 1	$20,000	B	Res	$0	$0	$0	$0	$0	$0	$0
20-11	Renewal	Training Facilities	Upgrades to training grounds/facilities	$11,846	B	Res	$0	$0	$0	$0	$0	$0	$0
20-12	Renewal	Hall 2 Upgrades	Upgrades to facilities at Hall 2	$50,000	B	Res	$0	$0	$0	$0	$0	$0	$0
20-13	Renewal	Hall 1 Fitness Area	Upgrades to OHS Fitness Area Hall 1	$50,000	B	Res	$0	$0	$0	$0	$0	$0	$0
20-14	Renewal	Vehicle Cameras	Install traffic and backup cameras on all vehicles	$6,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
20-15	Renewal	Computer iPad and phones	Replacement of iPads and Phones	$5,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
21-01	Renewal	Hall 3 Painting - Hall #3 - Paint - upgrades	Hall 3 Improvements and Upgrades	$6,000	B	Res	$0	$6,000	$0	$0	$0	$0	$6,000
21-02	Replacement	Fire hoses	Firefighting equipment replacement	$16,000	E	ERF	$0	$8,000	$0	$8,000	$0	$0	$16,000
21-03	Replacement	Turnout gear	Firefighting equipment replacement	$24,000	E	ERF	$0	$12,000	$0	$12,000	$0	$0	$24,000
21-04	Replacement	SCBA cylinder replacement	Replacement of SCBA cylinders	$14,000	E	ERF	$0	$14,000	$0	$0	$0	$0	$14,000
23-01	Replacement	Replace rescue equipment	Firefighting equipment replacement	$5,000	E	ERF	$0	$0	$0	$5,000	$0	$0	$5,000
			GRAND TOTAL	**$1,084,846**			**$0**	**$127,000**	**$4,000**	**$25,000**	**$0**	**$0**	**$156,000**

Pender Fire Protection
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	220,324	175,359	174,859	175,849	178,359	257,419
Equipment Replacement Fund	148,752	96,387	125,487	135,077	171,187	133,847
Total	**369,075**	**271,745**	**300,345**	**310,925**	**349,545**	**391,265**

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Capital Reserve Fund

Bylaw 3313

Reserve Cash Flow

Fund:	1013	Estimated	Budget				
Fund Centre:	101357	2020	2021	2022	2023	2024	2025
Beginning Balance		427,093	220,324	175,359	174,859	175,849	178,359
Transfer from Ops Budget		71,956	73,035	74,500	75,990	77,510	79,060
Transfer to Cap Fund		(185,455)	(18,000)	-	-	-	-
Transfer to ERF		(100,000)	(100,000)	(75,000)	(75,000)	(75,000)	-
Interest Income		6,730					
Ending Balance $		**220,324**	**175,359**	**174,859**	**175,849**	**178,359**	**257,419**

Assumptions/Background:

Maintain fund at level required under long term capital plan. Considered sufficient. Level to resume life cycle funding after ERF replenished

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Equipment Replacement Fund

For replacement of firefighting equipment and vehicles
ERF Group: NPENDFIRE.ERF & SPENDFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101433	2020	2021	2022	2023	2024	2025
Beginning Balance		236,940	148,752	96,387	125,487	135,077	171,187
Expenditures (Based on Capital Plan)		(201,944)	(109,000)	(4,000)	(25,000)	-	-
Transfer from Ops Budget		71,956	73,035	74,500	75,990	77,510	79,060
Transfer from Capital Reserve Fund		100,000	100,000	75,000	75,000	75,000	
Transfer to OPEX to pay ST Loan		(58,200)	(116,400)	(116,400)	(116,400)	(116,400)	(116,400)
Interest Income		-					
Ending Balance $		**148,752**	**96,387**	**125,487**	**135,077**	**171,187**	**133,847**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

North Galiano Fire Protection

EAC Review

Service: 1.359 North Galiano Fire **Committee: Electoral Area**

DEFINITION:

A Specified Area to provide Fire Protection Services for North Galiano Island. Establishment Bylaw No. 1852 (November 17, 1990). Amended by Bylaw No. 2989 (November 27, 2002) to increase the levy rate to $1.60. amended by Bylaw 3143 (Feb 11, 2004) to change boundaries. Amended by Bylaw 3221 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of $267,000 or $1.60 / $1,000 to a maximum of $352,614.

COMMISSION:

North Galiano Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3844 (Dec/12)	670,000
Borrowed:	SI Bylaw No. 3910 (July/13)	(290,000)
	SI Bylaw No. 3936 (Feb/14)	(280,000)
Remaining:		$100,000

FUNDING:

Requisition and parcel tax.

1.359 - North Galiano Fire Protection	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Honoraria	72,365	72,365	73,600	-	-	73,600	75,070	76,570	78,100	79,660
Travel - Vehicles	19,193	19,193	19,520	-	-	19,520	19,910	20,310	20,710	21,130
Insurance	5,620	5,620	5,800	-	-	5,800	5,920	6,040	6,160	6,290
Maintenance	5,928	5,928	6,030	-	-	6,030	6,150	6,280	6,410	6,540
Staff Training & Development	12,000	12,000	12,200	-	-	12,200	12,440	12,690	12,940	13,200
Internal Allocations	5,451	5,451	6,716	-	-	6,716	8,009	8,169	8,332	8,499
Operating - Supplies	19,296	19,296	13,050	-	-	13,050	13,310	13,580	13,850	14,130
Operating - Other	17,037	17,037	17,330	-	-	17,330	17,670	18,010	18,360	18,710
TOTAL OPERATING COSTS	**156,890**	**156,890**	**154,246**	**-**	**-**	**154,246**	**158,479**	**161,649**	**164,862**	**168,159**
*Percentage Increase over prior year						-1.7%	2.7%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Capital Equipment Purchases	13,132	13,132	6,270	-	-	6,270	6,400	6,530	6,660	6,790
Transfer to Capital Reserve Fund	5,000	5,000	5,090	-	-	5,090	5,190	5,290	5,400	5,510
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Debt Principal	28,467	28,467	28,467	-	-	28,467	28,467	28,467	28,467	28,467
Debt Interest	20,545	20,545	20,555	-	-	20,555	20,555	20,555	20,555	20,555
TOTAL DEBT / RESERVES	**67,144**	**67,144**	**60,382**	**-**	**-**	**60,382**	**60,612**	**60,842**	**61,082**	**61,322**
TOTAL COSTS	**224,034**	**224,034**	**214,628**	**-**	**-**	**214,628**	**219,091**	**222,491**	**225,944**	**229,481**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(21,654)	(21,654)	-	-	-	-	-	-	-	-
Parcel Tax	(24,440)	(24,440)	(24,440)	-	-	(24,440)	(24,440)	(24,440)	(24,440)	(24,440)
Grants in lieu of Taxes	(277)	(277)	(300)	-	-	(300)	(310)	(320)	(330)	(340)
Other Income	(390)	(390)	(400)	-	-	(400)	(410)	(420)	(430)	(440)
TOTAL REVENUE	**(46,761)**	**(46,761)**	**(25,140)**	**-**	**-**	**(25,140)**	**(25,160)**	**(25,180)**	**(25,200)**	**(25,220)**
REQUISITION	**(177,273)**	**(177,273)**	**(189,488)**	**-**	**-**	**(189,488)**	**(193,931)**	**(197,311)**	**(200,744)**	**(204,261)**
*Percentage increase over prior year Requisition						6.9%	2.3%	1.7%	1.7%	1.8%

North Galiano Fire Protection
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	67,039	72,129	77,319	82,609	88,009	93,519
Equipment Replacement Fund	152,966	152,966	152,966	152,966	152,966	152,966
Total	**220,004**	**225,094**	**230,284**	**235,574**	**240,974**	**246,484**

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Capital Reserve Fund

.

Bylaw 3944

Reserve Cash Flow

Fund:	1085	Estimated	Budget				
Fund Centre:	102137	2020	2021	2022	2023	2024	2025
Beginning Balance		61,119	67,039	72,129	77,319	82,609	88,009
Transfer from Ops Budget		5,000	5,090	5,190	5,290	5,400	5,510
Planned Purchase		-	-	-	-	-	-
Interest Income		920	-	-	-	-	-
Ending Balance $		**67,039**	**72,129**	**77,319**	**82,609**	**88,009**	**93,519**

Assumptions/Background:

Gradual increase in fund as per long term plan

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Equipment Replacement Fund

.

ERF Group: NGALFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101435	2020	2021	2022	2023	2024	2025
Beginning Balance		152,966	152,966	152,966	152,966	152,966	152,966
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		-	-	-	-	-	-
Ending Balance $		**152,966**	**152,966**	**152,966**	**152,966**	**152,966**	**152,966**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Saturna Fire Protection

EAC Review

Service: 1.363 **Saturna Fire Protection** **Committee: Electoral Area**

DEFINITION:

A Specified Area to provide Fire Protection and Emergency Response Services. Establishment Bylaw No.2165 (Nov. 29, 1993); Bylaw No.2575 (Jan. 28, 1998); Amended Bylaw No.2734 (Nov. 24, 1999).

MAXIMUM LEVY:

Greater of $73,500 or $0.85 / $1,000 to a maximum of $225,912.

FUNDING:

Requisition

1.363 - Saturna Fire Protection	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Payment - Fire Protection Society	167,000	167,000	169,840	-	-	169,840	173,240	176,700	180,230	183,830
Operating - Other	3,002	3,002	3,269	-	-	3,269	3,468	3,537	3,608	3,680
TOTAL COSTS	**170,002**	**170,002**	**173,109**	**-**	**-**	**173,109**	**176,708**	**180,237**	**183,838**	**187,510**
*Percentage Increase over prior year						1.8%	2.1%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(20)	(20)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(7,181)	(7,181)	(7,300)	-	-	(7,300)	(7,450)	(7,600)	(7,750)	(7,910)
Interest Income	(60)	(60)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	**(7,261)**	**(7,261)**	**(7,360)**	**-**	**-**	**(7,360)**	**(7,510)**	**(7,660)**	**(7,810)**	**(7,970)**
REQUISITION	**(162,741)**	**(162,741)**	**(165,749)**	**-**	**-**	**(165,749)**	**(169,198)**	**(172,577)**	**(176,028)**	**(179,540)**
*Percentage increase over prior year Requisition						1.8%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Emergency Program (SGI)

EAC Review

Service: 1.373 **SGI Emergency Program** **Committee: Electoral Area**

DEFINITION:

To establish and maintain an emergency management organization to develop and implement emergency plans and other preparedness responses and recovery measures for emergencies and disasters for the Electoral Area of Southern Gulf Islands.
Establishment Bylaw No. 2656 (November, 1998).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3445, this service provides planning and management of an emergency response plan for the Southern Gulf Islands Electoral Area. The service was started in 1998 in response to the *Provincial Emergency Program Act*. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

The Southern Gulf Islands Emergency Management Commission (SGIEMC) advises the service.

PARTICIPATION:

The service and participating area shall be coterminous with the Electoral Area of Southern Gulf Islands.

FUNDING:

Requisition

1.373 - Emergency Program (SGI)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Travel Expense	11,480	9,780	11,380	-	-	11,380	11,610	11,840	12,080	12,320
Contract for Services	64,700	64,700	64,700	-	-	64,700	65,990	67,310	68,650	70,030
Staff Training & Development	8,348	6,220	6,220	-	-	6,220	6,350	6,480	6,610	6,740
Educational Material	16,000	16,000	16,000	-	-	16,000	16,320	16,650	16,980	17,320
Payments to 3rd Parties	11,960	9,950	9,960	-	-	9,960	10,160	10,360	10,570	10,780
Supplies	17,270	19,575	19,575	-	-	19,575	19,980	20,390	20,800	21,220
Allocations	6,974	6,974	9,561	-	-	9,561	11,599	11,831	12,068	12,309
Property Taxes	-	677	750	-	-	750	770	790	810	830
Other Operating Expenses	90,705	91,788	90,422	-	-	90,422	92,210	94,020	95,840	97,740
TOTAL OPERATING COSTS	**227,437**	**225,664**	**228,568**	**-**	**-**	**228,568**	**234,989**	**239,671**	**244,408**	**249,289**
*Percentage Increase over prior year						0.5%	2.8%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	12,500	13,000	9,600	-	-	9,600	9,600	9,600	9,600	9,600
Transfer to Operating Reserve Fund	5,000	6,973	6,500	-	-	6,500	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	**17,500**	**19,973**	**16,100**	**-**	**-**	**16,100**	**14,600**	**14,600**	**14,600**	**14,600**
TOTAL COSTS	**244,937**	**245,637**	**244,668**	**-**	**-**	**244,668**	**249,589**	**254,271**	**259,008**	**263,889**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(1,949)	(1,949)	(1,980)	-	-	(1,980)	(2,020)	(2,060)	(2,100)	(2,140)
Revenue - Other	(100)	(800)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(2,049)**	**(2,749)**	**(2,080)**	**-**	**-**	**(2,080)**	**(2,120)**	**(2,160)**	**(2,200)**	**(2,240)**
REQUISITION	**(242,888)**	**(242,888)**	**(242,588)**	**-**	**-**	**(242,588)**	**(247,469)**	**(252,111)**	**(256,808)**	**(261,649)**
*Percentage increase over prior year Requisition						-0.1%	2.0%	1.9%	1.9%	1.9%

Emergency Program (SGI)
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	218,496	228,096	237,696	247,296	256,896	266,496
Operating Reserve Fund	110,900	117,400	122,400	127,400	132,400	137,400
Total	**329,397**	**345,497**	**360,097**	**374,697**	**389,297**	**403,897**

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Capital Reserve Fund

Bylaw 2965

Reserve Cash Flow

Fund:	1063	Estimated	Budget				
Fund Centre:	101723	2020	2021	2022	2023	2024	2025
Beginning Balance		202,916	218,496	228,096	237,696	247,296	256,896
Transfer from Ops Budget		12,500	9,600	9,600	9,600	9,600	9,600
Planned Expenditures		-	-	-	-	-	-
Interest Income		3,080					
Ending Balance $		218,496	228,096	237,696	247,296	256,896	266,496

Assumptions/Backgrounds:

Require sufficient funding to meet long range capital plan

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105401	2020	2021	2022	2023	2024	2025
Beginning Balance		104,320	110,900	117,400	122,400	127,400	132,400
Transfer from Ops Budget		5,000	6,500	5,000	5,000	5,000	5,000
Transfer to Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		1,580					
Ending Balance $		**110,900**	**117,400**	**122,400**	**127,400**	**132,400**	**137,400**

Assumptions/Backgrounds:

CAPITAL REGIONAL DISTRICT

2021 Budget

Saturna Island Comm. Parks

EAC Review

Service: 1.465 Saturna Island Community Parks **Committee: Saturna Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Saturna Island (Bylaw No. 2080, December 16, 1992).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Saturna Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $39,675. (Bylaw 4088 - Amends 2080 - March, 2016)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.465 - Saturna Island Comm. Parks	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	1,500	1,500	1,530	-	-	1,530	1,560	1,590	1,620	1,650
Supplies	400	400	400	-	-	400	400	400	400	400
Repairs & Maintenance	9,500	9,500	9,660	-	-	9,660	9,850	10,050	10,250	10,450
Allocations	1,267	1,267	982	-	-	982	949	968	988	1,007
Contingency	2,938	2,938	2,940	-	-	2,940	3,000	3,060	3,120	3,180
Other Operating Expenses	3,010	3,010	3,070	-	-	3,070	3,130	3,190	3,250	3,310
TOTAL OPERATING COSTS	**18,615**	**18,615**	**18,582**	**-**	**-**	**18,582**	**18,889**	**19,258**	**19,628**	**19,997**
*Percentage Increase over prior year						-0.2%	1.7%	2.0%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	-	-	5,478	-	-	5,478	5,751	5,872	6,012	6,153
TOTAL CAPITAL / RESERVE	**-**	**-**	**5,478**	**-**	**-**	**5,478**	**5,751**	**5,872**	**6,012**	**6,153**
TOTAL COSTS	**18,615**	**18,615**	**24,060**	**-**	**-**	**24,060**	**24,640**	**25,130**	**25,640**	**26,150**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(1,011)	(1,011)	(1,010)	-	-	(1,010)	(1,130)	(1,150)	(1,180)	(1,200)
Revenue - Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(1,061)**	**(1,061)**	**(1,060)**	**-**	**-**	**(1,060)**	**(1,180)**	**(1,200)**	**(1,230)**	**(1,250)**
REQUISITION	**(17,554)**	**(17,554)**	**(23,000)**	**-**	**-**	**(23,000)**	**(23,460)**	**(23,930)**	**(24,410)**	**(24,900)**
*Percentage increase over prior year Requisition						31.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.465 Saturna Island Community Parks	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$40,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
		$0	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$40,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.465
Service Name: Saturna Island Community Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Renewal	Park upgrades	Upgrades and improvements to Saturna Island Parks	$50,000	S	Res	$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
			GRAND TOTAL	**$50,000**			**$0**	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$40,000**

Saturna Island Comm. Parks
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	60,765	56,243	51,994	47,866	43,878	50,031
Land Reserve Fund	3,184	3,184	3,184	3,184	3,184	3,184
Total	**63,949**	**59,427**	**55,178**	**51,050**	**47,062**	**53,215**

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Capital Reserve Fund

Bylaw 2627

Reserve Cash Flow

Fund:	1036	Estimated	Budget				
Fund Centre:	101380	2020	2021	2022	2023	2024	2025
Beginning Balance		79,605	60,765	56,243	51,994	47,866	43,878
Transfer from Ops Budget		-	5,478	5,751	5,872	6,012	6,153
Transfer to Cap Fund		(20,000)	(10,000)	(10,000)	(10,000)	(10,000)	-
Interest Income*		1,160	-	-	-	-	-
Ending Balance $		**60,765**	**56,243**	**51,994**	**47,866**	**43,878**	**50,031**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Land Reserve Fund - Bylaw 2398

- Saturna Island Park Land Acquisition Reserve Fund was established in 1996 under bylaw 2398.
- The monies in the reserve fund and interest earned on it, shall be expended only for the purchase of park land.

Reserve Cash Flow

Fund:	1018	Estimated	Budget				
Fund Centre:	101361	2020	2021	2022	2023	2024	2025
Beginning Balance		3,136	3,184	3,184	3,184	3,184	3,184
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income		48	-	-	-	-	-
Ending Balance $		**3,184**	**3,184**	**3,184**	**3,184**	**3,184**	**3,184**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Saturna Island Comm. Recreation

EAC Review

Service: 1.468 **Saturna Island Community Recreation** **Committee: Saturna Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Saturna Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Saturna Island.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $20,896.

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.468 - Saturna Island Comm. Recreation	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Recreation Programs	8,660	8,660	8,810	-	-	8,810	8,990	9,170	9,350	9,540
Special Events	2,200	2,200	2,240	-	-	2,240	2,280	2,330	2,380	2,430
Allocations	759	759	778	-	-	778	690	704	718	732
Other Operating Expenses	1,910	1,910	1,920	-	-	1,920	1,960	2,000	2,040	2,080
TOTAL OPERATING COSTS	**13,529**	**13,529**	**13,748**	**-**	**-**	**13,748**	**13,920**	**14,204**	**14,488**	**14,782**
*Percentage Increase over prior year						1.6%	1.3%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(1,565)	(1,565)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(323)	(323)	(360)	-	-	(360)	(370)	(380)	(390)	(400)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**(1,908)**	**(1,908)**	**(380)**	**-**	**-**	**(380)**	**(390)**	**(400)**	**(410)**	**(420)**
REQUISITION	**(11,621)**	**(11,621)**	**(13,368)**	**-**	**-**	**(13,368)**	**(13,530)**	**(13,804)**	**(14,078)**	**(14,362)**
*Percentage increase over prior year Requisition						15.0%	1.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Mayne Island Community Parks & Rec

EAC Review

Service: 1.475 **Mayne Island Community Parks** **Committee: Mayne Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Mayne Island (Bylaw No. 1602, January 13, 1988).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Mayne Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds, a Japanese Garden and sports fields.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $113,216. (Bylaw 4089 - Amends 1602 - March, 2016)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.475 - Mayne Island Community Parks & Rec	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Honoraria, Wages & Benefits	3,280	3,280	3,340	-	-	3,340	3,410	3,480	3,550	3,620
Supplies	3,238	3,238	3,290	-	-	3,290	3,350	3,410	3,480	3,550
Repairs, Maintenance, & Improvements	60,157	60,157	61,180	-	-	61,180	62,400	63,650	64,920	66,220
Allocations	4,847	4,847	5,504	-	-	5,504	6,198	6,321	6,446	6,572
Other Operating Expenses	10,003	10,003	10,170	-	-	10,170	10,370	10,580	10,800	11,020
TOTAL OPERATING COSTS	**81,525**	**81,525**	**83,484**	**-**	**-**	**83,484**	**85,728**	**87,441**	**89,196**	**90,982**
*Percentage Increase over prior year						2.4%	2.7%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(62)	(62)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Revenue - Other	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(262)**	**(262)**	**(270)**	**-**	**-**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
REQUISITION	**(81,263)**	**(81,263)**	**(83,214)**	**-**	**-**	**(83,214)**	**(85,458)**	**(87,171)**	**(88,926)**	**(90,712)**
*Percentage increase over prior year Requisition						2.4%	2.7%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.475
Service Name: Mayne Island Community Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	New	New Pathway	Partnership with MIPATA to create new pathway	$10,000	L	Res	$0	$0	$0	$0	$0	$0	$0
20-02	Renewal	Dinner Bay Septic	Locate, pump-out & service Dinner Bay septic tank	$6,000	E	Res	$0	$0	$0	$0	$0	$0	$0
21-01	Renewal	Dinner Bay Playground	Rebuild and / or replace playground equipment	$15,000	E	Res	$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$31,000**			**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

Mayne Island Community Parks & Rec
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	70,092	70,092	70,092	70,092	70,092	70,092
Equipment Replacement Fund	-	-	-	-	-	-
Total	**70,092**	**70,092**	**70,092**	**70,092**	**70,092**	**70,092**

Reserve Schedule

Reserve Fund: 1.475 Mayne Comm. Parks & Rec - Capital Reserve Fund

Bylaw 2866

Reserve Cash Flow

Fund:	1061	Estimated	Budget				
Fund Centre:	101611	2020	2021	2022	2023	2024	2025
Beginning Balance		99,633	70,092	70,092	70,092	70,092	70,092
Transfer from Ops Budget		-	-	-	-	-	-
Transfer from ERF		59	-	-	-	-	-
Transfer to Cap Fund		(31,000)	-	-	-	-	-
Interest Income*		1,400	-	-	-	-	-
Ending Balance $		**70,092**	**70,092**	**70,092**	**70,092**	**70,092**	**70,092**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.475 Mayne Comm. Parks & Rec - Equipment Replacement Fund

ERF Group: MAYNEPRK.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101921	2020	2021	2022	2023	2024	2025
Beginning Balance		59	-	-	-	-	-
Transfer to Caps Fund		(59)	-	-	-	-	-
Planned Expenditures		-	-	-	-	-	-
Interest Income*		-	-	-	-	-	-
Ending Balance $		-	-	-	-	-	-

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Mayne Island Community Parks Donations

EAC Review

1.476 - Mayne Island Community Parks Donations	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Japanese Garden	21,627	21,627	3,373	-	-	3,373	3,337	3,306	3,335	3,400
Dinner Bay	400	400	400	-	-	400	400	400	400	410
Putting Green	150	150	150	-	-	150	150	150	150	150
TOTAL COSTS	**22,177**	**22,177**	**3,923**	**-**	**-**	**3,923**	**3,887**	**3,856**	**3,885**	**3,960**
*Percentage Increase over prior year						-82.3%	-0.9%	-0.8%	0.8%	1.9%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(18,167)	(18,167)	-	-	-	-	-	-	-	-
Donations & Fees	(3,790)	(3,790)	(3,703)	-	-	(3,703)	(3,667)	(3,636)	(3,665)	(3,740)
Other Income	(220)	(220)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	**(22,177)**	**(22,177)**	**(3,923)**	**-**	**-**	**(3,923)**	**(3,887)**	**(3,856)**	**(3,885)**	**(3,960)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Mayne Island Community Rec.

EAC Review

Service: 1.478 **Mayne Island Community Recreation** **Committee: Mayne Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Mayne Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Mayne Island.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $59,627. (Bylaw 4153 Sept 13, 2017)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.478 - Mayne Island Community Rec.	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Recreation Programs	25,877	25,877	27,600	-	-	27,600	24,500	29,300	26,000	26,520
Special Events	3,624	3,624	3,690	-	-	3,690	3,760	3,840	3,920	4,000
Allocations	1,414	1,414	1,627	-	-	1,627	1,823	1,859	1,897	1,935
Other Operating Expenses	4,830	4,830	1,350	-	-	1,350	4,870	1,390	4,910	1,440
TOTAL OPERATING COSTS	**35,745**	**35,745**	**34,267**	**-**	**-**	**34,267**	**34,953**	**36,389**	**36,727**	**33,895**
*Percentage Increase over prior year						-4.1%	2.0%	4.1%	0.9%	-7.7%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(2,892)	(2,892)	-	-	-	-	-	-	-	-
Revenue - Other	(26)	(26)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Grants in Lieu of Taxes	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(2,948)**	**(2,948)**	**(60)**	**-**	**-**	**(60)**	**(60)**	**(60)**	**(60)**	**(60)**
REQUISITION	**(32,797)**	**(32,797)**	**(34,207)**	**-**	**-**	**(34,207)**	**(34,893)**	**(36,329)**	**(36,667)**	**(33,835)**
*Percentage increase over prior year Requisition						4.3%	2.0%	4.1%	0.9%	-7.7%

CAPITAL REGIONAL DISTRICT

2021 Budget

Pender Parks

EAC Review

Service: 1.485 **Pender Island Community Parks** **Committee: Pender Islands Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Pender Island (Bylaw No. 1601, January 13, 1988)

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Pender Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds a disc park and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $182,638. (Bylaw 4091 - March, 2016)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.485 - Pender Parks	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Contract for Services	19,530	19,530	19,860	-	-	19,860	20,260	20,670	21,080	21,500
Supplies	12,040	12,040	12,250	-	-	12,250	12,490	12,740	12,990	13,240
Repairs, Maintenance, & Improvements	43,210	43,210	43,940	-	-	43,940	44,820	45,720	46,630	47,560
Allocations	8,034	8,034	8,922	-	-	8,922	9,854	10,051	10,250	10,450
Contingency	4,560	4,560	4,000	-	-	4,000	4,080	4,160	4,240	4,320
Other Operating Expenses	17,026	17,026	17,350	-	-	17,350	17,680	18,010	18,360	18,710
TOTAL OPERATING COSTS	**104,400**	**104,400**	**106,322**	**-**	**-**	**106,322**	**109,184**	**111,351**	**113,550**	**115,780**
*Percentage Increase over prior year						1.8%	2.7%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	50,560	50,560	50,560	-	-	50,560	50,560	50,560	50,560	50,560
TOTAL CAPITAL / RESERVE	**50,560**	**50,560**	**50,560**	**-**	**-**	**50,560**	**50,560**	**50,560**	**50,560**	**50,560**
TOTAL COSTS	**154,960**	**154,960**	**156,882**	**-**	**-**	**156,882**	**159,744**	**161,911**	**164,110**	**166,340**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(1,040)	(1,040)	(1,040)	-	-	(1,040)	(1,060)	(1,080)	(1,100)	(1,120)
Revenue - Other	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(1,240)**	**(1,240)**	**(1,240)**	**-**	**-**	**(1,240)**	**(1,260)**	**(1,280)**	**(1,300)**	**(1,320)**
REQUISITION	**(153,720)**	**(153,720)**	**(155,642)**	**-**	**-**	**(155,642)**	**(158,484)**	**(160,631)**	**(162,810)**	**(165,020)**
*Percentage increase over prior year Requisition						1.3%	1.8%	1.4%	1.4%	1.4%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.485 Pender Island Community Parks	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$40,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
		$0	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$40,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.485
Service Name: Pender Island Community Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
19-01	Renewal	Gardom Dam	Dam Remediation	$460,000	S	Grant	$0	$0	$0	$0	$0	$0	$0
19-02	Renewal	Park upgrades	Upgrades and improvements to Pender Island Parks	$3,550	S	Res	$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
			GRAND TOTAL	**$463,550**			**$0**	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$40,000**

Pender Parks
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	275,230	315,790	356,350	396,910	437,470	488,030
Land Reserve Fund	36,026	36,026	36,026	36,026	36,026	36,026
Total	**311,256**	**351,816**	**392,376**	**432,936**	**473,496**	**524,056**

Reserve Schedule

Reserve Fund: 1.485 PenderParks - Capital Reserve Fund - Bylaw 2236

- Capital Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2236.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities

Reserve Cash Flow

Fund:	1038	Estimated	Budget				
Fund Centre:	101382	2020	2021	2022	2023	2024	2025
Beginning Balance		231,170	275,230	315,790	356,350	396,910	437,470
Transfer from Ops Budget		50,560	50,560	50,560	50,560	50,560	50,560
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	-
Interest Income*		3,500	-	-	-	-	-
Ending Balance $		**275,230**	**315,790**	**356,350**	**396,910**	**437,470**	**488,030**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.485 Pender Parks - Land Reserve Fund - Bylaw 2399

- Land Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2399.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1019	Estimated	Budget				
Fund Centre:	101362	2020	2021	2022	2023	2024	2025
Beginning Balance		35,486	36,026	36,026	36,026	36,026	36,026
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		540	-	-	-	-	-
Ending Balance $		**36,026**	**36,026**	**36,026**	**36,026**	**36,026**	**36,026**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Pender Island Community Rec

EAC Review

Service: 1.488 **Pender Island Community Rec** **Committee: Pender Islands Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Pender Island (Bylaw No. 1360, June 26, 1985).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Pender Island.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $96,189.

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.488 - Pender Island Community Rec	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Recreation Programs	57,940	57,940	58,920	-	-	58,920	60,100	61,300	62,530	63,780
Allocations	2,306	2,306	2,667	-	-	2,667	3,079	3,140	3,203	3,267
Other Operating Expenses	120	120	120	-	-	120	120	120	120	120
			-	-	-	-				
TOTAL OPERATING COSTS	**60,366**	**60,366**	**61,707**	**-**	**-**	**61,707**	**63,299**	**64,560**	**65,853**	**67,167**
*Percentage Increase over prior year						2.2%	2.6%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(896)	(896)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(557)	(557)	(600)	-	-	(600)	(610)	(620)	(630)	(640)
Revenue - Other	(260)	(260)	(260)	-	-	(260)	(270)	(280)	(290)	(300)
TOTAL REVENUE	**(1,713)**	**(1,713)**	**(860)**	**-**	**-**	**(860)**	**(880)**	**(900)**	**(920)**	**(940)**
REQUISITION	**(58,653)**	**(58,653)**	**(60,847)**	**-**	**-**	**(60,847)**	**(62,419)**	**(63,660)**	**(64,933)**	**(66,227)**
*Percentage increase over prior year Requisition						3.7%	2.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Galiano Island Community Parks

EAC Review

Service: 1.495 Galiano Community Parks **Committee:** Galiano Island Parks & Recreation

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Galiano Island (Bylaw No. 2294, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Galiano Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assesed value of land and improvements. To a maximum of $104,083.

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.495 - Galiano Island Community Parks	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Repairs, Maintenance, & Improvements	67,600	67,600	68,750	-	-	68,750	70,120	71,520	72,950	74,410
Allocations	2,376	2,376	3,259	-	-	3,259	3,850	3,927	4,005	4,085
Contingency	670	670	680	-	-	680	690	700	710	720
Other Operating Expenses	4,840	4,840	4,970	-	-	4,970	5,060	5,160	5,260	5,360
TOTAL OPERATING COSTS	**75,486**	**75,486**	**77,659**	**-**	**-**	**77,659**	**79,720**	**81,307**	**82,925**	**84,575**
*Percentage Increase over prior year						2.9%	2.7%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	14,594	14,594	14,481	-	-	14,481	14,359	14,661	14,982	15,280
TOTAL CAPITAL / RESERVE	**14,594**	**14,594**	**14,481**	**-**	**-**	**14,481**	**14,359**	**14,661**	**14,982**	**15,280**
TOTAL COSTS	**90,080**	**90,080**	**92,140**	**-**	**-**	**92,140**	**94,079**	**95,968**	**97,907**	**99,855**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Revenue - Other	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(60)**	**(60)**	**(60)**	**-**	**-**	**(60)**	**(60)**	**(60)**	**(60)**	**(60)**
REQUISITION	**(90,020)**	**(90,020)**	**(92,080)**	**-**	**-**	**(92,080)**	**(94,019)**	**(95,908)**	**(97,847)**	**(99,795)**
*Percentage increase over prior year Requisition						2.3%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	1.495 Galiano Community Parks	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$13,000	$20,000	$16,900	$2,000	$0	$51,900
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$13,000**	**$20,000**	**$16,900**	**$2,000**	**$0**	**$51,900**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$13,000	$20,000	$16,900	$2,000	$0	$51,900
		$0	**$13,000**	**$20,000**	**$16,900**	**$2,000**	**$0**	**$51,900**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 1.495
Service Name: Galiano Community Parks

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-01	New	Galiano Island Park Upgrades	New Park at DL 79	$18,500	S	Res	$0	$0	$0	$0	$0	$0	$0
18-02	New	Galiano Island Park Upgrades	Wesley Road Shore Access	$3,900	S	Res	$0	$0	$1,000	$2,900	$0	$0	$3,900
19-01	New	Galiano Island Park Upgrades	Zayer Shore Access	$7,000	S	Res	$0	$0	$0	$0	$0	$0	$0
19-02	Renewal	Galiano Island Park Upgrades	Upgrade & Extend Sturdies Bay Trail	$3,500	S	Res	$0	$0	$0	$0	$0	$0	$0
19-03	Study	Galiano Island Park Upgrades	Asset Management	$17,500	S	Res	$0	$2,000	$2,000	$2,000	$2,000	$0	$8,000
20-01	Renewal	Galiano Island Park Upgrades	Matthews Stairs to Beach	$16,000	S	Res	$0	$10,000	$4,000	$0	$0	$0	$14,000
21-01	New	Galiano Island Park Upgrades	New Trail at Millard Learning Centre	$1,000	S	Res	$0	$1,000	$0	$0	$0	$0	$1,000
21-02	Study	Galiano Island Park Upgrades	Accessibility Study	$1,500	S	Res	$0	$0	$0	$0	$0	$0	$0
22-01	New	Galiano Island Park Upgrades	Construct Viewpoint at Graham	$1,000	S	Res	$0	$0	$1,000	$0	$0	$0	$1,000
22-02	Renewal	Galiano Island Park Upgrades	Install New Vault Toilets	$24,000	S	Res	$0	$0	$12,000	$12,000	$0	$0	$24,000
			GRAND TOTAL	**$93,900**			**$0**	**$13,000**	**$20,000**	**$16,900**	**$2,000**	**$0**	**$51,900**

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Capital Reserve Fund

Bylaw 2851

Reserve Cash Flow

Fund:	1058	Estimated	Budget				
Fund Centre:	101604	2020	2021	2022	2023	2024	2025
Beginning Balance		80,482	54,746	56,227	50,586	48,347	61,329
Transfer from Ops Budget		14,594	14,481	14,359	14,661	14,982	15,280
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(41,500)	(13,000)	(20,000)	(16,900)	(2,000)	-
Interest Income*		1,170	-	-	-	-	-
Ending Balance $		**54,746**	**56,227**	**50,586**	**48,347**	**61,329**	**76,609**

Assumptions/Background:

Balance is sufficient. No additional transfers budgeted.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2021 Budget

Galiano Community Recreation

EAC Review

Service: 1.498 **Galiano Community Recreation** **Committee: Galiano Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Galiano Island (Bylaw No. 2295, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Galiano Island.

PARTICIPATION:

Galiano Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $54,817.

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.498 - Galiano Community Recreation	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Recreation Programs	33,870	33,870	34,450	-	-	34,450	35,140	35,840	36,560	37,290
Allocations	1,431	1,431	1,590	-	-	1,590	1,835	1,872	1,909	1,947
Other Operating Expenses	680	680	680	-	-	680	700	720	740	760
TOTAL OPERATING COSTS	**35,981**	**35,981**	**36,720**	**-**	**-**	**36,720**	**37,675**	**38,432**	**39,209**	**39,997**
*Percentage Increase over prior year						2.1%	2.6%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balnace c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balnace c/fwd from 2019 to 2020	(71)	(71)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(16)	(16)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**(87)**	**(87)**	**(20)**	**-**	**-**	**(20)**	**(20)**	**(20)**	**(20)**	**(20)**
REQUISITION	**(35,894)**	**(35,894)**	**(36,700)**	**-**	**-**	**(36,700)**	**(37,655)**	**(38,412)**	**(39,189)**	**(39,977)**
*Percentage increase over prior year Requisition						2.2%	2.6%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Storm Water Quality Management (SGI)

EAC Review

Service: 1.533 SGI Stormwater Quality Management **Committee: Electoral Area**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2452 (adopted February, 1997 for the EA of Southern Gulf Islands) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Southern Gulf Islands Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The Electoral Area of the Southern Gulf Islands.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.533 - Storm Water Quality Management (SGI)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	BUDGET REQUEST 2021 ONGOING	BUDGET REQUEST 2021 ONE-TIME	BUDGET REQUEST 2021 TOTAL	FUTURE PROJECTIONS 2022	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025
OPERATING COSTS										
Contract for Services & Consulting	5,224	23,152	5,310	-	-	5,310	5,420	5,530	5,640	5,750
Allocations	39,583	21,655	32,895	-	-	32,895	33,839	34,515	35,202	35,911
Other Operating Expenses	70	70	70	-	-	70	70	70	70	70
TOTAL COSTS	**44,877**	**44,877**	**38,275**	**-**	**-**	**38,275**	**39,329**	**40,115**	**40,912**	**41,731**
*Percentage Increase over prior year						-14.7%	2.8%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu	(389)	(389)	(400)	-	-	(400)	(410)	(420)	(430)	(440)
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(389)**	**(389)**	**(400)**	**-**	**-**	**(400)**	**(410)**	**(420)**	**(430)**	**(440)**
REQUISITION	**(44,488)**	**(44,488)**	**(37,875)**	**-**	**-**	**(37,875)**	**(38,919)**	**(39,695)**	**(40,482)**	**(41,291)**
*Percentage increase over prior year Requisition						-14.9%	2.8%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SGI) - Operating Reserve Fund

This service operates on a two-year work cycle with reporting and data analysis every second year. Reserve is also held for special projects (such as spills) and contaminant investigations.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105530	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	6,568	6,668	6,668	6,668	6,668	6,668
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	-	-	-	-	-	-
Interest Income	100	-	-	-	-	-
Ending Balance $	**6,668**	**6,668**	**6,668**	**6,668**	**6,668**	**6,668**

Assumptions/Background:

Retain about &7,000 for speciall investigations and spill response

CAPITAL REGIONAL DISTRICT

2021 Budget

SGI Emergency Comm. - CREST

EAC Review

Service:	1.923	SGI Emergency Comm. - CREST	Committee: Governance & Finance

923 SGI EMERGENCY COMMUNICATIONS CREST

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.923 - SGI Emergency Comm. - CREST	2020		BUDGET REQUEST 2021				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Payments to CREST	157,498	157,498	160,170	-	-	160,170	163,370	166,640	169,970	173,370
Allocations	3,223	3,223	3,247	-	-	3,247	3,295	3,361	3,429	3,497
Other Operating Expenses	820	820	820	-	-	820	820	820	820	820
TOTAL COSTS	**161,541**	**161,541**	**164,237**	**-**	**-**	**164,237**	**167,485**	**170,821**	**174,219**	**177,687**
*Percentage Increase over prior year						1.7%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(564)	(564)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,416)	(1,416)	(1,530)	-	-	(1,530)	(1,530)	(1,530)	(1,530)	(1,530)
Other Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(2,080)**	**(2,080)**	**(1,630)**	**-**	**-**	**(1,630)**	**(1,630)**	**(1,630)**	**(1,630)**	**(1,630)**
REQUISITION	**(159,461)**	**(159,461)**	**(162,607)**	**-**	**-**	**(162,607)**	**(165,855)**	**(169,191)**	**(172,589)**	**(176,057)**
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2021 Budget

Magic Lake Water

EAC Review

Service: 2.630 Magic Lake Estates Water **Committee:** Electoral Area

DEFINITION:

LSA -1 To provide and operate water supply and distribution facilities for the Magic Lake Estates Water System. Specified Area on North Pender Island. Bylaw No. 1874 (June 11, 1991).

PARTICIPATION:

Local Service Area # 1 - D(764) LSA #9.

MAXIMUM LEVY:

Greater of $160,000 or $3.50 / $1,000 on actual assessed value of land and improvements. To a maximum of $1,785,438.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3633 (Nov 2009).	$	2,560,000
BORROWED:	SI Bylaw 3677 (Feb 2010).	$	(723,000)
BORROWED:	SI Bylaw 3769 (Feb 2011).	$	(250,000)
BORROWED:	SI Bylaw 3850 (Aug 2012).	$	(559,500)
BORROWED:	SI Bylaw 3882 (Apr 2013).	$	(1,002,500)
BORROWED:	SI Bylaw 3910 (July 2013).	$	(25,000)
REMAINING AUTHORIZATION:		$	0

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments.

User Charge: Annual charge per single family equivalency unit connected to the system.

The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4247 Dec 2018)

- Greater than 50 cubic metres - $0.50 / cubic metre
- Greater than 80 cubic metres - $1.00 / cubic metre

Parcel Tax: LSA-1 Annual charge only on properties capable of being connected to the system.

Turn on/Turn Off Fee: $0 during normal working hours; $25 outside of normal working hours

Connection Charges: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is $500 - Bylaw No. 4247 (Dec 2018)

RESERVE FUND:

Magic Lake Estates - Water System Capital Reserve Fund. Bylaw No. 1498

2.630 - Magic Lake Water	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Repairs & Maintenance	42,080	46,830	45,910	-	-	45,910	26,440	27,000	27,560	28,100
Allocations	44,164	44,164	48,363	-	-	48,363	52,280	53,230	54,208	55,183
Water Testing	18,850	14,200	19,170	-	-	19,170	19,550	19,940	20,340	20,750
Electricity	51,380	45,460	48,640	-	-	48,640	49,610	50,600	51,610	52,640
Supplies	45,820	58,090	46,590	-	-	46,590	47,520	48,460	49,430	50,410
Labour Charges	377,009	400,000	383,418	-	-	383,418	391,086	398,908	406,886	415,025
Other Operating Expenses	47,330	43,450	49,190	-	-	49,190	50,150	51,120	52,130	53,160
TOTAL OPERATING COSTS	**626,633**	**652,194**	**641,281**	**-**	**-**	**641,281**	**636,636**	**649,258**	**662,164**	**675,268**
*Percentage Increase over prior year						2.3%	-0.7%	2.0%	2.0%	2.0%
Transfer from Operating Reserve Fund	(20,000)	(20,000)	(20,000)	-	-	(20,000)	-	-	-	-
NET OPERATING COSTS	**606,633**	**632,194**	**621,281**	**-**	**-**	**621,281**	**636,636**	**649,258**	**662,164**	**675,268**
Percentage Increase over prior year										
DEBT / RESERVES										
Transfer to Operating Reserve Fund	10,000	10,000	10,170	-	-	10,170	10,370	10,580	10,790	11,010
Transfer to Capital Reserve Fund	92,390	61,449	100,690	-	-	100,690	94,173	90,471	86,585	87,218
MFA Debt Reserve Fund	670	670	730	-	-	730	730	730	730	730
MFA Debt Principal	127,860	127,860	130,553	-	-	130,553	130,553	130,553	130,553	130,553
MFA Debt Interest	91,810	91,810	68,521	-	-	68,521	68,521	68,521	68,521	63,894
TOTAL DEBT / RESERVES	**322,730**	**291,789**	**310,664**	**-**	**-**	**310,664**	**304,347**	**300,855**	**297,179**	**293,405**
TOTAL COSTS	**929,363**	**923,983**	**931,945**	**-**	**-**	**931,945**	**940,983**	**950,113**	**959,343**	**968,673**
FUNDING SOURCES (REVENUE)										
Sales - Water	(18,000)	(11,043)	(18,000)	-	-	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Lease Revenue	(8,500)	(8,100)	(8,100)	-	-	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
User Charges	(332,903)	(335,550)	(335,825)	-	-	(335,825)	(339,180)	(342,570)	(346,000)	(349,460)
Other Revenue	(1,443)	(773)	(1,503)	-	-	(1,503)	(1,503)	(1,503)	(1,503)	(1,513)
TOTAL REVENUE	**(360,846)**	**(355,466)**	**(363,428)**	**-**	**-**	**(363,428)**	**(366,783)**	**(370,173)**	**(373,603)**	**(377,073)**
REQUISITION - PARCEL TAX	**(568,517)**	**(568,517)**	**(568,517)**	**-**	**-**	**(568,517)**	**(574,200)**	**(579,940)**	**(585,740)**	**(591,600)**
*Percentage increase over prior year										
Sales - Water						0.0%	0.0%	0.0%	0.0%	0.0%
User Fees						0.9%	1.0%	1.0%	1.0%	1.0%
Requisition						0.0%	1.0%	1.0%	1.0%	1.0%
Combined						**0.3%**	**1.0%**	**1.0%**	**1.0%**	**1.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.630 Magic Lake Estates Water (Pender)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$250,000	$0	$0	$0	$0	$250,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$90,000	$35,000	$15,000	$75,000	$45,000	$260,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$340,000**	**$35,000**	**$15,000**	**$75,000**	**$45,000**	**$510,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$340,000	$35,000	$15,000	$75,000	$45,000	$510,000
		$0	**$340,000**	**$35,000**	**$15,000**	**$75,000**	**$45,000**	**$510,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.630
Service Name: Magic Lake Estates Water (Pender)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-02	Replacement	Design and Construction Buck Lake and Magic Lake Adjustable Intakes	Detailed design and construction of adjustable intakes to inform future capital works to maintain water quality.	$225,000	E	Res	$0	$225,000	$0	$0	$0	$0	$225,000
21-03	Renewal	Safety Improvements	Improve sampling site safety with a pull out.	$20,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-04	Renewal	Buck Lake Dam Repairs - Phase 1	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.	$180,000	S	Res	$0	$70,000	$35,000	$15,000	$40,000	$20,000	$180,000
21-05	New	WTP SCADA Hot Standby	Provide a second human interface to operate the WTP in the event the single one fails.	$15,000	E	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-06	Replacement	Buck Lake Lighting Replacement	The Buck Lake pump station lighting requires replacement.	$10,000	E	Res	$0	$10,000	$0	$0	$0	$0	$10,000
23-01	Renewal	Decommission Magic Lake old Syphon	The old syphon is still in place and will require decommissioning to ensure dam performance.	$35,000	S	Res	$0	$0	$0	$0	$35,000	$0	$35,000
25-01	Renewal	Public Engagement and Referendum	Undertake a referendum to borrow funds to carry out water system and dam safety improvments in future years.	$25,000	S	Res	$0	$0	$0	$0	$0	$25,000	$25,000
			GRAND TOTAL	**$510,000**			**$0**	**$340,000**	**$35,000**	**$15,000**	**$75,000**	**$45,000**	**$510,000**

Service: **2.630** **Magic Lake Estates Water (Pender)**

Proj. No.	21-02	**Capital Project Title**	Design and Construction Buck Lake and Magic Lake Adjustable Intakes	**Capital Project Description**	Detailed design and construction of adjustable intakes to inform future capital works to maintain water quality.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Both the Buck and Magic Lake adjustable intakes are unsafe to clean and adjust without the employing divers. Funds are required to design and construct adjustable intakes.*				

Proj. No.	21-03	**Capital Project Title**	Safety Improvements	**Capital Project Description**	Improve sampling site safety with a pull out.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A water sampling site is positioned off side from a road, but has inadequate road shoulder for staff to pull over without impeding traffic. Funds are required to widen the shoulder to allow for the pull out.*				

Proj. No.	21-04	**Capital Project Title**	Buck Lake Dam Repairs - Phase 1	**Capital Project Description**	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional inspections, minor dam repairs, and performance analysis. Phase 2 dam improvements to be completed in the following five years.*				

Proj. No.	21-05	**Capital Project Title**	WTP SCADA Hot Standby	**Capital Project Description**	Provide a second human interface to operate the WTP in the event the single one fails.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The water treatment plant has only one human interface to operate the treatment plant, in the event of an equipment failure the plant may not be able to be operated. Funds are required to supply and install a second human interface to operate the water treatment plant.*				

Proj. No.	21-06	**Capital Project Title**	Buck Lake Lighting Replacement	**Capital Project Description**	The Buck Lake pump station lighting requires replacement.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The lighting at the Buck Lake pump station is failing and requires replacement. Funding is required to supply and install new lighting.*				

Proj. No.	23-01	**Capital Project Title**	Decommission Magic Lake old Syphon	**Capital Project Description**	The old syphon is still in place and will require decommissioning to ensure dam performance.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The old syphon at Magic Lake is no longer required, and does not function. Funds are required to remove the overland and underwater pipe, and decommission the underground pipe.*				

Proj. No.	25-01	**Capital Project Title**	Public Engagement and Referendum	**Capital Project Description**	Undertake a referendum to borrow funds to carry out water system and dam safety improvments in future years.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds are required to conduct a referendum for future funding of water system improvements including major dam improvements.*				

Magic Lake Water
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	813,431	574,121	633,294	708,765	720,350	762,568
Operating Reserve Fund	98,131	88,301	98,671	109,251	120,041	131,051
Total	**911,562**	**662,422**	**731,965**	**818,016**	**840,391**	**893,619**

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund

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Bylaw 1498

Reserve Cash Flow

Fund:	1024	Estimated	Budget				
Fund Centre:	101368	2020	2021	2022	2023	2024	2025
Beginning Balance		754,542	813,431	574,121	633,294	708,765	720,350
Transfer from Ops Budget		61,449	100,690	94,173	90,471	86,585	87,218
Transfer to Cap Fund		(14,000)	(340,000)	(35,000)	(15,000)	(75,000)	(45,000)
Interest Income		11,440	-	-	-	-	-
Ending Balance $		**813,431**	**574,121**	**633,294**	**708,765**	**720,350**	**762,568**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Operating Reserve Fund - Bylaw 4144

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Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105212	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	106,481	98,131	88,301	98,671	109,251	120,041
Transfer from Ops Budget	10,000	10,170	10,370	10,580	10,790	11,010
Transfer to Ops Budget	(20,000)	(20,000)	-	-	-	-
Planned Maintenance Activity	Captains Reservoir cleaning & inspection	Frigate Reservoir cleaning & inspection				
Interest Income	1,650	-	-	-	-	-
Ending Balance $	**98,131**	**88,301**	**98,671**	**109,251**	**120,041**	**131,051**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2021 Budget

Lyall Harbour Water

EAC Review

Service: **2.640 Lyall Harbour Boot Cove Water (Saturna)** **Committee: Electoral Area**

DEFINITION:

To provide and operate and maintain a domestic water supply and distribution system for the Saturna Island Water Supply and Distribution System Specified Area in the Lyall Harbour/Boot Cove district on Saturna Island. Bylaw No. 513 (November 22, 1978)

PARTICIPATION:

Specified Area #14 - G(764)

MAXIMUM LEVY:

Greater of $150,000 or $6.90 / $1,000 on actual assessed value of land and improvements. To a maximum of $437,335.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3587 (Jan 14, 2009)	$430,000
BORROWED:	SI Bylaw 3634 (Aug 12, 2009)	$250,000
BORROWED:	SI Bylaw 3677 (Feb 10, 2010)	$180,000
REMAINING:		$0

COMMITTEE:

Lyall Harbour/Boot Cove Water Committee established by Resolution - September 29, 1982
Lyall Harbour/Boot Cove Water Local Services Committee established by Bylaw No. 1875 (December 12, 1990)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

User Charge:	Annual charge per single family equivalency unit connected to the system
Parcel Tax:	Annual charge levied only on properties capable of being connected to the system
Connection Charges:	Actual Cost + 15% Admin Fee (Minimum Connection $400 Bylaw No. 2137, April 28, 1993)

RESERVE FUND:

Bylaw No. 1785 (February 14, 1990)

2.640 - Lyall Harbour Water	2020		BUDGET REQUEST	2021			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2022	2023	2024	2025
OPERATING COSTS										
Repairs & Maintenance	5,110	3,210	15,200	-	-	15,200	5,310	20,440	25,780	6,290
Allocations	11,623	11,623	11,820	-	-	11,820	11,787	11,995	12,217	12,442
Water Testing	8,140	8,400	8,280	-	-	8,280	8,450	8,620	8,790	8,970
Electricity	4,160	3,500	4,230	-	-	4,230	4,310	4,400	4,490	4,580
Supplies	2,640	4,850	5,680	-	-	5,680	5,790	5,910	6,030	6,150
Labour Charges	108,375	135,000	110,217	-	-	110,217	112,420	114,670	116,960	119,300
Other Operating Expenses	10,260	10,680	10,460	-	-	10,460	10,660	10,860	11,070	11,290
TOTAL OPERATING COSTS	**150,308**	**177,263**	**165,887**	**-**	**-**	**165,887**	**158,727**	**176,895**	**185,337**	**169,022**
*Percentage Increase over prior year						10.4%	-4.3%	11.4%	4.8%	-8.8%
Transfer from Operating Reserve Fund	-	-	(10,000)	-	-	(10,000)	-	(15,000)	(20,000)	-
NET OPERATING COSTS	**150,308**	**177,263**	**155,887**	**-**	**-**	**155,887**	**158,727**	**161,895**	**165,337**	**169,022**
*Percentage Increase over prior year						3.7%	1.8%	2.0%	2.1%	2.2%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	7,500	7,500	15,000	-	-	15,000	22,500	18,000	20,500	23,000
Transfer to Capital Reserve Fund	10,000	10,000	15,000	-	-	15,000	35,000	25,000	25,000	40,000
MFA Debt Reserve Fund	120	120	130	-	-	130	3,240	780	330	130
MFA Debt Principal	21,474	21,474	22,148	-	-	22,148	22,148	40,132	42,161	30,832
MFA Debt Interest	13,725	13,725	7,929	-	-	7,929	9,406	14,261	15,623	9,131
TOTAL DEBT / RESERVES	**52,819**	**52,819**	**60,207**	**-**	**-**	**60,207**	**92,294**	**98,173**	**103,614**	**103,093**
TOTAL COSTS	**203,127**	**230,082**	**216,094**	**-**	**-**	**216,094**	**251,021**	**260,068**	**268,951**	**272,115**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	(26,955)	26,955	-	-	26,955	-	-	-	-
Balance c/fwd from 2019 to 2020	33,573	33,573	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(697)	(697)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
User Charges	(104,753)	(104,753)	(109,462)	-	-	(109,462)	(114,771)	(119,769)	(124,600)	(125,044)
Other Revenue	(220)	(220)	(230)	-	-	(230)	(230)	(230)	(230)	(130)
TOTAL REVENUE	**(72,097)**	**(99,052)**	**(82,837)**	**-**	**-**	**(82,837)**	**(115,101)**	**(120,099)**	**(124,930)**	**(125,274)**
REQUISITION - PARCEL TAX	**(131,030)**	**(131,030)**	**(133,257)**	**-**	**-**	**(133,257)**	**(135,920)**	**(139,969)**	**(144,021)**	**(146,841)**
*Percentage increase over prior year										
User Fees						4.5%	4.9%	4.4%	4.0%	0.4%
Requisition						1.7%	2.0%	3.0%	2.9%	2.0%
Combined						**2.9%**	**3.3%**	**3.6%**	**3.4%**	**1.2%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.640 Lyall Harbour Boot Cove Water (Saturna)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$96,000	$45,000	$0	$0	$141,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$15,000	$215,000	$2,020,000	$20,000	$0	$2,270,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$15,000**	**$311,000**	**$2,065,000**	**$20,000**	**$0**	**$2,411,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$311,000	$65,000	$20,000	$0	$396,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$2,000,000	$0	$0	$2,000,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$15,000	$0	$0	$0	$0	$15,000
		$0	**$15,000**	**$311,000**	**$2,065,000**	**$20,000**	**$0**	**$2,411,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.640
Service Name: Lyall Harbour Boot Cove Water (Saturna)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
18-06	Renewal	Infrastructure Renewal	Renewal of infrastructure based upon the SAMP recommendations	$60,000	S	Debt	$0	$0	**$0**	$20,000	$20,000	$0	$40,000
19-01	Replacement	Air Valve Replacement - Ph 2	Replace aging air valves that are a safety concern.	$20,000	E	Debt	$0	$0	$20,000	$0	$0	$0	$20,000
19-02	Replacement	PRV Bypass Assembly Replacement	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenace.	$8,000	E	Debt	$0	$0	$8,000	$0	$0	$0	$8,000
19-03	Replacement	Standpipe and Valve Replacement	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable	$8,000	E	Debt	$0	$0	$8,000	$0	$0	$0	$8,000
19-04	New	Alternative Approval Process	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds.	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
19-05	New	Autoflush Installation	Install 3 autoflushes within the water distribution system to maintain distribution water quality.	$10,000	E	Debt	$0	$0	$10,000	$0	$0	$0	$10,000
19-06	New	Seepage Pit Construction	Construct a new seepage pit to increase ground filtered water production.	$45,000	E	Debt	$0	$0	$0	$45,000	$0	$0	$45,000
20-02	New	Raw Water Turbidity Meter	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.	$10,000	E	Debt	$0	$0	$10,000	$0	$0	$0	$10,000
21-01	Replacement	Source Water Viability Study	Study to determine vulnerability of the source water and its viability.	$15,000	S	Debt	$0	$0	$15,000	$0	$0	$0	$15,000
21-02	Renewal	Dam Safety Review	Conduct an audit type dam safety review.	$50,000	S	Debt	$0	$0	$50,000	$0	$0	$0	$50,000
22-01	New	Install Larger Supply Line to Tank	Construct a larger supply line to the tank to improve system reliability and operation.	$150,000	S	Debt	$0	$0	$150,000	$0	$0	$0	$150,000
22-02	Renewal	Money Lake Dam Seismic Upgrade	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. To be coordinated with 19-06 Seepage Pit Construction.	$400,000	S	Grant	$0	$0	$0	$400,000	$0	$0	$400,000
22-03	New	Improvements for Water Age Reduction	Upgrades to reduce short circuiting, and include rechlorination station at WTP (also satisfies need for second chlorine pump for high demand period).	$40,000	E	Debt	$0	$0	$40,000	$0	$0	$0	$40,000
23-01	New	WTP Upgrades	Upgrades to the water treatment plant to meet IHA requirements.	$1,600,000	S	Grant	$0	$0	$0	$1,600,000	$0	$0	$1,600,000
			GRAND TOTAL	**$2,431,000**			$0	**$15,000**	**$311,000**	**$2,065,000**	**$20,000**	**$0**	**$2,411,000**

Service: 2.640 **Lyall Harbour Boot Cove Water (Saturna)**

Proj. No.	18-06	**Capital Project Title**	Infrastructure Renewal	**Capital Project Description**	Renewal of infrastructure based upon the SAMP recommendations
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*A draft Strategic Asset Management Plan was prepared in 2017. Recommendations for infrastructure renewal, replacement and upgrades were made. Funding is required to carry out some of the recommended infrastructure renewals.Project has been deferred to 2022.*				

Proj. No.	19-01	**Capital Project Title**	Air Valve Replacement - Ph 2	**Capital Project Description**	Replace aging air valves that are a safety concern.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*The air valves are 35 years old and are corroded, giving rise to safety concerns.Project has been deferred to 2022.*				

Proj. No.	19-02	**Capital Project Title**	PRV Bypass Assembly Replacement	**Capital Project Description**	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenace.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*The inlet and outlet piping at the East Point, Narvaez and Boot Cove PRV stations are very corroded and there is no way to isolate the stations to replace or maintain the pressure reducing valves. It is proposed that new inlet and outlet piping be installed with 100mm gate valves and bypass piping so that customers are not without water when PRV's are being serviced. Project has been deferred to 2022.*				

Proj. No.	19-03	**Capital Project Title**	Standpipe and Valve Replacement	**Capital Project Description**	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*The standpipe valves at 119 and 155 East Point Road are seized and inoperable. Therefore, the operators cannot use them for flushing or draining of the mains. It is proposed the valves and corroded 50mm supply line to the standpipe be replaced. The scope of work and material pricing was re-evaluated in 2016. It was determined that the budget needed to be increased from $5,000 to $8,000 to accommodate the required works. Project has been deferred to 2022.*				

Proj. No.	19-04	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Future required projects to maintain public safety and level of service require funding in excess of current projected reserve balance. Future funding will be for improvements the Water Treatment Plant to increase reliability and optimize for improved operations, conducting a regulatory requirement for a dam safety review and construct a larger supply line to the storage tank.Funding is required to undertake public consultation to inform borrow strategies and conduct a referendum.*				

Proj. No.	19-05	**Capital Project Title**	Autoflush Installation	**Capital Project Description**	Install 3 autoflushes within the water distribution system to maintain distribution water quality.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Three watermains require frequent flushing to maintain disinfectant residuals and water quality. Flushing requires operator time which can be utilized conducting other maintenance tasks. Funds are required to construct 3 autoflushes. Project has been deferred to 2022.*				

Proj. No.	19-06	**Capital Project Title**	Seepage Pit Construction	**Capital Project Description**	Construct a new seepage pit to increase ground filtered water production.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*There have been water quality issues at times when the turbidity in Money Lake increases and water is being direclty drawn from the lake. The seepage pit downstream doesn't encounter the same water quality issues. To reduce water quality issues funds are required to construct another seepage pit. Project has been deferred to 2023*				

Proj. No.	20-02	**Capital Project Title**	Raw Water Turbidity Meter	**Capital Project Description**	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.
Asset Class	E	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Install a new turbidity meter in the raw water line to aid in operation of the WTP.*				

Proj. No.	21-01	**Capital Project Title**	Source Water Viability Study	**Capital Project Description**	Study to determine vulnerability of the source water and its viability.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Study to determine the medium to long term vulnerability of the source water (Money Lake) and its viability as a water source (quantity and quality) for the LHBC system in light of pressures such as projected demand changes and climate change. Deferred to 2022.*				

Proj. No.	21-02	**Capital Project Title**	Dam Safety Review	**Capital Project Description**	Conduct an audit type dam safety review.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*The Dam Safety Regulation (Water Sustainability Act) requires that dams with a "HIGH" failure consequence rating undergo a Dam Safety Review (DSR) at a frequency of every ten years. The previous DSR was conducted in 2011 and the proposed type for the 2021 DSR is a simpler "audit" type.*				

Proj. No.	22-01	**Capital Project Title**	Install Larger Supply Line to Tank	**Capital Project Description**	Construct a larger supply line to the tank to improve system reliability and operation.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*The supply line to the tank is undersized, installation of a larger supply line will improve operation. Funding is required to construct a larger supply line to the tank.*				

Proj. No.	22-02	**Capital Project Title**	Money Lake Dam Seismic Upgrade	**Capital Project Description**	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. To be coordinated with 19-06 Seepage Pit Construction.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*This is a continuation of project 18-03, where seismic reinforcement of the Money Lake Dam will commence. Funds are required to retain a contractor to undertake the works. Project deferred to 2023.*				

Proj. No.	23-01	**Capital Project Title**	WTP Upgrades	**Capital Project Description**	Upgrades to the water treatment plant to meet IHA requirements.
Asset Class	S	**Board Priority Area**	No Alignment	**Corporate Priority Area**	Water
Project Rationale	*Funds are required to upgrade the water treatment plant to meet IHA requirements.*				

Proj. No.	0.00	**Capital Project Title**	#N/A	**Capital Project Description**	#N/A
Asset Class	#N/A	**Board Priority Area**	#N/A	**Corporate Priority Area**	#N/A
Project Rationale	*0*				

Lyall Harbour Water
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	16,283	16,283	51,283	76,283	101,283	141,283
Operating Reserve Fund	7,512	12,512	35,012	38,012	38,512	61,512
Total	**23,795**	**28,795**	**86,295**	**114,295**	**139,795**	**202,795**

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Capital Reserve Fund - Bylaw 1785

Surplus money from the operation of the water system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1025 / Fund Centre: 101369	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	6,193	16,283	16,283	51,283	76,283	101,283
Transfer from Ops Budget	10,000	15,000	35,000	25,000	25,000	40,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	-	(15,000)	-	-	-	-
Interest Income*	90					
Ending Balance $	**16,283**	**16,283**	**51,283**	**76,283**	**101,283**	**141,283**

Assumptions/Background:

To fully fund capital expenditure plan

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, filter media replacement etc. Optimum minimum balance of $13,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105213	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	12	7,512	12,512	35,012	38,012	38,512
Transfer from Ops Budget	7,500	15,000	22,500	18,000	20,500	23,000
Transfer to Ops Budget	-	(10,000)	-	(15,000)	(20,000)	-
Planned maintenance activity		Chlorine Contact Tank Inspection		Resevoir Cleaning and inspection	Replace filtration Media	
Interest Income	-					
Ending Balance $	**7,512**	**12,512**	**35,012**	**38,012**	**38,512**	**61,512**

Assumptions/Background:

Set level of transfers in order to avoid spikes in requisition resulting from unforeseen breakdowns in water infrastructure

CAPITAL REGIONAL DISTRICT

2021 Budget

Skana Water (Mayne)

EAC Review

Service: 2.642 Skana Water (Mayne) **Committee:** Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for Skana Water Service Area. Bylaw No. 3090 (November 12, 2003).

PARTICIPATION:

Southern Gulf Islands Skana Water Service Area #47, U(764)

MAXIMUM LEVY:

Greater of $54,100 or $9.65 / $1,000 to a maximum of $186,340.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3090 (Nov. 12/03)	157,700	
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	-78,850	2.40%
	S.I. Bylaw No. 3196	-39,500	2.00%
	S.I. Bylaw No. 3457 (2007)	-29,200	4.82%
	Expired Nov 2008	-10,150	
REMAINING:		0	

COMMISSION:

Skana Water Service committee established by Bylaw # 3133 (Dec 10, 2003).

FUNDING:

User Charge:	Annual charge per single family equivalency unit connected to the system
Parcel Tax:	Annual charge only on properties capable of being connected to the system.
Connection Charges:	At cost or minimum of $1,000.

RESERVE FUND:

Fund 1067, established by Bylaw # 3192 (July 14, 2004)

2.642 - Skana Water (Mayne)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
JLB Services Contract	11,070	12,700	11,260	-	-	11,260	11,450	11,640	11,840	12,040
Repairs & Maintenance	1,170	2,500	3,180	-	-	3,180	1,180	1,190	1,200	6,210
Allocations	5,890	5,890	5,828	-	-	5,828	5,709	5,824	5,940	6,058
Water Testing	2,790	2,500	2,840	-	-	2,840	2,890	2,940	2,990	3,040
Electricity	2,500	2,750	2,540	-	-	2,540	2,580	2,620	2,660	2,710
Supplies	700	1,000	710	-	-	710	720	730	740	750
Labour Charges	21,165	15,000	21,526	-	-	21,526	21,956	22,395	22,843	23,300
Other Operating Expenses	3,380	3,920	3,440	-	-	3,440	3,490	3,540	3,590	3,640
TOTAL OPERATING COSTS	**48,665**	**46,260**	**51,324**	**-**	**-**	**51,324**	**49,975**	**50,879**	**51,803**	**57,748**
*Percentage Increase over prior year						5.5%	-2.6%	1.8%	1.8%	11.5%
Transfer from Operating Reserve Fund	-	-	(2,000)	-	-	(2,000)	-	-	-	(5,000)
NET OPERATING COSTS	**48,665**	**46,260**	**49,324**	**-**	**-**	**49,324**	**49,975**	**50,879**	**51,803**	**52,748**
*Percentage Increase over prior year						1.4%	1.3%	1.8%	1.8%	1.8%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	1,040	1,040	1,060	-	-	1,060	1,080	1,100	1,120	1,140
Transfer to Capital Reserve Fund	15,000	17,405	15,000	-	-	15,000	10,000	10,000	10,000	10,170
MFA Debt Principal	1,458	1,458	1,458	-	-	1,458	1,458	26,021	28,045	28,045
MFA Debt Interest	657	657	657	-	-	657	2,795	9,049	9,215	9,215
MFA Debt Reserve Fund	50	50	10	-	-	10	4,510	360	10	10
TOTAL DEBT / RESERVES	**18,205**	**20,610**	**18,185**	**-**	**-**	**18,185**	**19,843**	**46,530**	**48,390**	**48,580**
TOTAL COSTS	**66,870**	**66,870**	**67,509**	**-**	**-**	**67,509**	**69,818**	**97,409**	**100,193**	**101,328**
FUNDING SOURCES (REVENUE)										
User Charges	(43,650)	(43,650)	(44,514)	-	-	(44,514)	(45,410)	(46,320)	(47,250)	(48,050)
Other Revenue	(150)	(150)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	**(43,800)**	**(43,800)**	**(44,624)**	**-**	**-**	**(44,624)**	**(45,520)**	**(46,430)**	**(47,360)**	**(48,160)**
REQUISITION - PARCEL TAX	**(23,070)**	**(23,070)**	**(22,885)**	**-**	**-**	**(22,885)**	**(24,298)**	**(50,979)**	**(52,833)**	**(53,168)**
*Percentage increase over prior year										
User Fees						2.0%	2.0%	2.0%	2.0%	1.7%
Requisition						-0.8%	6.2%	109.8%	3.6%	0.6%
Combined						**1.0%**	**3.4%**	**39.6%**	**2.9%**	**1.1%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No. 2.642 Skana Water (Mayne)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$400,000	$0	$0	$0	$400,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$25,000	$80,000	$35,000	$0	$0	$140,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$25,000**	**$480,000**	**$35,000**	**$0**	**$0**	**$540,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$450,000	$35,000	$0	$0	$485,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$25,000	$30,000	$0	$0	$0	$55,000
	$0	**$25,000**	**$480,000**	**$35,000**	**$0**	**$0**	**$540,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.642
Service Name: Skana Water (Mayne)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
17-03	New	Public Engagement/Referendum	Conduct public engange and referendum (or AAP) to seek elector assent to borrow funds for storage tank replacement.	$25,000	S	Res	$0	$25,000	$0	$0	$0	$0	$25,000
17-04	Renewal	Well #8 Upgrade	Conduct well improvements including new well liner, replacement of well seal and SCADA automation; relocate first customer service line to achieve proper CT.	$30,000	S	Res	$0	$0	$30,000	$0	$0	$0	$30,000
18-01	Replacement	Storage Tank Replacement	Replace the existing storage tanks.	$400,000	E	Debt	$0	$0	$400,000	$0	$0	$0	$400,000
20-02	Decommission	Well Decommissioning	Numerous wells are not in use and are required to be decommissioned as per MoE requirements.	$50,000	S	Debt	$0	$0	$50,000	$0	$0	$0	$50,000
23-01	Renewal	Well Protection Upgrades	Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.	$35,000	S	Debt	$0	$0	$0	$35,000	$0	$0	$35,000
			GRAND TOTAL	**$540,000**			**$0**	**$25,000**	**$480,000**	**$35,000**	**$0**	**$0**	**$540,000**

Service: 2.642 **Skana Water (Mayne)**

Proj. No.	17-03	**Capital Project Title**	Public Engagement/Referendum	**Capital Project Description**	Conduct public engange and referendum (or AAP) to seek elector assent to borrow funds for storage tank replacement.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A loan will be required to fund the storage tank replacement any other capital work which will not be included under the capital reserve fund. The proposed loan will required public engagement and a referendum.*				

Proj. No.	17-04	**Capital Project Title**	Well #8 Upgrade	**Capital Project Description**	Conduct well improvements including new well liner, replacement of well seal and SCADA automation; relocate first customer service line to achieve proper CT.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*A recent inspection of Well #8 identified a number of deficiencies. Recommended improvements include the installation of new well liner, replacement of the well seal, and other associated minor improvements to protect it from surface runoff.*				

Proj. No.	18-01	**Capital Project Title**	Storage Tank Replacement	**Capital Project Description**	Replace the existing storage tanks.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The existing storage tanks are at the end of their design life and do not meet seismic requirements. It is proposed to replace the existing tanks with a glass fused steel tank.*				

Proj. No.	20-02	**Capital Project Title**	Well Decommissioning	**Capital Project Description**	Numerous wells are not in use and are required to be decommissioned as per MoE requirements.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Skana Water System has numerous wells not in service and are a liability to the service and risk to the aquafer. Funds are required to decommission the wells as per Ministry of Environment requirements.*				

Proj. No.	23-01	**Capital Project Title**	Well Protection Upgrades	**Capital Project Description**	Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds are required to carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.*				

Skana Water Reserves
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Operating Reserve Fund	9,774	8,834	9,914	11,014	12,134	8,274
Capital Reserve Fund	78,192	68,192	48,192	58,192	68,192	78,362
Total	**87,966**	**77,026**	**58,106**	**69,206**	**80,326**	**86,636**

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Capital Reserve Fund - Bylaw 3192

Reserve Cash Flow

Fund: 1067 Fund Centre: 101849	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	77,042	78,192	68,192	48,192	58,192	68,192
Transfer from Ops Budget	15,000	15,000	10,000	10,000	10,000	10,170
Transfer to Cap Fund	(15,000)	(25,000)	(30,000)	-	-	-
Transfer from Cap Fund	-	-	-	-	-	-
Interest Income*	1,150					
Ending Balance $	**78,192**	**68,192**	**48,192**	**58,192**	**68,192**	**78,362**

Assumptions/Backgrounds:

Transfer whatever the operating budget will allow

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Operating Reserve Fund

Bylaw 4144

Reserve Cash Flow

Fund: 1500 **Fund Centre:** 105214	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	8,604	9,774	8,834	9,914	11,014	12,134
Transfer from Ops Budget	1,040	1,060	1,080	1,100	1,120	1,140
Transfer to Ops Budget	-	(2,000)	-	-	-	(5,000)
Planned Maintenance Activity		Reservoir cleaning & inspection				Well inspection
Interest Income	130					
Ending Balance $	**9,774**	**8,834**	**9,914**	**11,014**	**12,134**	**8,274**

Assumptions/Backgrounds:

Maintain a minimum balance of $4,000

CAPITAL REGIONAL DISTRICT

2021 Budget

Sticks Allison Water

EAC Review

Service: 2.665 Sticks Allison Water (Galiano) **Committee: Electoral Area**

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Sticks Allison Water Area. The service is to supply, treat convey, store and distribute water. Local Service Area Bylaw No.2556 (January 28, 1998)

PARTICIPATION:

Local Service Area

MAXIMUM LEVY:

Greater of $18,700 or $2.27 / $1,000 on actual assessed value of land and improvements. To a maximum of $49,511.

MAXIMUM CAPITAL DEBT:

AUTHORIZED TO BORROW:	LA Bylaw No. 2557	148,000		
BORROWED:	SI Bylaw No. 2632 - Mar '99	-20,000	15 Year	ended 2013
	SI Bylaw No. 2684 - Dec '99	-81,260	15 Year	ends 2014
PREPAYMENT:	$3,895 x 12	-46,740		
REMAINING:		$0		

COMMISSION:

Sticks Allison Local Service Committee established by Bylaw No. 2558

FUNDING:

Any deficiencies after user charge are to be levied on taxable hospital assessments

User Charge: $1,321.47 annual user fee per single family equivalent connected to the water system.
Excess consumption fee - for metered water use per service connection in excess of 136 cubic metres per three months: $2.20 per cubic metre (BL No. 4274, December 2018)

Parcel Tax: Annual parcel tax levied only on properties capable of being connected to the system, and participating in debt servicing

Connection Charges: Actual cost plus 15% administration fee - minimum connection $400 (Bylaw No. 2559 - January 28, 1998)

RESERVE FUND:

Bylaw No. 2740.

2.665 - Sticks Allison Water	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Repairs & Maintenance	970	970	5,980	-	-	5,980	990	6,000	6,010	1,070
Allocations	35,472	40,100	35,459	-	-	35,459	36,038	36,750	37,476	38,216
Water Testing	2,110	2,110	2,150	-	-	2,150	2,190	2,230	2,270	2,320
Electricity	1,340	1,340	1,360	-	-	1,360	1,390	1,420	1,450	1,480
Supplies	780	620	790	-	-	790	810	830	850	870
Other Operating Expenses	3,230	4,170	3,260	-	-	3,260	3,300	3,340	3,380	3,420
TOTAL OPERATING COSTS	**43,902**	**49,310**	**48,999**	**-**	**-**	**48,999**	**44,718**	**50,570**	**51,436**	**47,376**
*Percentage Increase over prior year						11.6%	-8.7%	13.1%	1.7%	-7.9%
Transfer from Operating Reserve Fund	-	(4,500)	(5,000)	-	-	(5,000)	-	(5,000)	(5,000)	-
NET OPERATING COSTS	**43,902**	**44,810**	**43,999**	**-**	**-**	**43,999**	**44,718**	**45,570**	**46,436**	**47,376**
*Percentage Increase over prior year						0.2%	1.6%	1.9%	1.9%	2.0%
CAPITAL/RESERVES										
Transfer to Operating Reserve Fund	3,200	3,200	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Transfer to Capital Reserve Fund	5,000	5,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
TOTAL CAPITAL / RESERVES	**8,200**	**8,200**	**15,000**	**-**	**-**	**15,000**	**15,300**	**15,600**	**15,910**	**16,230**
TOTAL COSTS	**52,102**	**53,010**	**58,999**	**-**	**-**	**58,999**	**60,018**	**61,170**	**62,346**	**63,606**
FUNDING SOURCES (REVENUE)										
User Charges	(46,902)	(47,310)	(48,799)	-	-	(48,799)	(49,618)	(50,570)	(51,536)	(52,586)
Other Revenue	(200)	(700)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(47,102)**	**(48,010)**	**(48,999)**	**-**	**-**	**(48,999)**	**(49,818)**	**(50,770)**	**(51,736)**	**(52,786)**
REQUISITION - PARCEL TAX	**(5,000)**	**(5,000)**	**(10,000)**	**-**	**-**	**(10,000)**	**(10,200)**	**(10,400)**	**(10,610)**	**(10,820)**
*Percentage increase over prior year										
User Fee						4.0%	1.7%	1.9%	1.9%	2.0%
Requisition						100.0%	2.0%	2.0%	2.0%	2.0%
Combined						**13.3%**	**1.7%**	**1.9%**	**1.9%**	**2.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.665 Sticks Allison Water (Galiano)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$5,000	$14,500	$10,000	$0	$0	$0	$24,500
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$5,000	**$14,500**	**$10,000**	**$0**	**$0**	**$0**	**$24,500**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$5,000	$14,500	$10,000	$0	$0	$0	$24,500
		$5,000	**$14,500**	**$10,000**	**$0**	**$0**	**$0**	**$24,500**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.665
Service Name: Sticks Allison Water (Galiano)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	New	Tank High Level Alarm	Supply and install a high level alarm on the storage tank	$9,500	E	Res	$0	$9,500	$0	$0	$0	$0	$9,500
20-02	New	Aquifer Impact Study	Study impacts with adjoining wells on aquifer to review short and long term viability.	$5,000	E	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
22-01	New	Supply of Backup Genset	Supply and install required appurtenances of a backup genset.	$10,000	E	Res	$0	$0	$10,000	$0	$0	$0	$10,000
			GRAND TOTAL	**$24,500**			**$5,000**	**$14,500**	**$10,000**	**$0**	**$0**	**$0**	**$24,500**

Service: **2.665** **Sticks Allison Water (Galiano)**

Proj. No.	20-01	**Capital Project Title**	Tank High Level Alarm	**Capital Project Description**	Supply and install a high level alarm on the storage tank
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*The Sticks Allison storage tank does not have a high level alarm and will overflow if filled with no operator notification. Funds are required to supply and install a high level alarm on the storage tank.*				

Proj. No.	20-02	**Capital Project Title**	Aquifer Impact Study	**Capital Project Description**	Study impacts with adjoining wells on aquifer to review short and long term viability.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds are required to conduct a study with ajoining wells on the impacts to the aquifer to review long and short term viability.*				

Proj. No.	22-01	**Capital Project Title**	Supply of Backup Genset	**Capital Project Description**	Supply and install required appurtenances of a backup genset.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funds are required to supply and install a backup genset with required appurtenances to have in use.*				

Sticks Allison Reserves
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	7,728	3,228	3,428	13,828	24,438	35,258
Operating Reserve Fund	29	29	5,129	5,329	5,629	11,039
Total	**7,757**	**3,257**	**8,557**	**19,157**	**30,067**	**46,297**

Reserve Schedule

Reserve Fund: 2.665 Sticks Allison Water - Capital Reserve Fund - Bylaw 2740

To provide for capital expenditures or in respect of capital projects and to provide redemption of debentures issued.

Reserve Cash Flow

Fund: 1068 / Fund Centre: 101890	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	2,688	7,728	3,228	3,428	13,828	24,438
Transfer from Ops Budget	5,000	10,000	10,200	10,400	10,610	10,820
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	-	(14,500)	(10,000)	-	-	-
Interest Income*	40	-	-	-	-	-
Ending Balance $	**7,728**	**3,228**	**3,428**	**13,828**	**24,438**	**35,258**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.665 - Sticks Allison Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and well inspections.
Optimum minimum balance of $4,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105215	**Estimated**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**
Beginning Balance	1,299	29	29	5,129	5,329	5,629
Transfer from Ops Budget	3,200	5,000	5,100	5,200	5,300	5,410
Transfer to Ops Budget	(4,500)	-	-	-	-	-
Expenditures	-	(5,000)	-	(5,000)	(5,000)	-
Planned Maintenance Activity		Well and well pump inspection		Reservoir cleaning and inspection	Hydrant maintenance	
Interest Income	30	-	-	-	-	-
Ending Balance $	**29**	**29**	**5,129**	**5,329**	**5,629**	**11,039**

CAPITAL REGIONAL DISTRICT

2021 Budget

Surfside Park Estates (Mayne)

EAC Review

Service: 2.667 Surfside Park Estates (Mayne) **Committee:** Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for the Surfside Park Estates Water Service Area. Bylaw No. 3088 (November 12, 2003).

PARTICIPATION:

The Southern Gulf Islands Surfside Park Estates Water Service Area #46, V(764).

MAXIMUM LEVY:

Greater of $79,500 or $13.97 / $1,000 on actual assessed value of land and improvements. To a maximum of $269,738.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3088 (Nov. 12/03)	272,000
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	(100,000)
	S.I. Bylaw No. 3196	(104,000)
	S.I. Bylaw No. 3258	(48,000)
	S.I. Bylaw No. 3291	(20,000)
REMAINING:		$0

COMMISSION:

Surfside Park Estates Water Service committee established by Bylaw No 3131 (June 14, 2004)

FUNDING:

User charge: Annual charge per single family equivalency unit connected to the system

Parcel Tax: Annual charge only on properties capable of being connected to the system.

Connection Charge: Actual Cost + 15% Admin fee (minimum connection $400)

RESERVE:

Fund 1066, established by Bylaw # 3191 (July 16, 2004)

2.667 - Surfside Park Estates (Mayne)	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
JLB Services Contract	18,650	18,650	18,970	-	-	18,970	19,350	19,740	20,130	20,530
Repairs & Maintenance	9,030	7,980	9,110	-	-	9,110	4,190	5,770	4,400	4,480
Allocations	7,741	7,741	7,982	-	-	7,982	7,893	8,039	8,198	8,359
Water Testing	3,890	3,100	3,960	-	-	3,960	4,040	4,120	4,200	4,280
Electricity	3,950	3,630	4,020	-	-	4,020	4,100	4,180	4,260	4,350
Supplies	7,780	4,690	7,910	-	-	7,910	8,060	8,220	8,390	8,560
Labour Charges	32,851	22,000	33,409	-	-	33,409	34,078	34,759	35,454	36,163
Other Operating Expenses	5,770	5,240	5,890	-	-	5,890	6,000	6,120	6,240	6,360
TOTAL OPERATING COSTS	**89,662**	**73,031**	**91,251**	**-**	**-**	**91,251**	**87,711**	**90,948**	**91,272**	**93,082**
*Percentage Increase over prior year						1.8%	-3.9%	3.7%	0.4%	2.0%
Transfer from Operating Reserve Fund	(5,000)	(5,000)	(5,000)	-	-	(5,000)	-	(1,500)	-	-
NET OPERATING COSTS	**84,662**	**68,031**	**86,251**	**-**	**-**	**86,251**	**87,711**	**89,448**	**91,272**	**93,082**
*Percentage Increase over prior year						1.9%	1.7%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	1,880	20,569	1,910	-	-	1,910	1,940	1,970	2,000	2,030
Transfer to Capital Reserve Fund	15,000	15,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
MFA Debt Principal	3,471	3,471	-	-	-	-	-	-	-	-
MFA Debt Interest	832	832	30	-	-	30	30	30	30	30
TOTAL DEBT / RESERVES	**21,183**	**39,872**	**16,940**	**-**	**-**	**16,940**	**16,970**	**17,000**	**17,030**	**17,060**
TOTAL COSTS	**105,845**	**107,903**	**103,191**	**-**	**-**	**103,191**	**104,681**	**106,448**	**108,302**	**110,142**
FUNDING SOURCES (REVENUE)										
User Charges	(77,802)	(79,860)	(80,914)	-	-	(80,914)	(84,151)	(87,517)	(91,017)	(92,560)
Other Revenue	(200)	(200)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	**(78,002)**	**(80,060)**	**(81,044)**	**-**	**-**	**(81,044)**	**(84,281)**	**(87,647)**	**(91,147)**	**(92,690)**
REQUISITION - PARCEL TAX	**(27,843)**	**(27,843)**	**(22,147)**	**-**	**-**	**(22,147)**	**(20,400)**	**(18,801)**	**(17,155)**	**(17,452)**
*Percentage increase over prior year										
User Fee						4.0%	4.0%	4.0%	4.0%	1.7%
Requisition						-20.5%	-7.9%	-7.8%	-8.8%	1.7%
Combined						**-2.4%**	**1.4%**	**1.7%**	**1.7%**	**1.7%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	2.667 Surfside Park Estates (Mayne)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$25,000	$0	$0	$0	$0	$25,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$25,000	$0	$0	$0	$0	$25,000
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 2.667
Service Name: Surfside Park Estates (Mayne)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
21-01	Replacement	System Review	Review the system with tank location and accessibility taken into account.	$25,000	E	Res	$0	$25,000	$0	$0	$0	$0	$25,000
				$25,000			**$0**	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**

Service: **2.667** **Surfside Park Estates (Mayne)**

Proj. No.	21-01	**Capital Project Title**	System Review	**Capital Project Description**	Review the system with tank location and accessibility taken into account.
Asset Class	E	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Review the location and replacement of the existing tanks, with accessibility taken into account, resulting in recommendations for future improvements.*				

Surfside Park Estates (Mayne)
Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	48,360	38,360	53,360	68,360	83,360	98,360
Operating Reserve Fund	19,827	16,737	18,677	19,147	21,147	23,177
Total	**68,187**	**55,097**	**72,037**	**87,507**	**104,507**	**121,537**

Reserve Schedule

Reserve Fund: Surfside Water - Capital Reserve Fund - Bylaw 3191

To provide for capital expenditures or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund: 1066 / Fund Centre: 101850	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	35,820	48,360	38,360	53,360	68,360	83,360
Transfer from Ops Budget	15,000	15,000	15,000	15,000	15,000	15,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(3,000)	(25,000)	-	-	-	-
Interest Income*	540	-	-	-	-	-
Ending Balance $	**48,360**	**38,360**	**53,360**	**68,360**	**83,360**	**98,360**

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: Surfside Water - Operating Reserve Fund

Bylaw 4144

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105216	Estimated 2020	Budget 2021	2022	2023	2024	2025
Beginning Balance	4,188	19,827	16,737	18,677	19,147	21,147
Transfer from Ops Budget	20,569	1,910	1,940	1,970	2,000	2,030
Transfer to Ops Budget	-	-	-	-	-	-
Expenditures	(5,000)	(5,000)	-	(1,500)	-	-
Planned Maintenance Activity	Well and well pump inspection	Reservoir cleaning and inspection		Hydrant maintenance		
Interest Income	70	-	-	-	-	-
Ending Balance $	**19,827**	**16,737**	**18,677**	**19,147**	**21,147**	**23,177**

Assumptions/Background:

Maintain a minimum balance of $4,000

CAPITAL REGIONAL DISTRICT

2021 Budget

Magic Lake Estates Sewer

EAC Review

Service: 3.830 **Magic Lake Sewer Utility (Pender)** **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Magic Lake Estates Sewerage System Specified Area on North Pender Island (Local Service Establishment Bylaw No. 1873 - June 26, 1991).

PARTICIPATION:

Specified Area - B(764) SA#8

MAXIMUM LEVY:

Greater of $200,000 or $7.10 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,201,148.

MAXIMUM CAPITAL DEBT:

AUTHORIZED: LA Bylaw No. 4048 (Dec 2015). Fall Borrowing $1,530,000 for 10 years

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes only by Special Act.

User Charge: Per single family equivalency unit to connected properties only (Bylaw 4274, Dec 12, 2018)

Parcel Tax: Only on properties capable of being connected to system.

Connection Charge: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is $500 - Bylaw No. 4274 (Dec 2018)

RESERVE FUND:

Magic Lake Estates sewage system capital reserve fund (Dec 17, 1986). Bylaw No. 1497.

3.830 - Magic Lake Estates Sewer	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Sludge Hauling Contracts	87,450	87,450	88,940	-	-	88,940	90,720	92,530	94,380	96,270
Grit & Waste Sludge Disposal	87,450	84,000	88,940	-	-	88,940	90,720	92,530	94,380	96,270
Repairs & Maintenance	23,480	5,760	23,640	-	-	23,640	18,810	8,990	9,180	9,370
Allocations	37,588	37,588	43,961	-	-	43,961	46,557	47,394	48,246	49,115
Electricity	22,810	20,040	23,200	-	-	23,200	23,660	24,130	24,610	25,100
Supplies	21,160	19,880	21,520	-	-	21,520	21,940	22,360	22,800	23,240
Labour Charges	261,136	265,777	264,429	-	-	264,429	269,738	275,133	280,635	286,248
Other Operating Expenses	32,300	30,250	32,500	-	-	32,500	33,140	33,800	34,470	35,150
TOTAL OPERATING COSTS	**573,374**	**550,745**	**587,130**	**-**	**-**	**587,130**	**595,285**	**596,867**	**608,701**	**620,763**
*Percentage Increase over prior year						2.4%	1.4%	0.3%	2.0%	2.0%
Transfer from Operating Reserve Fund	(15,000)	-	(15,000)	-	-	(15,000)	(10,000)	-	-	-
NET OPERATING COSTS	**558,374**	**550,745**	**572,130**	**-**	**-**	**572,130**	**585,285**	**596,867**	**608,701**	**620,763**
Percentage Increase over prior year										
DEBT / RESERVES										
Transfer to Capital Reserve Fund	80,000	89,139	81,360	-	-	81,360	82,990	84,650	86,340	88,070
Transfer to Operating Reserve Fund	13,260	13,260	13,490	-	-	13,490	13,760	14,040	14,320	14,610
Debt Reserve Fund	50,260	50,260	370	-	-	370	370	370	370	370
MFA Principal Payment	133,470	133,470	133,463	-	-	133,463	133,463	133,463	133,463	133,463
MFA Interest Payment	123,704	123,704	40,640	-	-	40,640	40,640	40,640	40,640	40,640
TOTAL DEBT / RESERVES	**400,694**	**409,833**	**269,323**	**-**	**-**	**269,323**	**271,223**	**273,163**	**275,133**	**277,153**
Sludge Disposal Recovery	(10,424)	(10,424)	(10,654)	-	-	(10,654)	(10,888)	(11,128)	(11,372)	(11,600)
TOTAL COSTS NET OF RECOVERIES	**948,644**	**950,154**	**830,799**	**-**	**-**	**830,799**	**845,620**	**858,902**	**872,462**	**886,316**
FUNDING SOURCES (REVENUE)										
User Charges	(248,230)	(250,000)	(250,203)	-	-	(250,203)	(259,270)	(264,970)	(270,800)	(276,220)
Grants in Lieu	(743)	(743)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
Other Revenue	(1,060)	(800)	(1,190)	-	-	(1,190)	(1,210)	(1,230)	(1,250)	(1,270)
TOTAL REVENUE	**(250,033)**	**(251,543)**	**(251,403)**	**-**	**-**	**(251,403)**	**(260,490)**	**(266,210)**	**(272,060)**	**(277,500)**
REQUISITION - PARCEL TAX	**(698,611)**	**(698,611)**	**(579,396)**	**-**	**-**	**(579,396)**	**(585,130)**	**(592,692)**	**(600,402)**	**(608,816)**
*Percentage increase over prior year										
User Fees						0.8%	3.6%	2.2%	2.2%	2.0%
Requisition						-17.1%	1.0%	1.3%	1.3%	1.4%
Combined						**-12.4%**	**1.8%**	**1.6%**	**1.6%**	**1.6%**

3.830 - Magic Lake Estates Sewer - Debt Only	2020 BOARD BUDGET	2020 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	2021 ONGOING	2021 ONE-TIME	2021 TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
DEBT										
Debt Reserve Fund	-	-	38,040	-	-	38,040	15,000	-	-	-
MFA Principal Payment	-	-	-	-	-	-	93,768	130,743	130,743	130,743
MFA Interest Payment	-	-	55,700	-	-	55,700	124,350	134,100	134,100	134,100
TOTAL DEBT	**-**	**-**	**93,740**	**-**	**-**	**93,740**	**233,118**	**264,843**	**264,843**	**264,843**
REQUISITION - PARCEL TAX	**-**	**-**	**(93,740)**	**-**	**-**	**(93,740)**	**(233,118)**	**(264,843)**	**(264,843)**	**(264,843)**
*Percentage increase over prior year Requisition							148.7%	13.6%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025

Service No.	3.830 Magic Lake Sewer Utility (Pender)	Carry Forward from 2020	2021	2022	2023	2024	2025	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$5,750,000	$5,780,000	$0	$0	$3,000,000	$0	$8,780,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$5,750,000	**$5,780,000**	**$0**	**$0**	**$3,000,000**	**$0**	**$8,780,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$5,750,000	$5,750,000	$0	$0	$0	$0	$5,750,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$3,000,000	$0	$3,000,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$30,000	$0	$0	$0	$0	$30,000
		$5,750,000	**$5,780,000**	**$0**	**$0**	**$3,000,000**	**$0**	**$8,780,000**

CAPITAL REGIONAL DISTRICT CAPITAL PLAN

CAPITAL BUDGET FORM
2021 & Forecast 2022 to 2025

Service #: 3.830
Service Name: Magic Lake Sewer Utility (Pender)

Proj. No.
The first two digits represent first year the project was in the capital plan.

Capital Exp. Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding

Funding Source Codes (con't)
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Capital Project Title
Input Title of Project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
This column represents the total project budget not only within the 5-year window.

FIVE YEAR FINANCIAL PLAN

Proj. No.	Capital Exp.Type	Capital Project Title	Capital Project Description	Total Proj Budget	Asset Class	Funding Source	C/F from 2020	2021	2022	2023	2024	2025	5 - Year Total
20-01	Renewal	Wastewater Improvements - Phase I	1. Upgrade Schooner WWTP (add screen & grit removal, EQ tank, access road, electrical upgrades, genset) 2. Renew Buccaneer, Galleon and Schooner PS 3. Replace 4.6 km of failing AC pipe and rehab 84 manholes	$6,000,000	S	Debt	$5,750,000	$5,750,000	$0	$0	$0	$0	$5,750,000
21-01	New	Safety Upgrades	Various safety upgrades to address risks identified through safety audit completed in early 2020.	$30,000	S	Res	$0	$30,000	$0	$0	$0	$0	$30,000
24-01	Renewal	Wastewater Improvements - Phase II	1. Replace Cannon WWTP with a new pump station 2. Upgrade Schooner WWTP (2nd aeration tank, new clarifiers, electrical)	$3,000,000	S	Grant	$0	$0	$0	$0	$3,000,000	$0	$3,000,000
29-01	Renewal	Wastewater Improvements - Phase III	1. Renew Capstan, Cutlass and Masthead Pump Stns 2. Replace 1.8 km of failing AC pipe and rehab 36 manholes 3. Upgrade Sludge Thickening at Schooner WWTP	$3,150,000	S	Debt	$0	$0	$0	$0	$0	$0	$0
			GRAND TOTAL	**$12,180,000**			**$5,750,000**	**$5,780,000**	**$0**	**$0**	**$3,000,000**	**$0**	**$8,780,000**

Service: 3.830 **Magic Lake Sewer Utility (Pender)**

Proj. No.	20-01	**Capital Project Title**	Wastewater Improvements - Phase I	**Capital Project Description**	1. Upgrade Schooner WWTP (add screen & grit removal, EQ tank, access road, electrical upgrades, genset) 2. Renew Buccaneer, Galleon and Schooner PS 3. Replace 4.6 km of failing AC pipe and rehab 84 manholes
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funding is required to carry out Phase I of wastewater improvements including:1. Upgrade Schooner WWTP (add screen & grit removal, EQ tank, access road, electrical upgrades, genset)* *2. Renew Buccaneer, Galleon and Schooner PS* *3. Replace 4.6 km of failing AC pipe and rehab 84 manholes*				

Proj. No.	21-01	**Capital Project Title**	Safety Upgrades	**Capital Project Description**	Various safety upgrades to address risks identified through safety audit completed in early 2020.
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*Funding is required to make safety upgrades, such as replacement of heavy hatches, ventillation of the testing building and access improvements.*				

Proj. No.	24-01	**Capital Project Title**	Wastewater Improvements - Phase II	**Capital Project Description**	1. Replace Cannon WWTP with a new pump station 2. Upgrade Schooner WWTP (2nd aeration tank, new clarifiers, electrical)
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*1. Replace Cannon WWTP with a new pump station* *2. Upgrade Schooner WWTP (2nd aeration tank, new clarifiers, electrical)*				

Proj. No.	29-01	**Capital Project Title**	Wastewater Improvements - Phase III	**Capital Project Description**	1. Renew Capstan, Cutlass and Masthead Pump Stns 2. Replace 1.8 km of failing AC pipe and rehab 36 manholes 3. Upgrade Sludge Thickening at Schooner WWTP
Asset Class	S	**Board Priority Area**	0	**Corporate Priority Area**	0
Project Rationale	*1. Renew Capstan, Cutlass and Masthead Pump Stns* *2. Replace 1.8 km of failing AC pipe and rehab 36 manholes* *3. Upgrade Sludge Thickening at Schooner WWTP*				

Magic Lake Estates Sewer
Reserve Summary Schedule
2021 - 2025 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Capital Reserve Fund	219,167	270,527	353,517	438,167	524,507	612,577
Operating Reserve Fund	29,513	28,003	31,763	45,803	60,123	74,733
Total	**248,681**	**298,531**	**385,281**	**483,971**	**584,631**	**687,311**

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Capital Reserve Fund

Bylaw 1497

Reserve Cash Flow

Fund:	1042	Estimated	Budget				
Fund Centre:	101386	2020	2021	2022	2023	2024	2025
Beginning Balance		137,087	219,167	270,527	353,517	438,167	524,507
Transfer from Ops Budget		80,000	81,360	82,990	84,650	86,340	88,070
Transfer to Cap Fund		-	(30,000)	-	-	-	-
Interest Income		2,080	-	-	-	-	-
Ending Balance $		**219,167**	**270,527**	**353,517**	**438,167**	**524,507**	**612,577**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage draining/cleaning/inspection etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105217	Estimated	Budget				
	2020	2021	2022	2023	2024	2025
Beginning Balance	30,743	29,513	28,003	31,763	45,803	60,123
Transfer from Ops Budget	13,260	13,490	13,760	14,040	14,320	14,610
Planned Expenditures	(15,000)	(15,000)	(10,000)	-	-	-
Planned Maintenance Activity		Clean Schooner aeration ditch	Outfall inspection			
Interest Income	510	-	-	-	-	-
Ending Balance $	**29,513**	**28,003**	**31,763**	**45,803**	**60,123**	**74,733**

Assumptions/Background:

Appendix D: January 2021 Approvals

Purpose: To summarize the budget items that require implementation as of January 2021 before final budget approval in March 2021.

Electoral Area	Service Type	Service Area	Project Description	Operating Budget	Capital Budget	Funding Source
Juan de Fuca	Recreation & Cultural Services	1.405 Community Parks and Recreation	Carpenter Raod Park - Dam Remediation		50,000	Grants
			Total: Juan de Fuca	-	**50,000**	
Salt Spring Island	Planning & Development	1.238B SSI Transportation	2021 Annual Pathway Detailed Design and Permiting Program		60,000	Grants, Reserves
	Water	2.621 Highland/Fernwood Water	Power generation equipment		24,000	Reserves
		2.622 Cedars of Tuam Water	Cholorinator, level transducer and flow meter replacement		36,000	Grants, Reserves
		2.626 Fulford Water	Replacement of Flocculation mixer motor		9,000	Reserves
			Installation of turbidity meter on influent line		4,000	Reserves
			Water main assessment & replacement strategy & initial phase detailed design		90,000	Grants, Reserves
		2.628 Cedar Lane Water	Detailed Hydrogeological Assessment		55,000	Grants, Reserves
	Sewer	3.705 SSI Septage	Lagoon Site Investigation for Delicensing		60,000	Capital Funds on Hand, Grants
		3.810 Ganges Sewer	SCADA upgrade		6,500	Reserves
			Reclaimed Water Study		57,500	Grants, Reserves
			VFD installation for EQ Tank		50,000	Reserves
			Ganges WWTP Lab Room, Crew Room and blower room design		50,000	Reserves
			Compressor replacment		10,000	Reserves
			Total: Salt Spring Island	-	**512,000**	
Southern Gulf Islands	Water	2.630 Magic Lake Estates Water	WTP SCADA Hot Standby		15,000	Reserves
			Safety Improvements		20,000	Reserves
			Total: Southern Gulf Islands	-	**35,000**	
Joint Electoral Service (3 EAs)	Protective Services	1.318 Building Inspection	Vehicle Replacement		45,000	Reserves
			Total: Joint Electoral Services	-	**45,000**	
			Grand Total	-	**$ 642,000**	



Service Budget Highlights ›

Committee of the Whole

Wednesday October 28, 2020

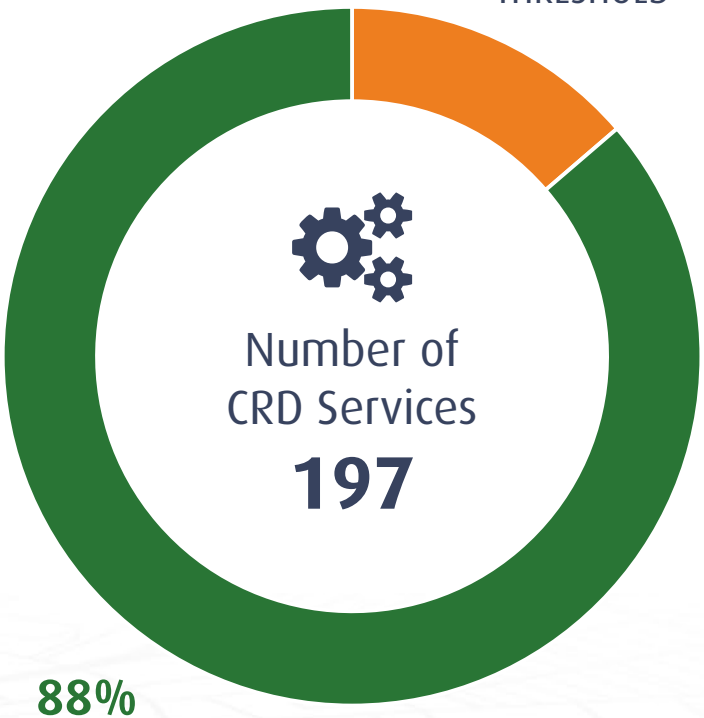
Budget Overview Threshold

Materiality Threshold

1.7%
INFLATION RATE IN VICTORIA

and **$50,000**

all service budgets are included in Appendix G of the agenda package



2) EXECUTIVE SERVICES	$000's				%
2.3) Human Resources (Appendix G, Part A, PDF pg 7, Print pg 6)					12.3%
• New Manager Diversity & Inclusion, New HR Advisor, base salary and step increase changes	Req	Fees	Other	Alloc	
	2%	-	-	98%	

3) CORPORATE SERVICES	$000's		%	
3.1) Corporate Services (Appendix G, Part A, PDF pg 22, Print pg 3)	$53		2.7%	
• Base salary and step increase changes for existing staff	Req	Fees	Other	Alloc
	75%			25%

4) FINANCE AND TECHNOLOGY	$000's				%			
4.1.1) Finance (Appendix G, Part A, PDF pg 54, Print pg 3)	$218				3.5%			
• Financial support for community needs initiatives, Accountability, Health Facilities and Social Housing	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	2%	-	-	98%				
4.2.1) Information Technology (Appendix G, Part A, PDF pg 103, Print pg 52)	$639				9.7%			
• IT related costs for community needs initiatives in Social Housing, Integrated Water, Solid Waste, Systems and Policies, and Maintenance/Support.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	25%	-	-	75%				

5) PARKS AND RECREATION	$000's				%			
5.2) Panorama Rec. Center (Appendix G, Part B, PDF pg 47, Print pg 46)	$713				9.9%			
• Partial return of service programming following 2020 closure period	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	25%	70%	5%	-				
5.3) SEAPARC (Appendix G, Part B, PDF pg 75, Print pg 74)	$127				3.6%			
• Partial return of service programming following 2020 closure period	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	45%	25%	30%	-				

6) ENVIRONMENTAL SERVICES	$000's	%
6.2.1) Environmental Resource Management (Appendix G, Part B, PDF pg 111, Print pg 14)	-$826	-3.1%
• Impact due to decreased debt servicing costs	Req: - / Fees: 100% / Other: - / Alloc: -	
6.3.2) Environmental Protection & Water Quality (Appendix G, Part B, PDF pg 133, Print pg 36)	$410	5.2%
• Impact due to Water Quality core area wastewater lab costs and base salary and step increases	Req: - / Fees: - / Other: - / Alloc: 100%	
6.3.3) Regional Source Control (Appendix G, Part B, PDF pg 149, Print pg 52)	$85	5.3%
• Includes one-time costs for enhanced key manhole project	Req: 26% / Fees: 1% / Other: 73% / Alloc: -	
6.3.5) Millstream Site Remediation (Appendix G, Part B, PDF pg 160, Print pg 63)	-$286	-43.3%
• Impact due to reduced capital transfers in anticipation of the completion of the remediation capital project	Req: 50% / Fees: - / Other: 50% / Alloc: -	
6.3.8) L.W.M.P – Core and Western Communities (Appendix G, Part B, PDF pg 175, Print pg 78)	-$834	-69.2%
• Impact due to handover of biosolids facilities, and reverting back to baseline service levels	Req: - / Fees: - / Other: 100% / Alloc: -	

6) ENVIRONMENTAL SERVICES (CONTINUED)	$000's		%	
6.4.1) Environmental Engineering Services (Appendix G, Part B, PDF pg 204, Print pg 107)	$238		9.7%	
• Base salary and inflationary increases, FTE transfer from IWS and increased transfer to capital	Req -	Fees -	Other -	Alloc 100%
6.4.2) Facility Management (Appendix G, Part B, PDF pg 214, Print pg 117)	$272		19.1%	
• Impact due to additional Facility Management staffing (3 FTEs)	Req 1%	Fees -	Other -	Alloc 99%
6.4.3) CRD Headquarters Building (Appendix G, Part B, PDF pg 224, Print pg 127)	$57		4.1%	
• Impact due to increased transfers to capital reserves	Req -	Fees -	Other 49%	Alloc 51%
6.4.6) Health Facilities – VIHA (Appendix G, Part B, PDF pg 248, Print pg 151)	-$417		-20.9%	
• Impact due to removal of cleaning and security costs. The budget reflects these costs have shifted to the tenant's responsibility	Req -	Fees 100%	Other -	Alloc -

7) PLANNING & PROTECTIVE SERVICES	$000's	%
7.2.1) Health & Capital Planning Strategies (Appendix G, Part C, PDF pg 12, Print pg 10)	$90	16.9%
• Increase due to Senior Project Coordinator term position (1 FTE), funded by CRHD reserve	Req: - / Fees: - / Other: 100% / Alloc: -	
7.3.2) Regional Housing Trust Fund (Appendix G, Part C, PDF pg 30, Print pg 28)	-$91	-2.1%
• Due to standard two year capital development cycle, RHTF capital grants are committed but paid in future years when project requirements are met	Req: - / Fees: - / Other: 100% / Alloc: -	
7.6.1) Building Inspection (Appendix G, Part C, PDF pg 115, Print pg 113)	$92	5.9%
• Increase due to base salary and step increases, travel costs and allocations	Req: 31% / Fees: 53% / Other: 16% / Alloc: -	

8) INTEGRATED WATER SERVICES	$000's				%			
8.1.1) Regional Water Supply (Appendix G, Part C, PDF pg 127, Print pg 4)	$866				2.5%			
• Increase due to 3 new FTEs, transfer to capital fund, chemical supplies, and agricultural water rate funding, offset by a reduction in debt servicing costs	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	100%	-	-	-	100%	-	-
8.1.2) JDF Water Distribution (Appendix G, Part C, PDF pg 178, Print pg 55)	$664				3.3%			
• Increase in bulk water purchases, debt payments, capital fund transfers, and increased operating costs due to system growth	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	100%	-	-	-	100%	-	-
8.2.7) IW – Environmental Operations (Appendix G, Part C, PDF pg 257, Print pg 134)	$3,555				44.1%			
• Impact due to staffing and associated costs for wastewater treatment being recognized. Costs allocated to Core Area Wastewater service	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	-	-	100%	-	-	-	100%
8.3.1) Saanich Peninsula Water Supply (Appendix G, Part C, PDF pg 277, Print pg 154)	$213				3.1%			
• Increase in bulk water purchases and capital reserve transfers	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	100%	-	-	-	100%	-	-

8) INTEGRATED WATER SERVICES (CONTINUED)	$000's				%			
8.3.3) Saanich Peninsula Wastewater (Appendix G, Part C, PDF pg 294, Print pg 171)	$555				14.4%			
• Mainly due to the cost for residuals disposal and treatment and associated trucking costs	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	92%	-	8%	-				
8.2) Core Area Wastewater (Appendix G, Part C, PDF pg 204, Print pg 81)	$6,884				15.7%			
• Operationalization of the wastewater treatment plant, and replacement of trunk sewer services	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	92%	-	4%	4%				

Capital Regional District

Initiative Business Cases - 2021 Budget Impact

2021 Preliminary Budget

Community Need	Initiative	Initiative Name	Incremental Requisition $	Incremental Sales of Service $	Incremental Allocation/Other $	Non-Incremental $	Total IBC Proposed $
Accountability	15a-1	Commission Review	-	-	-	-	-
Accountability	15b-1	FS Treasury Position	-	-	102,500	-	102,500
Accountability	15c-1.2	FMW2 (formalize 1.0 FTE)	-	-	86,959	-	86,959
Accountability	15d-1.2	Graphic Standards Update	-	-	5,000	-	5,000
Accountability	15f-1.3	FM Centralization Strategy - Project Coordinator	-	-	107,148	-	107,148
Accountability	15f-1.6	E-Signature Software	-	-	7,000	-	7,000
Accountability	15b-2	Financial Services Financial Analysis Position for Local Services	-	-	59,960	151,424	211,384
Accountability	15c-1.3	Diversity, Inclusion and Organizational Development and Alignment	-	-	89,175	40,000	129,175
Accountability	15f-1.4	IT Support for Hartland Scales and Perfectmind Applications	-	-	102,175	-	102,175
Accountability	15f-1.5	Mobile Maintenance Workorder Platform Support	-	-	102,175	-	102,175
Accountability	15f-1.7	Microsoft Office 365	52,000	-	-	-	52,000
Accountability	15f-1.9	IWS Infrastructure Resilience - IT	-	-	102,175	-	102,175
Accountability	5b-5	CAMS Life-Cycle Costing	-	-	-	40,000	40,000
Accountability	15f-1.13	Support IBC Human Resources	-	-	88,666	-	88,666
Accountability	15f-1.13	Support IBC IT&GIS	-	-	166,958	-	166,958
Accountability	15f-1.13	Support IBC Financial Services	-	-	214,444	-	214,444
Affordable Housing	1a-2	Housing Investment Through RHFP and Other Funding Programs - CRD	-	-	37,392	-	37,392
Affordable Housing	1a-11	Southern Gulf Islands Housing Strategy	45,000	-	-	-	45,000
Affordable Housing	1a-10	Reaching Home	-	-	107,356	-	107,356
Climate Action & Adaption	5a-1	Climate Emergency Response	59,038	-	50,000	40,000	149,038
First Nations Relations	3a-2.1	Indigenous Intern Leadership Program	-	-	-	-	-
First Nations Relations	3a-2.2	First Nations Economic Opportunity Portal Social Value Procurement	-	-	-	-	-
First Nations Relations	3a-5	Cultural Confidence Program Development & Implementation	-	-	-	-	-

Capital Regional District

Initiative Business Cases - 2021 Budget Impact

2021 Preliminary Budget

Community Need	Initiative	Initiative Name	Incremental Requisition $	Incremental Sales of Service $	Incremental Allocation/Other $	Non-Incremental $	Total IBC Proposed $
Health Facilities	14a-1	Health Capital Planning - Term Position	-	-	114,085	-	114,085
Health Facilities	14a-2	Health Capital Planning - FTE conversion	-	-	2,759	118,712	121,471
Health Facilities	14c-1	Healthy Communities Planner - Term Position	-	-	2,495	104,654	107,149
Landfill & Recycling	9a-1.1	Senior Project Coordinator, Resource Recovery (1.0 FTE)	-	3,017	-	126,401	129,418
Landfill & Recycling	9b-0.1	Hartland Waste Technician (increase 0.5 to 1.0 FTE)	-	42,500	-	-	42,500
Landfill & Recycling	9b-0.2	Hartland Landfill Attendant (two 0.5 – Regular Part Time)	-	-	-	75,493	75,493
Landfill & Recycling	9b-0.3	Food Waste Attendant (2yr term)	-	-	-	86,922	86,922
Recreation	13a-1.1	SEAPARC Aquatic Team Leader RPT 0.5	2,000	-	-	32,000	34,000
Wastewater	8a-1.3	Saanich Peninsula Liquid Waste Mgmt. Plan – I&I	41,000	-	-	-	41,000
Water	10a-0.1	Watershed Security Position	-	44,000	-	81,000	125,000
Water	10a-2.1	Water Infrastructure Resilience	-	190,000	-	-	190,000
Water	10a-4	Cross Connection Control Inspector	-	-	500	106,649	107,149
Water	10d-2	Leech River Water Quality Operations	-	55,000	-	-	55,000
Water	10d-3	Watershed Hydrology Monitoring	-	-	-	150,000	150,000
			199,038	**334,517**	**1,548,922**	**1,153,255**	**3,235,732**

Total CRD Incremental 2021 IBC Budget Impact: **2,082,477**

REGULAR POSITIONS - ONGOING		Approved		Proposed	
Department	**Division**	**2019**	**2020**	**2021**	
Executive Services	*Executive Office*	4.00	4.00	4.00	
	Corporate Communications	6.00	6.00	6.00	
	Legislative & Corporate Svcs.	0.00	0.00	0.00	
	Human Resources & Corporate Safety	10.00	11.00	13.00	15c-1.3 Diversity, Inclusion and Organizational Development and Alignment (1) Human Resources Support (1)
TOTAL EXECUTIVE SERVICES		**20.00**	**21.00**	**23.00**	
Corporate Services	*Administration & Legal Services*	3.00	3.00	3.00	
	Information Services	1.00	2.00	2.00	
	Legislative Services	3.00	3.00	3.00	
	Risk and Insurance	3.00	3.00	3.00	
	First Nations Relations	3.00	3.00	3.00	
	Real Estate Services	3.00	3.00	3.00	
	SGI Administration	1.00	1.00	1.00	
TOTAL CORPORATE SERVICES		**17.00**	**18.00**	**18.00**	
Finance & Technology	*Financial Services*	37.50	44.50	50.70	14a-2 Health Capital Planning (1 Term to Ongoing) 15b-2 Financial Services Analysts for EA (1 Term to Ongoing, 1 Auxiliary to Ongoing) 15b-1 FS Treasury Position (1) Financial Services Support (2.2)
	Asset Management	2.00	2.00	2.00	
	IT & GIS	29.00	33.00	39.00	15f-1.4 It Support for Hartland Scales and Perfectmind Applications (1) 15f-1.5 Mobile Maintenance Workorder Platform Support (1) 15f-1.9 IWS Infrastructure Resilience - IT (1) IT Support (2.5) 1a-2 Housing Investment Through RHFP and Other Funding Programs (0.5)
	Arts and Culture	2.80	2.80	2.80	
TOTAL FINANCE & TECHNOLOGY		**71.30**	**82.30**	**94.50**	
Integrated Water Services	*Administration*	7.29	7.29	7.29	
	Customer & Technical Services	14.00	14.00	14.00	
	Infrastructure Engineering	27.00	27.00	26.00	Engineering position transferred to PES-Facility Mgmt. & Engineering (-1)
	Infrastructure Operations	97.39	113.89	0.00	
	Wastewater Infrastructure Operations			68.89	Separate Infrastructure Operations into Water and Wastewater divisions 8a-1.1 Wastewater Management (3 New, 1 Term to Ongoing)
	Water Infrastructure Operations			50.00	Separate Infrastructure Operations into Water and Wastewater divisions 10a-2.1 Water Infrastructure Resilience (1)
	Watershed Protection	26.00	26.00	27.00	10a-0.1 Watershed Security Position (1 Auxiliary to Ongoing)
TOTAL INTEGRATED WATER SERVICES		**171.68**	**188.18**	**193.18**	
Parks & Environmental Services	*Administration*	3.00	3.00	3.00	
	Facility Mgmt. & Engineering	21.00	21.00	25.00	15c-1.2 Facility Maintenance Worker - Formalize FTE (1) 8a-1.2 FM Centralization Strategy - FMW (CAWTP) (1) 15f-1.3 FM Centralization Strategy - Project Coordinator (1) Engineering position transferred from IWS-Infrastructure Engineering (1)
	Environmental Protection	53.55	55.55	56.95	10a.4 - Cross Connection Control Inspector (1 Term to Ongoing) 10d-2 Leech River Water Quality Operations (0.4)
	Environmental Resource Mgmt	21.20	22.20	23.70	9b-0.1 Hartland Waste Technician (0.5) 9b-0.2 Hartland Landfill Attendant (1 Auxiliary to Ongoing)
	Panorama Recreation	31.35	34.85	34.85	
	Regional Parks	49.60	54.60	54.60	
	SEAPARC	17.10	18.60	19.10	13a-1.1 SEAPARC Aquatic Team Leader (0.5 Auxiliary to Ongoing)
TOTAL PARKS & ENVIRONMENTAL SERVICES		**196.80**	**209.80**	**217.20**	

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2021 Staff Establishment Chart - Provisional Budget

REGULAR POSITIONS - ONGOING		Approved		Proposed	
Department	Division	2019	2020	2021	
Planning & Protective Services	*Administration*	3.00	3.00	3.00	
	Building Inspection	9.70	9.70	9.70	
	Health & Capital Planning	2.00	2.00	2.00	
	JDFEA Planning	3.70	3.70	3.70	
	Protective Services	15.20	16.20	16.20	
	Regional & Strategic Planning	7.00	7.00	7.00	
	Regional Housing	34.00	41.00	47.00	1a-2 Housing Investment Through RHFP and Other Funding Programs (6)
TOTAL PLANNING & PROTECTIVE SERVICES		**74.60**	**82.60**	**88.60**	
SSI Administration (Executive Svcs)	*Administration*	5.80	5.80	5.80	
	SSI Parks and Recreation	9.94	11.40	11.40	
TOTAL SSI ADMINISTRATION		**15.74**	**17.20**	**17.20**	
TOTAL CRD REGULAR POSITIONS (ONGOING)		**567.12**	**619.08**	**651.68**	

REGULAR POSITIONS - FIXED DURATION					
Department	Division	2019	2020	2021	Notes
CAWTP	*CAWTF*	27.00	24.00	0.00	Term end (-23) 8a-1.1 Wastewater Management (-1 Term to Ongoing)
Finance & Technology	*Financial Services*	4.00	4.00	0.00	Term end (-2) 15b-2 Financial Services Analyst Position for EA (-1 Term to Ongoing) 14a-2 Health Capital Planning (-1 Term to Ongoing)
Integrated Water Services	*Infrastructure Engineering*	1.00	0.00	0.00	
Parks & Environmental Services	*Administration*	2.00	2.00	0.00	Term end (-1) Env Science Officer 4 transferred to PES-Environmental Resource Mgmt (-1)
	Environmental Protection	3.50	3.50	2.00	Term end (-0.5) 5a-1 Climate Emergency Response (Extension) 10a-4 Cross Connection Control Inspector (-1 Term to Ongoing)
	Environmental Resource Mgmt	1.00	0.00	2.00	Env Science Officer 4 transferred from PES-Administration (1) 9a-1.1 Sr Project Coordinator Resource Recovery (Extension) 9b-0.3 Food Waste Attendant (1 Auxiliary to Term)
Planning & Protective Services	*Health & Capital Planning*	2.00	1.00	2.00	14c-1 Healthy Communities Planner (Extension) 14a-1 Health Capital Planning (1)
	Regional Housing	3.00	7.00	9.80	1a-10 Reaching Home (0.8) 1a-2 Housing Investment Through RHFP and Other Funding Programs (2)
TOTAL CRD REGULAR POSITIONS (FIXED DURATION)		**43.50**	**41.50**	**15.80**	

Appendix C

First Nations Relations
a division of the Capital Regional District

FIRST NATIONS RELATIONS MANDATE REFRESHER

September 30, 2020

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PURPOSE

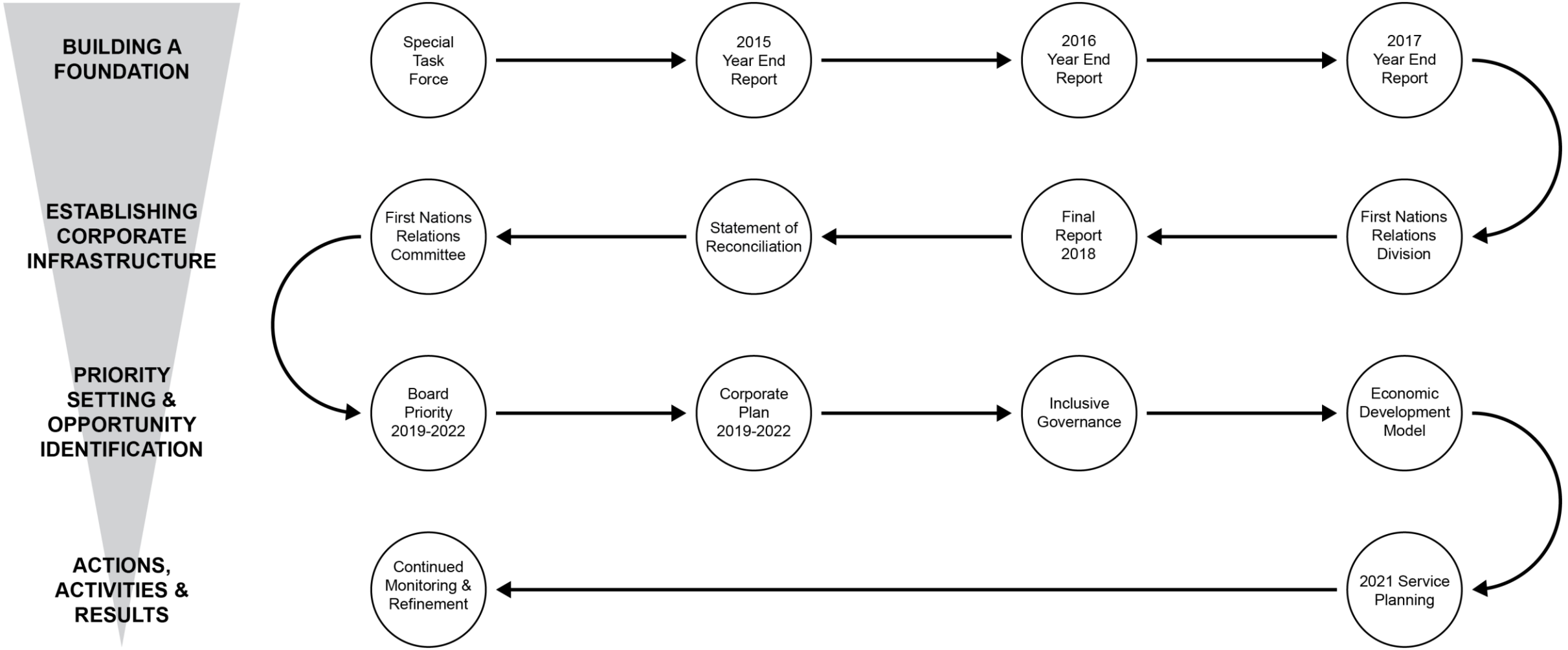
To provide an overview of past CRD efforts to support better First Nations relations and outline how these efforts have helped to shape the current and planned activities related to First Nations Reconciliation.

Focus on:

- Special Task Force on First Nations Relations
  - 2015 Year End Report
  - 2016 Year End Report
  - 2017 Year End Report
- Final Report (2018)
- Statement of Reconciliation (2018)
- CRD 2019-2022 Board Priorities
- CRD 2019-2022 Corporate Plan

FIRST NATIONS RELATIONS TIMELINE

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SPECIAL TASK FORCE (2015 – 2017)

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Established in January 2015, initially with a one-year time-frame and the purpose to:

- Meet with the Chiefs and Councils of each First Nation with Reserve Lands in the CRD to hold discussions about how First Nations might want to participate in the CRD governance framework;
- Report out on these conversations with recommendations to the CRD Board through the Governance Committee; and,
- Have conversations about governance and does not extend to other CRD programs or services.

2015	Met with seven First Nations to establish foundational relationships and explore matters of interest including: participation in regional discussions and decision-making, economic development, ecological restoration to allow for a renewed connection to the land and water for food, medicine and culture.
2016	Extended the term of the Task Force, hosted indigenous cultural training and made a number of key recommendations including committee and commissions membership, advocating for changes to the LGA, sharing of information, include First Nations in a COW meeting, and identify resources to accommodate greater participation, engagement and Reconciliation
2017	Worked in support of the WWTP with First Nation Liaisons, Crown consultation, archaeological protocols, completed the Sea to Sea Traditional Use Access Agreement with T'Sou-ke Nation and the E&N Rail Trail Agreement with Esquimalt Nation and developed service agreement templates for water, sewer and fire protection.

SPECIAL TASK FORCE FINAL REPORT (2018)

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The Final Report summarized the Task Force's governance and Reconciliation findings and recommendations, documented successes and some of the lessons learned and proposed a CRD Board committee structure to guide future relationship building.

Importantly, the Report introduced "Reconciliation through Economic Development" as a mutually beneficial framework for building partnerships with First Nations governments.

"Indigenomics is a process of claiming our place at the economic table of this country. This modern claim to our existence, is facilitated as a right to an economy, a right to our modernity, a right to be consulted and is further interwoven with the establishment of legal pressure points for higher standards of stewardship and reciprocal prosperity."

- Carol Anne Hilton, CEO and Founder of the Indigenomics Institute

STATEMENT OF RECONCILIATION

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This Statement, approved in 2018, was intended to guide decision-making for years to come. It expressed an understanding that Reconciliation is a long-term goal with no defined end point. The UN Declaration of the Rights of Indigenous Peoples is the reference framework for the CRD's commitment to Reconciliation, which aims to address activities within the scope of the CRD's authority.

1. **Self-Determination** - The CRD acknowledges the fundamental right of self-determination to Indigenous peoples. In the spirit and intent of inclusivity, the CRD is committed to working with First Nations through the governance systems they choose. When First Nations wish to participate in our decision-making process then we will support them. The CRD will look to First Nations for leadership in understanding how to create new decision-making systems together on their Traditional Territories.

2. **Shared Prosperity** - The CRD recognizes the gap in wealth between First Nations and settler governments. The CRD will work towards a prosperous economic future for all of its residents and believes that improving the lives of the most vulnerable citizens creates a stronger and more resilient region for everyone. The CRD will seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.

3. **Relationship with the Land and Water** - The CRD recognizes the integral relationship First Nations have with the land; often the names for the people of the land and the land itself were one and the same. The CRD will work with First Nations on taking care of the land while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

2019 – 2022 CRD BOARD PRIORITIES

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While all issues are important, limited resources require the Board to make strategic decisions. The Board carefully selected strategic priorities and associated initiatives that can be addressed within the CRD's legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied.

FIRST NATIONS RECONCILIATION

The CRD Board will take measurable steps toward developing respectful government-to-government relationships and partnerships with First nations to foster shared prosperity for all.

WHY?

It is important to acknowledge historic harms, overcome current inequities and respect local indigenous laws and culture.

DESIRED OUTCOME

We envision strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

2019 – 2022 CRD CORPORATE PLAN

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RECONCILIATION STATEMENT - The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance.

- Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.
- Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.
- Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.
- Prepare an ecological asset management plan that includes natural infrastructure, First Nations guiding principles, First Nations language and place names, historical uses and invasive species management.
- Develop, monitor and report out on a First Nations Relations Strategic Plan.
- Present an amended First Nations Relations division service plan & budget to the Board in consideration of Task Force recommendations with financial and resource implications.

FUTURE PLANNING

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Activities related to First Nations Reconciliation are planned in two ways:

1. Annually, the First Nations Relations Division prepares its Service Plan highlighting critical new initiatives that are intended to be undertaken that either require new resources or may impact the capacity of other CRD divisions. This process provides for an important opportunity to collaborate across the organization and is critical to advance potentially transformative initiatives, such as:

    - Developing a Cultural Confidence Program;
    - Establishing an Indigenous Internship Program; and,
    - Building a First Nations Economic Opportunities Portal

2. In addition to those projects contained within the annual service planning process, CRD staff continue to advance the recommendations contained within the Special Task Force on First Nations Relations Final Report.

As priority projects are identified, planned, and implemented, all efforts are made to work collaboratively with First Nations to **take measurable steps toward developing respectful government-to-government relationships and partnerships with First nations to foster shared prosperity for all.**

THANK YOU

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REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 30, 2020

SUBJECT **First Nations Inclusion in CRD Governance**

ISSUE SUMMARY

To amend the CRD Board Procedures Bylaw No. 3828 (the Procedures Bylaw) and the identified Board Standing Committee and Advisory Committee Terms of Reference to enable increased inclusion of First Nations' elected representatives in CRD governance beginning in January 2021.

BACKGROUND

On March 11, 2020, the CRD Board accepted the recommendation of the First Nations Relations Standing Committee (Appendix A):

> "That staff bring back implications and draft amendments to the Capital Regional District Procedures Bylaw No. 3828 to enable the inclusion of First Nations' elected representatives on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board."

Core to the Model of First Nations Inclusion (Appendix B) is the creation of a First Nation Member definition within the Procedures Bylaw that will enable First Nations' elected representatives to participate on matters that are of particular interest to their First Nation in a flexible way while ensuring the CRD's ability to provide essential regional services is maintained. It is important to note that the committees listed in Appendix B do not include each and every discussion topic that could be of potential interest to a First Nation. The intent is to begin with a select number of committees where it has been identified there is a high-degree of interest and to prototype a model of more inclusive governance that can then be refined going forward to reflect the evolving interests of First Nations and the CRD and the growing government-to-government relationship.

At present time, full participation of First Nations in CRD governance is not possible, but there remain opportunities to advance this interest though advocacy for amendments to provincial legislation outlined on the First Nations Inclusion Chart (Appendix C).

ALTERNATIVES

Alternative 1
The First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020 be introduced and read a first, second and third time;
2. That Bylaw No. 4368 be adopted;
3. That the Terms of Reference for the First Nations Relations Committee, Governance and Finance Committee, Environmental Services Committee, Solid Waste Advisory Committee, Planning Transportation and Protective Services Committee, and Regional Parks Committee be amended to allow for First Nations Membership starting in January 2021; and,
4. That staff be directed to include $75,000 in the 2021 Provisional Budget to support the planned amendments to the Board Remuneration and Travel Reimbursement Policy.

Alternative 2
The First Nations Relations Committee recommends to the Capital Regional District Board:
That this report be referred back to staff for additional information.

IMPLICATIONS

Intergovernmental Implications

The proposed amendments outlined in Bylaw 4368 (Appendix D) will permit First Nations' elected representatives to identify specific issues that are of interest and participate fully in those deliberations. This model of flexible and open participation will enable First Nations to better define their level of engagement on matters being discussed within CRD governance, while also supporting the development of new relationships or strengthening existing ones between CRD Directors, their alternates and First Nations' representatives. It is critical to note that this approach to more inclusive decision-making will not replace the need for direct engagement and, where necessary, consultation as may be required by the Crown. Staff will continue to engage First Nations' staff to share information and discuss various matters in an effort to support a multi-faceted approach to enhanced relationships at both an operational and political level.

Legislative Implications

Though s.196(1) and s.253(1) of the *Local Government Act (LGA)* establish limitations restricting CRD Board members to only municipal or electoral area Directors or Treaty First Nation Directors, s.218(3) enables persons who are not directors to be appointed by the Board to a Select Committee or by the Chair to a Standing Committee. S.229(1) of the *LGA* permits the CRD to, by bylaw, delegate its powers, duties and functions subject to any limitations identified in s.229(2). When exercising its power under s.229(1) of the *LGA*, s.229(4) allows the board to establish any terms and conditions it considers appropriate. CRD Commissions may include persons other than a director subject to compliance with the qualifications detailed in the enabling bylaw and any related provincial legislation that would otherwise limit membership. The CRD is acting within its authority to include First Nations' elected representatives as appointed members of the tables outlined in Appendix C.

First Nation Members would not attend the closed session of Committee meetings due to sections 90 and 91 of the *Community Charter* which contain restrictions on sharing *in camera* information with non-CRD Directors. However, in the event the Committee wished to request the attendance of a First Nation Member in a closed Committee meeting, it may do so with a vote of the Committee taken at the start of the closed session. At the start of their term, First Nations Members will be asked to sign a confidentiality agreement as an acknowledgement of their duty to maintain *in camera* information in confidence.

Social Implications

Moving toward more inclusive governance could be thought to be introducing uncertainty into existing CRD processes. While there will likely be a need for enhancements of current processes, this is a critical step in improving the understanding how First Nations and the CRD can work together more effectively on matters of shared interest. Establishing space for First Nations to participate will begin to build a shared understanding of how the interests, priorities, values, beliefs

and rights of First Nations can be implemented and expressed within a CRD process to better inform its outcome.

Financial Implications

On endorsement of the recommendation in this report, staff will bring forward a report to the Committee in November 2020 proposing amendments to the CRD Board Remuneration and Travel reimbursement Policy to support the remuneration of First Nations' elected representatives on various CRD tables. It is estimated that the participation of First Nations' elected officials could cost up to $75,000 in 2021. To ensure these funds are available in the event the proposed amendments to Bylaw No. 3828 and subsequent amendments to the CRD Board Remuneration and Travel Reimbursement Policy are approved, staff are recommending the CRD's provisional 2021 budget include an allocation toward this effort as the costs are expected to begin being incurred in January 2021.

Service Delivery Implications

It is not anticipated that there will be significant implications associated with this proposal to move toward more inclusive governance that would prohibit the CRD from continuing to effectively deliver services. However, there are a number of important considerations that should be reviewed within the context of moving in this direction. There may be an increase in reports being sent back to staff for additional information that would result from First Nations not feeling their interests were adequately considered. Though the frequency of work being sent back to staff as a direct result of First Nations participation in decision-making would likely diminish overtime as CRD staff processes became more inclusive and as First Nations develop their understanding of CRD roles and responsibilities, it could still lead to some uncertainty and/or a rethinking of established corporate processes.

Not every item on a given agenda will be of interest to a First Nation and it could be considered inappropriate for a First Nation to be expected to vote for or against a matter that may not relate to, or impact them. The *LGA* is explicit that each director present must vote on a matter being considered and when a director does not indicate a vote that person is deemed to have voted in the affirmative. The *LGA* defines director as a Municipal Director, Electoral Area Director or a Treaty First Nation Director and does not extend to include members of a Standing Committee, Select Committee, Advisory Committee or Commission. First Nations' elected representatives will be extended the opportunity to abstain from a vote. This will add an additional component when recording votes at meetings, but will permit First Nations an opportunity to clearly determine the nature of their participation on any given issue.

The proposed model of First Nations participation in CRD governance will not fetter CRD Board decision-making or limit its ability to provide critical regional services. The CRD Board can exercise discretion on how it weighs the recommendations from a Standing or Select Committees. Commissions do exist with delegated authority as defined in the establishing bylaw, but the approach being taken ensures the CRD will not be limited in moving initiatives forward. However, moving towards greater inclusivity is expected to enhance the process by which the CRD makes its decisions in a way that is more collaborative and respectful of First Nations' interests.

Appointment Implications

The appointment of First Nations' elected officials to CRD Standing, Select and Advisory Committees will mirror that of the existing CRD process. The Board Chair will make the appointments to Standing Committees as outlined in s.26(2) of the Procedures Bylaw. The Board shall make appointments to Advisory Committees and Select Committees though these appointments could be delegated to the Board Chair through s.27(2) or s.28(3) of the Procedures Bylaw.

Through October and November, staff will work to further engage First Nations to solicit a First Nations elected official to participate as an appointed member and another as their alternate to each CRD Standing and Advisory Committees identified on Appendix B. Staff will then provide this list to the Board Chair or to the Board for appointment as appropriate. This process will enable the CRD to host a First Nations Orientation Session in December where those identified as First Nation Members or their alternates could be formally introduced to CRD committee processes and systems.

It is expected this process of identifying First Nation Members and their alternates will take place annually to coincide with the existing CRD appointment schedule.

Alignment with Board & Corporate Priorities

The 2019 – 2022 CRD Board Priorities include Reconciliation with First Nations, specifically:

3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.

3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.

3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

Alignment with Existing Plans & Strategies

The following strategies have been identified as related to the Reconciliation with First Nations Board Priority:

- Special Task Force on First Nations Relations Final Report and the Statement of Reconciliation
- Regional Climate Action Strategy
- Regional Food and Agricultural Strategy
- Regional Growth Strategy
- Regional Housing Affordability Strategy
- Regional Parks Strategic Plan
- Regional Water Supply Strategic Plan
- Organizational Development Plan
- Corporate Asset Management Strategy

CONCLUSION

First Nations have expressed a desire for an increased role in regional decision-making.

Provincial legislation limits full First Nations participation on the CRD Board except through a modern treaty, but there are significant opportunities for the CRD to create space for more inclusive discussions at Standing, Select and Advisory Committees. Though the proposed model of First Nations involvement in CRD governance does have the potential to impact ongoing or upcoming projects, First Nations participation will support a more collaborative and, ultimately, a more effective process. This effort to facilitate increased participation of First Nations in CRD governance is an important and measurable step towards the Board priority of First Nations Reconciliation and in working toward strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.

RECOMMENDATION

The First Nations Relations Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4368, Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020 be introduced and read a first, second and third time;
2. That Bylaw No. 4368 be adopted;
3. That the Terms of Reference for the First Nations Relations Committee, Governance and Finance Committee, Environmental Services Committee, Solid Waste Advisory Committee, Planning Transportation and Protective Services Committee, and Regional Parks Committee be amended to allow for First Nations Membership starting in January 2021; and,
4. That staff be directed to include $75,000 in the 2021 Provisional Budget to support the planned amendments to the Board Remuneration and Travel Reimbursement Policy.

Submitted by:	Don Elliott, MUP, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Report to First Nations Relations Committee Meeting of Wednesday, February 26, 2020
Appendix B: Model for First Nations Inclusion
Appendix C: First Nations Inclusion Chart
Appendix D: Bylaw No. 4368

Making a difference...together

REPORT TO FIRST NATIONS RELATIONS COMMITTEE
MEETING OF WEDNESDAY, FEBRUARY 26, 2020

SUBJECT **First Nations Inclusion on CRD Board Standing Committees**

ISSUE SUMMARY

This report seeks direction for staff to bring back implications and proposed draft amendments to Board Procedures Bylaw No. 3828 (the "Procedures Bylaw") and appropriate Board Standing Committee Terms of References that would enable the inclusion of First Nations elected representatives in discussions that take place through the existing CRD governance structure.

BACKGROUND

Several First Nations within the capital region have signaled their interest in being a part of the CRD Board and its committee structure, expressing a desire for more involvement in discussions and, ultimately, in decisions that may impact First Nations. There are provincial legislative restrictions within the *Local Government Act (LGA)* and practical reasons related to the requisition, regional service structure and weighted voting requirements as to why First Nations are not Members of the CRD Board as defined in the Procedures Bylaw. However, a number of approaches have been explored and implemented by other regional districts that the CRD can consider that are within its authority to create more opportunities for First Nations inclusion in regional discussions.

A compete timeline of activities related to this initiative is attached to this report (Appendix A). Following Lək̓ʷəŋən (Songhees First Nation) Chief Ron Sam signaling the Nation's interest in having formal representation on the CRD Board in October 2014, the CRD established the Special Task Force on First Nations Engagement (Task Force) with the mandate to recommend more inclusive models of governance and decision-making. The Task Force undertook direct engagements with First Nations and letters were sent to the province from past CRD Board Chair Nils Jensen in 2015 (Appendix B) and past CRD Board Chair Steve Price in 2017 (Appendix C) along with a supporting letter from W̱SIKEM (Tseycum First Nation) in 2018 (Appendix D). The letters all expressed, in various ways, the need for the provincial government to address the legislative and capacity barriers impacting the ability of local governments and First Nations to move their relationships forward.

In December 2016, the CRD Board adopted the suite of recommendations contained within the Year End Report from the Task Force (Appendix E) with the direction that the Task Force guide the completion of the items that include, among others, developing recommendations to allow for First Nations representation and options for increased resourcing to accommodate greater participation, engagement and reconciliation. Staff are now looking to reaffirm the commitment of the sitting CRD Board on this approach in support of more inclusive regional discussions with First Nations participation.

ALTERNATIVES

Alternative 1
The First Nations Relations Committee recommends to the Capital Regional District Board:

That staff bring back implications and draft amendments to the Capital Regional District Procedures Bylaw No. 3828 to enable the inclusion of First Nations elected representatives on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board.

Alternative 2
The First Nations Relations Committee recommends to the Capital Regional District Board:
That this report be referred to staff for additional information, as directed.

IMPLICATIONS

Legislative Implications
The LGA is explicit under Section 196(1) that a Regional Board consists of municipal Directors and electoral area Directors, except in the specific case under Section 253(1) where a Treaty First Nation is a member of a regional district. This section limits any non-treaty First Nations from full participation on the Board or as a service participant, other than as a third-party client of a service (such as a water supply contract to reserve lands). Section 218(3) of the *LGA* allows persons who are not Directors to be appointed by the Board to a Select Committee or by the Chair to a Standing Committee. Within the context of this staff report, Section 218(3) allows voting participants at a Select Committee and/or at a Standing Committee to include First Nations at the discretion of the Board or the Board Chair. Should there be a questions of matters discussed in closed meetings, the *Community Charter* Section 91(2)(b) allows for any participants the Board considers appropriate, which could include First Nations, to be present in matters discussed in closed.

Staff have identified that there will remain some specific commissions where First Nations participation will not be possible. In response to First Nations expressing an interest in participating in regional water commissions, staff undertook a review of the ability to do this and identified that the *Capital Region Water Supply and Sooke Hills Protection Regulation*, BC Reg. 287/97 sets a fixed, elected-official-only membership for the Regional Water Supply Commission and the Juan de Fuca Water Distribution Commission. This regulation only allows for local government participants to be members of the commission, with voting being conducted according to *LGA* weightings. Under the regulation, First Nations participation is limited to the Water Advisory Committee, where they are already included as members in the Water Advisory Committee Terms of Reference. The regulation permits one or more First Nations entities to propose a member, who may be appointed by the Board to the Water Advisory Committee.

Environmental & Climate Implications
It is likely that as First Nations participation increases in discussions relating to the environment and climate that elements relating to cultural practices and traditional uses of areas are brought forward with the expectation that these shared teachings are woven into existing approaches. This could add additional time and complexity to projects that are already underway as staff consider how to incorporate any information that may come forward. However, this additional perspective also could enhance the effectiveness of efforts being made by the CRD through the incorporation of cultural knowledge as well as additional partnership or collaborative opportunities as First Nations are also looking to support work related to taking care of the land and water.

Governance Implications
The proposed inclusion of First Nations would require amendments to the Procedures Bylaw to define the various appointments as well as amendments to the Terms of Reference of the

identified Committees and Commissions. An amendment to the Procedures Bylaw would then enable Committee and Commission Terms of References to be updated upon request by First Nations Band resolution so as to enable First Nations inclusion. As staff work on the proposed bylaw amendments, consultation will be conducted with the First Nations to gauge specific levels and items of interest.

Intergovernmental Implications
First Nations currently have the ability to participate on the CRD Water Advisory Committee, the Core Area Waste Liquid Waste Management Committee and the Saanich Peninsula Water Supply Commission. Providing additional opportunities for First Nations to participate in discussions on Committees and Commissions and for the Nations to have the space to bring items forward for discussions or information sharing, will significantly enhance the ability of First Nations and the CRD to work together towards building strong relationships that are based on trust and mutual respect, partnerships and working together on shared goals. Based on the expressed interests of First Nations, staff will look to take an incremental approach towards increased inclusion.

Financial Implications
Parallel to this report, staff are bringing forward a report proposing amendments to the CRD Board Remuneration Policy and the creation of a First Nations Remuneration Policy in order to establish a corporate approach to providing First Nations elected representatives with remuneration for participation on Committees and Commissions as well as to establish guidelines relating to the way the CRD compensates First Nations for supporting the CRD with meeting openings and cultural work.. In the 2020 CRD Budget, which has received provisional approval, $12,000 was included in the CRD Board Budget with the intent that these funds would be available to support First Nations participation when an enabling amendment to the Board Remuneration Policy was approved. Specific costs for increased First Nations participation would be borne by each individual commission budget or, in the case of Committees, by the CRD Board budget.

Service Delivery Implications
Provincial legislation does not permit for First Nations to have a vote at a Regional District Board without signed modern treaties. Increased inclusion of First Nations in discussions at the CRD Board will not fetter the decision-making authority of Directors in any way. However, it will likely bring additional perspectives forward that contain new information or approaches that directors may wish to consider in their decision-making.

Alignment with Board & Corporate Priorities
The 2019 – 2022 CRD Board Priorities include Reconciliation with First Nations, specifically:

- 3a Look to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories.
- 3b Seek partnerships, share information and deliver fair and equitable services in working with First Nations on achieving their economic goals.
- 3c Work with First Nations on taking care of the land and water while providing space for cultural and ceremonial use, food and medicine harvesting, traditional management practices and reclaiming Indigenous place names.

Alignment with Existing Plans & Strategies
The following strategies have been identified as related to the Reconciliation with First Nations

board priority:

- Special Task Force on First Nations Relations Final Report and the Statement of Reconciliation;
- Regional Climate Action Strategy;
- Regional Food and Agricultural Strategy;
- Regional Growth Strategy;
- Regional Housing Affordability Strategy;
- Regional Parks Strategic Plan;
- Regional Water Supply Strategic Plan;
- Organizational Development Plan; and,
- Corporate Asset Management Strategy.

CONCLUSION

First Nations have previously expressed an interest in increased participation in regional discussions and, ultimately, an impact on regional decision-making. Provincial legislation limits full First Nations participation at the CRD Board prior to the completion of a treaty process, but there are options for the CRD to move towards greater inclusivity in discussions at the CRD Committee and Commission tables. Taking a more inclusive approach has the potential to impact ongoing or upcoming projects with the inclusion of First Nation's perspectives in various plans and strategies. However, the reconciliation mandate adopted by the Board requires that we look to include the perspective of First Nations in CRD projects and plans, and having greater inclusion on Committees and Commissions could support a more collaborative and effective process. It could also strengthen existing partnerships and identify additional collaboration efforts.

RECOMMENDATION

The First Nations Relations Committee recommends to the Capital Regional District Board:
That staff bring back implications and draft amendments to the Capital Regional District Procedures Bylaw No. 3828 to enable the inclusion of First Nations elected representatives on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board.

Submitted by:	Don Elliott, MUP, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Background on Activities Related to First Nations Inclusion
Appendix B: Letter to Premier Christy Clark, 2015
Appendix C: Letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation, 2017
Appendix D: Letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation, 2018
Appendix E: Year End Report on the Activities of the Special Task Force on First Nations Engagement, 2016

APPENDIX A: BACKGROUND ON ACTIVITIES RELATED TO FIRST NATIONS INCLUSION

Related to this work on First Nations participation at the CRD Board and/or Committees, the following timeline illustrates the various steps that have been undertaken from 2014 to present day. Identified steps include:

- **October 2014** - Lək̓ʷəŋən (Songhees First Nation) Chief Ron Sam signalled the Nation's interest in having formal representation on the CRD Board.
- **January 2015** – The CRD's Special Task Force on First Nations Engagement (Task Force) was established with a mandate to recommend more inclusive models of governance and decision-making between the CRD and First Nations governments.
- **April 2015** – W̱SIKEM (Tseycum First Nation) Chief XÁLÁTE (Jacks) acknowledged that Tseycum would like to sit and share knowledge with the Board. He said that it is time to "cut the strings that separate us and start working together".
- **May 2015** - SȾÁUTW̱ (Tsawout First Nation) Chief Underwood identified that representation on the CRD Board has been an ongoing issue for SȾÁUTW̱ and recalled that this topic was discussed at Chief and Council 30 years earlier.
- **June 2015** – Alberni-Clayoquot Regional District Chair Josie Osborne shared with the Task Force that the most noticeable benefit of having First Nations at the table is the expansion of minds and diversity of perspectives that is brought to the decision making. It has brought fulsomeness to discussions around the Board table.
- **July 2015** - W̱JOŁEŁP (Tsartlip First Nation) expressed a challenge relating to existing capacity limitations should W̱JOŁEŁP sit on committee positions to fully participate in regional decisions.
- **August 2015** - BOḰEĆEN (Pauquachin First Nation) Chief Harris noted that is it time to learn more about local government, the CRD, and is interested in learning more.
- **September 2015** – T'Sou-ke First Nation Councillor Dumont stated that they are looking forward to future meetings and decisions about either sitting on the CRD Board or an alternative that supports shared governance.
- **October 2015** – CRD Board Chair Nils Jensen sent BC Premier Christy Clark a letter thanking Premier Clark and John Rustad, Minister of Aboriginal Relations for a meeting at the 2015 UBCM conference and further detailing that the province remove identified legislative barriers and support First Nations capacity to participate in local government matters.
- **November 2015** - Xwsepsum (Esquimalt First Nation) Chief Andy Thomas expressed to the Task Force that he has asked for a seat at the CRD for a long time.
- **November 2015** - W̱SIKEM (Tseycum First Nation) newly elected Chief Jimmy emphasized the importance of W̱SIKEM involvement in (local government) matters whenever they are able. The Nation is looking to work on together on practical day-to-day activities to build experience at the "lower level" and work up to higher level governance such as the CRD Board.
- **December 2016** – The suite of recommendations contained within the Year End Report from the Task Force were adopted with the direction that the Task Force guide the completion of the items that include the following selected recommendations:

- To undertake a comprehensive review of the suite of policies and procedures bylaws for CRD Committees and Commissions with recommendations for proposed amendments that will allow for First Nations representation; and,
- Direct staff to develop options for increased resourcing and financial implications to accommodate greater participation, engagement and reconciliation.

- **November 2017** – CRD Board Chair Steve Price sent a letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation requesting the opportunity to connect on obstacles faced by First Nations and local governments, legislative barriers for First Nations in obtaining a vote at the CRD Board, and understanding the provincial governments approach to historical treaties.
- **August 2018** - W̱SIKEM (Tseycum First Nation) sent a letter to Scott Fraser, Minister of Indigenous Relations and Reconciliation requesting that First Nations not participating in the modern treaty process are offered a formal voice in matters that affect the territories, rights, and W̱SIKEM people.
- **2018 Onward** – The CRD continue to meet with staff from the Ministries of Ministries of Municipal Affairs and Housing and Indigenous Relations and Reconciliation to explore other avenues to address the challenges relating to increasing First Nations participation in regional discussions.
- **2019 Onward** – The provincial government tabled Bill 41: Declaration of the Rights of Indigenous Peoples Act, which received Royal Assent on November 28, 2019 and has passed into law. This Bill mandates the provincial government to bring provincial laws into harmony with the UN Declaration of the Rights of Indigenous Peoples through:
  - The development of an action plan to achieve alignment over time;
  - Requiring regular monitoring on progress;
  - Allowing for flexibility for the types of agreements the Province can enter with Indigenous governments; and,
  - Provides a framework for decision-making between Indigenous governments and the province.

DRAFT

APPENDIX B

Making a difference...together

Capital Regional District
625 Fisgard Street, PO Box 1000
Victoria, BC, Canada V8W 2S6

T: 250.360.3000
F: 250.360.3234
www.crd.bc.ca

October 14, 2015

File: 0220-20

The Honourable Christy Clark
PO Box 9041 Stn Prov Govt
Victoria, BC V8W 9E1

Dear Premier Clark:

RE: AUTHORITY TO HAVE FIRST NATIONS AT THE CRD BOARD

I would like to thank you and the Honourable John Rustad, Minister of Aboriginal Relations and Reconciliation for taking the time to meet with myself and members of the Capital Regional District (CRD) Board and First Nations Task Force at the Union of British Columbia Municipalities Conference.

During the meeting we expressed our interest in exploring ways to have First Nations participate more directly in decision making at the CRD. As a regional district we provide a wide range of local, sub-regional and regional services and are actively involved in providing services to First Nations through a variety of service agreements. As we expand our relationship with First Nations, particularly the 9 Nations which have occupied reserves in the region, it has become evident that there are some barriers to participation in service delivery as compared to the service participation model available to our member municipalities and electoral areas. We recently amended our Procedures Bylaw to allow First Nation participation from the Songhees & Esquimalt First Nations on the Core Area Liquid Waste Management Committee (CALWMC) of the CRD Board. However to enable direct participation by First Nations on specific service decisions, there would need to be legislative changes which are beyond the authority of the CRD Board.

At our October 14, 2015 Board meeting we announced that the Songhees and Esquimalt Nations have formally joined our CALWMC as voting members. These Nations have also expressed a desire to join the Board to vote on issues which impact them directly as participants of a service. Other First Nations with Douglas Treaties have also expressed a desire to participate, however as there is currently no legislative avenue to provide for direct participation on service delivery, outside a modern day treaty, we are unable to make any progress on this issue.

Some of the suggested avenues we would like you to consider include:

1. Removing Legislative Barriers:
   a. Review of Division 3.1 of Part 24 of the Local Government Act with consideration to allow Douglas Treaty First Nations the ability to join regional districts

   b. In the interim, create a governance vehicle that allows First Nations to be equivalent participants in local services without mandatory membership on the regional board
      - Issues imbedded in this framework will have to address:
        - Indemnification/liability/ insurance provisions
        - Regulatory powers
        - Exit provisions
        - Service review

2. Support First Nations Capacity to Participate:
   a. Training and education for both local government and First Nations staff
   b. Programming funds, which build on the Community to Community Forum grants

Thank you again for taking the time to meet with us and we greatly appreciate any consideration you are able to give to our concerns and suggestions.

Yours truly,

Nils Jensen, Chair
Capital Regional District

cc: All CRD Board Members
Robert Lapham, Chief Administrative Officer, Capital Regional District
Sonia Santarossa, Corporate Officer, Capital Regional District

APPENDIX C

Making a difference...together

Capital Regional District
625 Fisgard Street, PO Box 1000,
Victoria, BC, Canada V8W 2S6

T: 250.360.3000
www.crd.bc.ca

November 29, 2017

The Honourable Scott Fraser
Minister of Indigenous Relations and Reconciliation
Parliament Buildings
Victoria, BC
V8V 1X4

Dear Minister:

We are requesting a meeting with yourself to offer an update and to seek assistance with recent activities undertaken by the Capital Regional District's (CRD) Task Force on First Nations Engagement.

Over the past two years, we have met with the majority of First Nations governments in the south island to discuss how they might like to be involved in regional decision making. Last year we approved a report with recommended actions for addressing the issues raised in those discussions. Some of the recommendations require further conversations with provincial officials in order to realize the opportunities that exist around sharing governance with First Nations.

We are requesting a meeting to discuss the following issues:

- Obstacles faced by First Nations and local governments for deep engagement and meaningful relationship building
- Legislative barriers for First Nations to participate as full voting members on the CRD Board
- Current provincial understanding of the responsibilities to pre-confederation treaties such as the Douglas Treaty.

We understand that scheduling can be a challenge and we would be looking to sometime in the New Year when you are already in Victoria on other business. Our staff can follow up to arrange a time. We look forward to this discussion and to working together with you on these issues.

Sincerely,

Steve Price
Board Chair, Capital Regional District

Cc: Director Marianne Alto, Chair, First Nations Task Force, CRD
Bob Lapham, CAO, Capital Regional District

APPENDIX D

Tseycum First Nation
1210 Totem Lane
Sidney, BC V8L 5S4
Phone: (250) 656-0858
FAX: (250) 656-0868

August 21, 2018
The Honourable Scott Fraser
Minister of Indigenous Relations and Reconciliation
Parliament Buildings
Victoria, BC
V8V 1X4

Dear Minister Fraser:

Tseycum First Nation is focused on working with other governments towards a better relationship that places the emphasis on moving forward together. We want to be involved in decision making that affects our territories, our rights and our people. It is important for the work of healing and reconciliation that we are able to be in partnership with those decision makers who are active in our territory.

To this end, Tseycum is interested in exploring a workable solution for the governance gap that exists with the current Regional District system where First Nations who have not signed modern treaties are not offered a formal voice at the table. Decisions Regional Districts make have the possibility to affect our rights and so we are looking for a way to be included in the process. We are looking for a respectful solution that incorporates our governance structure and allows us to meaningfully engage with the Capital Regional District.

We are looking forward to hearing from you as to what this could look like and would like to set up a meeting to discuss possibilities at your earliest convenience.

HÍSW̱KE

Chief Tanya Jimmy

Cc: Director Marianne Alto, Capital Regional District

APPENDIX E

Making a difference...together

Special Task Force on First Nations ENGAGEMENT

YEAR END REPORT ON THE ACTIVITIES OF THE SPECIAL TASK FORCE ON FIRST NATIONS ENGAGEMENT
MEETING OF WEDNESDAY, December 14, 2016
SUBMITTED TO: CAPITAL REGIONAL DISTRICT BOARD
SUBMITTED BY : THE TASK FORCE MEMBERS

EXECUTIVE SUMMARY

Local government has a critical role to play in supporting First Nations economic aspirations and cultural resurgence. A proactive approach with deep engagement and a commitment to establishing a thoughtful governance framework that both resonates with First Nations and reflects the Board's strategic priorities, will ensure a strong fully regional approach relative to growth management, environmental protection and restoration, efficient service delivery and smart infrastructure planning.

Building on the solid footing established through the Aboriginal Initiatives Office (AIO) and the Special Task Force on First Nations Engagement (Task Force) this report recommends that the Board support a continued and ongoing role for the Task Force in shaping the Aboriginal Initiatives Office as the Board's tool for ensuring strong and enduring First Nations relations, as well as practical ways and means for ongoing two-way information sharing and, where appropriate, establishing a decision making framework on matters of common interest.

This area of governance is emergent and evolving and requires a pragmatic, incremental approach that builds on and is responsive to local successes as well as best practices from other jurisdictions.

The funding for this work is largely covered within the existing AIO budget, which draws from the General Government and Legislative Services requisition. This report recommends that the AI0 office be temporarily resourced with a half time term position (to 2018) bringing the staff complement for the division to 2.0 FTE along with a modest increase in funds to accommodate the expected increase in remuneration for First Nations participation on Committees. No new additional funds are required.

In addition to providing oversight to the AIO, the Task Force will continue to foster the leadership relationship with elected First Nations by meeting with Chiefs and Councils. The Task Force will be accountable to the Board, and its strategic priorities, by way of quarterly reports, The term for this mandate would extend to the end of this election cycle in November 2018.

SUBJECT **Year End Report from the Special Task Force on First Nations Engagement**

ISSUE

The purpose of this report is to provide a year-end summary of the activities and outcomes of the Special Task Force on First Nations Engagement (Task Force) with recommendations to the Board for seeking direction in how the CRD can continue to move forward on including interested First Nations governments in decision-making on regional matters of common interest.

1.0 BACKGROUND

The Task Force was established in January 2015 with a mandate to meet with Chiefs and Councils of each First Nation with Reserve Lands in the CRD to discuss their respective interests in participating in the CRD governance framework. The Task Force had an opportunity to meet with 8 of the 11 First Nations in the first year. A final report was submitted to the Board in November 2015 with a request for a time extension to allow for further engagement with First Nations. The Task Force mandate was extended to December 2016.

The Task Force's second year focused on follow-up actions stemming from feedback received from the initial delegations, as well as research into governance options and some further meetings with First Nations. This report briefly summarizes the outcomes from both years and offers a suite of recommendations for future work for the Task Force.

1.1 Summary of Task Force Activities

Over the course of the Task Force's two year mandate, 12 Committee meetings were held (minutes posted on the website) and 9 delegations were made to First Nations communities. The Task Force reached out to the Chair of the Alberni-Clayoquot Regional District (ACRD) regarding that region's experience with First Nations participating on the Board. Detailed summaries can be found in the 2015 Year End Task Force 2015 report (document link) Following that communication, the Task Force approached the Province to discuss the legislative barriers in the Local Government Act (LGA) for First Nations participation on the Regional Board, and met with the Premier during the UBCM conference. Staff followed up with the Ministry of Community, Sport and Development, the results of which are summarized below (Section 2.1.1).

Corollary activities included:

- Undertaking an Indigenous cultural training event as a Forum of Councils (YouTube Link)
    - Approval to extend invitations to First Nations for participation in all future Forum of Council events.
    - Approval of remuneration for FN attendance at Forums of Councils

- Amending Procedures Bylaw to better reflect and accommodate cultural protocols
- Inclusion of First Nations on the CALWMP Committee
- Integration of an opening Territorial Acknowledgement by the Board Chair
- Presentation to the Board on FN Taxation Authority

1.2 Summary of Findings

The delegations to each of the First Nations revealed a diversity of perspectives, interests and priorities on the part of the First Nations. Although each Nation is unique, there were some common threads:

1.2.1 Common messages from First Nations:

- Local and regional government are not tangibly differentiated from Provincial and to some extent, Federal government.
- The legacy of exclusion by all levels of government, in decisions that have directly impacted First Nations, has allowed for a culture of distrust to take hold.
- There is an interest in either exploring improved ways of engagement with the CRD and /or mechanisms for shared decision making on matters of common interest.
- A demonstrable commitment to building trust and establishing an enduring relationship is imperative before any formal commitments can be made.
- Although there is genuine interest in deeper engagement and consultation with local governments, First Nations do not have the capacity to respond to the multitude of requests from all levels of government and agencies.
    - Governments are being asked to consider resourcing these consultation requests in order to meaningfully engage with First Nations.

1.2.2 Areas of interest include:

- Employment of First Nations community members in government positions
- Economic development opportunities
- Protection and respect for ancestral remains
- Access to parklands for traditional uses and cultural practices, including harvesting plant medicines, ceremonies
- Protection and promotion of Douglas Treaty Rights
    - Education of local governments on the ways those rights are perceived to be infringed.
- Environmental restoration including eradication of invasive species, shellfish harvesting, habitat protection, ecological stewardship.
- Financial accommodation to support referral and review processes

1.2.3 Differing perspectives from First Nations:

- Some Nations are pursuing modern treaties through the BC Treaty process and as a result will have an ability and responsibility to participate in the decision-making process with local government - (Scia'new (Beecher Bay), T'Sou-ke, Songhees, MÁLEXEŁ (Malahat), Pacheedaht First Nations)
- Some Nations are choosing greater independence from the Indian Act through other means such as adopting their own Land Code. (Tsawout, Songhees and T'Sou-ke)
- Each Nation has a unique set of priorities for its community to which its resources are assigned. Communications and familiarity are increasing as a result of the relationship-building activities, but the ability to fully and meaningfully engage with the region is contingent on the Nation's capacity to assign its under-resourced government services to the particular issue, project plan or initiative. In competition for scarce resources, certain priorities take precedence depending on the community.

2.0 Governance Options

With increased understanding of the long-term impacts of assimilation on Indigenous cultural recovery and resilience, the Task Force expressly conveyed to First Nations the understanding that while full Board participation may be a long-term goal, accommodating First Nations at the Board table is not the only option for first Nations' participation into the CRD's existing framework. Discussions also considered the development of a common framework that reflects the values, protocols, regulatory and legislative realities of both local and First Nations governments.

The Task Force discussed options that would both include First Nations into the existing CRD governance framework as well as options for new co-developed decision-making models.

2.1 Inclusion of First Nations into Existing Regional Governance Framework

2.1.1 Board Membership

In 2007, the *Local Government Act* was amended to enable Treaty First Nation (TFN) membership in a regional district, out of acknowledgement that a TFN is no longer governed by the federal *Indian Act*. As a government with natural person powers, a TFN has the authority and capacity to commit their governments to participating within the regional district legislative framework thereby ensuring the administrative and financial stability of the regional district system.

Of the 11 First Nations with reserve lands within the CRD, 9 of those Nations hold Douglas Treaty rights with the "liberty to hunt over unoccupied lands" and the right to "carry on their fisheries as formerly."

Six of these Nations are in the modern Treaty process (See Table 1). [1] It will likely be years before the final treaties are signed and implemented. The other Douglas Treaty Nations have declared that they have no intention of engaging in the modern treaty process and intend to hold to their Douglas Treaty rights.

Currently within the CRD there are no First Nations with ratified Treaties and therefore under current legislation it is not possible for First Nations to participate as full members of the CRD Board.

Changes in provincial legislation would be required to enable "non-treaty" (in the case of the CRD, this includes Douglas Treaty) First Nations regional district membership. There are a number of complex considerations:

- Any Legislation amendments must be considered for applicability Province-wide and in the context of precedent setting for other Treaty negotiations.

- Under the *Community Charter*, the Province is to consult with municipalities on proposed changes to local government legislation. Generally, this is done through the Union of B.C. Municipalities.

- Regional district members have the capacity to relinquish some autonomy to be part of a larger body and adhere to regulatory frameworks and provincially legislated dispute resolution. Similarly, a regional district director has the authority to make decisions on behalf of their jurisdiction at the board table.

    - It is not known if or how autonomy could be relinquished by a non-treaty First Nation as they operate under the *Indian Act* and other federal legislation and depending upon their governance model, their powers and authorities vary.

- All regional district directors are elected officials with the same functions, powers, duties and obligations including voting rights, provisions for participating in or withdrawing from services, conflict of interest and disqualification rules, all of which fall under provincial legislation. It is not known how equivalency functions and powers within the Federal Indian Act context could be reasonably assured.

- The regional hospital district legislation and system are tied to the regional district membership and therefore would have to be modified to either include or exclude First Nations participation.

[1] It is not yet known the status of whether a BC Treaty will include the rights inherent in the Douglas Treaty or extinguish the link in favour of the agreements established in the modern Treaty document.

Examples from other jurisdictions

The following regional districts have Treaty Nations on their boards:

- Metro Vancouver – Tswaassen First Nation
- ACRD – all 4 of the Maa-nulthTreaty Nations are now Board Members

There is an example of non-modern treaty Nations participating as voting members on a regional district by way of representatives in Electoral Areas. First Nations typically fall within the letters patent of Electoral Areas (EAs) therefore citizens living on Reserve, including members can run for the position of EA Director. In the Central Coast Regional District (CCRD) Board is composed of five directors. Four of the five directors are First Nation from each of the Wuikinuxv (Area A), Heiltsuk (Area B) and Nuxalk (Area D and E) Nations. Recently, the Area A position was vacated by the elected representative, who was not First Nations. A subsequent bi-election did not fill the position, so the regional board appointed a member of the Wuikinuxv First Nation. His appointment will stand until the next local government election in October 2018. *(Source: CoastMountainNews)*

2.1.2 Ex-Officio, non-voting board participation

Barring full Board membership there are other ways that non-treaty First Nations can (and do) participate in local government activities within the existing legislative framework.

Observer Status

First Nations could propose to join the Board in the capacity of Observer(s) where they engage in the discussions and submit agenda items through the Chair, however they would not be able to vote, second or move on motions. Observer status can take many forms, from an occasional appearance at regional district meetings, to regular ongoing involvement. Typically observers are not permitted in closed meetings, however on topics that are of direct interest, non-disclosure agreements could be signed to allow their attendance, subject to Board approval on an item by item basis.

In other communities where First Nations participate as observers, it is understood that this approach provides opportunities for relationship building, two-way mentorship and capacity building and generating interest in, and understanding of, regional governance as well as indigenous ways of knowing and decision making.

Observer status in BC is typically used by Treaty First Nations or soon-to-be-Treaty Nations to familiarize themselves with regional district governance before becoming full members when their final agreements conclude.

Examples from other jurisdictions

- Strathcona Regional District has, as "expanded observer" status, Ka:'yu:'k't'h' / Che:k'tles7et'h' First Nation which is one of the five Maa-nulth Treaty Nations. This Nation has its own designated seat at the table and the right to participate in debate and to submit items for the agenda.

- Huu-ay-aht, Toquaht, Uchucklesaht and Yuułuʔiłʔatḥ First Nations, originally sat as observers of the Alberni-Clayoquot Regional District board before joining as full members, once they finalized their Treaty.

- Westbank First Nation is a non-voting member of the Central Okanagan Regional District (CORD). Westbank's appointed representative sits at CORD Board meetings and, by invitation, attends closed Board sessions. Services are provided under a 15 year general servicing agreement that includes all the services of a typical municipality. Some of the services are provided by Westbank to participating areas of the regional district such as law enforcement, snow removal recreation, utilities and public works. The terms and services provided under the agreement are discussed once a year and the parties meet every 5 years to review the agreement as a whole. The Westbank / Regional District of Central Okanagan and Sechelt (Self-government Agreement)

2.1.3 Committee and Commission Membership

Membership on Board Committees is at the call of the Chair. In 2016, CRD's procedures bylaws were amended to create two seats for First Nations on the Core Area Liquid Waste Management Committee. The CRD Board could change its procedures bylaws, to allow for First Nations representation on all standing committees at which point the Chair could appoint First Nations representatives to those committees. First Nations members could be remunerated for their participation on those committees, similarly to how Alternates are remunerated.

Examples from other jurisdictions

Metro Van has created an Aboriginal Relations Committee of the Board, made up of 13 Directors of which one is the Treaty First Nation that sits at the Board. (Appendix XX for more detail). This Committee meets quarterly and is supported by the Aboriginal Relations Division. The Committee is also tangentially linked to the work of a municipal working group, made up of staff from other municipalities and First Nations (see below under Technical Committees)

There are over 60 CRD Commissions, the composition and authorities of which vary. Some commissions are set up through letters patent and so may have limits to First Nations membership while other bylaws could be amended as approved by the CRD Board. Appendix C lists the Commissions and their respective structures.

There is (at least) one CRD Commission that currently has seats reserved for First Nations representation (Peninsula Water Commission) and the Advisory Committee of the JdF Water Commission also has a seat allocated to a First Nations representative.

There is a growing interest, on the part of both commission members and First Nations, to have greater First Nations representation on other CRD Commissions. For example, the Southern Gulf Islands Electoral Area (EASC) is working with the SGI Community Economic Sustainability Commission (CESC) to amend its bylaw to provide 4 seats representing the four Nations with Reserve lands on the islands (link to the staff report). Tsawout First Nation has expressed its interest in having representation on the Regional Water Commission.

Changes to the Commission structure to accommodate First Nations must be thoughtfully considered, to avoid unintended consequences. For example, overlapping territories will inform which communities should be approached for membership, and cultural and political protocols will inform the ability or the authority for one nation to represent another as a commission members. Equitable remuneration that acknowledges the draw on capacity and resources that participation demands must also be considered.

2.1.4 Technical Committees

The technical committee structure, operating at the staff level, is an increasingly common framework in other jurisdictions. Such a committee can be struck by the Board or can be initiated by staff outside the Board's direction.

Examples from other jurisdictions

Metro Vancouver has a Treaty Nation Board member and 3 non-treaty neighbouring First Nations. Much of the relationship is fostered at the staff level through various technical committees: The Regional Administrative Committee, made up of CAO's from local government and First Nations, meet regularly. There are technical committees that are project specific and First Nations participate if there is a direct interest. For example, Musqueam staff attend Parks Committees for specific parks, Squamish staff attend the Lions Gate Wastewater project committee. There is also a Technical Committee whose purpose is to provide direct and quarterly updates to each of the First Nations on Metro Vancouver projects.

2.1.5 Formal Agreements

Agreements in the form of Memorandums of Understanding (MoU), Protocol Agreements, Consultation Agreements or Community Accords can be useful tools for establishing expectations and protocols. The CRD has completed a comprehensive Cultural Use Access agreement with T'Sou-ke First Nation for the water supply lands and is in the process of developing a similar agreement for Cultural Use in the Sea to Sea Park. These two agreements build on the original MoU developed with T'Sou-ke in 2008 which laid out a blue-print for how to proceed in areas of collaboration. With the establishment of the Aboriginal Initiatives office, resources were allocated this year to foster the relationship and implement the spirit of the MoU.

Appendix D has links to a variety of formal agreements from other local government jurisdictions.

An example of a successful model for consultation has been developed by Parks Canada for the Gulf Islands Conservation Park, which has a requirement for deep consultation on park management. The W̱SÁNEĆ Leadership Committee was developed to facilitate regular and ongoing engagement and oversight. The W̱SÁNEĆ Leadership Committee is made up of 4 Chiefs, 4 Councillors, 4 Elders and a staff person. The committee is charged with providing oversight, guidance and is mandated to speak on behalf of the W̱SÁNEĆ Nations on particular matters. Parks Canada provides an annual contract for services.

This type of model would benefit CRD's engagement process by ensuring timely and deliberate discussion that would include feedback from First Nations on CRD projects where the current process tends to be an extra burden on their communities. However, this type of commitment will result in the requirement for additional staff and financial resources.

2.2 Options for a New Co-developed Framework

It was the original hope of the Task Force that through the engagement process, a new governance model, co-developed with First Nations, would be proposed within two years. More time is required to allow for the exploration of and familiarization with, our respective governments. As the number of interactions increases, the closer we are to identifying an approach that both respects indigenous laws and ways of making decisions, while acknowledging the regulatory framework in which the CRD operates.

For example, much has been learned through the negotiation process with T'Sou-ke First Nation in the development of a Traditional Access Agreement. Similarly, engagement with Songhees and Esquimalt Nations with the sewage treatment process and participation on the CALWMP and Westside Committees, the Shellfish Closure project, First Nations participation in Forum of Councils and the newly launched regional emergency management planning initiative are all bringing First Nations communities into the regional planning network.

These and other engagement activities, reveal a variety of ways to share knowledge and decision-making that resonates with First Nations and integrates well with their systems. With more time, there is little doubt that a model will be revealed that is supportable by all, makes CRD decision-making stronger and more inclusive, and is able to be sustained in the long-term.

Some of the concepts that have emerged so far include:

- Annual (or bi-annual) Committee of the Whole Meeting
    - with co-developed agenda topics.
    - decisions to be made by consensus.
    - meetings would not be considered 'consultation' with implied consent for any given topic, rather it would be a forum for information and perspective sharing
- Membership of First Nations on a Task Force, Standing or Select Committee
- Creation of a Leadership Council of south island First Nations, to provide guidance, referral responses and direction to the Board on specific areas of interest.
- Establishment of a staff technical committee from municipalities, Islands Trust and First Nations

3.0 RECOMMENDATIONS

The Task Force recognizes that to meaningfully engage with First Nations, strong relationships must be built and maintained; from that foundation, a mutually agreeable approach to decision-making on a wide array of issues and interests will emerge. There is no single solution, rather a continuum of engagement that involves, but is not limited to:

- Greater accommodation in the form of staff and leadership resources as well as financial remuneration to support First Nations capacity to meaningfully participate
- Incremental development of protocols for referrals and information exchanges that build on real-world practice (versus conceptual approaches that have no practical application)
- Agreement on processes and procedures when First Nations and the region would come together on a regular and routine basis
- Better mechanisms / tools for on-going communications.
- Conflict resolution approaches, in the event a First Nation or Nations do not agree with a regional decision or approach.

The Task Force recommends a renewed commitment to the Board's priority of relationship-building with First Nations, with a focus on experimenting with various mechanisms for engagement. A suite of recommendations has been developed by the Task Force, as a blue print of support for the next phase of relationship building. The recommendations touch on the role of the Task Force itself, its relationship to the AIO and resourcing.

3.1 Collection of Recommendations:

1. To undertake a comprehensive review of the suite of policies and procedures bylaws for CRD Committees and Commissions with recommendations for proposed amendments that will allow for First Nations representation.
2. Continue to advocate, through UBCM, for changes to the Local Government Act that address complex legal issues raised for regional districts, with respect to non-treaty First Nation regional district membership.
3. At the next UBCM conference, hHst / facilitate an information / knowledge-share session with other local governments with First Nations participation within the governance structure, at the next UBCM conference
4. Dedicate a Committee of the Whole meeting, each year, to include First Nations Chiefs (and Councils where practical), with the agenda for that session to be co-developed with First Nations.
5. Direct staff to develop options for increased resourcing and financial implications to accommodate greater participation, engagement and reconciliation.

6. Extend the term of the Task Force to 2018, to coincide with the next Board strategic priority timeframe.
7. Expand the mandate of the Task Force to include support and oversight of the Aboriginal Initiatives office
8. Amend the Task Force Terms of Reference to include the possibility of First Nations representation
9. Change the name of the CRD Aboriginal Initiatives Office to First Nations Relations to better reflect the scope of the office and the focus on government to government relationship building
10. Expand the scope of the Aboriginal Initiatives Office to support municipalities in relationship building with First Nations in an effort to share emergent best practices, information sharing and efficiencies.
    a. Activities and services could include:
        i. Shared cultural training opportunities
        ii. Facilitated inter-municipal and First Nations staff committee
        iii. Clearinghouse for service agreements, contracts, protocols in the region; oversight and assistance in drafting agreements in support of consistency, equity and fairness
        iv. Support for a collaborative approaches to Calls to Action from the Truth and Reconciliation Commission
11. Direct CRD Staff to be directed to survey municipal staff for interest and needs assessment and to report back to the Board with a proposed approach, including resources.

4.0 SUMMARY

The Task Force has made significant strides in reaching out to First Nations, gaining a better understanding of the interests, the opportunities and the challenges to greater collaboration and decision-making between and amongst our respective governments.

Reconciliation and Indigenous resurgence is a national priority, and the next decade promises a significant shift in the role and participation of First Nations in nation-building. Local government has a responsibility to support its First Nations neighbours in their economic development and community-building aspirations, and we have an obligation to our constituency (residents) to ensure a strong, seamless and sustainable relationship with our neighbouring governments.

4.1 Resources

The Task Force supports the thoughtful and often 'deep' engagement undertaken by the Aboriginal Initiatives Division in its first few years of operation, and asserts the importance of continuing the work and the time commitment and the resources required to foster greater understanding, familiarity and strong, resilient relationships.

As the field of "First Nations relations" continues to evolve and inevitably becomes a discipline, the Board's direction will inform the shape and tenor of this area of interest for the CRD. The Task Force is well situated to provide that guidance to the AIO with direct and ongoing accountability to the Board.

The added administrative work of supporting the Task Force in an oversight role, as well as the additional workplan that will inevitably be directed to staff, requires a two-year term position of 0.5 FTE to the existing 1.5 FTE staff compliment that makes up the Aboriginal Initiatives Office. Additional funds will be required for the remuneration of First Nations leaders to attend formal meetings. Budgeting for bi-annual meetings with 20 First Nations attendees receiving a $100 honorarium, results in a funding requirement of $8,000 over the course of two years. No new funding is required at this time, as funds to support this increase in resources can be drawn for the AIO's reserve fund.

4.2 Reporting

Within the first quarter of 2017, the Task Force will produce a workplan for Board approval, which will address an approach for further governance discussions with First Nations leaders, as well as identification of key policy and procedure reviews to be undertaken.

The Task Force will report quarterly either directly to the Board, or by way of a Committee, at the call of the Chair.

4.3 Alignment with Board's Strategic Priorities

The Board has made relationship building with First Nations a strategic priority specifically:

- Organizing Board Training and education on First Nations' traditions, culture, history and approaches
- Exploring the feasibility of hunting protocols in CRD lands in recognition of the Douglas Treaty
- Investigating ways to best support First Nations economic development activities in co-operation with local government partners
- Completing the work of the Special Task Force on First Nations engagement
- Supporting dialogue between the public, municipalities, electoral areas and First Nations

The recommended actions in this report are all linked to these strategic priorities.

Appendix A – Summaries of Delegations to First Nations

TSEYCUM FIRST NATION

Date of Event: April 17, 2015
Location: Tseycum First Nation Band Office

Representing the CRD:

- Ex Officio, Chair Nils Jensen
- Director Ryan Windsor
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Tseycum First Nation:

- XÁLÁTE – (Chief Jacks)

XÁLÁTE began by first thanking the CRD for coming to Tseycum and welcoming the delegation to their community. He said this conversation is a good start and is long overdue. Communication is key to a strong relationship and all he asks is for the CRD to communicate with his government about regional decision making.

Policies have been a hurdle for Tseycum. They are often used as a shield to defend this or that action that is not beneficial to the First Nations peoples of this land. The shield needs to be brought down in order to honour the rights of the Douglas Treaty. XÁLÁTE: "Are you the local government willing to support us on the Douglas Treaty?"

XÁLÁTE also mentioned that his Nation is not just concerned with decisions made in the CRD, but other regional districts that reside in their Traditional Territory. Tseycum needs help protecting the natural environment.

Key issues:

- the cost of fresh drinking water,
- polluted shorelines / access to shellfish,
- desecration of ancestors / archeological protocols,
- potential relocation of CVRD sewage outfall to Satellite Channel.

Regarding participation on the Board, XÁLÁTE acknowledged that Tseycum would like to sit and share knowledge with the Board. He said that it is time to "cut the strings that separate us and start working together". Chief Jacks does not feel he needs to be a part of all decision making at the CRD, only issues that affect First Nations such as fish, parks, land, food, and data sharing.

TSAWOUT FIRST NATION

Date of Event: May 21, 2015
Location: Tsawout First Nation Band Office

Representing the CRD:

- Director Ryan Windsor
- Director Maja Tait
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Tsawout First Nation:

- Chief Harvey Underwood
- Councillor Samantha Etzel
- Councillor Louis Claxton
- Councillor John Wilson
- Cathy Webster
- Councillor Stanley Sam
- Councillor Allan Claxton
- Councillor Elizabeth Hermsen
- Administrator Eric Pelkey

Chief Underwood welcomed the Task Force.

The many initiatives between the CRD and Tsawout were discussed including the sewage treatment plant, discussions around the land-use referral initiative called WSANEC Connect, stormwater monitoring and Tetayut creek monitoring. There are also service agreements for building inspection, fire protection and a source control agreement to prevent grease from damaging Tsawout's sewage treatment system.

The recently developed watershed maps that show the health of the watershed in the area were shared with Tsawout.

Representation on the CRD Board has been an ongoing issue for Tsawout. It was recalled that this topic was discussed with the Chief and Council 30 years ago. Tsawout has representation on the Peninsula Water Commission but that is not enough.

Legal cases are bringing meaningful consultation forward however the exclusion of First Nations under the *Local Government Act* is "an insult".

Tsawout staff provided background to the Douglas Treaty that stemmed from the Royal Proclamation of 1762 that stated that the Crown had to enter into treaty with the legal owner of the land. "This has led us to where we are today." Tsawout is not part of the BC treaty process and never will be. "Canada and the Province don't recognize our pre-confederation, constitutionally protected treaty." As a practical example of how this plays out, Tsawout wanted to put a sign on the highway pointing to their Nation's reserve land and were told that because they weren't legally part of BC they would not be permitted.

Key issues:

- Concerns regarding agreement for sewage overflow from the CRD system utilising Tsawout's system
- Outstanding service contract to engage CRD to inspect grease traps
- Land use referrals and capacity to fully engage
- Closures of traditional shellfish harvesting sites
- Leachate / pollution into Saanich Inlet
- Biosolids as a valuable resource, going to waste
- Cost of drinking water
- Overall health of WSANEC territory

Closing remarks – Tsawout would like to work with the CRD to produce better solutions for the region.

WJOŁEŁP (TSARTLIP) FIRST NATION

Date of Event: July 03, 2015
Location: Tsartlip First Nation Band Office

Representing the CRD:

- Director Ryan Windsor
- Task Force Chair, Marianne Alto
- Ex Officio Chair, Nils Jensen
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Tsartlip First Nation:

- Councillor Gord Elliot
- Councillor Joni Olsen
- Councillor Simon Smith Jr.
- Councillor Verna Ellsworth
- Administrator Karen Harry

The Task Force was welcomed to the table. It is important to acknowledge the traditional territory. Tsartlip would like to see a change from a consultation paradigm to one of more consent.

Further discussion about erosion of natural resources due to development and the fact that serious changes are needed to protect the environment. "We believe you (CRD) play an important role in protecting the environment and our part is integral to that."

Tsartlip acknowledged efforts by the CRD in the RGS and the CRD's efforts in sensitive areas. Tsartlip has 3 reserves with ~ 1100 members and that they continue to strive in local economic development projects. They face difficult decisions to make for their community and they are looking forward to some meaningful dialogue.

It is difficult to square the Nation's federal connection and to connect the dots to local government and the CRD. The Nation works with the Department of Fisheries to address the Douglas Treaty rights, but it is not clear how CRD fits into the picture. In order to make effective change, it would be helpful to understand better how CRD is structured.

Capacity is an issue if Tsartlip is to sit on committee positions in order to fully participate in regional decisions.

Key issues:

- Marine sewage
- Runoff / pollution to the Todd Inlet
- Stormwater damage to local creeks / watersheds
- Economic development opportunities
- Environmental stewardship
- The draining of Mayber Flats
- Loss of critical habitat
- Access to traditional medicines
- Barriers created by the complexity of bureaucracy and many levels of government

Final comments expressed a desire to have a follow up meeting which focusses on the structure, funding and decision-making framework of the CRD.

The meeting concluded with a promise to have a follow up presentation from the CRD explaining how it operates and how it relates to W̱JOŁEŁP First Nation.

BOḰEĆEN (PAUQUACHIN) FIRST NATION

Date of Event: August 17, 2015
Location: Pauquachin First Nation Band Office

Representing the CRD:

- Task Force Chair, Marianne Alto
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing Pauquachin First Nation:

- Chief Rebecca Harris
- Councillor Darlene Henry
- Councillor Alan Tom
- Councillor Herman Henry
- Councillor SI,OLTENOT (see-el-te-not) Madeline Bartleman
- Acting Administrator Thelma

The Task Force was welcomed to the table.

Task Force Chair Marianne Alto opened with appreciation and gratitude for receiving the delegation on Pauquachin Territory.

The newly elected Chief noted that it is time to learn more about local government, the CRD and she is interested in engaging more.

It was noted that it appears that everything the CRD does, Pauquachin also does but on a smaller scale. "We have an interest in all those things that you mentioned in your presentation."

It is important for Pauquachin that the Douglas Treaty be recognized by any table that they sit at.

There was an interest to see an organizational chart that outlines how the CRD works for better understanding of how Pauquachin can relate to the CRD.

The meeting concluded with a promise of further conversation and information sharing about the CRD and ideas for shared governance.

T'SOU-KE FIRST NATION

Date of Event: September 18, 2015
Location: T'Sou-ke Band Office

Representing the CRD:

- Task Force Chair, Director Marianne Alto
- Ex-officio chair Nils Jensen
- Director Ryan Windsor
- Director Maja Tait
- Staff from Aboriginal Initiatives, Sue Hallatt and Erich Nahser-Ringer

Representing T'Sou-ke Nation

- Chief Gordon Planes
- Councillor Alan Planes
- Councillor Rose Dumont

Chief Planes welcomed the CRD to T'Sou-ke territory. He acknowledged the importance of having strong working relationships with neighbouring jurisdictions to support T'Sou-ke. Chief Planes spoke about Aboriginal rights within Canada and locally with the Douglas Treaty. He acknowledged that the Douglas Treaty was signed by various Chiefs as a *partnership agreement* with the newcomers. Chief Planes sees the Te'mexw Treaty as being a way to " fix the old things that are wrong with the relationship".

The T'Sou-ke people have always been stewards of the lands. They want to work with the CRD to continue as stewards of the park lands and watershed lands. The T'Sou-ke people are forward thinking and image what this place will look like in 100 years from now.

Land is critically important to the T'Sou-ke people because their culture, their way of life, their language and their medicines are linked to the stewardship of the land. "Our discussions when it comes to lands involve imagining fences around the lands that weren't there when we signed the [Douglas] treaty…it is good to establish words in stone so that our future will be preserved…we have to look at how we communicate about hunting and fishing."

Chief Planes believes that a relationship must start around formal recognition and that if the government could agree on formal recognition "we'd go a long way (together)." It is important to T'Sou-ke that these sacred sites and burial sites remain in their hands. It is important to do things in a respectful way, important that local governments formally recognize indigenous culture and spirituality.

Formal recognition lays the groundwork for agreements that are iron clad. The Chief is interested in drawing up formal agreements. He knows there are other examples of cooperation and partnership that can be duplicated from other jurisdictions, such as Cowichan Tribe's participation as Co-chair on the Cowichan Watershed Board.

Councillor Planes expressed his support for CRD's initiative in building relationships with T'Sou-ke by coming out and meeting with Chief and Council. With each visit, everyone learns a little bit more about each other.

Councillor Dumont looks forward to future meetings and decisions about either sitting on the Board or an alternative that supports shared governance.

Key issues:

- Access to land for cultural purposes
- Hunting and fishing in their traditional territory
- Economic development
- Stewardship of the land

ESQUIMALT NATION

Date of Event: November 09, 2015
Location: Esquimalt Nation Administration Office

Representing the CRD:

- Task Force Chair, Marianne Alto
- Ex Officio Chair, Nils Jensen
- Staff from Aboriginal Initiatives, Erich Nahser-Ringer

Representing Esquimalt Nation

- Chief Andy Thomas
- Administrator Janice Rose

Discussion began with reflections on the recent economic development summit that Chief Thomas and Chair Jensen attended. The Chief spoke about the economic opportunities that have been lost to his people over time. “We’ve been facing a lot of hurdles in terms of economic development. We have a vision and sometimes it takes a generation to achieve that. We are trying to find our place in our own land.”

The Chief talked about how he stopped travelling in 1992 and decided to focus here at home on building relationships. Mayor Alan Lowe was a big part in that for him and they have had a good relationship with Victoria since that time.

The Chief spoke about some of the struggles for his community. He said that it is a struggle for capacity with Esquimalt Nation because when a crisis happens it puts everything else on hold and crises happen often enough.

He appreciates that the CRD wants to build partnerships with First Nations and believes it’s hard to get 9 nations together but that it would be good to try to do so. It is important to understand that each community has their unique challenges that they are working to address. “The cycle of poverty binds our Nation and stops us from living like the rest of the world. If we build partnerships it has to be something real so that we can be involved in the economy.”

A discussion ensured regarding the CRD as a service delivery model, and the work the Task Force is undertaking to find a way for First Nations to participate in regional decision making.

Chief Thomas stated that he is not overly familiar with the CRD and it was agreed that a follow-up presentation on the CRD’s structure would be beneficial to be able to move this conversation forward.

The Chief has asked for a seat at the CRD for a long time. In terms of CRD initiatives he has an interest in being able to access financing for housing, working together on sewage treatment and having access to the drinking watershed or other CRD lands for Winter Ceremonies.

Discussion finished with a desire to have another presentation about the CRD and to have a larger presentation about what some other Regional Districts have done in terms of First Nations representation.

WSIKEM (TSEYCUM) FIRST NATION (SECOND VISIT, NEWLY ELECTED CHIEF AND COUNCIL)

Date of Event: November 10, 2015
Location: Tseycum First Nation Band Office

Representing the CRD:

- Ex Officio Chair, Nils Jensen
- Director Ryan Windsor
- Staff from Aboriginal Initiatives, Erich Nahser-Ringer

Representing Tseycum Nation

- Chief Tanya Jimmy
- Councillor Brian Jimmy

The Chief welcomed the CRD to Tseycum and emphasized the importance of Tseycum's involvement in (local government) matters whenever they are able. They have received a mandate from their community to work on generating economic development, building housing for community members and to continue to practice Douglas Treaty rights in order to keep the community fed.

There was discussion about how the CRD operates as a service delivery model for the municipalities. It was recognized that some of the Chiefs in the area have said that they want to be a part of the decision making and the CRD is now working to figure out how that can be done.

There was a discussion about CRD water services to Tseycum First Nation and what happens in case of a drought. The Chief is concerned about drought years in the future.

Chief Jimmy expressed her interest in "moving forward" and that Tseycum wants to be an active, involved participant; they want to work on practical day-to-day activities in order to build experience at the "lower level" and work up to higher level governance such as the CRD Board.

The Chief's goal is to look after the six generations that come after them. She wants to see Mother Earth taken care of and wants to be a part of that legacy of change for the next generation. Chief Jimmy would like to see more engagement and is happy to start anywhere that is appropriate, with the CRD.

In closing, Chief Jimmy offered herself as a resource in connecting to the other Nations or bringing information that the CRD might be looking for.

SONGHEES FIRST NATION

Date of Event: November 18, 2015, 6:30 pm
Location: Songhees Wellness Centre

Representing the CRD:

- Task Force Chair, Marianne Alto
- Director Ryan Windsor,
- Ex Officio Chair, Nils Jensen
- Staff from Aboriginal Initiatives, Sue Hallatt

Representing Songhees First Nation:

- Chief Ron Sam
- Councillor Gary Albany
- Councillor Jackie Albany
- Councillor Frank George
- Councillor Karen Tunkara
- Councillor John Rice Jr.
- Administrator Christina Clarke
- Director of Programs and Services, Danny Henry

Chief Sam welcomed the CRD to Songhees. He acknowledged the growing relationship and number of common areas of interest between Songhees and the CRD. He invited the delegates to begin the conversation.

Board Chair and Ex Officio member of the Task Force, Nils Jensen reflected on the CRD Board's strong priority in reaching out to First Nations governments to begin the good work of building enduring relationships. Evidence of this commitment is the creation of the Aboriginal Initiatives Office, which reports directly to the Board's Governance Committee and the creation of this Special Task Force.

Task Force Chair Marianne Alto spoke about the mandate of the committee and gave an overview of the Nations the Task Force has met and summarized the messages the members had received so far.

Ryan Windsor acknowledged Songhees's leadership in calling for greater participation by First Nations in regional matters and acknowledged that it was the Chief's delegation to the CRD Board, requesting full membership on the Board that sparked this Task Force.

Chair Alto spoke about the legislative barriers to membership that fall within the purview of the Province.

Chief Sam noted that Songhees met with the Premier and broached this issue.

The Task Force members noted that the Board had sent a letter to the Premier and also met with the Premier during a very short meeting as part of the UBCM convention.

All parties agreed to keep each other in the loop as discussions progress.

Christina Clarke mentioned that they were asked by UBCM organizers to (2016 convention to be held in Victoria BC) to present on First Nations Tax Authority.

The Task Force members also suggested that the Board would also benefit from learning more about FN Tax approaches and it was agreed that staff would work with Christina to schedule a presentation to the Board.

The meeting ended at 7:00 pm

MÁLEXEŁ (MALAHAT) NATION

Date of Event: August 29, 2016
Location: Malahat Nation Administration Office

Representing the CRD:

- Director Rick Kasper (Alternate for Director Tate)
- Staff from Aboriginal Initiatives, Sue Hallatt, Erich Nahser-Ringer

Representing Malahat Nation:

- Chief Caroline Harry

- Councillor Vincent Harry
- CEO Renee Racette
- Administrative Assistant Miya Inkster

Director Kasper expressed gratitude for Malahat Nation welcoming the CRD and conveyed the purpose of the CRD coming was to engage in areas of common interest. It was referenced that the Water Supply Area and other CRD lands are within the traditional territory of the Malahat peoples.

Chief Harry welcomed the CRD and said that the door is always open to meeting with other levels of government.

CRD representatives discussed:

- the infrequent communications that they have had with Malahat
- recognition that Malahat is a member of the WSÁNEĆ family
- the purpose of the Special Task Force on First Nations engagement.
- CRD's interest in "becoming whole" by including First Nations in governance and decision making;
- CRD's appreciation for the impact land use decisions can have on Malahat's interests
- The potential interest of Malahat's leadership in participating in decisions of regional concern

Malahat brought up some of their more challenging relationships with other government agencies and expressed support for a more proactive approach towards relationship building.

Malahat further conveyed the following messages:

- It is important to have lines of communication with other levels of government and it is optimal if this is formalized, perhaps in the form of an annual meeting or a one page agreement that lays out how parties can talk to each other.
- There is an important opportunity for Malahat and CRD to model good relationships for other levels of government to witness and build upon.
- It is a good sign that local government has invested in an office dedicated to relationship building with First Nations.
- Malahat is working on a consultation policy and would like to workshop that policy with the CRD.
- Malahat believes that consultation is a two-way responsibility and is committed to keeping its neighbours informed as to the Nation's development aspirations;
- Malahat also has an interest in understanding what decisions the CRD makes that impacts Malahat's decisions.
- Referrals can take up significant resources, but timely responses to referrals is important to Malahat.
- When governments include First Nations, this can showcase what is possible to other governments.
- Malahat Nation is poised for significant and exciting economic development in the near future;
- The Chief mentioned that as a leader, she is also focused on learning more about language, culture, history, treaty rights and family connections. People are coming to help in this regard and such support is welcomed by Malahat.

Summary Comments:

The CRD has come to understand the importance of building strong relationships with First Nations as a foundation on which to build government to government protocols. Because Malahat's primary local government relationship will be with the CVRD, it will be helpful to establish ongoing communications with CRD; the Board would prefer direct channels with Malahat so that any decisions or discussions are not received second hand or in the media and Malahat feels confident it can approach the CRD with its concerns.

Director Kasper framed his perspective by saying: "It's about negotiating the needs and wants of each community, it is not a *problem* discussion but rather an *opportunity* discussion."

The CRD has begun to include First Nations Chiefs and Councils in the bi-annual Forum of Councils events with the hope of holding regular *all council* gatherings to discuss emerging topics of common interest. The first Forum of Councils was held in June 2016 around the topic of Indigenous Cultural Training. Future topics include Food Security (October 2016) and Adaptation to Climate Change (Nov. 2016).

The CEO will try to make sure a technician or other representative from Malahat attends future meetings of this kind.

A map of the region was left with Malahat Nation and gifts were shared with the attendees.

Next Steps / Action Items:

- Both the CRD and Malahat are keen to have a follow-up meeting.
- CRD staff will meet with Malahat Lands Department to begin the work of establishing a communications protocol between the two governments.
- The CRD will extend invitations to Malahat Nation to future Forums of Councils or other relevant regional meetings.
- The CRD also offered support in terms of connecting to regional counterparts with the CVRD as well as any mapping resources they may need.

Appendix B – Examples from other jurisdictions

METRO VANCOUVER

One Treaty FN sits on the Board (Tsawassen)

- They did not sit as an observer before Treaty but rather had workshops and meetings with Metro representatives to get an understanding of the governance system

Regional Administrative Committee

- Composed of all the CAOs in Metro Van
- First Nations staff attend these meetings
- Formal meetings that take place regularly throughout the year

Technical Committee for parks or specific projects

- Separate staff committees with staff from different First Nations
- Musqueam staff and Metro Van staff on a parks committee for a specific parks
- Squamish staff on Lions Gate Wastewater project committee
- Meets at least quarterly depending on the project
- Committees were set up by staff and did not need direction from the Board

Technical Committees to update First Nations on projects

- Three separate meetings with three separate First Nations
- Take place every three months
- Aboriginal Relations staff, technical staff and staff from First Nations
- Terms of Reference is to update First Nations on projects
- Found to be more effective than sending letters

Other general notes:

- Committees were mainly initiated by Metro Van after hearing feedback from First Nations however, recently a new committee was suggested by Musqueam First Nation.
- Metro Vancouver does **not** pay meeting fees, they were clear from the beginning that they would not be compensating these meetings
- Regional Politicians and FN elected leadership have had informal breakfast meetings before Aboriginal Relations Committee meetings
- Metro regularly engages with 3 of the non-Treaty FNs in addition to the Treaty FN that is a member. There is very little engagement with the other First Nations, who have not, as yet, expressed interest.

REGIONAL DISTRICT OF CENTRAL OKANAGAN

Westbank First Nation has signed a self-government agreement with the Province

- They were invited to participate as an observer member by the Regional District Board
- Observer can't vote, move motions or put items on the agenda but they can speak to any item that is on the agenda
- Westbank pays in the wastewater treatment service and sits on that committee as a member
- Sometimes staff members attend on the committee instead of the elected councillor who attends the Board meetings

The Regional District of Central Okanagan has no other standing committees as it is all dealt with through Board meetings.

They have a services agreement:
http://www.civicinfo.bc.ca/Library/First_Nations_Service_Agreements/Services_Agreement--CORD_Westbank_First_Nation--2007.pdf

And a protocol agreement:

http://www.civicinfo.bc.ca/Library/First_Nations_Service_Agreements/Protocol_Agreement--CORD_Westbank_First_Nation--1999.pdf

The protocol agreement outlines meetings at least twice a year to discuss issues of mutual concern. Recently they met regarding issues of Regional parks.

The Regional District of Central Okanagan also shares a border with the Okanagan Indian Band however they don't deliver any services to that community and they do not have a relationship with them.

REGIONAL DISTRICT OF OKANAGAN SIMILKAMEEN

The Regional District of Okanagan Similkameen as a protocol agreement with three First Nations which form part of the Okanagan Nation of the Region - http://www.rdos.bc.ca/departments/office-of-the-cao/community-to-community-relations/

Staff Steering Committee on First Nations issues

- Senior Staff and Band Managers meet to discuss common issues
- Meet every 6 weeks to 2 months
- Relationship Building meetings and to discuss projects or issues

Joint council meetings twice a year

- Composed of 3 of the Chiefs, The Chair, Vice Chair and 1 other Director
- They receive reports from the Staff Steering Committee
- The Regional District has a task to look at including FN membership on their Board in 2017

Celebrate the Anniversary

- Ceremony every year to celebrate signing of the protocol agreement (It's been three years since it was signed)

Referrals working group

- Land use departments from the First Nations and planning departments from member municipalities and the Regional District are meeting to discuss how to better do referrals
- Referrals are not paid at the moment but First Nations have indicated that they would like compensation for their time

ALBERNI-CLAYOQUAHT REGIONAL DISTRICT

- There are now 4 Board members from Treaty First Nations who sit on the ACRD Board, the Board totals 14 members.
- Before First Nations joined they sat as Observer members where they could participate in discussion but could not vote or move motions
- The Treaty First Nations had up to 10 years to join as formal members however they have all now joined the board.
- Under the treaty the First Nations have to join the general government services and the Hospital district, all other services were up for negotiation.
- The ACRD also has several service agreements with some of the First Nations around Fire services and Building Inspection
- First Nations sit on committees for geographical areas and for specific projects at the appointment of the Chair
- The ACRD sends all of its Board minutes and agendas to all other neighbouring First Nations who may attend to watch from time to time if there is an issue that concerns them

Orientation manual For ACRD and Maa-nulthTreaty Nations Cooperation - http://www.acrd.bc.ca/cms/wpattachments/wpID320atID1233.pdf

Appendix C – CRD Commissions



Appendix D – Formal Agreement Examples

A number of non-treaty First Nations are participating in local government activities within the existing legislative framework. Examples include:

- The City of Penticton and Penticton Indian Band have an agreement on joint economic development, land use and revenue sharing;
- The City of Kimberley and Ktunaxa Nation have a Memorandum of Understanding (MOU) to explore opportunities in economic projects, infrastructure, services, emergency preparedness and events;
- Sts'ailes First Nations and Fraser Valley Regional District have a MOU and Intergovernmental Relations Protocol) with plans to work together on economic development, land use, emergency services, and transportation;
- The District of Ladysmith and the Stz'uminus First Nation have a Community Accord guiding their work together on joint initiatives and partnerships, and;
- The Songhees Nation and Esquimalt Nation are voting members on the Core Area Liquid Waste Management Plan Committee (CALWMP) of the CRD Board

Non-treaty First Nations also sit as ex-officio (non-voting) members on the following regional district boards:

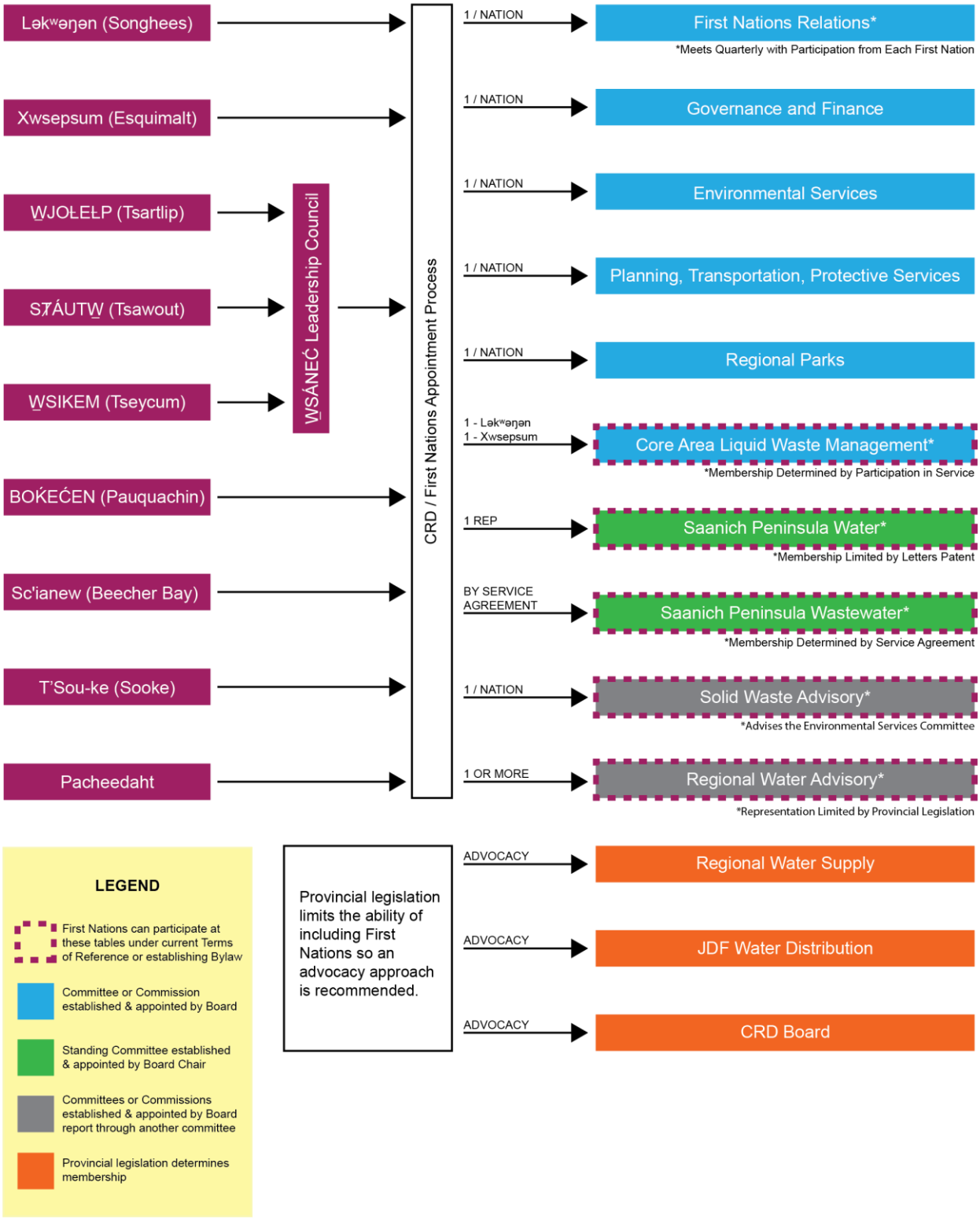
- Westbank First Nation / Regional District of Central Okanagan and
- Ka:'yu:'k't'h' / Che:k'tles7et'h' First Nation / Strathcona Regional District
- The Toquaht and Uchucklesaht Nations were ex-officio members of the Alberni-Clayoquot Regional District board before joining as TFN members

Protocol Agreements and MOUs:

Formal protocol agreements and MOUs are typically a first step towards deeper participation and collaboration. They are usually high-level agreements between two or more parties to work together on areas of mutual interest. Often they acknowledge the history and rights of both parties and *may* include specific points like a certain number of meetings per year to ensure continued dialogue or dispute resolution processes for the parties. There have been attempts to craft protocol agreements between the CRD and First Nations, but none executed, with the exception of a 2008 Relationship MoU with T'Sou-ke. There are some protocol agreements in place within the CRD with First Nations, including a 2011 Relationship Agreement between the District of Central Saanich and Tsartlip First Nation. This Relationship Agreement serves the intended purpose of supporting a stronger connection between the local government and the First Nation. There are numerous examples from across BC, including:

- Powell River Regional District - Tla'amin First Nation protocol agreement
- Squamish-Lillooet Regional District - Lil'wat First Nation
- Caribou Regional District – Williams Lake Band protocol agreement

APPENDIX B: MODEL FOR FIRST NATIONS INCLUSION



APPENDIX C: FIRST NATIONS INCLUSION CHART

CRD & FIRST NATION INCLUSION

Governance Body	Current Status	Proposed Status	Notes
First Nations Relations Committee	0	1 Seat Per Nation	Proposed approach is to bring together nine First Nations' elected representatives and nine CRD Directors quarterly to monitor progress on advancing the Board Priority of First Nations Reconciliation.
Governance and Finance Committee	0	1 Seat Per Nation	Create space for each Nation to have a single elected representative participate on matters that are of interest to their First Nation.
Environmental Services Committee	0	1 Seat Per Nation	
Planning, Transportation & Protective Service Committee	0	1 Seat Per Nation	
Regional Parks Committee	0	1 Seat Per Nation	
Core Area Liquid Waste Management Committee	2	2	Bylaw No. 3999 amended the Procedures Bylaw to include Songhees and Esquimalt First Nations as full participants of this committee. Participation on this is service-based and remains specific to Songhees and Esquimalt First Nation elected representatives.
Saanich Peninsula Water Commission	1	1	The Letters Patent allows for two members, appointed annually, each of whom shall be a resident of the participating municipalities but not from the CRD Board, Central Saanich, North Saanich or Sidney. Because of the residency requirement only a representative from Tsawout or Tsartlip First Nation is eligible. Additionally, in 1997 the CRD identified that it would look to use these two seats to engage both a representative from the agricultural community and a First Nation.
Saanich Peninsula Wastewater Commission	N/A	N/A	Under the Letters Patent, one representative from each service recipient that has concluded a written Service Agreement for capacity in the Peninsula Treatment Plant can serve a two-year term. Staff are currently working with First Nations on the Saanich Peninsula to explore interest and opportunity to engage in service agreement discussions.
Solid Waste Advisory Committee	2	1 Seat Per Nation	Create space for each Nation to have a single elected representative participate on matters that are of interest to their First Nation.
Regional Water Advisory Committee	1 or More	1 or More	The *Capital Region Water Supply and Sooke Hills Protection Regulation B.C. Reg. 284/97* lists members for the Advisory Committee, including that a First Nation may be invited to provide a representative provided there is a vacancy on the Advisory Committee.

ADVOCACY FOR INCLUSION

Governance Body	Current Status	Proposed Status	Notes
Regional Water Supply Commission	N/A	N/A	The *Capital Region Water Supply and Sooke Hills Protection Act* and *Capital Region Water Supply and Sooke Hills Protection Regulation B.C. Reg. 284/97* establish the membership for the Regional Water Supply Commission and the participation of First Nations would require an amendment to the act and regulation.
JDF Water Distribution Commission	N/A	N/A	
CRD Board	N/A	N/A	S. 196(1) and S. 253(1) of the *Local Government Act* limit First Nation participation on the CRD Board and advancing this interest will require an amendment to the act.

CAPITAL REGIONAL DISTRICT
BYLAW NO. 4368

****

A BYLAW TO AMEND BYLAW 3828, "CAPITAL REGIONAL DISTRICT PROCEDURES BYLAW, 2012"

****

WHEREAS:

A. Bylaw No. 3828 regulates the proceedings of the Capital Regional District Board and establishes how the Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board operate within CRD governance;

B. The CRD Board approved a Statement of Reconciliation in October 2018 that includes supporting First Nations in participating in CRD decision-making processes and looking to First Nations for leadership in understanding how to create new decision-making systems;

C. The 2019-2022 CRD Board Priority of First Nations Reconciliation includes looking to First Nations for leadership in understanding how to create new regional planning and decision-making systems together on their Traditional Territories; and,

D. The Board wishes to amend Bylaw No. 3828 to allow for First Nations' elected representatives to participate on Board Standing Committees, Select and Advisory Committees, Commissions and other appointed bodies of the Board.

NOW THEREFORE, the Capital Regional District Board in open meeting assembled hereby enacts as follows:

1. Bylaw No. 3828, "Capital Regional District Board Procedures Bylaw, 2012" is hereby amended as follows:

    (a) By adding a definition for a First Nation Member to Section 1 to state:

        "First Nation Member" means a First Nations' elected representative who is permitted to participate on an Advisory Committee, Select Committee, or Standing Committee by the relevant Terms of Reference and includes their alternate if acting in the place of a First Nation Member;

    (b) By replacing Section 26(2)(b), "An elected representative and alternate from each of the Songhees Nation and the Esquimalt First Nation Councils may be appointed to a committee established for the purposes of the Core Area Liquid Waste Management Plan."

        In its entirety with:

        Where a Board Standing Committee Terms of Reference allow a First Nation Member to participate;

    (c) By changing Section 32, "The quorum in a Standing or Select Committee shall be a majority of the persons appointed to the Committee."

In its entirety with:

> The quorum in a Standing or Select Committee shall be the majority of the Persons appointed to the Committee, but shall not include First Nation Members.

(d) By adding section 33(2)(c) and (d) as follows:

> (c) First Nation Members are permitted to abstain from voting on an item, provided that they declare their abstention prior to the vote being called on the item.
>
> (d) When an abstention from voting on an item is declared by a First Nation Member, it shall be noted in the meeting minutes and the total number of votes on the item shall not include those First Nation Members who have abstained from voting.

(e) By adding a Section 35(6) to "Procedures for COW Meetings" to state:

> First Nation Members may attend COW when invited in advance by the Board Chair.

(f) By adding a new section 39 as follows:

> The provisions of sections 22 and 24 of this bylaw that apply to Members shall apply to First Nation Members.

(g) By renumbering sections 39 and 40.

2. This Bylaw may be cited for all purposes as "Capital Regional District Board Procedures Bylaw, 2012, Amendment Bylaw No. 11, 2020."

READ A FIRST TIME THIS	the	day of	2020
READ A SECOND TIME THIS	the	day of	2020
READ A THIRD TIME THIS	the	day of	2020
ADOPTED THIS	the	day of	2020

CHAIR

CORPORATE OFFICER

Inclusive Governance

Appendix E - Supplementary Information

Capital Regional District | October 28, 2020

Who is a "First Nation Member"?

A First Nation Member is an elected First Nation Chief or Councillor who has been appointed by their First Nation to a Standing, Select or Advisory Committee of the CRD. A First Nation Member also includes their alternate when acting in the place of a First Nation Member.

Can First Nation Members vote?

Yes. In the proposed model First Nation Members will be able to vote on matters that are of interest to their communities and may abstain from voting on matters that are not. The recommended changes to the Procedures Bylaw do not establish different classes of participants around committee tables and therefore First Nation Members would be afforded the same responsibilities of a CRD Director at a committee. This is consistent with the existing CRD approach to First Nations participation on committees that currently have appointed First Nations members.

Why would we permit First Nation Members to vote on issues pertaining to services that they do not participate in?

All Directors have 1 vote on each item at Standing Committees, regardless of whether their Municipality or Electoral Area participates in the service to which the item pertains. Weighted and participant voting only applies for decisions of the Regional Board and commissions with delegated Board authority (i.e. Regional Water Supply Commission). There are some committees and commissions where membership is defined by participation in the service, such as the Core Area Liquid Waste Management Committee. The proposed model does not recommend any changes to the membership of those committees and commissions and only recommends First Nation Members be permitted on Standing Committees that currently have broad regional representation.

What about bringing forward a Notice of Motion?

Yes. First Nation Members will be permitted to advance items to a Standing Committee agenda through the Notice of Motion process. This is to enable First Nation Members the opportunity to also bring forward items and issues that are of particular interest to their communities, provided the issue is within the Terms of Reference for that committee. Additionally, all of Section 22 (Motions) and Section 24 (Debate and Conduct) of the Procedures

Bylaw will apply to First Nation Members. This is deliberate, to ensure that the meeting rules of conduct apply equally to all members at the table.

What if a committee votes against advancing an initiative?

All items received by committee are reported to the Board, unless the committee refers the item back to staff for more information. The Board then has the authority to endorse or reject the recommendation of the committee. Standing Committees are advisory to the Board and there are no circumstances where a committee could prohibit the CRD Board from considering or advancing an initiative that is within its authority.

Do First Nations support more inclusive governance?

The proposed model for inclusive governance has been shared with all nine First Nations with occupied reserve lands within the capital region. Staff have been able to follow-up and speak with seven First Nations to present options, discuss process, determine the specific committees to include and to share limitations. First Nations have expressed an interest in having opportunities for participation around committees and continue to reinforce how important greater collaboration with First Nations is in helping to shape regional decision-making. First Nations have expressed that they see this work as an important step in supporting stronger relationships between First Nations and the CRD.

Will this model create too much uncertainty?

Within the context of more inclusive governance, certainty is not to suggest a certainty of outcome; rather, it is to mean clarity and a predictability on the basic elements of decision-making. Clarity through this effort will be gained through achieving a shared understanding on where and how are decisions made, what are the processes and timelines shaping decision-making, what is the information being used to inform the process and what are the respective roles and responsibilities of those involved. Predictability will be achieved through establishing a governance structure that more fully includes First Nations so that complex items and issues can be discussed with regular frequency and in a way that reflects the roles, responsibilities and services of regional government.

Inclusive Governance

Appendix E - Supplementary Information

Capital Regional District | October 28, 2020

What about items that don't include First Nations, such as the Regional Growth Strategy (RGS)?

Broadly speaking, determining where, when and how First Nations are to be engaged on specific initiatives is best determined collaboratively with First Nations. However, there are certain items where there is a duty to consult such as with permitted archaeological works or the RGS. Though this duty is the responsibility of senior levels of government and cannot be delegated, there is a significant opportunity for more engagement with First Nations. Establishing space for First Nations to participate on committees will begin to build a shared understanding of how First Nations' interests, priorities, values, beliefs and rights can be expressed and implemented within CRD process to better inform outputs and to help shape regional outcomes.

What about items being discussed in closed meetings?

Staff have determined there are a number of important implications associated with First Nation Members participating in closed meetings that need to be fully considered on an item-by-item basis. Therefore, participation in closed meetings is not a part of this initial model. Staff have prepared a separate report that explores the implications of First Nation Members participation in closed meetings for consideration by the Board.

For more information contact Don Elliott, Manager, First Nations Relations

Making a difference...together

REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 28, 2020

SUBJECT **First Nation Participation in Closed Committee Meetings**

ISSUE SUMMARY

To provide options that consider the inclusion of First Nations' elected officials in CRD meetings that are closed under Section 90 of the *Community Charter* (the *Charter*).

BACKGROUND

On October 14, 2020 the CRD Board approved the following motion arising from the First Nations Relations Committee, in consideration of the report on First Nations Inclusion in CRD Governance:

> "That staff report back to the Governance and Finance committee in November with options relating to [First Nation Member attendance at] closed meetings."

The specific bylaw amendments being considered in the October 14, 2020 report were referred to the Committee of the Whole (COW) for further discussion. As the issue of more inclusive governance and participation in closed meetings are related items, this report is being advanced to the COW for consideration in conjunction with the Inclusive Governance report.

ALTERNATIVES

Alternative 1
The Committee of the Whole recommends to the Capital Regional District Board:
That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.

Alternative 2
The Committee of the Whole recommends to the Capital Regional District Board:
That First Nation Members be included in closed meetings on an item-by-item basis, following resolution by the applicable Standing Committee or Board.

Alternative 3
That this report be referred back to staff for additional information.

IMPLICATIONS

Liability Implications

S.738(1)(r) of the *Local Government Act (LGA)* provides immunity for local public officers who are not municipal councilors, when appointed to a CRD committee or commission. First Nation Members, when appointed to a regional district committee, have immunity for damages as it relates to the duty or exercise of their power or for any alleged neglect in the same way that is extended to CRD Directors.

The CRD Board is responsible for all actions that would expose the corporation to liability or court proceeding. Within the legislative context establishing the roles and responsibilities of the CRD, the validity of decision-making depends on having the statutory authority, correctly following statutory procedural requirements, following CRD procedural requirements, following a duty to act fairly where property rights are affected, and the principles of *Canada's Charter of Rights and Freedoms*. Though CRD Standing, Select and Advisory Committees play a critical role in considering and reporting on items coming within their purview, it is the CRD Board that is ultimately responsible for the services provided and actions taken. As long as the CRD is operating in a way that ensures the validity of its decision-making, there is no additional liability associated with having First Nation Members participating in closed committee meetings.

Confidentiality Implications

S. 117(1) of the *LGA* establishes a duty for Board or committee members to respect confidentially, unless specifically authorized to rise and report on the item, and s.117(2) establishes that a local government may recover loss or damages from a person in breach of s.117(1). The *LGA* does not extend this to members of a Board Standing, Advisory or Select Committee and therefore First Nation Members, when participating at these committees, would not be subject to the same legislated duty or to the consequences of a breach of confidentially. This risk would be reduced though requiring that First Nation Members sign a Confidentiality and Non-Disclosure Agreement (NDA) in-keeping with the intent of s.117 of the LGA. This is the approach taken with the appointed members of the CAWTP Board.

While a NDA would provide a mechanism to impose sanctions for a breach of confidentiality, in practice these agreements can be difficult to enforce. At minimum, enforcement requires demonstrating that the breach itself was not inadvertent and that damages have occurred as a result of a breach. It would be possible to include clear sanctions in a NDA, but the harm caused to the CRD's relationship with the First Nation whose appointed representative was thought to be in violation could be significant. Additionally, there would likely be a need for a First Nation Member to engage their Chief, council colleagues and/or elders or knowledge-keepers to fully explore the First Nation's interests on a given item discussed in closed and this would increase the potential that the information would be disclosed in a way that is in contravention of a NDA.

Though there is certainly value in having the perspective of First Nation Members included in some items that are discussed in closed, these items should be shared with purpose and with a clear understanding by the CRD Board as to the value of the input and the risks associated with a possible disclosure of confidential information. This determination could best be made on a case-by-case basis.

Intergovernmental Implications

Section 91(2)(b) of the *Charter* permits the Board to allow persons other than officers and employees to attend a closed session where the Board considers it necessary. A resolution is required to permit persons other than a Member to be present for these meetings.

There is a considerable risk to the relationship between a First Nation and the CRD should there be a need, at a committee-level, for the First Nation Members to leave while Directors introduce, debate, and consider a motion to allow the First Nation Members back into the meeting. This would highlight the limited participation rights of First Nation Members at the committee table and could serve to undermine the intent of effective, open and respectful collaboration. In this situation, First Nation Members would also not have the materials in advance of a potential

resolution passing that would permit their participation in a closed session and their contribution would therefore be limited, further undermining the value of their engagement.

It should also be noted that the *Charter* is explicit on why meetings may be closed to the public and not all items would benefit from First Nation Member participation. Many items received in closed relate to corporate issues, like human resources, labour relations, or legal matters where it would not be appropriate to include First Nation Members. First Nations have expressed that the "acquisition, disposition or expropriation of land or improvements" are items of interest and these are included under s. 90(1)(e) of the *Charter*. It is further likely that s. 90(2)(b) in the *Charter* would also be of interest to First Nations as this includes "the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both, or between a provincial government or the federal government or both and a third party." This section would likely include any ongoing Treaty and/or Reconciliation Agreement discussions taking place within the Capital Region.

Therefore it would seem reasonable that the CRD Board, with the support of staff, first considers items in closed and determines if the item would benefit from First Nation Member input. A motion could then be considered which would refer the item to a subsequent meeting where First Nation Members are permitted, to allow their full participation on the item. This would satisfy s.91(2) of the *Charter*, preserve the relationship between the CRD and First Nations, allow First Nation Members to access materials in advance of a meeting, and enhance the discussions taking place in closed through bringing additional perspectives forward.

Operational Implications

Having any First Nation Member participation in closed meetings will require additional steps for staff. Specifically, when the Board refers a closed item to a committee for First Nations' input, there will be a need for staff to distribute a secure link providing access to the closed meeting material directly to those First Nation Members appointed to the committee. This will provide access to only those items the Board has passed a resolution on in advance and creates additional complexity as there may be items discussed in closed where First Nation Members can participate and others where they will not be permitted. It will be the work of staff to order the agenda accordingly and discuss this in advance with First Nation Members to ensure an understanding.

There is also a risk of some delay in items as they would need to be discussed at the Board in closed prior to being referred to committee. This will add an additional step in that closed items would first go to the CRD Board and then would be referred down to committee where, following a resolution of the Board, First Nation Members can fully participate in the deliberations. Though it is unlikely this delay would significantly impact the CRD's ability to deliver its services, staff across the organization will need to be mindful of this additional step in the process and the potential implications that could have on the specific initiative.

Governance Implications

While there is no statutory or procedural requirement that mandates the process for consideration of items in closed, it is the practice at CRD to consider closed items at the committee level prior to the item being advanced to a closed Board meeting. Currently, less than half of all standing committee meetings include a closed session as there are considerably fewer closed items than open items of business. The majority of items considered in closed relate to appointments, housing project approvals, grant awards, and land transactions. Discontinuing the practice of

having closed items first received at Standing Committees would avoid the awkwardness of excusing First Nation Members from committee meetings for the closed session, and would streamline the consideration of the majority of closed items by having them received only once at Board. This approach could also increase the level of confidentiality by having each item received and discussed only once. That said, not seeking committee input may impact decision making by the Board and the length of Board meetings could be increased if each closed report required an introduction.

The critical distinction between Alternative 1 and Alternative 2 is that Alternative 1 results in the CRD Board receiving all items in closed first to determine whether there is a need for additional consideration by First Nation Members at committee. If not, the Board would proceed to consider and vote on the item at that meeting. If it is determined that there is a desire to obtain First Nations consideration, the Board would then pass a motion referring the item to the appropriate standing committee, and permit First Nation Members to attend the closed committee meeting. Alternative 2 reflects the current corporate approach to the management of items in closed and would require the specific committee considering an item in closed to pass a motion prior to the First Nation Members being permitted to participate.

CONCLUSION

The most effective way for the CRD to include First Nation Members in closed meetings is to be deliberate and to make the determination on a case-by-case basis. A resolution by the Board would satisfy the legislative requirements to permit non-Members to participate in closed meetings while also allowing CRD staff to be focused when distributing sensitive information. Passing a resolution on the day that an item will be discussed will disadvantage First Nation Members, create awkwardness and risks harming the relationship. Therefore, it is the best course of action for the Board to first consider items in closed first and then, where needed, refer items to a committee that could include First Nation Members, who would then be permitted to fully participate in discussions on the item. Though this does add an extra step, it will position the CRD to be inclusive of First Nations' perspectives while also being cautious with how information is shared and discussed.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:
That all closed matters be directed to Regional Board, where First Nation Member participation can be determined on an item-by-item basis.

Submitted by:	Don Elliott, MUP, Manager, First Nations Relations
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

Attachment(s)

Appendix A: Closed Item Process Diagram

Appendix A: Closed Meeting Process Diagram

