

## Notice of Meeting and Meeting Agenda Finance Committee

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Wednesday, July 7, 2021

10:00 AM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

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S. Brice (Chair), K. Williams (Vice Chair), D. Blackwell, D. Howe, J. Loveday, J. Olsen, G. Orr,  
D. Screech, N. Taylor, R. Windsor, G. Young, C. Plant (Board Chair, ex officio)

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. Adoption of Minutes

#### 3.1. [21-548](#) Minutes of the May 5, 2021 Finance Committee Meeting

**Recommendation:** That the minutes of the Finance Committee meeting of May 5, 2021 be adopted as circulated.

**Attachments:** [Minutes - May 5, 2021](#)

### 4. Chair's Remarks

### 5. Presentations/Delegations

*Due to limited seating capacity, this meeting will be held by Live Webcast without the public present.*

*To participate electronically, complete the online application for "Addressing the Board" on our website. Alternatively, you may email the CRD Board at [crdboard@crd.bc.ca](mailto:crdboard@crd.bc.ca).*

### 6. Committee Business

#### 6.1. [21-211](#) Capital Regional District External Grants Update

**Recommendation:** The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Regional District External Grants Update be received for information.

**Attachments:** [Staff Report: CRD External Grants Update](#)  
[Appendix A: CRD External Grant Dashboard](#)

- 6.2.**      [21-493](#)      Bylaw No. 4436: 2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 2, 2021
- Recommendation:**    The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4436, "2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 2, 2021", be introduced and read a first, second, and third time; and
  2. That Bylaw No. 4436 be adopted.
- Attachments:**        [Staff Report: Bylaw 4436 Financial Plan Amendment 2, 2021](#)  
[Appendix A: Bylaw 4436 with Schedules A-B](#)
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- 6.3.**      [21-494](#)      Bylaw No. 4440: Recreation Services and Facilities Fees and Charges, 2021
- Recommendation:**    The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4440, "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 15, 2021", be introduced and read a first, second and third time;
  2. That Bylaw No. 4440 be adopted.
- Attachments:**        [Staff Report: Bylaw 4440 Recreation Fees and Charges 2021-2022](#)  
[Appendix A: Bylaw No. 4440 Recreation Fees & Charges 2021-2022](#)  
[Appendix B: List of Changes](#)
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- 6.4.**      [21-495](#)      Bylaw Nos. 4437-4439: Security Issuing Bylaws, Fall 2021
- Recommendation:**    The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4437, "Security Issuing Bylaw No. 3, 2021", be introduced and read a first, second, and third time; and
  2. That Bylaw No. 4437 be adopted.
  3. That Bylaw No. 4438, "Security Issuing Bylaw No. 4, 2021", be introduced and read a first, second, and third time; and
  4. That Bylaw No. 4438 be adopted.
  5. That Bylaw No. 4439, "Security Issuing Bylaw No. 5, 2021", be introduced and read a first, second, and third time; and
  6. That Bylaw No. 4439 be adopted.
- Attachments:**        [Staff Reports: Bylaws 4437-4439 MFA Security Issue Fall 2021](#)  
[Appendix A: Bylaw 4437 Security Issuing No3-2021CRD](#)  
[Appendix B: Bylaw 4438 Security Issuing No4-2021Saanich](#)  
[Appendix C: Bylaw 4439 Security Issuing No5-2021Esquimalt](#)
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- 6.5.**      [21-496](#)      Capital Reserve Funding Guidelines
- Recommendation:**    The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Reserve Funding Guidelines report be received for information.
- Attachments:**        [Staff Report: Capital Reserve Funding Guidelines](#)  
[Appendix A: CRD Capital Reserves Data Analysis](#)  
[Appendix B: CRD Capital Reserve Guidelines](#)  
[Appendix C: Corporate Finance Concepts](#)

**7. Notice(s) of Motion**

**8. New Business**

**9. Adjournment**

The next meeting is September 1, 2021.

To ensure quorum, please advise Tamara Pillipow ([tpillipow@crd.bc.ca](mailto:tpillipow@crd.bc.ca)) if you or your alternate cannot attend.

## Meeting Minutes

### Finance Committee

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Wednesday, May 5, 2021

10:00 AM

6th Floor Boardroom  
625 Fisgard St.  
Victoria, BC V8W 1R7

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PRESENT Directors: S. Brice (Chair), K. Williams (Vice Chair), D. Blackwell (EP), P. Brent (for D. Howe) (EP), J. Loveday (EP), H. Gartshore (for G. Orr) (EP), D. Screech, N. Taylor, N. Palitel (for R. Windsor) (EP) (10:11 am), G. Young, C. Plant (Board Chair, ex officio)

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; R. Lachance, Senior Manager, Financial Services; M. Lagoa, Deputy Corporate Officer; S. Orr, Senior Committee Clerk (Recorder)

EP - Electronic Participation

Guests: L. Lee, Lead Audit Engagement Partner, KPMG; S. Burden, Auditor, KPMG

Regrets: Directors D. Howe, G. Orr, R. Windsor

The meeting was called to order at 10:00 am.

#### 1. Territorial Acknowledgement

Chair Brice provided a Territorial Acknowledgement.

#### 2. Approval of Agenda

**MOVED** by Director Screech, **SECONDED** by Director Williams,  
That the agenda for the May 5, 2021 Finance Committee meeting be approved.  
**CARRIED**

#### 3. Adoption of Minutes

##### 3.1. [21-372](#) Minutes of the March 3, 2021 Finance Committee Meeting

**MOVED** by Director Williams, **SECONDED** by Director Taylor,  
That the minutes of the Finance Committee meeting of March 3, 2021 be adopted  
as circulated.  
**CARRIED**

#### 4. Chair's Remarks

The Chair stated the Provincial and Federal budgets have been included for information on today's agenda and initiatives to target green projects are timely and of particular interest to the Finance Committee. She thanked staff for their work.

#### 5. Presentations/Delegations

5.1. [21-317](#) Capital Regional District 2020 Audit Findings Presentation, Lenora Lee, Lead Audit Engagement Partner, KPMG

L. Lee provided an presentation regarding the Capital Regional District 2020 Audit Findings.

Discussion ensued regarding:

- closure cost of Hartland
- reserve funds
- invoicing process

#### 6. Committee Business

6.1. [21-245](#) Capital Regional District 2020 Audit Findings Report and Statement of Financial Information

N. Chan spoke to Item 6.1. and provided a presentation outlining the key performance indicators of the 2020 audit findings and statement of financial information.

Discussion ensued regarding debt servicing and interest rates.

**MOVED by Director Williams, SECONDED by Director Screech,  
The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Regional District 2020 Audit Findings Report be received and the  
Capital Regional District 2020 Statement of Financial Information be approved.  
CARRIED**

6.2. [21-246](#) Capital Regional District External Grants Update

N. Chan spoke to item 6.2.

**MOVED by Director Williams, SECONDED by Director Screech,  
The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Regional District External Grants Update be received for  
information.  
CARRIED**

**6.3.     [21-247](#)**           Capital Regional District External Grants 2020 Annual Report

N. Chan spoke to item 6.3

Discussion ensued regarding grants.

**MOVED by Director Williams, SECONDED by Director Screech,  
The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Regional District External Grants 2020 Annual Report be  
received for  
information.  
CARRIED**

**6.4.     [21-248](#)**           2022 Service and Financial Planning Guidelines

N. Chan spoke to item 6.4.

**MOVED by Director Williams, SECONDED by Director Screech,  
The Finance Committee recommends to the Capital Regional District Board:  
That the financial planning guidelines as presented be approved and that staff be  
directed to prepare the draft financial plan review based on the timeline  
presented.  
CARRIED**

**6.5.     [21-252](#)**           Bylaw No. 4421: Financial Plan Amendment No. 1, 2021

N. Chan spoke to item 6.5.

**MOVED by Director Williams, SECONDED by Director Screech, .  
The Finance Committee recommends to the Capital Regional District Board:  
1. That Bylaw No. 4421, "2021 to 2025 Financial Plan Bylaw, 2021, Amendment  
Bylaw No. 1, 2021" be introduced and read a first, second, and third time; and  
2. That Bylaw No. 4421 be adopted.  
CARRIED**

**6.6.     [21-363](#)**           2021 Provincial Budget Highlights

N. Chan spoke to Item 6.6

Discussion ensued regarding green recovery.

**Alternate Director Paltiel left the meeting at 11:01 am.**

**MOVED by Director Williams, SECONDED by Director Screech,  
The Finance Committee recommends to the Capital Regional District Board:  
That the 2021 Provincial Budget Highlights be received for information.  
CARRIED**

**6.7.     [21-367](#)           2021 Federal Budget Highlights**

N. Chan spoke to item 6.7.

Discussion ensued regarding:

- conservation and species at risk
- grant opportunities
- BC Economic Development Agency

**MOVED by Director Williams, SECONDED by Director Screech,  
The Finance Committee recommends to the Capital Regional District Board:  
That the 2021 Federal Budget Highlights report be received for information.  
CARRIED**

**7. Notice(s) of Motion**

There were no Notice(s) of Motion.

**8. New Business**

There was no new business.

**9. Adjournment**

**MOVED by Director Williams, SECONDED by Director Taylor,  
That the May 5, 2021 meeting of the Finance Committee meeting be adjourned at  
11:20 am.  
CARRIED**

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CHAIR

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RECORDER

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JULY 07, 2021**

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**SUBJECT**     **Capital Regional District External Grants Update**

**ISSUE SUMMARY**

A bi-monthly update on external grants activity for the period of April 12 through June 14, 2021.

**BACKGROUND**

This report summarizes activities and outcomes since the CRD External Grants Update was last presented at the May 2021 Board meeting. Additionally, the CRD External Grants Dashboard (Appendix A) details grant applications, awards, and status of projects in progress.

**IMPLICATIONS**

*Financial Implications*

**Grants / Contributions Awarded**

1. \$750,000 through the Province of BC to support Elk/Beaver Lake Oxygenation System project.
2. \$175,000 through the Federation of Canadian Municipalities – Green Municipal Fund to support the Capital Region Residential Energy Retrofit program.
3. \$50,000 through the Federation of Canadian Municipalities – Municipal Asset Management Program to support the Asset Life-Cycle Assessment Policy and Procedures project.
4. \$10,000 increase in grant funds through UBCM's Active Transportation Plan grant to support the Active Transportation Plan for the Southern Gulf Islands project. Total funding received through this program is \$20,000 for this project.
5. \$500 through Salt Spring Island Foundation – Foundations of Youth Grant to support the Salt Spring Lifeguard School program.
6. \$400 through the 2021 ParticipACTION – Community Better Challenge Grant to support the Swim the Southern Gulf Islands project.

Five grants are under news embargo.

**Applications Submitted**

Four applications were submitted:

1. \$435,620 through UBCM's Strengthening Communities' Services for the Salt Spring Island Homelessness COVID Response project.
2. \$100,000 through the Canada Healthy Communities Initiative: Intake 2 to support the Salt Spring Island Centennial Park Plaza project.
3. \$31,309 through Canadian Parks and Recreation Association – Youth Employment Experience for Salt Spring Island Parks Attendant Position.
4. \$500 through Foundations of Youth Grant – Salt Spring Island Foundation to support the Salt Spring Lifeguard School program.

### **Climate Action Revenue Incentive Program Update**

On May 11, 2021, the Province announced the cancellation of the Climate Action Revenue Incentive Program (CARIP) in the 2021-2022 fiscal year. CARIP is a provincial grant program that provided funding to local governments (including the CRD) that had signed the BC Climate Action Charter. The grant was equal to 100 per cent of the carbon taxes that eligible local governments paid each year. Many local governments, including the CRD, used this funding as a consistent source to fund key climate action activities. The impact of this funding change will be evaluated in the upcoming financial planning process.

### **Core Area Wastewater Treatment Plant Project Update**

The Core Area Wastewater Treatment Plant project is partially funded by the Federal Government, the Province of BC, and the Federation of Canadian Municipalities Green Municipal Fund grant/loan program. During the months of April and May, the CRD did not receive any grant payments for this project. The remaining payments remain subject to holdback until the project and reporting are complete. Cumulatively, the CRD has received \$351M of the estimated revised total of \$462M in grant revenues. The remaining (up to) \$111M, plus the \$20M loan is expected to be received in 2021 based on timing of eligible expenditures and achievement of target milestones.

### *Service Delivery Implications*

### **New Grant Opportunities**

Twenty-one new grant calls were issued during the reporting period. Grant Calls in Progress for which the CRD is eligible to apply are featured in Appendix A (see pages 6-7), and in the table below:

<b>Grant</b>	<b>Deadline</b>	<b>Information</b>
Emotive Community Outreach Incentive Program	1. 13-May-21 2. 17-Jun-21	Two streams to support EV outreach: 1. General EV Awareness. 2. Clean Transportation Targets and Planning.
Local Government Partnership Program	19-May-21	Provides funding for agricultural planning tools projects in BC.

<b>Grant</b>	<b>Deadline</b>	<b>Information</b>
National Acadian Day Funding	28-May-21	Provides funding to support 2021 National Acadian Day.
Digital Citizen Contribution Program	28-May-21	Provides funding for research and citizen-focused activities.
Reaching Home-Canada's Homelessness Strategy: Community Capacity and Innovation Funding Stream	11-Jun-21	Provides capacity building funding within homeless serving sector and funding for elimination / prevention of homelessness.
Community Energy Association-Game-Changer Grant	1. EOI due 21-Jun-21 2. Applications due 23-Aug-21	Funding to support climate action projects to help reduce emissions.
Canada Healthy Communities Initiative (Intake 2)	25-Jun-21	Provides funding to create public spaces, improve mobility options, and provide digital solutions.
Women's Employment Readiness Pilot Program	30-Jun-21	Provides funding for test pre-employment and skills development supports for women.
Social Development Partnerships Program-Children and Families	06-Jul-21	Two programs to support well-being: 1. Financial Empowerment of Low-Income People. 2. Social Inclusion of Vulnerable Children and Youth.
Green and Inclusive Community Buildings	1. >\$3M 06-Jul-21 2. <\$3M continuous	1. Provides funding for large retrofit projects or construction of new community buildings. 2. Provides funding for small and medium retrofit projects.
Intersectoral Action Fund	12-Jul-21	Provides funding to social determinants of health and well-being projects.
Enabling Accessibility Fund-Mid-Sized Projects	29-Jul-21	Provides funding for workplace/community projects to enhance accessibility for persons with disabilities.
Jumpstart-Sports Relief Fund	01-Aug-21	Provides funding for operational and delivering program support for sport/recreational programming.
Canada Arts Presentation Fund: Professional Arts Festivals and Performing Arts Series Presenters-Programming Stream	01-Oct-21	Provides funding to support existing professional arts festivals/performing art series presenters.
Federation of Canadian Municipalities: Community Buildings Retrofit Initiative	Continuous	Provides funding through four programs to help support GHG reductions: 1. Capital: a) GHG Reduction Pathway Retrofit and b) GHG Impact Retrofit. 2. Community Building Monitoring and Analysis Grant. 3. Study: GHG Reduction Pathway Feasibility. 4. Community Building Recommissioning Grant.
Smart Renewables and Electrification Pathways Program	Continuous	Provides funding to renewable energy and grid modernization projects.

### **Forthcoming Funding Initiatives**

1. Investing in Canada Infrastructure Program: COVID-19 Resilience Stream – Ventilation Improvement Funding. Further details to be determined by province.

### **CONCLUSION**

The CRD recognizes grants are a supplementary funding source to address the needs of services provided to the region. The External Grants Update outlines how the CRD continues to integrate and consider these grant opportunities relative to service needs, as well as informing local partners of these opportunities through the grants dashboard. The CRD will continue to provide a summary of activities and outcomes in the External Grants Update on a bi-monthly basis.

### **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Regional District External Grants Update be received for information.
























Submitted by:	Lia Xu, MSc., CPA, CGA, Finance Manager, Local Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

### **ATTACHMENT(S)**

Appendix A: External Grants Dashboard

Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress (  =delay)  Application Done - Outcome pending  Project Done (  =payment pending)  Application Declined  Links to information								
Grant Program Links		Application Deadline	Project	Status	Board Resolution	Comments	Grant Ask	% of Total Project (Eligible & Ineligible Costs)
GRANT APPLICATIONS IN PROGRESS	Disaster Mitigation and Adaptation Program	17-Jul-20	Construction of Regional and Sub-Regional Seismically Resilient Water Supply		N/A	IWS - Infrastructure Operations is the lead	\$ 36,900,000	42%
	CleanBC - BC Hydro Commercial Custom Program	N/A	Panorama Energy Recovery Project		N/A	PES - Panorama is the lead	\$ 200,000	7%
	Jumpstart Community Development Program	01-Feb-20	Swim Program for Indigenous Children and Youth		N/A	PES - Panorama is the lead. Postponed due to COVID-19	\$ 2,692	TBC
	Island Health Community Wellness Grant	26-Feb-20	Lifeguard Academy for Indigenous Youth		N/A	PES - Panorama is the lead. Postponed due to COVID-19	\$ 13,264	TBC
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	26-Feb-20	Juan de Fuca Water Distribution Service for Anderson Cove		12-Feb-20	IWS - Infrastructure Operations is the lead	\$ 1,460,000	71%
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	26-Feb-20	Magic Lake Estates Wastewater System Renewal		12-Feb-20	IWS - Infrastructure Operations is the lead	\$ 5,390,000	44%
	Municipal Asset Management Program-FCM	Continuous	Asset Life-Cycle Assessment Policy and Procedures		Required	Asset Management is the lead. Approved for \$50,000	\$ 50,000.00	80%
	Investing in Canada Infrastructure Program-Community, Culture, and Recreation Stream	01-Oct-20	Elk/Beaver Lake Oxygenation System		9-Sep-20	Regional Parks is the lead	\$ 700,000.00	42%
	Investing in Canada Infrastructure Program-Community, Culture, and Recreation Stream	01-Oct-20	Fernwood Elementary School Athletic Field Upgrades		9-Sep-20	SSI Administration is the lead	\$ 646,587.00	73%
	Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Maliview Wastewater Treatment Plant Upgrade		9-Sep-20	SSI Administration is the lead	\$ 1,989,000.00	88.47%
	Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Lyall Harbour Boot Cove Water Service Improvements Project		9-Sep-20	IWS is the lead	\$ 1,110,600.00	95.69%
	Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Port Renfrew Water Supply Line Replacement Project		14-Oct-20	IWS is the lead	\$ 1,573,918.00	96.92%
	Investing in Canada Infrastructure Program-CleanBC Communities Fund	12-Nov-20	Panorama Recreation Energy Recovery project		14-Oct-20	PES - Panorama is the lead	\$ 1,972,430.00	70%
	New Horizons for Seniors Program	20-Oct-20	Community Garden Improvements at Greenglade Community Centre		N/A	PES - Panorama is the lead	\$ 25,000.00	100%
	Building BC - Community Housing Fund	04-Sep-20	2780 Spencer Rd project in partnership with CRHC		N/A	Regional Housing is the lead. Subject to BC Housing approval	TBC	TBC














Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply    Work in Progress (  =delay)    Application Done - Outcome pending    Project Done (  =payment pending)    Application Declined    Links to information									
GRANT APPLICATIONS IN PROGRESS	Community Energy Financing - FCM	30-Oct-20	Capital Regional Residential Energy Retrofit Program		14-Oct-20	PES - Environmetal Protection - Climate Action is the lead. Approved for \$175,000	\$	175,000.00	54.69%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	Regional Galloping Goose Bridge Replacements & Repair Project		10-Feb-21	Regional Parks is the lead	\$	1,000,000.00	88.89%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	JDF Willis Point Fire Department Water Supply Expansion		10-Feb-21	JDF EA Planning and Willis Point Fire Protection and Recreation Commission	\$	41,865.00	100.00%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	SSI Drake Road Trail Upgrade Project		10-Feb-21	SSI Administration is the lead	\$	90,127.00	81.93%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	SGI Pender Island Alice Church Multi-Modal Trail		10-Feb-21	SGI Administration and Pender Island Parks and Recreation Commission.	\$	235,778.00	90.36%
	Community Emergency Support Services – Emergency Support Services	29-Jan-21	CRD ESS Drills and Equipment Funds		10-Mar-21	Protective Services	\$	25,000.00	100.00%
	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	04-Feb-21	Salt Spring Island Composting Project		10-Feb-21	Environmental Resource Management - Partnership project TBC	\$	168,462.00	44.44%
	Canada Summer Jobs	03-Feb-21	SEAPARC 1 (\$24,320), Regional Parks (\$3,192), IWS (\$4,964), Panorama – Tennis (\$9,728), Panorama – Aquatics (\$21,888), Panorama – Summercamp (\$3,344). Panorama – Daycamp (\$25,992), and SSI – Parks & Rec (\$6,080).		N/A	Human Resources is the lead	\$	99,508.00	TBC
	Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets	04-Jun-20	Eight Level Two Electric Vehicle Chargers, applied for up to \$40,000 for corporate fleet chargers.		N/A	Climate Action is the lead		TBC	TBC
	Habitat Stewardship Program for Species at Risk	02-Mar-21	State of Species at Risk project for Regional Parks		N/A	Regional Parks is the lead	\$	49,806.00	39.45%
	Salt Spring Island Foundation	31-Mar-21	Centennial Park Gazebo		N/A	SSI Parks and Recreation is the lead	\$	9,000.00	31.03%
	Canada Healthy Communities Initiative-Intake 1	09-Mar-21	Centennial Park Plaza Project		N/A	SSI Parks and Recreation is the lead	\$	100,000.00	33.33%
	ParticipACTION Community Better Challenge	26-Feb-21	Swim the Southern Gulf Islands		N/A	SSI Parks and Recreation. Approved for \$400	\$	1,000.00	TBC
	2021 FireSmart Economic Recovery Fund-Community Resiliency Investment Program-UBCM	19-Mar-21	Capital Regional FireSmart Economic Recovery		Required	Protective Services is the lead	\$	127,907.00	100.00%
	2021 Emergency Operations Centres & Training-Community Emergency Preparedness Fund	26-Mar-21	CRD Electoral Area EOC Functional Exercises		Required	Protective Services is the lead	\$	25,000.00	100.00%
	Province of BC-Ministry of Forests, Lands, Natural Resource Operations and Rural Development	2021	Elk/Beaver Lake Oxygenation System project	N/A	N/A	Regional Parks is the lead. Approved for \$750,000		N/A	44.99%
	Salt Spring Island Foundation-Foundations of Youth Grant	31-Mar-21	Salt Spring Lifeguard School program		N/A	SSI Parks and Recreation is the lead. Approved for \$500	\$	500.00	17.39%
	Canada Healthy Communities Initiative-Intake 2	25-Jun-21	Centennial Park Plaza Project		N/A	SSI Parks and Recreation is the lead	\$	100,000.00	33.33%
	Strengthening Communities' Services-UBCM	16-Apr-21	Salt Spring Island Homelessness COVID Response project		Required	Regional Housing is the lead	\$	435,620.00	43.04%
	Canadian Parks and Recreation Association-Youth Employment Experience	14-May-21	Salt Spring Island Parks Attendant Position		N/A	SSI Parks and Recreation is the lead	\$	31,309.00	100.00%
TOTAL GRANT ASKS IN PROGRESS (EXCLUDING CORE AREA LIQUID WASTE MANAGEMENT)							\$	95,614,158	

Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress (  =delay)  Application Done - Outcome pending  Project Done (  =payment pending)  Application Declined  Links to information									
CORE AREA LIQUID WASTE MANAGEMENT - GRANT FUNDING STATUS									
Grant Program Links		Contribution Terms and Purpose	Status	Board Resolution	Comments	Grant Award Maximum		Redeemed to Date	
CORE AREA GRANTS	Infrastructure Canada - 3P Funding Agreement (Federal funding)	Lesser of 25% of eligible costs or \$83.4M for a bio-solids energy centre treatment facility for wastewater sludge.				\$	41,000,000	\$	-
	Infrastructure Canada - Building Canada Fund (Federal funding)	Up to 50% of eligible costs to a maximum of \$120M for construction of the McLoughlin Point Wastewater Treatment Plant, marine outfall pipe, and completion of the Victoria Harbour crossing.			Funding agreements executed. Construction to start in April 2017 as per March 16, 2017 joint media release (Canada, BC, CRD)	\$	120,000,000	\$	120,000,001
	Infrastructure Canada - Green Infrastructure Fund (Federal funding)	Up to 50% of eligible costs to a maximum of \$50 M to upgrade Clover Point and Macaulay Point pump stations, implement attenuation tanks, and upgrade existing pump stations and piping systems.				\$	50,000,000	\$	45,000,001
	Provincial Funding	The lesser of 1/3 total cost (excluding land acquisition cost) or \$248M for construction of the wastewater treatment plant, the energy centre for sludge treatment, and conveyance system upgrades - all serving the Core Area.		08-Mar-17	CRD Board approved execution of the Provincial Agreement	\$	248,000,000	\$	186,000,000
	FCM - Green Municipal Fund - Water Capital Projects	Approved for a \$3M grant in combination with a \$20M loan.				\$	3,000,000	\$	-
TOTALS						\$	462,000,000	\$	351,000,002

Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply    Work in Progress (  =delay)    Application Done - Outcome pending    Project Done (  =payment pending)    Application Declined    Links to information									
Grant Program Links		Dept.	Project Deadline	Project	Status	Lead	Project Cost (Estimate)		Grant Award
PROJECTS IN PROGRESS (con't)	Regional District Grant 2020	FT	N/A	Unconditional grant to fund administrative costs.		Financial Services	N/A	\$	60,000
	Bike BC Cycling Infrastructure Program	PES	30-Jun-21	E&N Rail Trail Phase 3: Atkins Ave. to Savory School		PES: Infrastructure Engineering and Facility Management	\$	4,157,536	\$ 1,000,000
	Building BC - Community Housing Fund	PPS	2023	Caledonia Housing Project		CRD Housing is the lead. Application is also seeking mortgage subsidy of \$666,500 per year. Supported by CRHC resolution 24-Jul-2018.	\$	50,225,725	\$ 15,500,000
	FCM Green Municipal Fund - Pilot Project	F&T	31-Oct-21	Zero Emissions Fleet Initiative		Risk Management - Climate Action	\$	1,087,000	\$ 350,000
	BC Rural Dividend	PES	22-Mar-21	Engineering Design for SGI Regional Trails		Regional Parks	\$	200,000	\$ 100,000
	BC Rural Dividend	SSI	22-Mar-21	Shared Service Business Model		SSI Administration	\$	100,000	\$ 90,750
	Invasive Plant Management	PES	31-Mar-21	Invasive Plant Management Project		Environmental Protection Division	\$	32,000	\$ 32,000
	Infrastructure Planning Grant	SSI	31-Mar-21	North Salt Spring Waterworks Infrastructure Assessment		SSI Administration	\$	10,000	\$ 10,000
	Child Care Space Creation Program	SSI	15-Apr-21	SSI PARC Licensed Preschool Child Care Space		SSI Administration	\$	296,460	\$ 214,600
	Affordable Rental Innovation - CMHC	PPS	31-Dec-21	Regional Housing First Program		Regional Housing: Partners include CRD, BC Housing, CMHC at \$40M each.	\$	120,000,000	\$ 120,000,000
	Reaching Home-Designated Communities	PPS	31-Mar-24	For community homelessness service projects		PPS: Regional Housing	\$	4,772,699	\$ 4,772,699
	Reaching Home-Indigenous Homelessness	PPS	31-Mar-22	For community homelessness service projects		PPS: Regional Housing	TBC	\$	1,011,768
	Reaching Home-COVID-19 Response	PPS	30-Jun-21	For community homelessness service projects		PPS: Regional Housing	TBC	\$	3,231,049
	Island Health Community Wellness	PPS	1-Mar-20	Monitoring the Determinants of Health and Wellness in the Capital Regional		Community Social Planning Council	\$	50,000	\$ 50,000
	BC Hydro Sustainable Communities Program	PES	30-Sep-21	BC Hydro Community Energy Manager staff support		PES - Environmental Protection - Climate Action is the lead	TBC	\$	100,000
	City of Victoria Housing Reserve Fund	PPS	2023	Michigan Housing Project		PPS-Regional Housing-CRHC	\$	1,395,000	\$ 1,020,000
	Rick Hansen Foundation BC Accessibility Grants	PES	30-Sep-20	Panorama Accessibility Improvements		PES - Panorama is the Lead	TBC	\$	20,000
	Provincial Urban Deer Cost - Sharing Program	SGI	2020	Program to reduce fallow deer populations on Mayne Island		SGI Administration	TBC		TBC
	Pacific Institute for Climate Solutions Internship Program	PES	31-Dec-20	Climate action student intern		PES - Environmental Protection - Climate Action is the lead	TBC	\$	12,000
	UBCM-Community Emergency Preparedness Fund-Volunteer & Composite Fire Departments Equipment & Training	PPS	TBD	Joint CRD Volunteer Fire Department Equipment and Training Project		PPS	\$	128,372	\$ 114,191









Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress (  =delay)  Application Done - Outcome pending  Project Done (  =payment pending)  Application Declined  Links to information										
PROJECTS IN PROGRESS (con't)	UBCM-Community Resiliency Investment Program-FireSmart Community Funding & Supports	PPS	TBD	CRD Firesmart Project 2020		Parks and PPS	\$	50,900	\$	49,900
	Community to Community Forum	PES	31-Mar-20	Watershed Management Engagement: Elk/ Beaver Lake		PES-Environmental Protection		TBC	\$	4,125
	UBCM Housing Needs Reports Program Grant	PPS	2021	Regional Housing Needs Report-Capital Region		CRD Development and Planning Advisory Committee	\$	150,000	\$	150,000
	Community Child Care Space Creation Program	SSI	TBD	Multipurpose room for licensed child care and recreation programs		SSI Administration		TBC	\$	832,725
	Community Emergency Preparedness Fund - Emergency Support Services	PPS	2021	Electoral Area Equipment and Training for Emergency Support Services Modernization		Protective Services		TBC	\$	24,983
	BC Rural Dividend - Rural Community Development Grants	SGI	TBD	SGI Broadband Connectivity - Planning Project		SGI Administration		TBC	\$	50,000
	BC Active Transportation Infrastructure Grants Program: Active Transportation Network Planning Grant and Active Transportation Infrastructure Grant	SSI	Mar-21	Lower Ganges Road Pathways Phase 2: Booth Canal to Baker Road		SSI Administration	\$	700,000	\$	490,000
	Investing in Canada - Community, Culture, Recreation	PES	TBD	Mayne Island Regional Trail - Phase One Development		PES - Regional Parks is the lead		TBC	\$	2,778,393
	2020 Emergency Operations Centres and Training Program-Community Emergency Preparedness Fund	PPS	2021	Electoral Areas (JDF, SSI, SGI) EOC Supplies Procurement Project		Protective Services	\$	25,000	\$	25,000
	BC Hydro Sustainable Communities Implementation Fund	PES	2021	Capital Region Electric Vehicle Infrastructure Road		PES - Environmental Protection - Climate Action	\$	71,500	\$	36,000
	Active Transportation Planning Program	SGI	2021	Active Transportation Plan for the Southern Gulf		SGI Administration	\$	28,240	\$	20,000
	Rapid Housing Initiative-Major Cities Stream Immediate Support-Canada Mortgage and Housing Corporation	PPS	TBD	Permanent Affordable Housing under Rapid Housing Initiative		Regional Housing is the lead. Allocation of \$13,056,502		N/A	\$	13,056,502
	COVID-19 Safe Restart Grants for Local Governments	FT	2021	Funding for local operations impacted by COVID-19		Finance is the lead		N/A	\$	1,996,000
	2021-21 Salt Spring Island Transit Annual Operating Agreement	SSI	2021	Salt Spring Island Paratransit System funding through Safe Restart.		SSI Administration		N/A	\$	224,354
	Provincial Urban Deer Cost-Share Program	SGI	2021	Enhanced Eco-Cultural Restoration Partnership Proposal – Fallow Deer Management on Mayne Island		SGI Administration	\$	43,000	\$	18,000
	Community Economic Recovery Infrastructure Program-Unique Heritage Infrastructure Stream	IWS	2022	Goldstream Powerhouse Roof		Regional Water Supply Service	\$	77,160	\$	76,000
GRANTS AWARDED as of June 14, 2021							\$	218,839,395	\$	186,615,050









Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress (  =delay)  Application Done - Outcome pending  Project Done (  =payment pending)  Application Declined  Links to information						
Grant Program Links		Launch Date	Application Deadline	Resolution Needed	Departments Alerted	Status
GRANT CALLS IN PROGRESS	Community Gaming Grant	Ongoing		Not applicable; CRD's role can be to support a not-for-profit in pursuing these grants.	All	Grant alert sent. Featured in CRD Grants Weekly 2019-06-24
	Human and Social Programs		30-Nov-20			
	Green Municipal Fund - Plans, Feasibility Studies, Pilot Projects Capital Projects	Ongoing	Ongoing	Depends on \$ value	Standing Item	
	Address Improvement Grant	Ongoing	Ongoing	Not Specified	IT	Grant alert sent. Featured in CRD Grants Weekly 2019-07-12
	BC Hydro Sustainable Communities Program	Ongoing	Ongoing	N/A	Standing Item	
	Efficiency BC - Online hub of energy efficiency initiatives	Ongoing	Ongoing	N/A	Standing Item	
	Federal Gas Tax - Community Works Fund Update	Ongoing	Ongoing	N/A	Standing Item	Comprehensive CRD process in place for assignment of funds to Electoral Area Projects. Featured in CRD Grants Weekly 2019-04-05
	Ship-source Oil Pollution Fund	Ongoing	Ongoing	TBD	Standing Item	Grant alert sent; featured in CRD Grants Weekly 2019-05-03
	Ecological Gifts Program	N/A	Ongoing	Not Specified	All	Grant alert sent
	Family Violence Initiative	N/A	Ongoing	Not Specified	All	Grant alert sent
	Multi-sectoral Partnerships to Promote Healthy living and Prevent Chronic Disease – Canada’s Tobacco Strategy	N/A	Ongoing	Not Specified	All	Grant alert sent
	Federal Lands Initiative	N/A	Ongoing	Not Specified	All	Grant alert sent
	National Housing Co-Investment Fund (New Construction, Housing Repair and Renewal, and Rental Construction Financing)	N/A	Ongoing	Not Specified	All	Grant alert sent
	Canada Arts Presentation Fund-Development	N/A	Continuous	Not Specified	All	Grant alert sent
	Green Municipal Fund: Local Home-Energy Upgrade Financing Program	N/A	Continuous	Required	All	Grant alert sent
	Economic Development Readiness Program	N/A	Continuous	Not Specified	All	Grant alert sent
	Municipal Asset Management Program - FCM	N/A	Continuous	Required	All	Grant alert sent
	Sustainable Affordable Housing-Green Municipal Fund-FCM	N/A	Continuous	Required	All	Grant alert sent









Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress (  =delay)  Application Done - Outcome pending  Project Done (  =payment pending)  Application Declined  Links to information						
GRANT CALLS IN PROGRESS	Clean Transportation System – Research and Development	N/A	15-Apr-21	Not Specified	All	Grant alert sent
	Strengthening Communities’ Services-UBCM	N/A	15-Apr-21	Required	All	Grant alert sent
	Asset Management Planning Program-UBCM	N/A	30-Apr-21	Required	All	Grant alert sent
	Community Anniversaries- Building Communities through Arts and Heritage	N/A	30-Apr-21	Not Specified	All	Grant alert sent
	CleanBC Industry Fund-Emissions Performance	N/A	30-Apr-21	Not Specified	All	Grant alert sent
	Jumpstart – Sports Relief Fund	22-Mar-21	02-May-21	Not Specified	All	Grant alert sent
	Local Government Development Approvals Program-UBCM	N/A	07-May-21	Required	All	Grant alert sent
	General EV Awareness-Emotive Community Outreach Incentive	15-Apr-21	13-May-21	Not Specified	All	Grant alert sent
	Local Government Partnership Program	07-Apr-21	19-May-21	Required	All	Grant alert sent
	2021 Active Transportation Planning	07-Apr-21	22-May-21	Required	All	Grant alert sent
	CleanBC Industry Fund-Innovation Accelerator	N/A	24-May-21	Not Specified	All	Grant alert sent
	Digital Citizen Contribution Program	N/A	28-May-21	Not Specified	All	Grant alert sent
	National Acadian Day Funding	N/A	28-May-21	Not Specified	All	Grant alert sent
	PlanH 2021 Healthy Communities	06-Apr-21	01-Jun-21	Not Required	All	Grant alert sent
	Housing Needs Report Planning-UBCM	N/A	04-Jun-21	Required	All	Grant alert sent
	Reaching Home-Canada’s Homelessness Strategy: Community Capacity and Innovation Funding Stream	N/A	11-Jun-21	Not Specified	All	Grant alert sent
	Clean Transportation Targets and Planning-Emotive Community Outreach Incentive Program	15-Apr-21	17-Jun-21	May be required	All	Grant alert sent
	Community Energy Association-Game-Changer Grant	20-Apr-21	21-Jun-21	Required	All	Grant alert sent
	Zero Emission Vehicle Infrastructure program	N/A	22-Jun-21	Not Specified	All	Grant alert sent
	Canada Healthy Communities Initiative (Intake 2)	14-May-21	25-Jun-21	Not Required	All	Grant alert sent
	Women’s Employment Readiness Pilot Program	02-Jun-21	30-Jun-21	Not Specified	All	Grant alert sent
	Social Development Partnerships Program-Children and Families	N/A	06-Jul-21	Not Specified	All	Grant alert sent
	Green and Inclusive Community Buildings	N/A	06-Jul-21	Required	All	Grant alert sent
	Intersectoral Action Fund	N/A	12-Jul-21	Not Specified	All	Grant alert sent
	Infrastructure Planning Grant Program	Year-round	16-Jul-21	Required	All	Grant alert sent
	Enabling Accessibility Fund-Mid-Sized Projects	04-Jun-21	29-Jul-21	Not Specified	All	Grant alert sent
	Jumpstart-Sports Relief Fund	04-Jun-21	01-Aug-21	Not Specified	All	Grant alert sent
	Canada Arts Presentation Fund: Professional Arts Festivals and Performing Arts Series Presenters-Programming Stream	N/A	01-Oct-21	Not Specified	All	Grant alert sent
	Federation of Canadian Municipalities: Community Buildings Retrofit Initiative	N/A	Continuous	Required	All	Grant alert sent
	Smart Renewables and Electrification Pathways Program	N/A	Continuous	Not Specified	All	Grant alert sent
	Municipal Natural Assets Initiative-Expressions of Interest	08-Oct-19	TBD	Not Specified	All	Grant alert sent
	CleanBC Go Electric Fleets Program	N/A	31-Mar-23	Not Specified	All	Grant alert sent

Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress (  =delay)  Application Done - Outcome pending  Project Done (  =payment pending)  Application Declined  Links to information				
Funding Sources / Plans		Description	Possible Timing	Links
<a href="#">UBCM Funding and Resource updates 2021</a>		<a href="#">List of Local Government Programs and Services</a>		
FUNDING INITIATIVES: ONGOING SCAN	GRANTS FORECAST		UBCM Grants: Age-Friendly Communities, anticipated 2021	
			Community Energy Leadership Program (CELP) 2019 launched; Next round unknown	
			BC's Active Transportation infrastructure Grants Program 2021/22 Intake, forthcoming	
			Island Health Community Wellness Granting Program 2021/22 intake, anticipated 2021	
			Investing in Canada Infrastructure Program: COVID-19 Resilience Stream – Ventilation Improvement	

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JULY 07, 2021**

**SUBJECT**     **Bylaw No. 4436: 2021 to 2025 Financial Plan Amendment Bylaw No. 2, 2021**

**ISSUE SUMMARY**

The Capital Regional District (CRD) 2021 to 2025 Financial Plan was adopted on March 24, 2021, and was later amended on May 12, 2021. Amendments to the Plan are required to authorize revised operating and capital expenditures.

**BACKGROUND**

The CRD Board approved the 2021 to 2025 Financial Plan (Bylaw No. 4409) on March 24, 2021, and amendment Bylaw No. 4421 on May 12, 2021. Amendments are required in accordance with Section 374(2) of the *Local Government Act* (LGA), which states that the financial plan may be amended at any time by bylaw to incorporate changes in budget, for certainty. As new information becomes available and pursuant with Section 374 of the LGA, the CRD Board may further revise the financial plan.

Table 1 summarizes the 2021 impact of the proposed amendments to the five-year 2021-2025 Financial Plan. The proposed Financial Plan amendment Bylaw No. 4436 incorporates these changes, and is attached as Appendix A, inclusive of an updated Schedule A and Schedule B.

**Table 1: Summary of Proposed Amendments**

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
SGI Local Services*	COVID-19 Safe Restart Grants for Eligible Expenses	Operating	Provincial Grant Revenue	\$73,000	EA Director Approval
JDF Local Services*	COVID-19 Safe Restart Grants for Eligible Expenses	Operating	Provincial Grant Revenue	\$80,000	EA Director Approval
SSI Local Services*	COVID-19 Safe Restart Grants for Eligible Expenses	Operating	Provincial Grant Revenue	\$152,000	EA Director Approval
SSI Economic Development	Economic Development Coordinator	Operating	Third Party Contribution	\$25,000	SSI Community Economic Development Commission May 17, 2021
SEAPARC	Ammonia System Upgrade	Capital	Capital Funds on Hand	\$50,000	SEAPARC Recreation Commission June 22, 2021

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
Panorama Recreation	Replacement Bus	Capital	Equipment Replacement Reserve	\$135,000	Peninsula Recreation Commission June 25, 2021
SSI Pool, Parks, Land, Art, & Recreation Program	Land Acquisition Opportunity Assessment	Capital	Reserve	\$50,000	SSI Parks and Recreation Commission April 20, 2021(in Closed)
Lyall Harbour Water	Water System Upgrades	Capital	Grants	\$55,000	EA Director Approval**
Mayne Island Parks & Rec	Miners Bay Gazebo Repair	Capital	Reserve	\$15,000	Mayne Island Parks and Recreation Commission June 10, 2021
Wilderness Mountain Water	Water Treatment Option Analysis	Capital	Grants	\$20,000	EA Director Approval**

\*Detailed listing of amendments by service is included in the Implications section below.

\*\*Approval hierarchy has these amendments going direct to Board with EA recommendation versus through a commission.

EA = Electoral Area JDF = Juan de Fuca SGI = Southern Gulf Islands SSI = Salt Spring Island

## **ALTERNATIVES**

### *Alternative 1*

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No.4436, “2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 2, 2021”, be introduced and read a first, second, and third time; and
2. That Bylaw No. 4436 be adopted.

### *Alternative 2*

That Bylaw No. 4436 be deferred pending further analysis by CRD staff.

## **IMPLICATIONS**

### *Financial Implications*

#### COVID19 Safe Restart Grant Allocation (Electoral Areas Local Services)

Of \$575,000 grant received by CRD as second payment in March, 2021, \$325,000 grant funding apportioned to the Electoral Areas by Board resolution on April 14, 2021, has not been allocated

to specific services. This amendment will distribute the grant revenue of \$73,000 in SGI, \$80,000 in JDF and \$152,000 in SSI towards eligible expenses within specific services. Table below lists the allocation amounts by service. With this amendment, the grant funding for SGI and JDF is completely allocated and SSI has \$20,000 remaining to be allocated in the future.

**Table 2: Proposed Distribution of COVID-19 Safe Restart Grant by Electoral Area**

ELECTORAL AREA	SERVICE	DESCRIPTION	GRANT ALLOCATION
SGI	SGI Grant in Aid	Provide grant funding to support local non-profit organizations meeting the eligibility criteria for COVID19 Safe Restart Grant	\$73,000
<b>Total SGI</b>			<b>\$73,000</b>
JDF	JDF Planning Service	Provide funding for electronic meeting related costs	\$1,250
	JDF Community Parks	Provide funding for portable toilet rental cost in the Parks	\$7,140
	JDF Grant in Aid	Provide grant funding to support local non-profit organizations meeting the eligibility criteria for COVID19 Safe Restart Grant	\$33,250
	SEAPARC	Provide fund to offset small portion of the potential revenue shortfall	\$1,000
	Port Renfrew Fire	Fund incremental costs for personal protective equipment and cleaning supplies	\$8,260
	Shirley Fire		\$7,200
	Willis Point Fire		\$7,220
	East Sooke Fire		\$7,200
	Otter Point Fire		\$7,480
<b>Total JDF</b>			<b>\$80,000</b>
SSI	SSI Administration Service	Provide funding for electronic meeting related costs	\$7,000
	SSI Economic Development	Provide funding for Economic Development Coordinator initiative in addition to third party contribution of \$25,000	\$10,000
	SSI Grant in Aid	Provide grant funding to support local non-profit organizations meeting the eligibility criteria for COVID19 Safe Restart Grant	\$25,000
	SSI Community Parks	Provide grant fund to offset potential revenue shortfall	\$70,000
	SSI Community Recreation		\$40,000
<b>Total SSI</b>			<b>\$152,000</b>

Salt Spring Island - SSI Economic Development

As approved by commission the amendment is to authorize \$35,000 in new expenditures to hire an Economic Development Coordinator (EDC) for a one-year contract to create an Economic Recovery and Resiliency Plan in response to the COVID-19 economic crisis. This amendment will be funded by \$10,000 COVID-19 Safe Restart Grant and \$25,000 contribution from the SSI Chamber of Commerce.

SEAPARC

In late March, two Orders from Technical Safety BC have been issued provincially to review ammonia refrigeration systems for facilities with ice plants. The order requires operators to address deficiencies related to emergency discharge lines of refrigeration plant rooms and the installation of pressure relief valves on secondary coolant lines. The repairs necessary to address these Orders are of an emergency nature, requiring the work to be done in the current fiscal year. The capital plan for SEAPARC will be adjusted to facilitate this repair for a project cost of \$50,000, as endorsed by the SEAPARC Recreation Commission.

Panorama Recreation

The Peninsula Recreation Commission recommended the amendment of a replacement 24-passenger bus to the capital plan in 2021 that is not currently in plan but is nearing the end of useful life. The total project budget for the 24 passenger bus will be \$135,000.

Salt Spring Island – Pool, Parks & Land, Art & Recreation, and Community Parks

The Commission directed an additional item be added to plan for land acquisition opportunity assessment to identify areas of interest for ecological and recreational benefit. The capital budget of \$50,000 funded from Land Acquisition Reserve will pay for associated fees and consulting services to complete the assessment and inform next steps.

Lyll Harbour Water

This EA Director recommended project was identified as a required safety improvement through regular field inspections conducted by staff in Q1 2021. It is related to Occupational Health and Safety and therefore has a high priority to implement as soon as possible. The total project budget of \$55,000 will be funded by Community Works Fund.

Mayne Island Parks & Rec

The Mayne Island Parks and Recreation Commission approved a motion to amend the 2021 capital plan to advance the “Miners Bay gazebo repair” project from 2022 to 2021 and increase the total budget to \$15,000 to be funded by Capital Reserve fund.

Wilderness Mountain Water

This EA Director recommended project is to advance, in 2021, a water treatment option analysis to evaluate treatment upgrades necessary to meet health authority drinking water regulations. The total project budget of \$20,000 will be funded by Community Works Fund.

**CONCLUSION**

In compliance with the *Local Government Act*, the proposed amending Bylaw No. 4436 authorizes the changes required to the 2021 to 2025 Financial Plan Bylaw No. 4409, which the CRD Board approved on March 24, 2021, and amended on May 12, 2021.

**RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No.4436, “2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 2, 2021”, be introduced and read a first, second, and third time; and
2. That Bylaw No. 4436 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, 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: Bylaw No. 4436, with Schedule A and B

## CAPITAL REGIONAL DISTRICT

**BYLAW NO. 4436**

## A BYLAW TO AMEND THE FIVE YEAR FINANCIAL PLAN FOR THE YEARS 2021 – 2025

The Board of the Capital Regional District in open meeting assembled enacts as follows:

1. Bylaw No. 4409, "2021 to 2025 Financial Plan Bylaw, 2021", is hereby amended by replacing Schedules A and B with the attached schedules hereto.
2. This Bylaw may be cited as "2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 2, 2021".

READ A FIRST TIME THIS \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_ 202\_\_\_\_

READ A SECOND TIME THIS \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_ 202\_\_\_\_\_

READ A THIRD TIME THIS \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_ 202\_\_\_\_\_

ADOPTED THIS \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_ 202\_\_

CHAIR

CORPORATE OFFICER

Attachments: Schedule A  
Schedule B

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN															Schedule A			
		Expenditures					Transfers to Reserves	Revenue										
		Total 2021	Operations	Interest & Principal	Deficit	Capital		Total 2021	Surplus 2020	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2021		
1.010	Legislative & General Government	25,887,694	25,045,329			576,080	266,285	25,887,694	450,000	13,359,786	864,500	2,600,129	84,000		8,529,279	8,529,279		
1.10X	Facilities and Risk	3,343,746	3,159,152				184,594	3,343,746		2,965,267		216,605	2,700		159,174	159,174		
1.101	G.I.S.	559,343	536,313			23,030		559,343		491,222		3,220			64,901	64,901		
1.103	Elections	25,070	37				25,033	25,070				66			25,004	25,004		
1.104	U.B.C.M.	12,893	12,893					12,893	5,169			97			7,627	7,627		
1.109	Electoral Area Admin Exp - JDF	60,767	60,767					60,767	3,952			133			56,682	56,682		
1.110	Electoral Area Admin Exp - SGI	429,198	418,623				10,575	429,198	37,166		33,000	17,468			341,564	341,564		
1.111	Electoral Area Admin Exp - SSI	807,916	802,416				5,500	807,916	37,102	240,729		12,509			517,576	517,576		
1.112	Regional Grant in Aid	1,457,513	1,457,513					1,457,513	1,435,513			22,000			-	-		
1.114	Grant-in-Aid - Juan de Fuca	98,311	98,311					98,311	36,941			61,370			-	-		
1.116	Grant-in-Aid - Salt Spring Island	81,685	81,685					81,685	6,398			25,235			50,052	50,052		
1.117	Grant-in-Aid - Southern Gulf Islands	216,732	216,479		253			216,732				113,751			102,981	102,981		
1.119	Vancouver Island Regional Library	310,943	310,897		46			310,943				549			310,394	310,394		
1.121	Sooke Regional Museum	196,593	196,593					196,593	44			332			196,217	196,217		
1.123	Prov. Court of B.C. (Family Court)	149,360	55,006				94,354	149,360				149,360			-	-		
1.124	SSI Economic Development Commission	132,588	130,028				2,560	132,588			20,000	35,580			77,008	77,008		
1.125	SGI Economic Development Commission	119,726	119,726					119,726	1,042	1,700		1,042			116,984	116,984		
1.126	Victoria Family Court Committee	15,904	15,904					15,904	31			873			15,000	15,000		
1.128	Greater Victoria Police Victim Services	292,562	292,486		76			292,562				14,732			277,830	277,830		
1.129	Vancouver Island Regional Library - Debt	213,900	60,000			153,900		213,900				213,900			-	-		
1.133	Langford E.A. - Greater Victoria Public Library	31,086	31,086					31,086	9			92			30,985	30,985		
1.137	Galiano Island Community Use Building	61,968	33,051				1,500	61,968				253			61,715	61,715		
1.138	Southern Gulf Islands Regional Library	227,895	227,895					227,895	1,735			2,107			224,053	224,053		
1.141	Salt Spring Island Public Library	663,395	466,065			197,330		663,395				2,043			661,352	661,352		
1.15X	Municipalities' Own Debt - M.F.A.	15,032,079	70,460			14,961,619		15,032,079				70,460			14,961,619	14,961,619		
1.170	Gossip Island Electric Power Supply	57,220	777			56,443		57,220	79			293		56,848	56,848	56,848		
1.224	Community Health - Homeless Sec.	806,116	806,116					806,116	18,326			192,253			595,537	595,537		
1.226	Community Health (CHR) Facilities	1,580,254	1,026,584				553,670	1,580,254				1,580,254			-	-		
1.227	Saturna Island Medical Clinic	32,553	32,553					32,553				373			32,180	32,180		
1.228	Galiano Health Service	129,258	129,258					129,258	183			46			129,029	129,029		
1.230	Traffic Safety Commission	137,652	137,652					137,652	63,067			3,473			71,112	71,112		
1.232	Port Renfrew Street Lighting	8,875	8,875					8,875	2,148			336	3,070	3,321	3,321	3,321		
1.234	S.S.I. Street Lighting	25,995	25,995					25,995	3,428			40			22,527	22,527		
1.235	S. G. I. Small Craft Harbour Facilities	396,645	223,450		3,195		170,000	396,645				6,241	99,300	291,104	291,104	291,104		
1.236	Salt Spring Island Fernwood Dock	31,453	19,143				12,310	31,453				170		31,283	31,283	31,283		
1.238A	Community Transit (S.S.I.)	506,175	442,295				63,880	506,175				323,923			182,252	182,252		
1.238B	Community Transportation (S.S.I.)	171,382	75,265				96,117	171,382				1,150			170,232	170,232		
1.280	Regional Parks	12,363,073	9,254,007		498,815	114,670	2,495,581	12,363,073		66,923		836,872	407,200		11,052,078	11,052,078		
1.280A	Regional Parks - Land Acquisition	4,028,308						4,028,308				4,028,308			4,028,308	4,028,308		
1.290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000		
1.295	McPherson Theatre	784,851	350,000			92,000	342,851	784,851				34,851			750,000	750,000		
1.297	Arts Grants	2,942,074	2,942,074					2,942,074		13,552	19,955	180,710			2,727,857	2,727,857		
1.299	Salt Spring Island Arts	118,602	118,477		125			118,602				90			118,512	118,512		
1.309	Climate Action and Adaptation	588,818	587,770				1,048	588,818	45,082		10,000	75,317			458,419	458,419		
1.310	Land Banking & Housing	2,785,019	1,763,046		1,009,463	8,510	4,000	2,785,019	57,195	903,390	65,236	386,506	35,130		1,337,562	1,337,562		
1.311	Regional Housing Trust Fund	4,511,970	4,511,970					4,511,970	3,430,738			81,232			1,000,000	1,000,000		
1.313	Animal Care Services	1,175,450	1,165,450				10,000	1,175,450				715,593	29,440		430,417	430,417		
1.314	SGI House Numbering	9,340	9,340					9,340	33			104			9,203	9,203		
1.316	SSI Building Numbering	9,478	9,450		28			9,478				20			9,458	9,458		
1.317	JDF Building Numbering	12,900	12,900					12,900	73			38			12,789	12,789		
1.318	Building Inspection	1,653,290	1,613,750			6,240	33,300	1,653,290		29,486	126,400	4,218	1,055,922		437,264	437,264		
1.319	Soil Deposit Removal	5,661	5,661					5,661				40			5,621	5,621		
1.320	Noise Control	39,140	39,140					39,140				255			38,885	38,885		
1.322	Nuisances & Unsightly Premises	51,990	51,990					51,990				306			51,684	51,684		
1.323	By-Law Enforcement	509,296	472,336				36,960	509,296		480,016		29,280			-	-		
1.324	Regional Planning Services	1,662,662	1,660,162				2,500	1,662,662	197,639	197,268	36,491	63,033			1,168,231	1,168,231		
1.325	Electoral Area Services - Planning	866,356	790,586				75,770	866,356		17,798		61,285	32,000		684,025	684,025		
1.330	Regional Growth Strategy	379,205	379,205					379,205	45,000		21,250	16,830			296,125	296,125		
1.335	Geo-Spatial Referencing System	179,599	120,723				58,876	179,599				8,398	7,970		163,231	163,231		
1.350	Willis Point Fire Protect & Recreation	183,619	130,709			6,300	46,610	183,619	14,582			40,095			128,942	128,942		
1.352	South Galiano Fire Protection	424,362	293,194		43,418	5,700	82,050	424,362				310		66,417	357,635	424,052		
1.353	Otter Point Fire Protection	504,725	349,635			5,090	150,000	504,725				7,790			496,935	496,935		
1.354	Malahat Fire Protection	63,814	63,814					63,814	4						63,810	63,810		
1.355	Durrance Road Fire Protection	2,990	2,770				220	2,990						2,990	2,990	2,990		
1.356	Pender Fire Protection	1,115,136	851,194		116,400		147,542	1,115,136			116,400	10,249			988,487	988,487		
1.357	East Sooke Fire Protection	516,620	234,541		155,109		126,970	516,620	21,058			33,360	56,010		406,192	406,192		
1.358	Port Renfrew Fire Protection	156,399	128,841		2,898		24,660	156,399				9,404	59,230		87,765	87,765		
1.359	N. Galiano Fire Protection	210,298	150,066		48,872	6,270	5,090	210,298	12,270			714		24,440	172,874	197,314		
1.360	Shirley Fire Protection	161,353	90,383			10,000	60,970	161,353				7,400			153,953	153,953		
1.363	Saturna Island Fire	168,292	168,269		23			168,292				10,620			157,672	157,672		
1.369	Electoral Area Fire Services - JDF	97,153	88,245			3,452	5,456	97,153			30,448	100			66,605	66,605		
1.369	Electoral Area Fire Services - SGI	110,137	100,028			3,918	6,191	110,137			34,552				75,585	75,585		
1.370	Juan de Fuca Emergency Program	92,825	76,945				15,880	92,825	6,000			222			86,603	86,603		
1.371	S.S.I. Emergency Program	139,100	139,100					139,100	6,000		5,000	187			127,913	127,913		
1.372	Electoral Area Emergency Program	619,967	612,643				7,324	619,967	14,486	459,671		888			144,922	144,922		

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN																Schedule A			
		Expenditures					Transfers to Reserves	Revenue											
		Total 2021	Operations	Interest & Principal	Deficit	Capital		Total 2021	Surplus 2020	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2021			
1.374	Regional Emergency Program Support	169,443	169,443					169,443			32,760	7,435			129,248	129,248			
1.375	Hazardous Material Incident Response	344,703	335,143				9,560	344,703			10,000	17,875			316,828	316,828			
1.377	J.D.F. Search and Rescue	89,344	84,879		4,465			89,344				20,681			68,663	68,663			
1.378	S.S.I. Search and Rescue	28,303	28,303					28,303	4,870			97			23,336	23,336			
1.40X	SEAPARC	3,684,094	3,165,128	103,966			415,000	3,684,094				294,541	472,422		2,917,131	2,917,131			
1.405	JDF EA - Community Parks	198,093	178,093				20,000	198,093				7,918			190,175	190,175			
1.408	JDF EA - Community Recreation	88,526	88,526					88,526				20,216			68,310	68,310			
1.44X	Panorama Rec. Center.	8,071,561	6,710,364	756,214			604,983	8,071,561	259,421		51,000	1,226,383	1,441,035		5,093,722	5,093,722			
1.455	Salt Spring Island - Community Parks	975,615	909,587		55,938		10,090	975,615		356,700		201,404			417,511	417,511			
1.458	Salt Spring Is.- Community Rec	265,655	264,320		1,335			265,655				41,374	170,770		53,511	53,511			
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro	1,759,079	1,491,103	26,976			241,000	1,759,079		96,138	8,500	44,372	141,150		1,468,919	1,468,919			
1.465	Saturna Island Comm. Parks	24,060	18,582				5,478	24,060				1,194			22,866	22,866			
1.468	Saturna Island - Community Rec.	20,109	20,109					20,109	6,361			777			12,971	12,971			
1.475	Mayne Is. Com. Parks & Rec	83,484	76,464			7,020		83,484				269			83,215	83,215			
1.476	Mayne Is. Comm. Parks (reserve)	20,433	20,433					20,433	16,510			3,543	380		-	-			
1.478	Mayne Is. Community Rec.	42,441	42,441					42,441	8,174			58			34,209	34,209			
1.485	North & South Pender Com. Parks	157,082	114,082				43,000	157,082				1,733			155,349	155,349			
1.488	North & South Pender Com. Rec	64,922	64,307		615			64,922				765			64,157	64,157			
1.495	Galiano Parks	92,140	77,659				14,481	92,140				67			92,073	92,073			
1.498	Galiano Community Recreation	41,174	41,174					41,174	4,454			15			36,705	36,705			
1.521	SWMP -Solid Waste Disposal (Refuse Disposal	25,260,498	23,175,348				2,085,150	25,260,498	1,008,244			6,548,024	17,704,230		-	-			
1.523	Port Renfrew Refuse Disposal	86,737	80,737				6,000	86,737		15,590		37,823			33,324	33,324			
1.525	Solid Waste Disposal - Debt	203,660	1,390	202,270				203,660				1,390	202,270		-	-			
1.531	Stormwater Quality Management - Sooke	66,404	66,404					66,404			28,855	79			37,470	37,470			
1.533	Stormwater Quality Management - S.G.I.	38,336	38,336					38,336				461			37,875	37,875			
1.535	Stormwater Quality Management - S.S.I.	27,528	27,528					27,528				28			27,500	27,500			
1.536	LWMP-Stormwater Quality Management-Core	720,359	720,359					720,359			6,003	89,696			624,660	624,660			
1.537	Stormwater Quality Management - Peninsula	115,765	112,943				2,822	115,765				3,945			111,820	111,820			
1.538	Source - Stormwater Quality - Peninsula	62,480	62,480					62,480			7,816	1,514			53,150	53,150			
1.57X	Environmental Services	22,861,504	22,458,881			105,000	297,623	22,861,504	259,995	22,509,109		92,400			-	-			
1.911	911 Systems	2,595,230	1,487,161	1,011,949			96,120	2,595,230			66,843	2,233,722	141,320		153,345	153,345			
1.912A	911 Call Answer - RCMP	-	-					-							-	-			
1.912B	911 Call Answer - Municipalities	26,344.00	-	26,344				26,344.00		751,860		(60,243)			(665,273)	(665,273)			
1.913	913 Fire Dispatch	725,219	722,219				3,000	725,219				16,214			709,005	709,005			
1.921	Regional CREST Contribution	1,723,234	1,723,234					1,723,234	962			101,434			1,620,838	1,620,838			
1.923	Emergency Comm - CREST - S.G.I.	180,064	180,064					180,064	122			1,754			178,188	178,188			
1.924	Emergency Comm - CREST - J.D.F.	121,470	119,336		2,134			121,470				221			121,249	121,249			
1.925	Emergency Comm - CREST - S.S.I.	142,105	142,105					142,105	215			119			141,771	141,771			
2.610	Saanich Peninsula Water Supply	7,169,999	6,419,999				750,000	7,169,999				500	7,169,499		-	-			
2.620	SSI Highland Water System	31,272	514	30,758				31,272	33			120		31,119	31,119	31,119			
2.621	Highland / Fernwood Water - SSI	515,341	303,047	43,416	100,918		67,960	515,341				750	439,591	75,000	75,000	75,000			
2.622	Cedars of Tuam	49,363	41,563				7,800	49,363			12,500	50	36,813		-	-			
2.624	Beddis Water	259,352	175,550	42,962	13,650		27,190	259,352			8,000	320	177,562	73,470	73,470	73,470			
2.626	Fulford Water	207,368	164,823	14,145			28,400	207,368			20,000	870	148,998	37,500	37,500	37,500			
2.628	Cedar Lane Water (S.S.I.)	89,751	76,557	7,824			5,370	89,751			25,000	180	54,547	10,024	10,024	10,024			
2.630	Magic Lakes Estate Water System	979,675	678,211	199,074			102,390	979,675			40,000	9,603	361,555	568,517	568,517	568,517			
2.640	Saturna Island Water System (Lyal Harbour)	248,197	166,017	30,077	22,103		30,000	248,197			10,000	997	109,462	127,738	127,738	127,738			
2.642	Skana Water (Mayne)	69,509	51,334	2,115			16,060	69,509			2,000	110	44,514	22,885	22,885	22,885			
2.650	Port Renfrew Water	121,108	107,108				14,000	121,108				1,083	60,009	60,016	60,016	60,016			
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-			
2.660	Fernwood Water	14,753	408	14,345				14,753	1,200			60		13,493	13,493	13,493			
2.665	Sticks Allison Water (Galiano)	59,999	48,999				11,000	59,999			5,000	100	49,899	5,000	5,000	5,000			
2.667	Surfside Park Estates (Mayne)	108,251	91,251				17,000	108,251			5,000	100	81,151	22,000	22,000	22,000			
2.670	Regional Water Supply	34,921,283	16,992,896	8,333,667		9,297,180	297,540	34,921,283				615,670	34,305,613		-	-			
2.680	Juan de Fuca Water Distribution	20,799,372	13,374,117	1,888,336		5,278,916	258,003	20,799,372		6,000	69,941	181,230	20,542,201		-	-			
2.691	Wilderness Mountain Water Service	149,544	120,957	23,587			5,000	149,544	2,932			130	86,962	59,520	59,520	59,520			
3.700	Septage Disposal - Municipal	206,222	140,331			65,891		206,222				154,843	2,540		48,839	48,839			
3.700	Septage Disposal - JDF Service Area	297	297					297							297	297			
3.701	Millstream Remediation Service	374,541	1,911	138,920		233,710		374,541			176,961	20,620			176,960	176,960			
3.705	S.S.I. Liquid Waste Disposal	897,276	706,913	160,573			29,790	897,276			5,000	1,580	534,000	356,696	356,696	356,696			
3.707	On Site System Management Program - LWMP	293,643	206,437				87,206	293,643	102,986			9,217			181,440	181,440			
3.71X	Trk Swrs & Swge Disp - oper	34,299,994	32,495,177				1,804,817	34,299,994	53,528	1,524,485	200,000	26,844,730			5,677,251	5,677,251			
3.7XX	Trk Swrs - debt	24,223,646	457,450	9,194,296	2,087	5,529,745	9,040,068	24,223,646	1,153,089			16,994,428			6,076,129	6,076,129			
3.720	LWMP (Peninsula) - Implementation	82,728	82,728					82,728			29,658	200			52,870	52,870			
3.750	LWMP	364,063	314,061				50,002	364,063				154,776			209,287	209,287			
3.752	Harbours Program	342,124	342,124					342,124				23,356			318,768	318,768			
3.755	Regional Source Control	1,685,236	1,685,236					1,685,236	67,096	54,610	94,967	91,623	53,900		1,323,040	1,323,040			
3.756	Harbours Environmental Action	65,290	65,290					65,290							65,290	65,290			
3.810	Ganges Sewer	1,059,376	695,390	245,813			118,173	1,059,376				2,073	1,000,303	57,000	57,000	57,000			
3.820	Maliview Estates Sewer System	217,583	147,987	3,299	27,727		38,570	217,583			5,000	27,160	180,753	4,670	4,670	4,670			
3.830	Magic Lake Estates Sewer System	854,863	587,500	174,103			93,260	854,863		10,654	15,000	2,175	250,203	576,831	576,831	576,831			
3.830D	Magic Lake Estates Sewer Debt	79,210	37,600	41,610				79,210											

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN																Schedule A			
		Expenditures						Revenue											
		Total 2022	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2022	Surplus 2021	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2022			
1.010	Legislative & General Government	24,565,301	23,930,696			360,100	274,505	24,565,301	400,000	13,594,875		1,345,980	84,880		9,139,566	9,139,566			
1.10X	Facilities and Risk	3,403,092	3,217,984				185,108	3,403,092		3,023,894		214,141	2,700		162,357	162,357			
1.101	G.I.S.	563,902	540,412			23,490		563,902		494,422		3,280			66,200	66,200			
1.103	Elections	227,301	197,438				29,863	227,301			122,331	74,970			30,000	30,000			
1.104	U.B.C.M.	13,157	13,157					13,157				90			13,067	13,067			
1.109	Electoral Area Admin Exp - JDF	57,038	57,038					57,038				120			56,918	56,918			
1.110	Electoral Area Admin Exp - SGI	407,813	394,690				13,123	407,813			30,000	16,886			360,927	360,927			
1.111	Electoral Area Admin Exp - SSI	787,630	782,130				5,500	787,630		262,527		640			524,463	524,463			
1.112	Regional Grant in Aid	-						-							-	-			
1.114	Grant-in-Aid - Juan de Fuca	22,123	22,123					22,123				310			21,813	21,813			
1.116	Grant-in-Aid - Salt Spring Island	55,313	55,313					55,313				200			55,113	55,113			
1.117	Grant-in-Aid - Southern Gulf Islands	104,030	104,030					104,030				890			103,140	103,140			
1.119	Vancouver Island Regional Library	317,636	317,636					317,636				540			317,096	317,096			
1.121	Sooke Regional Museum	200,487	200,487					200,487				330			200,157	200,157			
1.123	Prov. Court of B.C. (Family Court)	149,359	55,850				93,509	149,359				149,359			-	-			
1.124	SSI Economic Development Commission	79,140	76,579				2,561	79,140				570			78,570	78,570			
1.125	SGI Economic Development Commission	122,222	122,222					122,222				710			121,512	121,512			
1.126	Victoria Family Court Committee	15,888	15,888					15,888				888			15,000	15,000			
1.128	Greater Victoria Police Victim Services	298,542	298,542					298,542				14,571			283,971	283,971			
1.129	Vancouver Island Regional Library - Debt	369,767		369,767				369,767				369,767			-	-			
1.133	Langford E.A. - Greater Victoria Public Library	31,596	31,596					31,596				80			31,516	31,516			
1.137	Galiano Island Community Use Building	63,197	33,686	27,417			2,094	63,197				247			62,950	62,950			
1.138	Southern Gulf Islands Regional Library	232,441	232,441					232,441				1,640			230,801	230,801			
1.141	Salt Spring Island Public Library	667,152	478,426	173,726			15,000	667,152				2,070			665,082	665,082			
1.15X	Municipalities' Own Debt - M.F.A.	14,654,933	70,460	14,584,473				14,654,933				70,460			14,584,473	14,584,473			
1.170	Gossip Island Electric Power Supply	57,079	636	56,443				57,079				293		56,786	56,786	56,786			
1.224	Community Health - Homeless Sec.	815,787	815,787					815,787				192,253			623,534	623,534			
1.226	Community Health (CHR) Facilities	1,607,863	1,054,193				553,670	1,607,863				1,607,863			-	-			
1.227	Saturna Island Medical Clinic	32,559	32,559					32,559				1,760			30,799	30,799			
1.228	Galiano Health Service	135,736	135,736					135,736				40			135,696	135,696			
1.230	Traffic Safety Commission	76,160	76,160					76,160				3,630			72,530	72,530			
1.232	Port Renfrew Street Lighting	9,037	9,037					9,037				300	3,983	4,754	4,754	4,754			
1.234	S.S.I. Street Lighting	26,553	26,553					26,553				40			26,513	26,513			
1.235	S. G. I. Small Craft Harbour Facilities	411,546	212,847	48,699			150,000	411,546				5,500	107,680	298,366	298,366	298,366			
1.236	Salt Spring Island Fernwood Dock	31,813	19,253				12,560	31,813				170		31,643	31,643	31,643			
1.238A	Community Transit (S.S.I.)	508,278	498,278				10,000	508,278			131,536	182,870			193,872	193,872			
1.238B	Community Transportation (S.S.I.)	173,551	76,701	2,850			94,000	173,551				1,360			172,191	172,191			
1.280	Regional Parks	12,800,651	9,745,710	498,815		117,190	2,438,936	12,800,651		32,057		755,648	413,200		11,599,746	11,599,746			
1.280A	Regional Parks - Land Acquisition	4,245,865						4,245,865							4,245,865	4,245,865			
1.290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000			
1.295	McPherson Theatre	785,843	350,000			88,000	347,843	785,843				35,843			750,000	750,000			
1.297	Arts Grants	3,001,369	3,001,369					3,001,369		13,582		185,665			2,802,122	2,802,122			
1.299	Salt Spring Island Arts	120,213	120,213					120,213				70			120,143	120,143			
1.309	Climate Action and Adaptation	544,190	544,190					544,190				76,600			467,590	467,590			
1.310	Land Banking & Housing	3,340,480	1,493,492	1,842,988			4,000	3,340,480		654,929		516,173	35,129		2,134,249	2,134,249			
1.311	Regional Housing Trust Fund	262,475	262,475					262,475							262,475	262,475			
1.313	Animal Care Services	1,193,807	1,183,807				10,000	1,193,807				731,290	29,960		432,557	432,557			
1.314	SGI House Numbering	9,486	9,486					9,486				130			9,356	9,356			
1.316	SSI Building Numbering	9,585	9,585					9,585				30			9,555	9,555			
1.317	JDF Building Numbering	13,122	13,122					13,122				50			13,072	13,072			
1.318	Building Inspection	1,678,455	1,638,795			6,360	33,300	1,678,455		30,076	37,409	4,212	1,105,181		501,577	501,577			
1.319	Soil Deposit Removal	5,660	5,660					5,660				40			5,620	5,620			
1.320	Noise Control	39,754	39,754					39,754				200			39,554	39,554			
1.322	Nuisances & Unsightly Premises	52,734	52,734					52,734				270			52,464	52,464			
1.323	By-Law Enforcement	512,709	475,749				36,960	512,709		482,849		29,860			-	-			
1.324	Regional Planning Services	2,289,313	2,286,813				2,500	2,289,313		203,635	771,428	66,760			1,247,490	1,247,490			
1.325	Electoral Area Services - Planning	804,998	729,228				75,770	804,998		18,150		33,398	32,640		718,290	718,290			
1.330	Regional Growth Strategy	342,159	342,159					342,159			15,000	23,580			303,579	303,579			
1.335	Geo-Spatial Referencing System	175,932	115,882				60,050	175,932				8,560	8,130		159,242	159,242			
1.350	Willis Point Fire Protect & Recreation	180,831	106,901			6,430	67,500	180,831				49,395			131,436	131,436			
1.352	South Galiano Fire Protection	478,646	277,344	112,052		5,810	83,440	478,646				320		112,052	366,274	478,326			
1.353	Otter Point Fire Protection	512,336	351,346			5,190	155,800	512,336				310			512,026	512,026			
1.354	Malahat Fire Protection	65,550	65,550					65,550							65,550	65,550			
1.355	Durrance Road Fire Protection	3,050	2,730				320	3,050						3,050	3,050	3,050			
1.356	Pender Fire Protection	1,140,798	873,905	116,400			150,493	1,140,798			116,400	9,294			1,015,104	1,015,104			
1.357	East Sooke Fire Protection	496,932	211,823	155,109			130,000	496,932				26,670	57,130		413,132	413,132			
1.358	Port Renfrew Fire Protection	151,438	123,540	2,898			25,000	151,438				1,110	60,410		89,918	89,918			
1.359	N. Galiano Fire Protection	214,681	154,219	48,872		6,400	5,190	214,681				720		24,440	189,521	213,961			
1.360	Shirley Fire Protection	156,260	85,260			10,000	61,000	156,260				200			156,060	156,060			
1.363	Saturna Island Fire	178,468	178,468					178,468				7,510			170,958	170,958			
1.369	Electoral Area Fire Services - JDF	68,036	57,480			3,523	7,033	68,036				100			67,936	67,936			
1.369	Electoral Area Fire Services - SGI	77,094	65,116			3,997	7,981	77,094							77,094	77,094			
1.370	Juan de Fuca Emergency Program	88,795	72,835				15,960	88,795				220			88,575	88,575			
1.371	S.S.I. Emergency Program	129,890	129,890					129,890				180			129,710	129,710			
1.372	Electoral Area Emergency Program	621,907	614,437				7,470	621,907		468,864		830			152,213	152,213			
1.373	S.G.I. Emergency Program	249,589	234,989				14,600	249,589				2,120			247,469	247,469			

CAPITAL REGIONAL DISTRICT 2022 FINANCIAL PLAN															Schedule A				
		Expenditures						Revenue											
		Total 2022	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2022	Surplus 2021	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2022			
1.374	Regional Emergency Program Support	144,868	144,868					144,868				7,560			137,308	137,308			
1.375	Hazardous Material Incident Response	354,669	345,109				9,560	354,669				17,970			336,699	336,699			
1.377	J.D.F. Search and Rescue	87,108	87,108					87,108				21,090			66,018	66,018			
1.378	S.S.I. Search and Rescue	23,436	23,436					23,436				100			23,336	23,336			
1.40X	SEAPARC	3,896,148	3,372,182	103,966			420,000	3,896,148				299,008	483,195		3,113,945	3,113,945			
1.405	JDF EA - Community Parks	193,897	173,497				20,400	193,897				780			193,117	193,117			
1.408	JDF EA - Community Recreation	90,593	90,593					90,593				20,610			69,983	69,983			
1.44X	Panorama Rec. Center.	8,688,393	7,155,393	923,437			609,563	8,688,393				1,305,372	2,039,233		5,343,788	5,343,788			
1.455	Salt Spring Island - Community Parks	962,936	938,396	14,250			10,290	962,936		363,830		148,070			451,036	451,036			
1.458	Salt Spring Is.- Community Rec	298,844	298,844					298,844					228,020		70,824	70,824			
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro	1,948,716	1,701,541				247,175	1,948,716		98,254		16,155	275,000		1,559,307	1,559,307			
1.465	Saturna Island Comm. Parks	24,640	18,889				5,751	24,640				1,180			23,460	23,460			
1.468	Saturna Island - Community Rec.	13,920	13,920					13,920				390			13,530	13,530			
1.475	Mayne Is. Com. Parks & Rec	85,728	78,578			7,150		85,728				270			85,458	85,458			
1.476	Mayne Is. Comm. Parks (reserve)	3,887	3,887					3,887				3,507	380						
1.478	Mayne Is. Community Rec.	34,953	34,953					34,953				60			34,893	34,893			
1.485	North & South Pender Com. Parks	160,094	117,094				43,000	160,094				1,470			158,624	158,624			
1.488	North & South Pender Com. Rec	65,999	65,999					65,999				880			65,119	65,119			
1.495	Galiano Parks	94,720	79,720				15,000	94,720				60			94,660	94,660			
1.498	Galiano Community Recreation	37,675	37,675					37,675				20			37,655	37,655			
1.521	SWMP -Solid Waste Disposal (Refuse Disposal	24,251,374	23,194,807				1,056,567	24,251,374				6,547,144	17,704,230			-			
1.523	Port Renfrew Refuse Disposal	88,384	82,384				6,000	88,384		15,900		38,627			33,857	33,857			
1.525	Solid Waste Disposal - Debt	203,660	1,390	202,270				203,660				1,390	202,270			-			
1.531	Stormwater Quality Management - Sooke	79,190	77,292				1,898	79,190			40,890	80			38,220	38,220			
1.533	Stormwater Quality Management - S.G.I.	39,329	39,329					39,329				410			38,919	38,919			
1.535	Stormwater Quality Management - S.S.I.	27,530	27,530					27,530				30			27,500	27,500			
1.536	LWMP-Stormwater Quality Management-Core	734,760	732,690				2,070	734,760			6,120	91,490			637,150	637,150			
1.537	Stormwater Quality Management - Peninsula	118,040	115,200				2,840	118,040				3,980			114,060	114,060			
1.538	Source - Stormwater Quality - Peninsula	55,820	53,603				2,217	55,820				1,610			54,210	54,210			
1.57X	Environmental Services	22,888,199	22,570,576				317,623	22,888,199		22,795,799		92,400				-			
1.911	911 Systems	2,606,188	1,496,199	1,011,949			98,040	2,606,188			59,000	2,246,637	141,320		159,231	159,231			
1.912A	911 Call Answer - RCMP	-	-					-							-	-			
1.912B	911 Call Answer - Municipalities	-	-					-		759,700		(54,678)			(705,022)	(705,022)			
1.913	913 Fire Dispatch	753,372	747,072				6,300	753,372				12,760			740,612	740,612			
1.921	Regional CREST Contribution	1,757,539	1,757,539					1,757,539				104,970			1,652,569	1,652,569			
1.923	Emergency Comm - CREST - S.G.I.	183,635	183,635					183,635				1,630			182,005	182,005			
1.924	Emergency Comm - CREST - J.D.F.	121,750	121,750					121,750				210			121,540	121,540			
1.925	Emergency Comm - CREST - S.S.I.	144,909	144,909					144,909				120			144,789	144,789			
2.610	Saanich Peninsula Water Supply	7,420,483	6,588,183	32,300			800,000	7,420,483				500	7,419,983			-			
2.620	SSI Highland Water System	31,079	321	30,758				31,079				120		30,959	30,959				
2.621	Highland / Fernwood Water - SSI	503,837	347,787	86,640			69,410	503,837			27,000	760	396,077	80,000	80,000				
2.622	Cedars of Tuam	40,014	31,056	98			8,860	40,014			1,500	50	38,464		-	-			
2.624	Beddis Water	250,918	172,241	44,387			34,290	250,918				320	175,491	75,107	75,107				
2.626	Fulford Water	195,370	147,675	14,145			33,550	195,370				880	154,085	40,405	40,405				
2.628	Cedar Lane Water (S.S.I.)	68,626	52,272	7,824			8,530	68,626				180	56,342	12,104	12,104				
2.630	Magic Lakes Estate Water System	955,190	653,726	199,074			102,390	955,190				9,603	371,387	574,200	574,200				
2.640	Saturna Island Water System (Lyll Harbour)	258,743	170,487	30,756			57,500	258,743			10,200	330	118,213	130,000	130,000				
2.642	Skana Water (Mayne)	68,600	49,985	2,115			16,500	68,600				110	48,490	20,000	20,000				
2.650	Port Renfrew Water	131,021	109,021				22,000	131,021				1,110	64,955	64,956	64,956				
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-			
2.660	Fernwood Water	14,583	238	14,345				14,583				60		14,523	14,523				
2.665	Sticks Allison Water (Galiano)	61,718	44,718				17,000	61,718				100	50,618	11,000	11,000				
2.667	Surfside Park Estates (Mayne)	104,711	87,711				17,000	104,711				100	83,611	21,000	21,000				
2.670	Regional Water Supply	35,626,618	17,164,279	8,658,848		9,500,000	303,491	35,626,618				615,672	35,010,946		-	-			
2.680	Juan de Fuca Water Distribution	21,831,756	13,697,884	2,370,709		5,500,000	263,163	21,831,756		6,000	30,596	181,230	21,613,930		-	-			
2.691	Wilderness Mountain Water Service	169,328	133,741	23,587			12,000	169,328			10,000	130	88,359	70,839	70,839				
3.700	Septage Disposal - Municipal	201,612	145,982			55,630		201,612				164,950	2,590		34,072	34,072			
3.700	Septage Disposal - JDF Service Area	207	207					207							207	207			
3.701	Millstream Remediation Service	140,140	1,220	138,920				140,140			69,836	470			69,834	69,834			
3.705	S.S.I. Liquid Waste Disposal	923,253	719,340	160,573			43,340	923,253				1,140	544,680	377,433	377,433				
3.707	On Site System Management Program - LWMP	190,200	190,200					190,200				8,760			181,440	181,440			
3.71X	Trk Swrs & Swge Disp - oper	35,210,205	33,340,200				1,870,005	35,210,205	10,000	1,581,337	492,482	27,394,927			5,731,459	5,731,459			
3.7XX	Trk Swrs - debt	24,276,823	131,998	11,303,855		5,529,745	7,311,225	24,276,823				17,819,844			6,456,979	6,456,979			
3.720	LWMP (Peninsula) - Implementation	119,140	119,140					119,140				210			118,930	118,930			
3.750	LWMP	371,340	322,655				48,685	371,340				157,868			213,472	213,472			
3.752	Harbours Program	347,946	347,946					347,946				23,830			324,116	324,116			
3.755	Regional Source Control	1,559,199	1,559,199					1,559,199		55,700	58,345	91,663	54,980		1,298,511	1,298,511			
3.756	Harbours Environmental Action	66,596	66,596					66,596							66,596	66,596			
3.810	Ganges Sewer	1,095,884	720,541	245,813			129,530	1,095,884			10,000	2,090	1,024,794	59,000	59,000				
3.820	Maliview Estates Sewer System	232,851	163,628	30,073			39,150	232,851			7,000	27,160	149,508	49,183	49,183				
3.830	Magic Lake Estates Sewer System	863,018	595,655	174,103			93,260	863,018		10,888	10,000	1,220	290,913	549,997	549,997				
3.830D	Magic Lake Estates Sewer Debt	188,374	10,000	178,374				188,374							188,374	188,374			
3.850	Port Renfrew Sewer	118,215	103,215				15,000	118,215				1,230	58,495	58,490	58,490				
21.ALL	Feasibility Study Reserve Fund - All	-	-					-							-	-			
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-					-							-	-			

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN																	Schedule A				
		Expenditures						Revenue													
		Total 2023	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023					
1.010	Legislative & General Government	25,066,092	24,318,996			469,310	277,786	25,066,092	400,000	13,753,532		1,352,770	85,780		9,474,010	9,474,010					
1.10X	Facilities and Risk	3,470,302	3,281,489				188,813	3,470,302		3,083,193		218,804	2,700		165,605	165,605					
1.101	G.I.S.	575,755	551,795			23,960		575,755		504,895		3,340			67,520	67,520					
1.103	Elections	32,070	39				32,031	32,070				70			32,000	32,000					
1.104	U.B.C.M.	13,414	13,414					13,414				90			13,324	13,324					
1.109	Electoral Area Admin Exp - JDF	58,189	58,189					58,189				120			58,069	58,069					
1.110	Electoral Area Admin Exp - SGI	415,843	402,660				13,183	415,843			18,000	17,125			380,718	380,718					
1.111	Electoral Area Admin Exp - SSI	804,175	798,675				5,500	804,175		268,124		660			535,391	535,391					
1.112	Regional Grant in Aid	-						-							-	-					
1.114	Grant-in-Aid - Juan de Fuca	22,165	22,165					22,165				320			21,845	21,845					
1.116	Grant-in-Aid - Salt Spring Island	60,359	60,359					60,359				200			60,159	60,159					
1.117	Grant-in-Aid - Southern Gulf Islands	104,094	104,094					104,094				900			103,194	103,194					
1.119	Vancouver Island Regional Library	323,990	323,990					323,990				550			323,440	323,440					
1.121	Sooke Regional Museum	204,495	204,495					204,495				340			204,155	204,155					
1.123	Prov. Court of B.C. (Family Court)	149,360	56,969				92,391	149,360				149,360			-	-					
1.124	SSI Economic Development Commission	80,720	77,715				3,005	80,720				580			80,140	80,140					
1.125	SGI Economic Development Commission	124,272	124,272					124,272				720			123,552	123,552					
1.126	Victoria Family Court Committee	15,888	15,888					15,888				888			15,000	15,000					
1.128	Greater Victoria Police Victim Services	304,509	304,509					304,509				14,571			289,938	289,938					
1.129	Vancouver Island Regional Library - Debt	369,767		369,767				369,767				369,767			-	-					
1.133	Langford E.A. - Greater Victoria Public Library	32,228	32,228					32,228				80			32,148	32,148					
1.137	Galiano Island Community Use Building	64,457	34,376	27,417			2,664	64,457				247			64,210	64,210					
1.138	Southern Gulf Islands Regional Library	237,094	237,094					237,094				1,670			235,424	235,424					
1.141	Salt Spring Island Public Library	676,678	487,952	173,726			15,000	676,678				2,100			674,578	674,578					
1.15X	Municipalities' Own Debt - M.F.A.	13,791,097	70,460	13,720,637				13,791,097				70,460			13,720,637	13,720,637					
1.170	Gossip Island Electric Power Supply	57,084	641	56,443				57,084				293		56,791	56,791	56,791					
1.224	Community Health - Homeless Sec.	669,199	669,199					669,199				192,253			476,946	476,946					
1.226	Community Health (CHR) Facilities	1,629,153	1,075,483				553,670	1,629,153				1,629,153			-	-					
1.227	Saturna Island Medical Clinic	28,480	28,480					28,480				1,800			26,680	26,680					
1.228	Galiano Health Service	142,443	142,443					142,443				40			142,403	142,403					
1.230	Traffic Safety Commission	77,680	77,680					77,680				3,700			73,980	73,980					
1.232	Port Renfrew Street Lighting	9,196	9,196					9,196				300	4,053	4,843	4,843	4,843					
1.234	S.S.I. Street Lighting	27,081	27,081					27,081				40			27,041	27,041					
1.235	S. G. I. Small Craft Harbour Facilities	432,653	212,378	70,275			150,000	432,653				5,500	109,670	317,483	317,483	317,483					
1.236	Salt Spring Island Fernwood Dock	32,437	19,627				12,810	32,437				170		32,267	32,267	32,267					
1.238A	Community Transit (S.S.I.)	513,393	508,393				5,000	513,393			107,137	188,506			217,750	217,750					
1.238B	Community Transportation (S.S.I.)	177,444	78,129	16,315			83,000	177,444				1,390			176,054	176,054					
1.280	Regional Parks	13,095,494	9,992,963	498,815		119,770	2,483,946	13,095,495		32,641	20,000	757,379	419,320		11,866,154	11,866,154					
1.280A	Regional Parks - Land Acquisition	4,438,865					4,438,865	4,438,865							4,438,865	4,438,865					
1.290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000					
1.295	McPherson Theatre	785,843	350,000			88,000	347,843	785,843				35,843			750,000	750,000					
1.297	Arts Grants	3,061,862	3,061,862					3,061,862		13,876		185,665			2,862,321	2,862,321					
1.299	Salt Spring Island Arts	122,021	122,021					122,021				70			121,951	121,951					
1.309	Climate Action and Adaptation	504,080	504,080					504,080				27,140			476,940	476,940					
1.310	Land Banking & Housing	3,639,196	1,375,938	2,259,258			4,000	3,639,196		509,537		508,715	2,000		2,618,944	2,618,944					
1.311	Regional Housing Trust Fund	-						-							-	-					
1.313	Animal Care Services	1,217,629	1,207,629				10,000	1,217,629				741,830	30,500		445,299	445,299					
1.314	SGI House Numbering	9,674	9,674					9,674				130			9,544	9,544					
1.316	SSI Building Numbering	9,776	9,776					9,776				30			9,746	9,746					
1.317	JDF Building Numbering	13,386	13,386					13,386				50			13,336	13,336					
1.318	Building Inspection	1,712,916	1,673,136			6,480	33,300	1,712,916		30,677	4,000	4,366	1,127,280		546,593	546,593					
1.319	Soil Deposit Removal	5,764	5,764					5,764				40			5,724	5,724					
1.320	Noise Control	40,510	40,510					40,510				200			40,310	40,310					
1.322	Nuisances & Unsightly Premises	53,734	53,734					53,734				270			53,464	53,464					
1.323	By-Law Enforcement	522,428	485,468				36,960	522,428		491,978		30,450			-	-					
1.324	Regional Planning Services	1,640,433	1,637,933				2,500	1,640,433		207,733	67,080	68,230			1,297,390	1,297,390					
1.325	Electoral Area Services - Planning	823,246	747,476				75,770	823,246		18,510	21,856	2,570	33,290		747,020	747,020					
1.330	Regional Growth Strategy	633,904	633,904					633,904			300,000	24,090			309,814	309,814					
1.335	Geo-Spatial Referencing System	179,446	118,196				61,250	179,446				8,720	8,290		162,436	162,436					
1.350	Willis Point Fire Protect & Recreation	187,157	111,791	1,306		6,560	67,500	187,157				49,415			137,742	137,742					
1.352	South Galiano Fire Protection	485,738	282,896	112,052		5,930	84,860	485,738				330		112,052	373,356	485,408					
1.353	Otter Point Fire Protection	522,583	358,373			5,290	158,920	522,583				310			522,273	522,273					
1.354	Malahat Fire Protection	66,863	66,863					66,863							66,863	66,863					
1.355	Durrance Road Fire Protection	3,110	2,733				377	3,110						3,110	3,110	3,110					
1.356	Pender Fire Protection	1,161,287	891,384	116,400			153,503	1,161,287			116,400	9,480			1,035,407	1,035,407					
1.357	East Sooke Fire Protection	504,147	216,038	155,109			133,000	504,147				27,190	58,270		418,687	418,687					
1.358	Port Renfrew Fire Protection	153,919	126,021	2,898			25,000	153,919				1,130	61,620		91,169	91,169					
1.359	N. Galiano Fire Protection	217,991	157,299	48,872		6,530	5,290	217,991				740		24,440	192,811	217,251					
1.360	Shirley Fire Protection	158,156	87,156			10,000	61,000	158,156				200			157,956	157,956					
1.363	Saturna Island Fire	188,537	188,537					188,537				7,660			180,877	180,877					
1.369	Electoral Area Fire Services - JDF	69,394	58,696			3,593	7,105	69,394				100			69,294	69,294					
1.369	Electoral Area Fire Services - SGI	78,636	66,496			4,077	8,063	78,636							78,636	78,636					
1.370	Juan de Fuca Emergency Program	90,319	74,279				16,040	90,319				220			90,099	90,099					
1.371	S.S.I. Emergency Program	130,944	130,944					130,944				180			130,764	130,764					
1.372	Electoral Area Emergency Program	635,152	627,532				7,620	635,152		479,179		850			155,123	155,123					
1.373	S.G.I. Emergency Program	254,271	239,671				14,600	254,271				2,160			252,111	252,111					

CAPITAL REGIONAL DISTRICT 2023 FINANCIAL PLAN																	Schedule A	
		Expenditures						Revenue										
		Total 2023	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2023	Surplus 2022	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2023		
1.374	Regional Emergency Program Support	147,966	147,966					147,966				7,700			140,266	140,266		
1.375	Hazardous Material Incident Response	362,090	352,530				9,560	362,090				18,330			343,760	343,760		
1.377	J.D.F. Search and Rescue	88,854	88,854					88,854				21,510			67,344	67,344		
1.378	S.S.I. Search and Rescue	23,436	23,436					23,436				100			23,336	23,336		
1.40X	SEAPARC	3,977,321	3,443,355	103,966			430,000	3,977,321				304,885	492,859		3,179,577	3,179,577		
1.405	JDF EA - Community Parks	197,857	177,057				20,800	197,857				800			197,057	197,057		
1.408	JDF EA - Community Recreation	92,439	92,439					92,439				21,020			71,419	71,419		
1.44X	Panorama Rec. Center	8,973,989	7,304,128	854,537			815,324	8,973,989				1,327,792	2,080,015		5,566,183	5,566,183		
1.455	Salt Spring Island - Community Parks	1,033,569	946,254	76,825			10,490	1,033,569		371,110		151,030			511,429	511,429		
1.458	Salt Spring Is.- Community Rec	304,654	304,654					304,654					232,780		71,874	71,874		
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro	2,119,235	1,814,571	52,000			252,664	2,119,235		98,559		17,290	280,500		1,722,886	1,722,886		
1.465	Saturna Island Comm. Parks	25,130	19,258				5,872	25,130				1,200			23,930	23,930		
1.468	Saturna Island - Community Rec.	14,204	14,204					14,204				400			13,804	13,804		
1.475	Mayne Is. Com. Parks & Rec	87,441	80,151			7,290		87,441				270			87,171	87,171		
1.476	Mayne Is. Comm. Parks (reserve)	3,856	3,856					3,856				3,476	380		-	-		
1.478	Mayne Is. Community Rec.	36,389	36,389					36,389				60			36,329	36,329		
1.485	North & South Pender Com. Parks	162,411	119,411				43,000	162,411				1,490			160,921	160,921		
1.488	North & South Pender Com. Rec	67,360	67,360					67,360				900			66,460	66,460		
1.495	Galiano Parks	96,307	81,307				15,000	96,307				60			96,247	96,247		
1.498	Galiano Community Recreation	38,432	38,432					38,432				20			38,412	38,412		
1.521	SWMP -Solid Waste Disposal (Refuse Disposal	23,952,492	23,061,088				891,404	23,952,492				6,272,144	17,680,348		-	-		
1.523	Port Renfrew Refuse Disposal	90,013	84,013				6,000	90,013		16,220		39,447			34,346	34,346		
1.525	Solid Waste Disposal - Debt	227,542	19,015	208,527				227,542				1,390	226,152		-	-		
1.531	Stormwater Quality Management - Sooke	39,060	31,596				7,464	39,060				80			38,980	38,980		
1.533	Stormwater Quality Management - S.G.I.	40,115	40,115					40,115				420			39,695	39,695		
1.535	Stormwater Quality Management - S.S.I.	27,530	27,530					27,530				30			27,500	27,500		
1.536	LWMP-Stormwater Quality Management-Core	749,450	747,340				2,110	749,450			6,240	93,320			649,890	649,890		
1.537	Stormwater Quality Management - Peninsula	120,400	117,509				2,891	120,400				4,060			116,340	116,340		
1.538	Source - Stormwater Quality - Peninsula	56,930	54,670					56,930				1,640			55,290	55,290		
1.57X	Environmental Services	23,366,070	23,048,447				317,623	23,366,070		23,273,670		92,400			-	-		
1.911	911 Systems	2,647,523	1,535,574	1,011,949			100,000	2,647,523			40,000	2,283,697	141,320		182,506	182,506		
1.912A	911 Call Answer - RCMP	-	-					-							-	-		
1.912B	911 Call Answer - Municipalities	-	-					-		782,560		(54,678)			(727,882)	(727,882)		
1.913	913 Fire Dispatch	771,847	765,417				6,430	771,847				13,010			758,837	758,837		
1.921	Regional CREST Contribution	1,792,529	1,792,529					1,792,529				107,010			1,685,519	1,685,519		
1.923	Emergency Comm - CREST - S.G.I.	187,291	187,291					187,291				1,630			185,661	185,661		
1.924	Emergency Comm - CREST - J.D.F.	124,163	124,163					124,163				210			123,953	123,953		
1.925	Emergency Comm - CREST - S.S.I.	147,795	147,795					147,795				120			147,675	147,675		
2.610	Saanich Peninsula Water Supply	7,698,865	6,843,009	255,856			600,000	7,698,865				500	7,698,365		-	-		
2.620	SSI Highland Water System	31,083	325	30,758				31,083				120		30,963	30,963			
2.621	Highland / Fernwood Water - SSI	613,371	330,430	212,051			70,890	613,371			20,000	770	507,601	85,000	85,000			
2.622	Cedars of Tuam	48,712	36,001	4,791				48,712				50	48,662		-	-		
2.624	Beddis Water	264,151	177,140	52,611			34,400	264,151				320	179,000	84,831	84,831			
2.626	Fulford Water	212,574	158,623	17,945			36,006	212,574				890	157,173	54,511	54,511			
2.628	Cedar Lane Water (S.S.I.)	70,503	53,309	7,824			9,370	70,503				180	57,469	12,854	12,854			
2.630	Magic Lakes Estate Water System	967,972	666,508	199,074			102,390	967,972				9,603	378,429	579,940	579,940			
2.640	Saturna Island Water System (Lyal Harbour)	270,588	177,025	41,063			52,500	270,588			15,000	330	130,258	125,000	125,000			
2.642	Skana Water (Mayne)	71,405	51,239	166			20,000	71,405				110	52,769	18,526	18,526			
2.650	Port Renfrew Water	137,580	114,155	1,425			22,000	137,580				1,130	68,225	68,225	68,225			
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-		
2.660	Fernwood Water	14,586	241	14,345				14,586				60		14,526	14,526			
2.665	Sticks Allison Water (Galiano)	67,570	50,570				17,000	67,570			5,000	100	51,470	11,000	11,000			
2.667	Surfside Park Estates (Mayne)	107,948	90,948				17,000	107,948			1,500	100	87,348	19,000	19,000			
2.670	Regional Water Supply	36,991,439	17,537,318	8,944,560		10,200,000	309,561	36,991,439				615,670	36,375,769		-	-		
2.680	Juan de Fuca Water Distribution	23,151,598	14,161,867	2,721,305		6,000,000	268,426	23,151,598		6,000		181,230	22,964,368		-	-		
2.691	Wilderness Mountain Water Service	162,076	126,489	23,587			12,000	162,076				130	89,483	71,963	71,963			
3.700	Septage Disposal - Municipal	205,777	149,027			56,750		205,778				168,250	2,640		34,888	34,888		
3.700	Septage Disposal - JDF Service Area	212	212					212							212	212		
3.701	Millstream Remediation Service	140,154	1,234	138,920				140,154			69,843	470			69,841	69,841		
3.705	S.S.I. Liquid Waste Disposal	976,119	762,636	170,073			43,410	976,119			9,000	1,150	555,570	410,399	410,399			
3.707	On Site System Management Program - LWMP	190,370	190,370					190,370				8,930			181,440	181,440		
3.71X	Trk Swrs & Swge Disp - oper	35,542,509	33,603,344				1,939,165	35,542,509	10,000	1,546,666	205,000	27,932,844			5,847,999	5,847,999		
3.7XX	Trk Swrs - debt	24,307,942	109,778	11,357,194		5,529,745	7,311,225	24,307,942				17,801,073			6,506,869	6,506,869		
3.720	LWMP (Peninsula) - Implementation	24,080	24,080					24,080				210			23,870	23,870		
3.750	LWMP	378,770	329,127				49,643	378,770				161,031			217,739	217,739		
3.752	Harbours Program	354,906	354,906					354,906				24,310			330,596	330,596		
3.755	Regional Source Control	1,590,388	1,590,388					1,590,388		56,810	61,304	91,703	56,080		1,324,491	1,324,491		
3.756	Harbours Environmental Action	67,927	67,927					67,927							67,927	67,927		
3.810	Ganges Sewer	1,181,350	804,617	245,813			130,920	1,181,350			80,000	2,110	1,037,240	62,000	62,000			
3.820	Maliview Estates Sewer System	322,755	140,258	142,747			39,750	322,755				27,160	181,251	114,344	114,344			
3.830	Magic Lake Estates Sewer System	864,600	597,237	174,103			93,260	864,600		11,128		1,240	352,234	499,998	499,998			
3.830D	Magic Lake Estates Sewer Debt	207,774		207,774				207,774							207,774	207,774		
3.850	Port Renfrew Sewer	119,723	106,748	975			12,000	119,723				1,250	59,238	59,235	59,235			
21.ALL	Feasibility Study Reserve Fund - All	-	-					-							-	-		
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-					-							-	-		

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN																Schedule A	
		Expenditures						Revenue									
		Total 2024	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024	
1.010	Legislative & General Government	25,605,290	24,845,493			478,690	281,107	25,605,290	400,000	14,031,007		1,359,710	86,700		9,727,873	9,727,873	
1.10X	Facilities and Risk	3,538,334	3,347,275				191,059	3,538,334		3,144,192		222,525	2,700		168,917	168,917	
1.101	G.I.S.	587,864	563,424			24,440		587,864		515,594		3,400			68,870	68,870	
1.103	Elections	34,070	39				34,031	34,070				70			34,000	34,000	
1.104	U.B.C.M.	13,682	13,682					13,682				90			13,592	13,592	
1.109	Electoral Area Admin Exp - JDF	59,360	59,360					59,360				120			59,240	59,240	
1.110	Electoral Area Admin Exp - SGI	424,072	410,823				13,249	424,072			12,000	17,406			394,666	394,666	
1.111	Electoral Area Admin Exp - SSI	821,060	815,560				5,500	821,060		273,838		680			546,542	546,542	
1.112	Regional Grant in Aid	-						-							-	-	
1.114	Grant-in-Aid - Juan de Fuca	22,209	22,209					22,209				330			21,879	21,879	
1.116	Grant-in-Aid - Salt Spring Island	65,407	65,407					65,407				200			65,207	65,207	
1.117	Grant-in-Aid - Southern Gulf Islands	104,160	104,160					104,160				920			103,240	103,240	
1.119	Vancouver Island Regional Library	330,477	330,477					330,477				560			329,917	329,917	
1.121	Sooke Regional Museum	208,583	208,583					208,583				350			208,233	208,233	
1.123	Prov. Court of B.C. (Family Court)	149,361	58,106				91,255	149,361				149,361			-	-	
1.124	SSI Economic Development Commission	82,330	78,856				3,474	82,330				590			81,740	81,740	
1.125	SGI Economic Development Commission	126,334	126,334					126,334				730			125,604	125,604	
1.126	Victoria Family Court Committee	15,888	15,888					15,888				888			15,000	15,000	
1.128	Greater Victoria Police Victim Services	310,595	310,595					310,595				14,571			296,024	296,024	
1.129	Vancouver Island Regional Library - Debt	369,767		369,767				369,767				369,767			-	-	
1.133	Langford E.A. - Greater Victoria Public Library	32,871	32,871					32,871				80			32,791	32,791	
1.137	Galiano Island Community Use Building	65,740	35,073	27,417			3,250	65,740				250			65,490	65,490	
1.138	Southern Gulf Islands Regional Library	241,839	241,839					241,839				1,700			240,139	240,139	
1.141	Salt Spring Island Public Library	686,395	497,669	173,726			15,000	686,395				2,130			684,265	684,265	
1.15X	Municipalities' Own Debt - M.F.A.	13,080,475	70,460	13,010,015				13,080,475				70,460			13,010,015	13,010,015	
1.170	Gossip Island Electric Power Supply	57,088	645	56,443				57,088				293		56,795	56,795	56,795	
1.224	Community Health - Homeless Sec.	588,631	588,631					588,631				132,253			456,378	456,378	
1.226	Community Health (CHR) Facilities	1,650,863	1,097,193				553,670	1,650,863				1,650,863			-	-	
1.227	Saturna Island Medical Clinic	27,752	27,752					27,752				1,840			25,912	25,912	
1.228	Galiano Health Service	149,483	149,483					149,483				40			149,443	149,443	
1.230	Traffic Safety Commission	79,230	79,230					79,230				3,770			75,460	75,460	
1.232	Port Renfrew Street Lighting	9,355	9,355					9,355				300	4,122	4,933	4,933	4,933	
1.234	S.S.I. Street Lighting	27,620	27,620					27,620				40			27,580	27,580	
1.235	S. G. I. Small Craft Harbour Facilities	436,917	216,642	70,275			150,000	436,917				5,500	111,720	319,697	319,697	319,697	
1.236	Salt Spring Island Fernwood Dock	33,073	20,003				13,070	33,073				170		32,903	32,903	32,903	
1.238A	Community Transit (S.S.I.)	523,554	518,554				5,000	523,554			40,621	230,829			252,104	252,104	
1.238B	Community Transportation (S.S.I.)	180,268	79,588	31,680			69,000	180,268				1,420			178,848	178,848	
1.280	Regional Parks	13,275,746	10,114,529	498,815		122,400	2,540,003	13,275,747		33,235		759,148	425,563		12,057,801	12,057,801	
1.280A	Regional Parks - Land Acquisition	4,631,865					4,631,865	4,631,865							4,631,865	4,631,865	
1.290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000	
1.295	McPherson Theatre	785,843	350,000			90,000	345,843	785,843				35,843			750,000	750,000	
1.297	Arts Grants	3,123,572	3,123,572					3,123,572		14,174		185,665			2,923,733	2,923,733	
1.299	Salt Spring Island Arts	124,459	124,459					124,459				70			124,389	124,389	
1.309	Climate Action and Adaptation	514,170	514,170					514,170				27,690			486,480	486,480	
1.310	Land Banking & Housing	4,354,219	1,281,706	3,068,513			4,000	4,354,219		307,140		405,632	2,000		3,639,447	3,639,447	
1.311	Regional Housing Trust Fund	-						-							-	-	
1.313	Animal Care Services	1,242,218	1,232,218				10,000	1,242,218				756,620	31,060		454,538	454,538	
1.314	SGI House Numbering	9,867	9,867					9,867				130			9,737	9,737	
1.316	SSI Building Numbering	9,972	9,972					9,972				30			9,942	9,942	
1.317	JDF Building Numbering	13,654	13,654					13,654				50			13,604	13,604	
1.318	Building Inspection	1,748,106	1,708,206			6,600	33,300	1,748,106		31,291		4,521	1,149,830		562,464	562,464	
1.319	Soil Deposit Removal	5,873	5,873					5,873				40			5,833	5,833	
1.320	Noise Control	41,294	41,294					41,294				200			41,094	41,094	
1.322	Nuisances & Unsightly Premises	54,778	54,778					54,778				270			54,508	54,508	
1.323	By-Law Enforcement	532,584	495,624				36,960	532,584		501,524		31,060			-	-	
1.324	Regional Planning Services	1,672,630	1,670,130				2,500	1,672,630		211,922	54,658	69,740			1,336,310	1,336,310	
1.325	Electoral Area Services - Planning	827,631	751,861				75,770	827,631		18,880	10,211	2,620	33,960		761,960	761,960	
1.330	Regional Growth Strategy	340,779	340,779					340,779				24,620			316,159	316,159	
1.335	Geo-Spatial Referencing System	183,041	120,561				62,480	183,041				8,890	8,460		165,691	165,691	
1.350	Willis Point Fire Protect & Recreation	206,521	111,204	21,127		6,690	67,500	206,521				49,435			157,086	157,086	
1.352	South Galiano Fire Protection	493,136	288,534	112,052		6,050	86,500	493,136				340		112,052	380,744	492,796	
1.353	Otter Point Fire Protection	533,036	365,526			5,400	162,110	533,036				310			532,726	532,726	
1.354	Malahat Fire Protection	68,197	68,197					68,197							68,197	68,197	
1.355	Durrance Road Fire Protection	3,170	2,736				434	3,170						3,170	3,170	3,170	
1.356	Pender Fire Protection	1,182,193	909,220	116,400			156,573	1,182,193			116,400	9,669			1,056,124	1,056,124	
1.357	East Sooke Fire Protection	511,456	220,347	155,109			136,000	511,456				27,720	59,440		424,296	424,296	
1.358	Port Renfrew Fire Protection	156,423	128,525	2,898			25,000	156,423				1,150	62,850		92,423	92,423	
1.359	N. Galiano Fire Protection	221,364	160,432	48,872		6,660	5,400	221,364				760		24,440	196,164	220,604	
1.360	Shirley Fire Protection	160,083	89,083			10,000	61,000	160,083				200			159,883	159,883	
1.363	Saturna Island Fire	193,608	193,608					193,608				7,810			185,798	185,798	
1.369	Electoral Area Fire Services - JDF	70,781	59,940			3,663	7,178	70,781				100			70,681	70,681	
1.369	Electoral Area Fire Services - SGI	80,209	67,907			4,157	8,145	80,209							80,209	80,209	
1.370	Juan de Fuca Emergency Program	91,868	75,748				16,120	91,868				220			91,648	91,648	
1.371	S.S.I. Emergency Program	132,010	132,010					132,010				180			131,830	131,830	
1.372	Electoral Area Emergency Program	648,675	640,905				7,770	648,675		489,721		870			158,084	158,084	
1.373	S.G.I. Emergency Program	259,008	244,408				14,600	259,008				2,200			256,808	256,808	

CAPITAL REGIONAL DISTRICT 2024 FINANCIAL PLAN																Schedule A			
		Expenditures					Transfers to Reserves	Revenue											
		Total 2024	Operations	Interest & Principal	Deficit	Capital		Total 2024	Surplus 2023	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2024			
1.374	Regional Emergency Program Support	151,129	151,129					151,129				7,850			143,279	143,279			
1.375	Hazardous Material Incident Response	369,313	359,753				9,560	369,313				18,700			350,613	350,613			
1.377	J.D.F. Search and Rescue	90,632	90,632					90,632				21,940			68,692	68,692			
1.378	S.S.I. Search and Rescue	23,436	23,436					23,436				100			23,336	23,336			
1.40X	SEAPARC	4,059,398	3,515,432	103,966			440,000	4,059,398				310,881	502,718		3,245,799	3,245,799			
1.405	JDF EA - Community Parks	201,903	180,683				21,220	201,903				820			201,083	201,083			
1.408	JDF EA - Community Recreation	94,322	94,322					94,322				21,440			72,882	72,882			
1.44X	Panorama Rec. Center.	9,125,983	7,455,960	374,910			1,295,114	9,125,983				1,350,663	2,121,619		5,653,701	5,653,701			
1.455	Salt Spring Island - Community Parks	1,051,915	964,490	76,825			10,600	1,051,915		378,530		154,040			519,345	519,345			
1.458	Salt Spring Is.- Community Rec	310,580	310,580					310,580					237,640		72,940	72,940			
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro	2,486,485	1,769,759	457,764			258,962	2,486,485		98,870		17,640	286,110		2,083,865	2,083,865			
1.465	Saturna Island Comm. Parks	25,640	19,628				6,012	25,640				1,230			24,410	24,410			
1.468	Saturna Island - Community Rec.	14,488	14,488					14,488				410			14,078	14,078			
1.475	Mayne Is. Com. Parks & Rec	89,196	81,746			7,450		89,196				270			88,926	88,926			
1.476	Mayne Is. Comm. Parks (reserve)	3,885	3,885					3,885				3,505	380		-	-			
1.478	Mayne Is. Community Rec.	36,727	36,727					36,727				60			36,667	36,667			
1.485	North & South Pender Com. Parks	164,770	121,770				43,000	164,770				1,510			163,260	163,260			
1.488	North & South Pender Com. Rec	68,753	68,753					68,753				920			67,833	67,833			
1.495	Galiano Parks	97,925	82,925				15,000	97,925				60			97,865	97,865			
1.498	Galiano Community Recreation	39,209	39,209					39,209				20			39,189	39,189			
1.521	SWMP -Solid Waste Disposal (Refuse Disposal	27,044,000	23,149,534				3,894,466	27,044,000				9,497,144	17,546,856		-	-			
1.523	Port Renfrew Refuse Disposal	91,675	85,675				6,000	91,675		16,540		40,282			34,853	34,853			
1.525	Solid Waste Disposal - Debt	361,034	13,244	347,790				361,034				1,390	359,644		-	-			
1.531	Stormwater Quality Management - Sooke	39,840	32,232				7,608	39,840				80			39,760	39,760			
1.533	Stormwater Quality Management - S.G.I.	40,912	40,912					40,912				430			40,482	40,482			
1.535	Stormwater Quality Management - S.S.I.	27,530	27,530					27,530				30			27,500	27,500			
1.536	LWMP-Stormwater Quality Management-Core	764,440	762,290				2,150	764,440			6,360	95,190			662,890	662,890			
1.537	Stormwater Quality Management - Peninsula	122,810	119,860				2,950	122,810				4,140			118,670	118,670			
1.538	Source - Stormwater Quality - Peninsula	58,070	55,759				2,311	58,070				1,670			56,400	56,400			
1.57X	Environmental Services	23,852,956	23,535,333				317,623	23,852,956		23,760,556		92,400			-	-			
1.911	911 Systems	2,666,555	1,552,606	1,011,949			102,000	2,666,555			30,000	2,304,097	141,320		191,138	191,138			
1.912A	911 Call Answer - RCMP	-	-					-							-	-			
1.912B	911 Call Answer - Municipalities	-	-					-		782,560		(54,678)			(727,882)	(727,882)			
1.913	913 Fire Dispatch	790,788	784,228				6,560	790,788				13,260			777,528	777,528			
1.921	Regional CREST Contribution	1,828,220	1,828,220					1,828,220				109,090			1,719,130	1,719,130			
1.923	Emergency Comm - CREST - S.G.I.	191,019	191,019					191,019				1,630			189,389	189,389			
1.924	Emergency Comm - CREST - J.D.F.	126,636	126,636					126,636				210			126,426	126,426			
1.925	Emergency Comm - CREST - S.S.I.	150,742	150,742					150,742				120			150,622	150,622			
2.610	Saanich Peninsula Water Supply	8,016,296	7,019,883	646,413			350,000	8,016,296				500	8,015,796		-	-			
2.620	SSI Highland Water System	31,087	329	30,758				31,087				120		30,967		30,967			
2.621	Highland / Fernwood Water - SSI	621,462	337,001	212,051			72,410	621,462			20,000	780	510,682	90,000		90,000			
2.622	Cedars of Tuam	71,964	30,507	35,477			5,980	71,964				50	71,914		-	-			
2.624	Beddis Water	267,720	177,599	34,571			55,550	267,720				320	182,569	84,831		84,831			
2.626	Fulford Water	247,080	153,625	75,605			17,850	247,080				900	160,315	85,865		85,865			
2.628	Cedar Lane Water (S.S.I.)	71,658	54,374	7,824			9,460	71,658				180	58,624	12,854		12,854			
2.630	Magic Lakes Estate Water System	981,048	679,584	199,074			102,390	981,048				9,603	385,705	585,740		585,740			
2.640	Saturna Island Water System (Lyal Harbour)	279,030	185,467	41,063			52,500	279,030			20,000	330	138,700	120,000		120,000			
2.642	Skana Water (Mayne)	76,502	51,813	2,689			22,000	76,502				110	53,693	22,699		22,699			
2.650	Port Renfrew Water	158,390	113,342	23,048			22,000	158,390				1,150	78,620	78,620		78,620			
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-			
2.660	Fernwood Water	14,590	245	14,345				14,590				60		14,530		14,530			
2.665	Sticks Allison Water (Galiano)	68,436	51,436				17,000	68,436			5,000	100	52,336	11,000		11,000			
2.667	Surfside Park Estates (Mayne)	108,272	91,272				17,000	108,272				100	91,172	17,000		17,000			
2.670	Regional Water Supply	38,082,551	17,962,498	5,152,302		14,652,000	315,751	38,082,551				615,670	37,466,881		-	-			
2.680	Juan de Fuca Water Distribution	24,184,947	14,559,836	2,851,316		6,500,000	273,795	24,184,947		6,000		181,230	23,997,717		-	-			
2.691	Wilderness Mountain Water Service	167,878	132,291	23,587			12,000	167,878				130	90,634	73,114		73,114			
3.700	Septage Disposal - Municipal	209,906	152,026			57,880		209,906				171,610	2,690		35,606	35,606			
3.700	Septage Disposal - JDF Service Area	217	217					217							217	217			
3.701	Millstream Remediation Service	140,170	1,250	138,920				140,170			69,851	470			69,849	69,849			
3.705	S.S.I. Liquid Waste Disposal	1,102,769	748,205	311,074			43,490	1,102,769				1,160	566,680	534,929		534,929			
3.707	On Site System Management Program - LWMP	190,540	190,540					190,540				9,100			181,440	181,440			
3.71X	Trk Swrs & Swge Disp - oper	36,750,913	34,738,281				2,012,632	36,750,913	10,000	1,577,604	615,482	28,656,231			5,891,596	5,891,596			
3.7XX	Trk Swrs - debt	23,984,530	115,408	14,988,258		5,529,745	3,351,119	23,984,530				17,868,921			6,115,609	6,115,609			
3.720	LWMP (Peninsula) - Implementation	24,557	24,557					24,557				210			24,347	24,347			
3.750	LWMP	386,340	335,717				50,623	386,340				164,248			222,092	222,092			
3.752	Harbours Program	362,019	362,019					362,019				24,800			337,219	337,219			
3.755	Regional Source Control	1,622,194	1,622,194					1,622,194		57,950	64,311	91,743	57,200		1,350,990	1,350,990			
3.756	Harbours Environmental Action	69,287	69,287					69,287							69,287	69,287			
3.810	Ganges Sewer	1,147,123	768,970	245,813			132,340	1,147,123			30,000	2,130	1,049,993	65,000		65,000			
3.820	Maliview Estates Sewer System	366,149	183,042	142,747			40,360	366,149			40,000	27,160	184,645	114,344		114,344			
3.830	Magic Lake Estates Sewer System	876,434	609,071	174,103			93,260	876,434		11,372		1,260	413,804	449,998		449,998			
3.830D	Magic Lake Estates Sewer Debt	207,774	207,774					207,774						207,774		207,774			
3.850	Port Renfrew Sewer	150,167	120,812	17,355			12,000	150,167				1,270	74,452	74,445		74,445			
21.ALL	Feasibility Study Reserve Fund - All	-	-					-							-	-			
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-					-							-	-			

CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN																Schedule A			
		Expenditures						Revenue											
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus 2024	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2025			
1.010	Legislative & General Government	26,155,448	25,382,678			488,270	284,500	26,155,448	400,000	14,312,451		1,366,780	87,630		9,988,587	9,988,587			
1.10X	Facilities and Risk	3,605,699	3,413,859				191,840	3,605,699		3,206,412		224,292	2,700		172,295	172,295			
1.101	G.I.S.	600,223	575,293			24,930		600,223		526,513		3,460			70,250	70,250			
1.103	Elections	36,070	39				36,031	36,070				70			36,000	36,000			
1.104	U.B.C.M.	13,950	13,950					13,950				90			13,860	13,860			
1.109	Electoral Area Admin Exp - JDF	60,563	60,563					60,563				120			60,443	60,443			
1.110	Electoral Area Admin Exp - SGI	432,785	419,285				13,500	432,785			10,000	17,692			405,093	405,093			
1.111	Electoral Area Admin Exp - SSI	838,312	832,812				5,500	838,312		279,677		700			557,935	557,935			
1.112	Regional Grant in Aid	-						-							-	-			
1.114	Grant-in-Aid - Juan de Fuca	22,253	22,253					22,253				340			21,913	21,913			
1.116	Grant-in-Aid - Salt Spring Island	66,715	66,715					66,715				200			66,515	66,515			
1.117	Grant-in-Aid - Southern Gulf Islands	104,227	104,227					104,227				940			103,287	103,287			
1.119	Vancouver Island Regional Library	337,086	337,086					337,086				570			336,516	336,516			
1.121	Sooke Regional Museum	212,754	212,754					212,754				360			212,394	212,394			
1.123	Prov. Court of B.C. (Family Court)	149,360	59,264				90,096	149,360				149,360			-	-			
1.124	SSI Economic Development Commission	83,970	80,034				3,936	83,970				600			83,370	83,370			
1.125	SGI Economic Development Commission	128,429	128,429					128,429				740			127,689	127,689			
1.126	Victoria Family Court Committee	15,888	15,888					15,888				888			15,000	15,000			
1.128	Greater Victoria Police Victim Services	316,803	316,803					316,803				14,461			302,342	302,342			
1.129	Vancouver Island Regional Library - Debt	369,767		369,767				369,767				369,767			-	-			
1.133	Langford E.A. - Greater Victoria Public Library	33,524	33,524					33,524				80			33,444	33,444			
1.137	Galiano Island Community Use Building	67,050	35,776	27,417			3,857	67,050				250			66,800	66,800			
1.138	Southern Gulf Islands Regional Library	246,675	246,675					246,675				1,740			244,935	244,935			
1.141	Salt Spring Island Public Library	696,304	507,578	173,726			15,000	696,304				2,160			694,144	694,144			
1.15X	Municipalities' Own Debt - M.F.A.	11,873,721	70,460	11,803,261				11,873,721				70,460			11,803,261	11,803,261			
1.170	Gossip Island Electric Power Supply	57,093	650	56,443				57,093				290		56,803	56,803	56,803			
1.224	Community Health - Homeless Sec.	561,755	561,755					561,755				132,253			429,502	429,502			
1.226	Community Health (CHR) Facilities	1,673,020	1,119,350				553,670	1,673,020				1,673,020			-	-			
1.227	Saturna Island Medical Clinic	28,483	28,483					28,483				1,880			26,603	26,603			
1.228	Galiano Health Service	156,874	156,874					156,874				40			156,834	156,834			
1.230	Traffic Safety Commission	80,820	80,820					80,820				3,850			76,970	76,970			
1.232	Port Renfrew Street Lighting	9,514	9,514					9,514				300	4,192	5,022	5,022	5,022			
1.234	S.S.I. Street Lighting	28,169	28,169					28,169				40			28,129	28,129			
1.235	S. G. I. Small Craft Harbour Facilities	441,241	220,966	70,275			150,000	441,241				5,500	113,830	321,911	321,911	321,911			
1.236	Salt Spring Island Fernwood Dock	33,710	20,380				13,330	33,710				170		33,540	33,540	33,540			
1.238A	Community Transit (S.S.I.)	533,918	528,918				5,000	533,918			6,329	235,442			292,147	292,147			
1.238B	Community Transportation (S.S.I.)	184,123	81,078	47,045			56,000	184,123				1,450			182,673	182,673			
1.280	Regional Parks	13,549,387	10,335,346	498,815		125,100	2,590,126	13,549,387		33,834	8,000	760,950	431,929		12,314,674	12,314,674			
1.280A	Regional Parks - Land Acquisition	4,824,865					4,824,865	4,824,865							4,824,865	4,824,865			
1.290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000			
1.295	McPherson Theatre	785,843	350,000			90,000	345,843	785,843				35,843			750,000	750,000			
1.297	Arts Grants	3,186,526	3,186,526					3,186,526		14,480		185,665			2,986,381	2,986,381			
1.299	Salt Spring Island Arts	126,949	126,949					126,949				70			126,879	126,879			
1.309	Climate Action and Adaptation	524,460	524,460					524,460				28,250			496,210	496,210			
1.310	Land Banking & Housing	4,176,824	1,307,854	2,864,970			4,000	4,176,824		313,142		371,271	2,000		3,490,411	3,490,411			
1.311	Regional Housing Trust Fund	-						-							-	-			
1.313	Animal Care Services	1,267,250	1,257,250				10,000	1,267,250				771,750	31,620		463,880	463,880			
1.314	SGI House Numbering	10,062	10,062					10,062				130			9,932	9,932			
1.316	SSI Building Numbering	10,170	10,170					10,170				30			10,140	10,140			
1.317	JDF Building Numbering	13,928	13,928					13,928				50			13,878	13,878			
1.318	Building Inspection	1,783,972	1,743,952			6,720	33,300	1,783,972		31,920		4,510	1,172,830		574,712	574,712			
1.319	Soil Deposit Removal	5,984	5,984					5,984				40			5,944	5,944			
1.320	Noise Control	42,101	42,101					42,101				200			41,901	41,901			
1.322	Nuisances & Unsightly Premises	55,839	55,839					55,839				270			55,569	55,569			
1.323	By-Law Enforcement	542,935	505,975				36,960	542,935		511,255		31,680			-	-			
1.324	Regional Planning Services	1,705,463	1,702,963				2,500	1,705,463		216,191	55,102	71,130			1,363,040	1,363,040			
1.325	Electoral Area Services - Planning	854,575	778,805				75,770	854,575		19,260	20,805	2,670	34,640		777,200	777,200			
1.330	Regional Growth Strategy	347,792	347,792					347,792				25,110			322,682	322,682			
1.335	Geo-Spatial Referencing System	186,687	122,957				63,730	186,687				9,060	8,630		168,997	168,997			
1.350	Willis Point Fire Protect & Recreation	208,856	113,409	21,127		6,820	67,500	208,856				49,455			159,401	159,401			
1.352	South Galiano Fire Protection	500,269	294,277	112,052		6,170	87,770	500,269				350		112,052	387,867	499,919			
1.353	Otter Point Fire Protection	543,706	372,836			5,510	165,360	543,706				320			543,386	543,386			
1.354	Malahat Fire Protection	69,562	69,562					69,562							69,562	69,562			
1.355	Durrance Road Fire Protection	3,230	2,739				491	3,230						3,230	3,230	3,230			
1.356	Pender Fire Protection	1,203,510	927,406	116,400			159,704	1,203,510			116,400	9,863			1,077,247	1,077,247			
1.357	East Sooke Fire Protection	518,860	224,751	155,109			139,000	518,860				28,260	60,630		429,970	429,970			
1.358	Port Renfrew Fire Protection	156,111	131,111				25,000	156,111				1,170	64,110		90,831	90,831			
1.359	N. Galiano Fire Protection	224,811	163,639	48,872		6,790	5,510	224,811				780		24,440	199,591	224,031			
1.360	Shirley Fire Protection	162,052	91,052			10,000	61,000	162,052				200			161,852	161,852			
1.363	Saturna Island Fire	203,680	203,680					203,680				7,970			195,710	195,710			
1.369	Electoral Area Fire Services - JDF	72,195	61,142			3,738	7,315	72,195				100			72,095	72,095			
1.369	Electoral Area Fire Services - SGI	81,815	69,272			4,242	8,301	81,815							81,815	81,815			
1.370	Juan de Fuca Emergency Program	93,463	77,263				16,200	93,463				220			93,243	93,243			
1.371	S.S.I. Emergency Program	133,089	133,089					133,089				180			132,909	132,909			
1.372	Electoral Area Emergency Program	662,470	654,540				7,930	662,470		499,520		890			162,060	162,060			
1.373	S.G.I. Emergency Program	263,889	249,289				14,600	263,889				2,240			261,649	261,649			

CAPITAL REGIONAL DISTRICT 2025 FINANCIAL PLAN								Schedule A								
		Expenditures					Revenue									
		Total 2025	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2025	Surplus 2024	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2025
1.374	Regional Emergency Program Support	154,346	154,346					154,346				8,010			146,336	146,336
1.375	Hazardous Material Incident Response	376,501	366,941				9,560	376,501				19,070			357,431	357,431
1.377	J.D.F. Search and Rescue	92,441	92,441					92,441				22,370			70,071	70,071
1.378	S.S.I. Search and Rescue	23,436	23,436					23,436				100			23,336	23,336
1.40X	SEAPARC	4,082,049	3,588,083	53,966			440,000	4,082,049				316,998	512,772		3,252,279	3,252,279
1.405	JDF EA - Community Parks	206,016	184,376				21,640	206,016				840			205,176	205,176
1.408	JDF EA - Community Recreation	96,253	96,253					96,253				21,860			74,393	74,393
1.44X	Panorama Rec. Center.	9,143,858	7,608,168				1,295,279	9,143,858				1,373,986	2,164,052		5,605,820	5,605,820
1.455	Salt Spring Island - Community Parks	1,070,755	983,120	76,825			10,810	1,070,755		386,100		157,130			527,525	527,525
1.458	Salt Spring Is.- Community Rec	316,362	316,362					316,362					242,390		73,972	73,972
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Pro	2,527,711	1,806,161	457,764			263,786	2,527,711		99,163		17,960	291,830		2,118,758	2,118,758
1.465	Saturna Island Comm. Parks	26,150	19,997				6,153	26,150				1,250			24,900	24,900
1.468	Saturna Island - Community Rec.	14,782	14,782					14,782				420			14,362	14,362
1.475	Mayne Is. Com. Parks & Rec	90,982	83,372			7,610		90,982				270			90,712	90,712
1.476	Mayne Is. Comm. Parks (reserve)	3,960	3,960					3,960				3,570	390		-	-
1.478	Mayne Is. Community Rec.	33,895	33,895					33,895				60			33,835	33,835
1.485	North & South Pender Com. Parks	167,170	124,170				43,000	167,170				1,530			165,640	165,640
1.488	North & South Pender Com. Rec	70,167	70,167					70,167				940			69,227	69,227
1.495	Galiano Parks	99,575	84,575				15,000	99,575				60			99,515	99,515
1.498	Galiano Community Recreation	39,997	39,997					39,997				20			39,977	39,977
1.521	SWMP -Solid Waste Disposal (Refuse Disposal	26,965,024	23,418,344				3,546,680	26,965,024				9,497,144	17,467,880		-	-
1.523	Port Renfrew Refuse Disposal	93,408	87,368				6,040	93,408		16,870		41,194			35,344	35,344
1.525	Solid Waste Disposal - Debt	440,010	1,390	438,620				440,010				1,390	438,620		-	-
1.531	Stormwater Quality Management - Sooke	40,640	32,868				7,772	40,640				80			40,560	40,560
1.533	Stormwater Quality Management - S.G.I.	41,731	41,731					41,731				440			41,291	41,291
1.535	Stormwater Quality Management - S.S.I.	27,530	27,530					27,530				30			27,500	27,500
1.536	LWMP-Stormwater Quality Management-Core	779,740	777,550				2,190	779,740			6,490	97,100			676,150	676,150
1.537	Stormwater Quality Management - Peninsula	125,260	122,250				3,010	125,260				4,220			121,040	121,040
1.538	Source - Stormwater Quality - Peninsula	59,230	56,870				2,360	59,230				1,700			57,530	57,530
1.57X	Environmental Services	24,350,117	24,032,494				317,623	24,350,117		24,257,717		92,400			-	-
1.911	911 Systems	2,681,130	1,565,141	1,011,949			104,040	2,681,130			20,000	2,324,907	141,320		194,903	194,903
1.912A	911 Call Answer - RCMP	-	-					-							-	-
1.912B	911 Call Answer - Municipalities	-	-					-		782,560		(54,678)			(727,882)	(727,882)
1.913	913 Fire Dispatch	806,604	799,914				6,690	806,604				13,520			793,084	793,084
1.921	Regional CREST Contribution	1,864,624	1,864,624					1,864,624				111,210			1,753,414	1,753,414
1.923	Emergency Comm - CREST - S.G.I.	194,827	194,827					194,827				1,630			193,197	193,197
1.924	Emergency Comm - CREST - J.D.F.	129,161	129,161					129,161				210			128,951	128,951
1.925	Emergency Comm - CREST - S.S.I.	153,750	153,750					153,750				120			153,630	153,630
2.610	Saanich Peninsula Water Supply	8,428,732	7,208,068	920,664			300,000	8,428,732				500	8,428,232		-	-
2.620	SSI Highland Water System	12,981	333	12,648				12,981				120		12,861	12,861	12,861
2.621	Highland / Fernwood Water - SSI	609,210	323,299	212,051			73,860	609,210				790	513,420	95,000	95,000	95,000
2.622	Cedars of Tuam	82,589	41,072	35,477			6,040	82,589			10,000	50	72,539		-	-
2.624	Beddis Water	286,348	196,117	34,571			55,660	286,348			15,000	320	186,197	84,831	84,831	84,831
2.626	Fulford Water	253,304	156,689	75,605			21,010	253,304				910	163,529	88,865	88,865	88,865
2.628	Cedar Lane Water (S.S.I.)	92,006	75,456				16,550	92,006			20,000	180	59,796	12,030	12,030	12,030
2.630	Magic Lakes Estate Water System	989,695	692,858	194,447			102,390	989,695				9,613	388,482	591,600	591,600	591,600
2.640	Saturna Island Water System (Lyllal Harbour)	263,453	169,152	21,801			72,500	263,453				230	148,223	115,000	115,000	115,000
2.642	Skana Water (Mayne)	88,347	61,758	4,589			22,000	88,347			5,000	110	54,638	28,599	28,599	28,599
2.650	Port Renfrew Water	163,572	117,574	23,998			22,000	163,572				1,180	81,196	81,196	81,196	81,196
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-
2.660	Fernwood Water	7,030	249	6,781				7,030				60		6,970	6,970	6,970
2.665	Sticks Allison Water (Galiano)	64,376	47,376				17,000	64,376				100	53,276	11,000	11,000	11,000
2.667	Surfside Park Estates (Mayne)	110,082	93,082				17,000	110,082				100	94,982	15,000	15,000	15,000
2.670	Regional Water Supply	39,475,779	18,084,254	5,196,255		15,873,204	322,066	39,475,779				615,673	38,860,106		-	-
2.680	Juan de Fuca Water Distribution	25,185,545	15,036,929	2,869,346		7,000,000	279,270	25,185,545		6,000		181,230	24,998,315		-	-
2.691	Wilderness Mountain Water Service	166,213	130,626	23,587			12,000	166,213				130	91,802	74,281	74,281	74,281
3.700	Septage Disposal - Municipal	214,127	155,087			59,040		214,127				175,040	2,740		36,347	36,347
3.700	Septage Disposal - JDF Service Area	221	221					221							221	221
3.701	Millstream Remediation Service	140,186	1,266	138,920				140,186			69,859	470			69,857	69,857
3.705	S.S.I. Liquid Waste Disposal	1,067,498	763,133	260,805			43,560	1,067,498				1,170	578,020	488,308	488,308	488,308
3.707	On Site System Management Program - LWMP	190,710	190,710					190,710				9,270			181,440	181,440
3.71X	Trk Swrs & Swge Disp - oper	38,445,445	36,354,673				2,090,772	38,445,445	10,000	1,609,165	1,415,000	29,198,241			6,213,039	6,213,039
3.7XX	Trk Swrs - debt	24,596,477	120,408	11,253,776		5,529,745	7,692,548	24,596,477				17,868,921			6,727,556	6,727,556
3.720	LWMP (Peninsula) - Implementation	25,047	25,047					25,047				210			24,837	24,837
3.750	LWMP	394,070	342,444				51,626	394,070				167,534			226,536	226,536
3.752	Harbours Program	369,254	369,254					369,254				25,300			343,954	343,954
3.755	Regional Source Control	1,654,625	1,654,625					1,654,625		59,110	67,382	91,783	58,340		1,378,010	1,378,010
3.756	Harbours Environmental Action	70,672	70,672					70,672							70,672	70,672
3.810	Ganges Sewer	1,133,218	753,615	245,813			133,790	1,133,218				2,150	1,060,880	70,188	70,188	70,188
3.820	Maliview Estates Sewer System	329,547	145,870	142,747			40,930	329,547				27,700	187,503	114,344	114,344	114,344
3.830	Magic Lake Estates Sewer System	888,496	621,133	174,103			93,260	888,496		11,600		1,280	475,615	400,001	400,001	400,001
3.830D	Magic Lake Estates Sewer Debt	207,774	207,774					207,774							207,774	207,774
3.850	Port Renfrew Sewer	213,896	113,426	88,430			12,040	213,896				1,290	106,306	106,300	106,300	106,300
21.ALL	Feasibility Study Reserve Fund - All	-	-					-							-	-
21.E.A.	Feasibility Study Reserve Fund - E.A.	-	-					-							-	-

**SCHEDULE B**

**CAPITAL REGIONAL DISTRICT  
CAPITAL EXPENDITURE PLAN SUMMARY - 2021 to 2025**

<b>EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)</b>		<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>TOTAL</b>
<b>EXPENDITURE</b>							
B	Buildings	46,015,926	164,703,000	12,845,800	5,511,500	795,000	229,871,226
E	Equipment	16,769,696	11,482,994	8,108,716	4,789,704	3,243,223	44,394,333
L	Land	14,577,947	4,755,000	4,530,000	4,975,000	4,200,000	33,037,947
S	Engineered Structures	204,767,919	87,149,713	76,925,709	59,537,745	35,721,145	464,102,231
V	Vehicles	3,878,000	1,958,000	1,520,000	2,226,000	873,000	10,455,000
		<b>286,009,489</b>	<b>270,048,707</b>	<b>103,930,225</b>	<b>77,039,949</b>	<b>44,832,368</b>	<b>781,860,738</b>
<b>SOURCE OF FUNDS</b>							
C	Capital Funds on Hand	52,197,420	22,299,095	23,752,969	26,057,745	16,689,745	140,996,975
D	Debenture Debt (New Debt Only)	49,178,000	63,518,000	48,577,541	30,285,375	14,350,000	205,908,916
E	ERF	6,597,653	4,173,494	3,883,516	3,972,704	2,456,223	21,083,590
G	Grants (Federal, Provincial)	104,862,077	10,741,518	3,541,500	2,425,000	25,000	121,595,095
R	Reserve Fund	44,074,820	34,091,600	24,174,699	14,299,125	11,311,400	127,951,644
O	Other	29,099,518	135,225,000	-	-	-	164,324,518
		<b>286,009,489</b>	<b>270,048,707</b>	<b>103,930,225</b>	<b>77,039,949</b>	<b>44,832,368</b>	<b>781,860,738</b>

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2021													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		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	62,200					62,200			62,200			62,200
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	199,075					199,075	100,000		99,075			199,075
1.018	Health & Capital Planning Strategies	3,000					3,000			3,000			3,000
1.022	Information Technology	715,250					715,250	695,000		20,250			715,250
1.024	GM - Planning & Protective Services	-					-			-			-
1.025	Corporate Emergency	-					-			-			-
1.105	Facilities Management	18,600	120,000				138,600			138,600			138,600
1.106	Facilities and Risk	65,000		2,234,729			2,299,729	109,729				2,190,000	2,299,729
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				1,624,000		1,624,000	362,000	710,000			552,000	1,624,000
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	6,863,627	11,150,000	20,410,267	3,345,267	1,040,000	209,000	1,275,000	14,426,000	20,410,267
1.290	Royal Theatre	212,000		1,706,000			1,918,000	50,000			599,000	752,000	1,918,000
1.295	McPherson Theatre	170,000		1,085,000			1,255,000	370,000			505,000	371,000	1,255,000
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		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	32,300					32,300			32,300			32,300
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	161,865	-	38,000			199,865		-	120,000	41,865	38,000	199,865
1.352	South Galiano Fire		-	603,000			603,000		600,000	3,000			603,000
1.353	Otter Point Fire	296,692		60,000			356,692	20,000		296,692		40,000	356,692
1.356	Pender Island Fire	24,500	625,000	53,000			702,500			104,500		53,000	702,500
1.357	East Sooke Fire	36,000	30,000				66,000	30,000		12,000		24,000	66,000
1.358	Port Renfrew Fire	10,000					10,000			10,000			10,000
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	47,000					47,000					47,000	47,000
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			220,000			220,000				220,000		220,000
1.40X	SEAPARC	316,700	-	424,500	35,000	-	776,200	37,000	-	89,700	470,000	179,500	776,200
1.44x	Panorama Recreation	1,767,838	603,000	3,669,179	80,000		6,120,017	487,179	1,753,000	952,600	1,354,777	1,572,461	6,120,017
1.455	SSI Community Parks	75,000	65,000		290,000		430,000		-	5,000	125,000	230,000	430,000
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	960,000	1,519,000		-	27,500	246,500	1,245,000	1,519,000
1.465	Saturna Island Community Parks				33,000		33,000					33,000	33,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2021													Schedule B
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
1.475	Mayne Island Community Parks	-		-	33,000		33,000				15,000	18,000	
1.485	Pender Island Community Parks			15,000	261,563		276,563				243,963	32,600	
1.495	Galiano Community Parks				49,145		49,145	6,186				42,959	
1.521	Environmental Resource Management	843,000			10,133,000		10,976,000	1,953,000	-	643,000		8,380,000	
1.523	Port Renfrew Refuse Disposal	15,000			15,000		30,000			15,000		15,000	
1.575	Environmental Administration Services	7,000					7,000			7,000			
1.576	Environmental Engineering Services	40,000	125,000				165,000	45,000		120,000			
1.577	IW - Environmental Operations	776,200					776,200			776,200			
1.578	Environmental Protection	415,000	42,000				457,000			457,000			
1.579	Environmental Water Quality	21,000					21,000			21,000			
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000			
1.913	913 Fire Dispatch	5,000					5,000			5,000			
2.610	Saanich Peninsula Water Supply	133,000			3,425,000		3,558,000		-	60,000		3,498,000	
2.620	Highland Water (SSI)				117,067		117,067	117,067					
2.621	Highland & Fernwood Water (SSI)	74,000			620,000		694,000	50,000	490,000		85,000	69,000	
2.622	Cedars of Tuam Water (SSI)	36,000			-		36,000		-		30,000	6,000	
2.624	Beddis Water (SSI)	132,000			36,000		168,000		-		150,000	18,000	
2.626	Fulford Water (SSI)	13,000			120,000		133,000		-		80,000	53,000	
2.628	Cedar Lane Water (SSI)				105,000		105,000				65,000	40,000	
2.630	Magic Lake Estates Water (Pender)	250,000			90,000		340,000					340,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)	20,000			55,000		75,000		-		55,000	20,000	
2.642	Skana Water (Mayne)	-			50,000		50,000		-			50,000	
2.650	Port Renfrew Water	35,000			-		35,000		-		25,000	10,000	
2.660	Fernwood Water (SSI)					-	-		-				
2.665	Sticks Allison Water (Galiano)	9,500					9,500					9,500	
2.667	Surfside Park Estates (Mayne)	25,000					25,000					25,000	
2.670	Regional Water Supply	4,670,000	520,000	480,000	15,048,000	1,615,350	22,333,350	20,223,350	1,800,000	310,000			
2.680	JDF Water Distribution	745,000	650,000	540,000	24,065,000		26,000,000	13,125,000	5,435,000	450,000		4,630,000	2,360,000
2.691	Wilderness Mountain Water Service				54,000		54,000				50,000	4,000	
3.701	Millstream Site Remediation					632,597	632,597	289,397			343,200		
3.705	SSI Septage / Composting				152,700		152,700	30,000	-		47,700	75,000	
3.718	Saanich Peninsula Wastewater	192,500			4,065,000		4,257,500	100,000		342,500		3,815,000	
3.798C	Debt - Core Area Wastewater Treatment Program	1,080,000	840,000		126,774,817		128,694,817	9,674,745	31,300,000		87,720,072		
3.810	Ganges Sewer Utility (SSI)	106,500			357,500		464,000				140,000	324,000	
3.820	Maliview Sewer Utility (SSI)				525,000		525,000		300,000		200,000	25,000	
3.830	Magic Lake Sewer Utility (Pender)				8,780,000		8,780,000		5,750,000		3,000,000	30,000	
3.850	Port Renfrew Sewer				50,000		50,000		-		30,000	20,000	
TOTAL		16,769,696	3,878,000	46,015,926	204,767,919	14,577,947	286,009,489	52,197,420	49,178,000	6,597,653	104,862,077	44,074,820	29,099,518

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2022													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	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	1,491,350					1,491,350	1,479,000		12,350			1,491,350
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	Facilities Management	2,000	50,000				52,000			52,000			52,000
1.106	Facilities and Risk	-		250,000			250,000	-				250,000	250,000
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				520,000		520,000	-	470,000			50,000	520,000
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	5,580,000	3,830,000	10,188,000	-	-	293,000	4,328,000	5,567,000	10,188,000
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	1,550					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	-		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	10,100					10,100			10,100			10,100
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	6,000	-	-			6,000		-	6,000	-	-	6,000
1.352	South Galiano Fire		-	6,500			6,500		-	6,500			6,500
1.353	Otter Point Fire	131,000		40,000			171,000	-		131,000		40,000	171,000
1.356	Pender Island Fire	10,000	300,000	115,000			425,000			310,000		90,000	425,000
1.357	East Sooke Fire	7,200	460,000				467,200	-		467,200		-	467,200
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				23,000		23,000					23,000	23,000
1.475	Mayne Island Community Parks	5,000		4,000	-		9,000				-	9,000	9,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN									
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2022

Schedule B

		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debtenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks			-	10,000		10,000				-	10,000		10,000
1.495	Galiano Community Parks				16,500		16,500	-				16,500		16,500
1.521	Environmental Resource Management	283,000			16,565,000		16,848,000	250,000	-	283,000		16,315,000		16,848,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
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	284,000			3,020,000		3,304,000		2,550,000	60,000		694,000		3,304,000
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)	25,000			-		25,000		-		-	25,000		25,000
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)	66,000			725,600		791,600		143,000		625,600	23,000		791,600
2.642	Skana Water (Mayne)	-			30,000		30,000		-			30,000		30,000
2.850	Port Renfrew Water	10,000			1,648,918		1,658,918		-		1,573,918	85,000		1,658,918
2.860	Fernwood Water (SSI)				-	-	-		-			-		-
2.865	Sticks Allison Water (Galiano)	10,000					10,000					10,000		10,000
2.867	Surfside Park Estates (Mayne)	-			-		-					-		-
2.870	Regional Water Supply	5,745,000	215,000	2,235,000	16,575,000	845,000	25,615,000	9,500,000	15,900,000	215,000				25,615,000
2.880	JDF Water Distribution	490,000	350,000	840,000	13,865,000		15,545,000	4,120,000	6,400,000	350,000		4,675,000	-	15,545,000
2.891	Wilderness Mountain Water Service				-		-				-	-		-
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	Debt - Core Area Wastewater Treatment Program	-	-		18,410,095		18,410,095	6,670,095	11,740,000		-			18,410,095
3.810	Ganges Sewer Utility (SSI)	550,000			50,000		600,000				140,000	460,000		600,000
3.820	Maliview Sewer Utility (SSI)				1,910,000		1,910,000		1,910,000		-	-		1,910,000
3.830	Magic Lake Sewer Utility (Pender)				3,150,000		3,150,000		-		3,150,000	-		3,150,000
3.850	Port Renfrew Sewer				85,000		85,000		-		60,000	25,000		85,000
TOTAL		11,482,994	1,958,000	164,703,000	87,149,713	4,755,000	270,048,707	22,299,095	63,518,000	4,173,494	10,741,518	34,091,600	135,225,000	270,048,707

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2023													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debtenture 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	1,544,650					1,544,650	1,540,000		4,650			1,544,650
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	Facilities 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				125,000		125,000	-	-			125,000	125,000
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	-		221,000			221,000	-			-	221,000	221,000
1.295	McPherson Theatre	-		131,000			131,000	-			-	131,000	131,000
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	60,000	650,000	5,000			715,000		275,000	435,000	-	5,000	715,000
1.352	South Galiano Fire		-	5,800			5,800		-	5,800			5,800
1.353	Otter Point Fire	28,300		40,000			68,300	-		28,300		40,000	68,300
1.356	Pender Island Fire	10,000	-	-			10,000			10,000		-	10,000
1.357	East Sooke Fire	7,300	-				7,300	-		7,300		-	7,300
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				9,000		9,000					9,000	9,000
1.475	Mayne Island Community Parks	-		3,000	10,000		13,000				-	13,000	13,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN									
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	2023
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Schedule B

		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks			-	10,000		10,000				-	10,000		10,000
1.495	Galiano Community Parks				18,500		18,500	-				18,500		18,500
1.521	Environmental Resource Management	283,000			17,398,000		17,681,000	-	1,762,541	1,233,000		14,685,459		17,681,000
1.523	Port Renfrew Refuse Disposal	-					-			-		-		-
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	-			5,820,000		5,820,000		5,550,000	60,000		210,000		5,820,000
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			420,000		465,000		-		465,000	-		465,000
2.642	Skana Water (Mayne)	-			60,000		60,000		35,000			25,000		60,000
2.650	Port Renfrew Water	110,000			200,000		310,000		300,000		-	10,000		310,000
2.660	Fernwood Water (SSI)					-	-		-					-
2.665	Sticks Allison Water (Galiano)	5,000					5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	-					-					-		-
2.670	Regional Water Supply	2,760,000	265,000	2,210,000	21,425,000	730,000	27,390,000	9,925,000	17,200,000	265,000				27,390,000
2.680	JDF Water Distribution	165,000	190,000	840,000	7,110,000		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	Debt - Core Area Wastewater Treatment Program		-		15,392,969		15,392,969	6,092,969	9,300,000		-			15,392,969
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		8,108,716	1,520,000	12,845,800	76,925,709	4,530,000	103,930,225	23,752,969	48,577,541	3,883,516	3,541,500	24,174,699	-	103,930,225

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2024													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debtenture 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	1,652,600					1,652,600	1,633,000		19,600			1,652,600
1.024	GM - Planning & Protective Services	-					-			-			-
1.025	Corporate Emergency	8,000					8,000			8,000			8,000
1.105	Facilities 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				175,000		175,000	-	-			175,000	175,000
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	-		700,000			700,000	-			-	700,000	700,000
1.295	McPherson Theatre	-		-			-	-			-	-	-
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	-	-	3,500			3,500		-	-	-	3,500	3,500
1.352	South Galiano Fire		603,000	-			603,000		-	603,000			603,000
1.353	Otter Point Fire	15,000		-			15,000	-		15,000		-	15,000
1.356	Pender Island Fire	28,000	-	-			28,000			28,000		-	28,000
1.357	East Sooke Fire	7,400	-				7,400	-		7,400		-	7,400
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				6,000		6,000					6,000	6,000
1.475	Mayne Island Community Parks	5,000		7,000	-		12,000				-	12,000	12,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2024													
Schedule B													
Service #      Service Name		CAPITAL EXPENDITURE					TOTAL	SOURCE OF FUNDING					
		Equipment	Vehicles	Buildings	Engineered Structures	Land		Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
							TOTAL						
1.485	Pender Island Community Parks			-	10,000		10,000			-		10,000	
1.495	Galiano Community Parks				32,000		32,000	-				32,000	
1.521	Environmental Resource Management	283,000			5,050,000		5,333,000	250,000	1,185,375	283,000		3,614,625	
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-	
1.575	Environmental Administration Services	-					-			-		-	
1.576	Environmental Engineering Services	40,000	80,000				120,000	-		120,000			
1.577	IW - Environmental Operations	311,400					311,400			311,400			
1.578	Environmental Protection	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			
2.610	Saanich Peninsula Water Supply	-			4,720,000		4,720,000		4,500,000	60,000		160,000	
2.620	Highland Water (SSI)				-		-	-					
2.621	Highland & Fernwood Water (SSI)	25,000			-		25,000	-	-		-	25,000	
2.622	Cedars of Tuam Water (SSI)	-			-		-		-		-	-	
2.624	Beddis Water (SSI)	-			50,000		50,000		-		-	50,000	
2.626	Fulford Water (SSI)	10,000			-		10,000		-		-	10,000	
2.628	Cedar Lane Water (SSI)				-		-			-		-	
2.630	Magic Lake Estates Water (Pender)	-			135,000		135,000					135,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-		-	-	
2.642	Skana Water (Mayne)	-			-		-		-		-	-	
2.650	Port Renfrew Water	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	1,020,000	280,000	80,000	21,500,000	500,000	23,380,000	12,000,000	11,100,000	280,000			
2.680	JDF Water Distribution	165,000	580,000	340,000	6,360,000		7,445,000	6,545,000	300,000	580,000		20,000	-
2.691	Wilderness Mountain Water Service				-		-				-	-	
3.701	Millstream Site Remediation					-	-	-			-	-	
3.705	SSI Septage / Composting				-		-	-	-		-	-	
3.718	Saanich Peninsula Wastewater	-			1,535,000		1,535,000	-		150,000		1,385,000	
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		16,679,745		16,679,745	5,529,745	11,150,000		-		
3.810	Ganges Sewer Utility (SSI)	25,000			-		25,000				-	25,000	
3.820	Malview Sewer Utility (SSI)				-		-		-		-	-	
3.830	Magic Lake Sewer Utility (Pender)				-		-		-		-	-	
3.850	Port Renfrew Sewer				1,350,000		1,350,000		1,350,000		-	-	
TOTAL		4,789,704	2,226,000	5,511,500	59,537,745	4,975,000	77,039,949	26,057,745	30,285,375	3,972,704	2,425,000	14,299,125	-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2025													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	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	Facilities 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	-		250,000			250,000	-				250,000	250,000
1.295	McPherson Theatre	-		-			-	-		-		-	-
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	50,000	-	-			50,000		-	50,000	-	-	50,000
1.352	South Galiano Fire		3,000	-			3,000		-	3,000			3,000
1.353	Otter Point Fire	15,000		-			15,000	-		15,000		-	15,000
1.356	Pender Island Fire	105,000	-	-			105,000			105,000		-	105,000
1.357	East Sooke Fire	7,500	-				7,500	-		7,500		-	7,500
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				6,000		6,000					6,000	6,000
1.475	Mayne Island Community Parks	-		-	15,000		15,000				-	15,000	15,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025
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Schedule B

		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks			-	10,000		10,000				-	10,000		10,000
1.495	Galiano Community Parks				25,900		25,900	-				25,900		25,900
1.521	Environmental Resource Management	-			2,000,000		2,000,000	-	-	-		2,000,000		2,000,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
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	-			1,124,500		1,124,500		300,000	60,000		764,500		1,124,500
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)	400,000			-		400,000		400,000			-		400,000
2.850	Port Renfrew Water	10,000			200,000		210,000		200,000		-	10,000		210,000
2.860	Fernwood Water (SSI)					-	-		-					-
2.665	Sticks Allison Water (Galiano)	-					-					-		-
2.667	Surfside Park Estates (Mayne)	-					-					-		-
2.670	Regional Water Supply	830,000	280,000	80,000	2,850,000	400,000	4,440,000	4,160,000	-	280,000				4,440,000
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
2.891	Wilderness Mountain Water Service				-		-				-	-		-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				-		-		-		-	-		-
3.718	Saanich Peninsula Wastewater	-			810,000		810,000	-		150,000		660,000		810,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		18,379,745		18,379,745	5,529,745	12,850,000		-			18,379,745
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		3,243,223	873,000	795,000	35,721,145	4,200,000	44,832,368	16,689,745	14,350,000	2,456,223	25,000	11,311,400	-	44,832,368

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JULY 07, 2021**

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**SUBJECT**      **Bylaw No. 4440: Recreation Services and Facilities Fees and Charges, 2021-2022**

**ISSUE SUMMARY**

To update the Capital Regional District (CRD) recreation services and facilities fees and charges schedules for 2021-2022.

**BACKGROUND**

The Capital Regional District charges fees for access to recreation services and facilities. Fee schedules are currently in place for the following recreation facilities: Panorama Recreation Centre, SEAPARC, Salt Spring Island (SSI) Parks and Recreation, Juan de Fuca Electoral Area Community Parks and Port Renfrew Community Recreation Centre. Bylaw No. 4440 updates the annual fees and charges schedules, effective September 1, 2021 (Appendix A).

The primary goal in reviewing the recreation fees and charges is to ensure that the cost for access to recreation services remains in line with service plan objectives and recovers an appropriate portion of operating costs, provides funds for the maintenance and investment in new assets and is reasonably affordable and competitive within the marketplace.

**ALTERNATIVES**

*Alternative 1*

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4440, "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 15, 2021", be introduced and read a first, second and third time;
2. That Bylaw No. 4440 be adopted.

*Alternative 2*

That the proposed fees and charges be referred back to staff for further information.

**IMPLICATIONS**

*Financial Implications*

This bylaw is required to provide the necessary authority before these services can collect updated fees and charges from patrons using these facilities. Please refer to Appendix B for a list of revisions included in the bylaw. The proposed fees and charges have been recommended by the respective Commissions.

**CONCLUSION**

The proposed fees and charges bylaw includes the fee schedules as approved by the respective Commissions for the 2021-2022 season.

**RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4440, "Capital Regional District Recreation Services and Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 15, 2021", be introduced and read a first, second, and third time;
2. That Bylaw No. 4440 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Bylaw No. 4440

Appendix B: List of Revisions

CORPORATE OFFICER

**SCHEDULE “A”**

**PANORAMA RECREATION CENTRE FEES AND CHARGES**  
**Effective September 1, 2021**

<b>DROP- IN FEES (swim, skate, weight room, aerobic classes)</b> <b>Admission fees inclusive of tax</b>		
<b>Adult (19 – 59)</b>	Single Admission	\$ 6.75
	10x	\$ 60.80
	25x	\$ 143.75
	50x	\$ 270.00
	1 month	\$ 57.00
	3 month	\$ 136.00
	6 month	\$ 234.00
	12 month Deluxe Active Pass (with benefits)	\$ 420.00
	12 month Basic Pass (without benefits)	\$ 372.00
	Lifetime Membership 90 yrs+	Free
<b>Senior (60 plus)</b>	Single Admission	\$ 5.50
	10x	\$ 49.50
	25x	\$ 117.00
	50x	\$ 220.00
	1 month	\$ 57.00
	3 month	\$ 136.00
	6 month	\$ 234.00
	12 month Deluxe Active Pass (with benefits)	\$ 420.00
	12 month Basic Pass (without benefits)	\$ 372.00
<b>Children and Youth (6 – 18)</b>	Single Admission	\$ 3.50
	10x	\$ 31.50
	25x	\$ 74.50
	50x	\$ 140.00
	12 month	\$ 69.00
	With Valid Parent Adult Annual Pass	Free
<b>Family (Max. 5)</b>	Single Admission	\$ 13.50
<b>Other Drop-in Fees inclusive of tax</b>		
<b>Yoga</b> <b>Kindergym</b>	Single Admission	\$ 12.50
	First child	\$ 5.00
	Additional sibling	\$ 2.00

Greenglade fees inclusive of tax		
<b>Pottery</b>	Single Admission	\$ 8.00
	10x	\$ 72.00
	10x (youth)	\$ 65.00
	25x	\$ 176.00
	25x (youth)	\$ 155.00
	6 Month	\$ 240.00
	1 Year	\$ 380.00

RACQUET SPORTS (Subject to applicable tax)	
<b><i>Rates per hour unless otherwise noted*</i></b>	
Outdoor Tennis (per 1 hour)	\$ 5.71
Tennis – Prime (1 hour)	\$26.67
Tennis – Economy	\$ 24.76
Tennis – Non-Prime (1 hour)	\$ 15.24
Squash – Prime	\$ 15.24
Squash – Non-Prime (45 minutes)	\$ 12.14
Racquet – Rental	\$ 2.38
<b><i>Rates per day</i></b>	
Complex – Off Season	\$ 1,568.86
Complex – In Season	\$ 2,195.43
Complex – Off Season Commercial	\$ 2,195.43
Complex – In Season Commercial	\$ 2,622.86
*See Panorama Recreation brochure for the definition of prime, non-prime and economy. Off Season is defined as being between May 1 <sup>st</sup> and September 30 <sup>th</sup> .	

<b>AQUATICS (Subject to applicable tax)</b>	
<b><i>Rates per hour</i></b>	
Pool Rental – Youth	\$ 109.52
Pool Rental – Adult	\$ 148.00
Pool Rental – Commercial	\$ 166.00
Pool Rental – Lifeguard/Instructor (additional staff) **	\$ 32.00
Lane Rental – Youth	\$ 14.00
Lane Rental – Adult	\$ 20.25
Lane Rental – Commercial	\$ 23.50
**Lifeguard/Instructor is additional charge at times outside of normal operating hours and where additional staff is needed. Max participants = 35 (additional lifeguard charges apply to larger groups). Pool Rentals do not include slide use. Slide use will require an additional 2 lifeguards.	
<b>ARENA FACILITY (Subject to applicable tax, unless otherwise stated)</b>	
<b><i>Rates per hour unless otherwise noted</i></b>	
Ice – Adult Prime*	\$ 221.00
Ice – Adult Non-Prime	\$ 171.00
Ice – Adult Midnight**	\$ 112.00
Ice – Youth Prime	\$ 118.00
Ice – Youth Non-Prime	\$ 99.00
Junior B Game/Practice ****	\$ 128.00
Ice – Commercial (Tournament rate e.g. Pacific Cup, Salsa)****	\$ 220.00
Dry Floor – Adult	\$ 71.00
Dry Floor – Adult League	\$ 69.00
Dry Floor – Youth	\$ 46.00
Dry Floor – Youth League	\$ 44.00
Dry Floor – Commercial (Trade Show)	\$ 73.00
Skate Rental	\$ 3.33
Arena Staff	\$ 32.00
<b><i>Rates per day</i></b>	
Complex – Ice Season Commercial (per day)	\$ 2,700.00
Complex – Dry Floor Commercial (per day)	\$ 1,095.00
* See the Peninsula Recreation Commission Ice Allocation Policy for the definition of prime time. ** Adult Midnight is charged between 12:00am and 5:00am Monday to Friday ***Commercial rate may vary depending on market demand (fee is charged for both Prime and Non-Prime times) ****Additional \$25 per hour to be charged if Panther's do not supply security	

<b>PANORAMA ROOM RENTAL (Subject to applicable tax)</b>	
<b><i>Rates per hour unless otherwise noted</i></b>	
Boardroom – Youth	\$ 21.50
Boardroom – Adult	\$ 28.00
Boardroom – Commercial and Birthday Party	\$ 33.00
Island Room – Youth	\$ 20.50
Island Room – Adult	\$ 26.50
Island Room – Commercial and Birthday Party	\$ 35.00
Fitness Studio – Youth	\$ 29.00
Fitness Studio – Adult	\$ 43.00
Fitness Studio – Commercial and Birthday Party	\$ 52.00
Spin Room - Youth	\$ 28.00
Spin Room - Adult	\$ 42.00
Spin Room – Commercial and Birthday Party	\$ 48.00
Lobby/Concourse	\$ 12.00
Poolside Room - Youth	\$ 17.50
Poolside Room – Adult	\$ 26.50
Poolside Room – Commercial and Birthday Party	\$ 35.00
ARC Room – Youth	\$ 17.50
ARC Room – Adult	\$ 26.50
ARC Room – Commercial and Birthday Party	\$ 35.00
Parking Lot - Commercial	Negotiated
Parking Lot per zone/day	\$ 75.00

<b>CENTRAL SAANICH CULTURAL CENTRE (Subject to applicable tax)</b>	
<b><i>Rates per hour unless otherwise noted</i></b>	
Cultural Centre Room A – Youth	\$ 28.00
Cultural Centre Room A – Adult	\$ 35.00
Cultural Centre Room A – Commercial *	\$ 43.00
Cultural Centre Room B – Youth	\$ 26.00
Cultural Centre Room B – Adult	\$ 33.00
Cultural Centre Room B – Commercial *	\$ 41.00
*Bookings 3 days or more, 1 <sup>st</sup> 8 hours at commercial rate, remaining days at adult rate	

<b>GREENGLADE COMMUNITY CENTRE (Subject to applicable tax)</b>	
<b><i>Rates per hour unless otherwise noted</i></b>	
Classroom – Youth	\$ 23.50
Classroom – Adult	\$ 29.00
Classroom – Commercial and Birthday Party *	\$ 43.00
Fitness/Dance Studio (Rm 4) - Youth	\$ 29.00
Fitness/Dance Studio (Rm 4) - Adult	\$ 36.00
Fitness/Dance Studio (Rm 4) - Commercial/Birthday Party	\$ 52.00
Gymnasium – Youth	\$ 36.00
Gymnasium – Adult	\$ 43.00
Gymnasium – Commercial and Birthday Party	\$ 70.00
Gymnasium – Court Rental Fee (Pickleball, Badminton)	\$ 15.00
Teen Lounge	\$ 42.00
Staff Supervision	\$ 32.00
Playing Field	\$ 15.00
*Bookings 3 days or more, 1 <sup>st</sup> 8 hours at commercial rate, remaining days at adult rate	

<b>NORTH SAANICH MIDDLE SCHOOL (Subject to applicable tax)</b>	
<b><i>Rates per hour unless otherwise noted*</i></b>	
Science Classroom – Youth*	\$ 23.50
Science Classroom – Adult*	\$ 29.00
Science Classroom – Commercial*	\$ 43.00
Multipurpose – Youth***	\$ 69.00
Multipurpose – Adult***	\$ 79.00
Multipurpose – Commercial***	\$ 121.00
Gymnasium – Youth**	\$ 50.00
Gymnasium – Adult**	\$ 62.00
Gymnasium – Commercial and Birthday Party**	\$ 95.00
Staff Supervision	\$ 32.00
* Home Ec. Room used for Panorama Recreation Centre Programs	
** Half Gymnasium rental is half the regular fee	
*** One third of Multipurpose rental is one third the regular fee	

<b>MISCELLANEOUS (Subject to applicable tax)</b>	
<b><i>Rates per day unless otherwise noted*</i></b>	
Table Rental Fee	\$ 3.00
Chair Rental Fee	\$ 0.75
Fitness/aquatic fitness staff	\$ 40.00/hr
Maintenance staff	\$ 42.00/hr
Event Power (special events/tournament)	Negotiated
Dumpster (special events/tournament)	Negotiated
Damage Deposit – Major Event/Tournament	20% of contract
Facility rental for commercial film rental	Negotiated

<b>MISCELLANEOUS ADMINISTRATION (Inclusive of tax)</b>		
Refund Fee		\$ 5.00
NSF Cheque/Declined Credit Card Fee		\$ 15.00
Change to Pass Membership		\$ 10.00
Card Replacement		\$ 10.00
Loonie Admission		\$ 1.00
Toonie Admission		\$ 2.00
Locker (small/medium)		\$ 0.25
Locker (large)		\$ 0.50
Child Minding	per hour	\$ 3.75
	X10	\$ 37.50

<b>ADVERTISING FEES</b>		
<b>BROCHURE ADVERTISING (Subject to applicable tax)</b>		
Banner Ad (2 x 7.25)		\$ 245.00
Banner Ad (2 x 7.25) three brochures (20% discount)		\$ 615.00
Banner Ad (4 x 7.25)		\$ 405.00
Banner Ad (4 x 7.25) three brochures (20% discount)		\$ 1,005.00
Front/Back Inside Cover (full gloss 9.5 x 7.25)		\$ 1,075.00
Front/Back Inside Cover (full gloss 9.5 x 7.25) three brochures		\$ 2,665.00
Back Cover (full gloss 9.5 x 7.25)		\$ 1,275.00
Back Cover (full gloss 9.5 x 7.25) three brochures		\$ 3,200.00
Inside Full Page		\$ 800.00
Design Fee (per hour)		\$ 75.00
<b>FACILITY ADVERTISING (Subject to applicable tax)</b>		
Rink Board A (per year)		Negotiated
Wall Board A (per year)		Negotiated
Rink Board B (per year)		Negotiated
Wall Board B (per year)		Negotiated
Reado Sign	Daily	Negotiated
	Weekly	Negotiated
Aquatic Wall Board		Negotiated
Tennis Wall Board		Negotiated
LCD Display		Negotiated
Panther's Arena B Advertising Exclusivity		Negotiated
Hanging Banner (per year)		Negotiated
Title Sponsor of Event		Negotiated
<b>PARTNERSHIPS</b>		
Employee Wellness Program Participant Fee (6-12 month of fiscal year term)		\$ 225.00
Employee Wellness Program Participant Fee (1-5 months of fiscal year term)		\$ 155.00
Military Participant Fee		\$ 225.00
Partners of Panorama		Negotiated

**SCHEDULE “B”**

**SEAPARC RECREATION FEES AND CHARGES**  
**Effective September 1, 2021**

<b>DROP- IN FEES (swim, skate, weight room, aerobic classes)</b>		
<b>Admission fees inclusive of tax</b>		
<b>Adult (19 – 59)</b>	Single Admission	\$ 6.50
	10x	\$ 58.50
	1 month	\$ 65.00
	12 month	\$ 465.00
<b>Senior (60+)</b>	Single Admission	\$ 4.75
	10x	\$ 42.75
	1 month	\$ 47.50
<b>Student (19+)</b>	Single Admission	\$ 4.75
	10x	\$ 42.75
	1 month	\$ 47.50
<b>Youth (13 – 18)</b>	Single Admission	\$ 3.50
	10x	\$ 31.50
	1 month	\$ 35.50
	12 month	\$ 258.75
<b>Child (5 – 12)</b>	Single Admission	\$ 3.00
	10x	\$ 27.30
	1 month	\$ 30.30
	12 month	\$ 217.50
<b>Family (Maximum 5)</b>	Single Admission	\$13.00
	10x	\$ 117.00
	1 month	\$ 130.00
	12 month	\$ 800.00
<b>Commercial Access</b>	Single Admission	\$ 19.50
<b>Preschool Age (4 and Under)</b>	Single Admission	\$ 0.00
<b>Lifestyle Pass All Ages</b>	12 month	\$ 400.00

<b>MISCELLANEOUS ADMINISTRATION (Includes applicable tax)</b>	
Administration Fee	\$ 10.00
Administration Fee Annual Pass	\$ 25.00
Card Replacement/Refund	\$ 5.00
Towel Rental	\$ 2.00
Shower Fee	\$ 3.00
Toonie Admission	\$ 2.00
Cash Withdraw Fee	\$ 1.50
<b>POOL FACILITY (Rates per hour unless otherwise noted; Subject to applicable tax)</b>	
Pool Rental (includes 2 guards)	\$ 150.00
Pool Rental Guard/Instructor (additional staff)	Market Rate
Lane Rental – Adult / Commercial	\$ 25.00
Lane Rental – Youth	\$ 13.00
<b>ARENA FACILITY (Rates per hour unless otherwise noted; Subject to applicable tax)</b>	
Ice - Adult Prime*	\$ 225.00
Ice - Adult Non-Prime*	\$ 187.00
Ice – Youth Prime Rate (8 pm – 10 pm Weekdays; 7 pm – 10 pm Weekends)*	\$ 215.00
Ice – Youth Non-Prime	\$ 109.00
Ice – Youth Early Morning Resident*	\$ 55.00
Ice – Youth Early Morning Non Resident*	\$109.00
SD 62 School Use*	\$ 82.00
Dry Floor – Adult Non Profit*	\$ 75.00
Dry Floor – Youth Resident*	\$ 38.00
Dry Floor – Youth Non Resident*	\$ 75.00
Dry Floor – Commercial*	\$ 110.00
Arena Office Space – fee per month	\$ 337.00
<b>RATES PER DAY FOR THE FOLLOWING ITEMS:</b>	
Complex – Dry Floor Non Profit (per day)*	\$ 1,200.00
Complex – Dry Floor Non Profit (Move In/Out)*	\$ 600.00
Complex – Dry Floor Commercial (per day)*	\$ 1,765.00
Complex – Dry Floor Commercial (Move In/Out)*	\$ 883.00
*Discounted rental rates may be negotiated if the event provides a benefit to the community and/or facility space available in low priority times.	

<b>ARENA SKATE SHOP FEES (Includes applicable tax)</b>	
Skate Rental	\$ 3.25
Skate Rental – Family Rate (Maximum 5)	\$ 6.50
Skate Sharpening	\$ 5.00
Skate Sharpening 10x	\$ 45.00
<b>SEAPARC ROOM RENTAL (Rates per hour; Subject to applicable tax)</b>	
Boardroom	\$ 20.00
Boardroom – Local Non Profit	\$ 0.00
Multipurpose Room – Half Room	\$ 32.00
Multipurpose Room – Full Room	\$ 64.00
New Multipurpose Room – Half Room	\$ 40.00
New Multipurpose Room – Full Room	\$ 80.00
<b>SEAPARC STAN JONES FIELD (Subject to applicable tax)</b>	
Per Game	\$ 25.00
Per Game Youth	Free
<b>SUNRIVER SPORT BOX FACILITY (Rates per hour; Subject to applicable tax)</b>	
Youth	\$ 7.50
Youth Commercial	\$15.00
Adult	\$15.00
Commercial	\$ 30.00
<b>FACILITY ADVERTISING (Subject to applicable tax)</b>	
Rink Board (per year)	\$ 600.00
Zamboni Ad (per year)	\$ 1,000.00
Brochure Advertising	Negotiated
<b>GOLF COURSE GREEN FEES AND RENTALS (Includes applicable tax)</b>	
Adult	\$ 15.00
Adult 10x	\$135.00
Youth (8-16)	\$ 10.00
Youth 10x	\$ 90.00
Family (Max 4 incl. 2 adults)	\$ 40.00
Extra Round	\$ 10.00
Pull Cart Rental	\$ 5.00
Club Rental	\$ 7.00

**SCHEDULE “C”**

**SALT SPRING ISLAND PARKS AND RECREATION FEES AND CHARGES**  
**Effective September 1, 2021**

<b>INDOOR POOL - General Admission Fees (Subject to applicable tax)</b> <b>("Everyone Welcome", Lap Swim)</b>					
<b>Class of Person</b>	<b>Single</b>	<b>10 x Pass (get 10 for 9)</b>	<b>20 x Pass (get 20 for 17)</b>	<b>1 Month Pass</b>	<b>Annual Pass</b>
Adult (19 yrs and older)	\$ 5.96	\$ 53.64	\$ 101.32	\$ 59.62	\$ 406.26
Youth (13-18 yrs or valid student card)	\$ 4.47	\$ 40.23	\$ 75.99	\$ 44.71	\$ 304.68
Child (5-12 yrs)	\$ 3.57	\$ 32.13	\$ 60.69	\$ 35.77	\$ 277.68
Tot ( 4 yrs and under)	No Charge	No Charge	No Charge	No Charge	No Charge
Family (max 5 people)	\$ 12.24	\$ 110.16	\$ 208.08	\$ 122.40	\$ 812.50
"Toonie Swim" *	\$ 1.94	N/A	N/A	N/A	N/A
Aquatic Fitness	\$ 7.43	66.83	N/A	\$ 67.16	\$ 569.74
Single Admission rates will apply for use of whirlpool or showers only. Single Admission rates apply to each entry per day.					

<b>INDOOR POOL – Rental Rates –</b> <b>(Subject to applicable tax)</b>		
<b>Class of Organization</b>	<b>Per Lane</b>	<b>Entire Facility</b>
Commercial	\$ 23.46	\$ 306.20
Adult Non-Profit	\$ 17.60	\$ 157.61
Youth Non-Profit	\$ 14.08	\$ 82.80
Lifeguard/Instructor (additional staff)**	\$ 30.84	
** Lifeguard/Instructor is additional charge where additional staff is needed.		

<b>FACILITIES</b> <b>(Subject to applicable tax)</b>			
	<b>Permit Fee (per hour) unless otherwise noted</b>		
<b>Facility</b>	<b>Non- Profit</b>		<b>Commercial</b>
	<b>Youth</b>	<b>Adult</b>	
Tennis Courts (per court)	No Charge	No Charge	\$ 6.50
Tennis Courts (Per Tournament)	\$25.50	\$25.50	See Park Use Fees
Ball Diamonds	No Charge	No Charge	
Ball Diamonds (per Tournament)	\$ 25.50	\$25.50	
Main Field – Portlock	No Charge	No Charge	
Side Field – Portlock	No Charge	No Charge	
Main or Side Field – Portlock (Per Tournament)	\$25.50	\$25.50	
Jogging Track	No Charge	No Charge	
Meeting Room	\$ 11.47	\$ 17.20	\$25.50
Meeting Room AV Rental	\$ 16.60	\$ 16.60	\$ 16.60

<b>PARK USE (Subject to applicable tax)</b>			
	<b>Non-Profit</b>		<b>Permit Fee (per day) Unless otherwise noted</b>
	<b>Youth</b>	<b>Adult</b>	
<b>Commercial Filming</b> – minimal set up,			\$ 318.36
<b>Commercial Filming</b> – Elaborate set up, less than 10 days			\$ 530.60
<b>Commercial Service or Activity</b>			\$ 212.24 per day \$ 530.60 per week
<b>Commercial Temporary One-Time Use</b>			\$ 106.12
<b>Temporary Service Access</b> – for such purposes as accessing private property, utility or public			No Charge
<b>Research Activity</b> – such as specimen collection, surveys, inventories, monitoring plots			\$ 31.83
<b>Weddings</b> –			\$ 54.10
<b>Special Event or Activity</b>	\$ 9.18/hour \$ 64.92/day	\$ 11.48/hour \$ 80.58/day	\$ 15.30/hour \$ 108.20/day
<b>Gazebo in Centennial Park</b>	\$ 6.50/hour \$ 32.47/day	\$ 8.12/hour \$ 40.59/day	\$ 10.82/hour \$ 54.10/day
<b>Drummond Park Picnic Shelter</b>	\$ 6.50/hour \$ 32.47/day	\$ 8.12/hour \$ 40.59/day	\$ 10.82/hour \$ 54.10/day
<b>Portlock Park Picnic Shelter</b>	\$ 6.50/hour \$ 32.47/day	\$ 8.12/hour \$ 40.59/day	\$ 10.82/hour \$ 54.10/day

<b>MISCELLANEOUS FEES (Subject to applicable tax)</b>		
<b>Tent Rental</b>		\$ 42.84
<b>Road Sign at Portlock (commercial)</b>		\$ 26.52/weekly
<b>Clean Up Fee</b>		\$ 40.00/hour
<b>Maintenance Staff</b>		\$ 40.00/hour
<b>Table Rental (per table)</b>		\$ 10.91/day
<b>Chair Rental (per chair)</b>		\$ 2.09/day
<b>Refund Fee</b> (No charge to leave credit on account)		\$ 5.00 (non-taxable)
<b>NSF Cheque Fee/Declined Credit Card</b>		\$ 20.00 (non-taxable)
<b>Membership Card Replacement</b>		\$ 5.00 (non-taxable)
<b>Locker (Small/Medium)</b>		\$ 0.25 (non-taxable)
<b>Locker (Large)</b>		\$ 0.50 (non-taxable)
<b>Damage Deposit (Major Event/Tournament)</b>		20% of Contract

<b>SATURDAY MARKET IN THE PARK</b>		
<b>PERMITS</b> (subject to applicable tax)	<b>2021</b> <b>Jan 1 – Dec 31</b>	<b>2022</b> <b>Jan 1 – Dec 31</b>
Seasonal	\$ 208.09 per season	\$ 208.09 per season
Day	\$ 6.96 per day	\$ 7.31 per day
Not-for-Profit	\$ 1.05 per season	\$ 1.10 per season
Youth Vendor	\$ 1.05 per season	\$ 1.10 per season
Busker	\$ 1.05 per season	\$ 1.10 per season
Off-Season	\$ 29.93 per off-season	\$ 31.43 per off-season
<b>LINEAR CHARGES FOR</b> <b>TABLE DISPLAY SPACE</b> (subject to applicable tax) (Maximum 8 feet frontage, unless grandfathered)	<b>2021</b> <b>Jan 1 – Dec 31</b>	<b>2022</b> <b>Jan 1 – Dec 31</b>
Seasonal	\$ 2.63 frontage foot / day	\$ 2.76 frontage foot / day
Day	\$ 2.63 frontage foot / day	\$ 2.76 frontage foot / day
<b>OTHER</b> (Subject to applicable tax)		
Power	\$ 29.93 per off-season where available	\$ 31.43 per off-season where available
Wash Station/Water	\$ 42.00 per season	\$ 42.00 per season

**SCHEDULE “D”****JUAN DE FUCA ELECTORAL AREA PARKS AND RECREATION  
FEES AND CHARGES****Effective September 1, 2021****Special Events or Activities**

<b>PARK USE PERMIT SPECIAL USE CATEGORIES</b>	<b>PERMIT FEE (Subject to applicable tax)</b>
For events or activities such as a festival, tournament, competition, show or outdoor ceremony which attracts participants and spectators.	\$ 30.00/permit
Frequent Users: 5 or more events/year	\$ 120.00/permit
For children's parties.	\$30.00/permit
For private event such as weddings or birthdays with 10 or more participants.	\$ 100.00/permit

**SCHEDULE “E”****PORT RENFREW COMMUNITY RECREATION CENTRE  
FEES AND CHARGES****Effective September 1, 2021**

<b>Dance Hall (Subject to applicable tax)</b>	
Events up to 100 people	\$ 200.00 day/night
Events with greater than 100 people	Negotiated
Set-up Fee	\$ 50.00
Clean-up Fee (minimum 4 hours)	\$ 25.00/hr
Damage deposit – events up to 100 people	\$100.00
Damage deposit – events greater than 100 people	\$ 500.00
<b>Meeting Room (Subject to applicable tax)</b>	
Rate per hour (4 hour minimum)	\$ 25.00/hr
Fee for use of kitchen	\$ 50.00
<b>Offices (Subject to applicable tax)</b>	
Monthly lease	Negotiated

## **Appendix B**

### **List of Revisions**

Below is a summary of the changes to fees and charges for recreation services and facilities, starting September 1, 2021. The changes have been considered and recommended by the respective service's commission, and summarized as follows.

**Panorama Recreation Centre:** The primary goal in the review of the Panorama recreation fees and charges is to find the balance between fiscal accountability, access to recreation services and the marketplace. Existing fees and charges are compared to other recreation centers in the area and lower mainland. As well, other data and background information is gathered to determine social and economic conditions in the community. The main changes are:

1. *Adjustment to Junior B ice rental rates*

The current fees and charges list the Junior B practice rate at \$127/hr and games at \$128/hr. The proposal is to combine these fees at \$128/hr for ease of reference and use.

2. *Outdoor tennis court rental rate extended to inclusive multisport court*

The Jumpstart inclusive multisport courts are expected to open this fall. Staff propose to extend the current rate of \$6 per hour used at the existing outdoor tennis courts to the new courts.

3. *New rate for Greenglade Fitness/Dance Studio*

The Greenglade fitness/dance studio (Room #4) is currently rented out at the standard Greenglade classroom rate. The space is double the size of the other Greenglade classrooms, so the current structure doesn't reflect a fair rental rate. Staff are proposing an increase to align more closely with the Fitness Studio at Panorama Recreation Centre.

4. *Commercial filming*

The facility rental fee for commercial filming is negotiable.

5. *Late night arena group booking*

Arena rental for late night bookings will no longer have additional free time and ice cleaning.

**SEAPARC:** The primary goal in review of SEAPARC recreation fees and charges is to find the balance between fiscal accountability, access to recreation services and the marketplace.

1. *Sport box hourly rental fees*

The SunRiver sport box site is expected to open in early 2022; new hourly rental rates are proposed for the facility.

**Salt Spring Island Parks and Recreation:** As part of the annual review of fees and charges, PARC conducts an analysis of, including but not limited to, market averages of like facilities and to establish base rates for admission and rental fees and applies formulas to allow for subsidies for local non-profit organizations and different age groups.

1. *General rate increase*

A 2% change in rates is proposed for 2021/22 following several years of no rate changes since 2018/19.

2. *New specific changes*

- Hourly rate for maintenance staff;
- Membership card replacement fee;
- Locker rental fees; and
- Damage deposit for major events/tournaments.

**Juan De Fuca Electoral Area Parks and Recreation:**

1. *Children's party park permit category*

A new park permit category for children's parties is proposed at \$30.00.

**Port Renfrew Community Recreation Centre:** has no fee changes.

**REPORT TO FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JULY 07, 2021**

**SUBJECT**     **Bylaw Nos. 4437-4439: Security Issuing Bylaws, Fall 2021**

**ISSUE SUMMARY**

Approval of the security issuing bylaws for borrowings by the Capital Regional District (CRD) and for borrowings by the District of Saanich and the Township of Esquimalt.

**BACKGROUND**

Under Sections 410 and 411 of the *Local Government Act*, the CRD must adopt a security issuing bylaw to provide for the issue of debentures or other debt for all or any part of the debt authorized under loan authorization bylaws for its own borrowings and on behalf of municipalities requesting debt.

Debt issuance is undertaken twice annually by the Municipal Finance Authority (MFA). The process requires the CRD Board to adopt separate security issuing bylaws for each borrower. The approved bylaws are then submitted to the Ministry of Municipal Affairs for approval.

The CRD is requesting the issue of securities as follows in Table 1 below:

**TABLE 1: Capital Regional District Financial Plan Borrowing – (\$ Millions)**

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4437	Magic Lake Estates Wastewater System	4320	\$6.00	\$2.50	\$3.50	30	\$1.26	Magic Lake Estates Wastewater System Upgrade
	<b>TOTAL</b>						<b>\$1.26</b>	

Pursuant to Section 182 of the *Community Charter*, municipality borrowing under a loan authorization bylaw must be undertaken by the applicable regional district on behalf of the municipality. Pursuant to Section 410 of the *Local Government Act*, the regional district will finance the loan authorization bylaw of a municipality approved under the *Community Charter*.

Municipal requests for the Fall MFA issue have been submitted by the District of Saanich and the Township of Esquimalt. The requests are outlined in Table 2 below. Each municipal borrowing is issued under a separate security issuing bylaw to ensure the MFA can administer each borrowing individually.

**TABLE 2: Municipal Borrowings – District of Saanich – (\$ Millions)**

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
<b>4438</b>	District of Saanich	9634	\$2.20	\$0.00	\$2.20	15	\$2.20	Transportation Capital Program
	District of Saanich	9635	\$1.00	\$1.00	\$1.00	15	\$1.00	Parks Capital Program
	<b>SUB-TOTAL</b>						<b>\$3.20</b>	
<b>4439</b>	Township of Esquimalt	3021	\$42.00	\$0.00	\$42.00	30	\$35.00	Public Safety Building
	<b>SUB-TOTAL</b>						<b>\$35.00</b>	
	<b>TOTAL</b>						<b>\$38.20</b>	

## **ALTERNATIVES**

### *Alternative 1*

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4437, "Security Issuing Bylaw No. 3, 2021", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4437 be adopted.
3. That Bylaw No. 4438, "Security Issuing Bylaw No. 4, 2021", be introduced and read a first, second, and third time; and
4. That Bylaw No. 4438 be adopted.
5. That Bylaw No. 4439, "Security Issuing Bylaw No. 5, 2021", be introduced and read a first, second, and third time; and
6. That Bylaw No. 4439 be adopted.

### *Alternative 2*

That adoption of Bylaw Nos. 4437, 4438 and 4439 be deferred back to staff for amendments.

## **IMPLICATIONS**

### *Financial Implications*

The CRD funds capital projects in some cases with long term borrowings in order to mitigate the risk of interest rate fluctuation and to spread the capital costs of facilities over current and future uses.

Municipal borrowings are supported by municipal resolution and debt servicing levels are below liability servicing limits. For the municipal borrowings, there is no direct financial impacts to the CRD; all payments are made by the municipality. However, the debt is issued to the municipalities through the security of the regional district and all principal and interest payments are a liability of the District.

### **Borrowing and Rate Details**

Each new issue will generally be for a 10 year term, which means the lending rate is set from the date of funding for a period of 10 years. Local governments have the option to borrow for periods ranging from 5 to 30 years; therefore, any terms that exceed the 10 year period will have the lending rate reset starting in year 11. Typically, the rate will be reset for the next 5 years covering the start of year 11 to the end of year 15, and this “5 year reset process” will continue as required (i.e. until loan obligations mature). The MFA’s long term 10 year borrowing rate is currently 2.25%.

Current indicative market interest rates are provided by the Municipal Finance Authority of BC and these form the starting point for internal CRD budget purposes:

Time Horizon	MFABC – Indicative Rates
5 years	1.32%
10 years	2.25%
15 years	2.60%
20 years	2.87%
25 years	2.87%
30 years	2.87%

## **CONCLUSION**

The CRD through security issuing bylaw is enabled to borrow from the MFA for both regional district and municipal borrowings. For municipalities, the requisite loan authorization bylaws, provincial certificates of approval and municipal resolutions for the proposed security issuing bylaws are in place. The services and municipalities requesting the borrowing will bear the resulting debt service costs. Approval of these bylaws is recommended to permit participation in MFA’s Fall 2021 debt issuance.

**RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4437, "Security Issuing Bylaw No. 3, 2021", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4437 be adopted.
3. That Bylaw No. 4438, "Security Issuing Bylaw No. 4, 2021", be introduced and read a first, second, and third time; and
4. That Bylaw No. 4438 be adopted.
5. That Bylaw No. 4439, "Security Issuing Bylaw No. 5, 2021", be introduced and read a first, second, and third time; and
6. That Bylaw No. 4439 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, 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: Bylaw No. 4437, Security Issuing Bylaw No. 3, 2021  
Appendix B: Bylaw No. 4438, Security Issuing Bylaw No. 4, 2021  
Appendix C: Bylaw No. 4439, Security Issuing Bylaw No. 5, 2021

**CAPITAL REGIONAL DISTRICT  
BYLAW NO. 4437**

\*\*\*\*\*  
**A BYLAW TO AUTHORIZE ENTERING INTO AN AGREEMENT RESPECTING FINANCING  
BETWEEN THE CAPITAL REGIONAL DISTRICT AND THE  
MUNICIPAL FINANCE AUTHORITY OF BRITISH COLUMBIA**  
\*\*\*\*\*

**WHEREAS:**

- A. The Municipal Finance Authority of British Columbia (the “Authority”) may provide financing of capital requirements for Regional Districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the Regional District on whose request the financing is undertaken;
- B. Under the provisions of section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, and the amount being issued under the authority thereof by this bylaw;
- C. The table contained in this bylaw is to provide clarity and information for the purposes of this bylaw;
- D. The Board of the Capital Regional District (the “Regional District”) hereby requests that such financing shall be undertaken through the Authority.

**NOW THEREFORE** the Board of the Regional District in open meeting assembled enacts as follows:

- 1. The Authority is hereby requested and authorized to finance from time to time the undertakings, as further described in the Loan Authorization Table below, at the sole cost and on behalf of the Regional District up to, but not exceeding One Million, Two Hundred and Sixty Thousand Dollars (\$1,260,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed \$1,260,000 in Canadian Dollars) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4437	Magic Lake Estates Wastewater System	4320	\$6.00	\$2.50	\$3.50	30	\$1.26	Magic Lake Estates Wastewater System Upgrade
	<b>TOTAL</b>						<b>\$1.26</b>	

2. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
3. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under Section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
4. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.
5. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
6. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Victoria and at such time or times as shall be determined by the Treasurer of the Authority.
7. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the Regional District Loan Authorization Bylaws No. 4320 if the anticipated revenues accruing to the Regional District from the operation of the "Outer Gulf Islands Magic Lake Estates Sewage System Local Service Establishment Bylaw, 1990" services are at any time insufficient to meet the annual payment of interest and the

repayment of principal in any year, there shall be requisitioned an amount sufficient to meet such insufficiency.

8. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Board of the Regional District shall make due provision to discharge such liability.
9. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
10. This bylaw may be cited as "Security Issuing Bylaw No. 3, 2021".

READ A FIRST TIME THIS	<sup>th</sup>	day of	20__
READ A SECOND TIME THIS	<sup>th</sup>	day of	20__
READ A THIRD TIME THIS	<sup>th</sup>	day of	20__
ADOPTED THIS	<sup>th</sup>	day of	20__

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CHAIR

---

CORPORATE OFFICER

## Schedule "A" to Bylaw # \_\_\_\_\_

## CANADA

## PROVINCE OF BRITISH COLUMBIA

## AGREEMENT

Regional District of \_\_\_\_\_

The Regional District of \_\_\_\_\_ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of \_\_\_\_\_ DOLLARS (\$\_\_\_\_\_) in lawful money of Canada, together with interest thereon from the \_\_\_\_ day of \_\_\_\_\_ 20\_\_, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the \_\_\_\_ day of \_\_\_\_\_ 20\_\_, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at \_\_\_\_\_, British Columbia, this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

IN TESTIMONY WHEREOF and under the authority of  
Bylaw # \_\_\_\_\_ cited as "\_\_\_\_\_",

this Agreement is sealed with the Corporate Seal of the  
Regional District of \_\_\_\_\_ and signed  
by the Chair and Treasurer thereof.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

\_\_\_\_\_  
Deputy Inspector of Municipalities of British Columbia

**PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS**

<b>Date of Payment</b>	<b>Total Payment</b>	<b>Principal/Sinking Fund Deposit</b>	<b>Interest</b>
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

**CAPITAL REGIONAL DISTRICT**

**BYLAW NO. 4438**

\*\*\*\*\*

**A BYLAW TO AUTHORIZE THE ENTERING INTO AN AGREEMENT RESPECTING  
FINANCING BETWEEN THE CAPITAL REGIONAL DISTRICT AND THE  
MUNICIPAL FINANCE AUTHORITY OF BRITISH COLUMBIA**

\*\*\*\*\*

**WHEREAS**

- A. The Municipal Finance Authority of British Columbia (the “Authority”) may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;
- B. The District of Saanich is a member municipality of the Capital Regional District (the “Regional District”);
- C. The Regional District will finance from time to time on behalf of and at the sole cost of its member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works financed pursuant to the herein mentioned loan authorization bylaws;
- D. Under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, the amount being issued under the authority thereof by this bylaw, and the term of the debt are included in this bylaw;
- E. The tables contained in this bylaw are to provide clarity and information for the purposes of this bylaw;
- F. The Regional Board, by this bylaw, hereby requests such financing shall be undertaken through the Authority.

**NOW THEREFORE** the Regional Board of the Capital Regional District in open meeting assembled enacts as follows:

1. The Regional Board hereby consents to financing the debt of District of Saanich and further described in the Municipal Loan Authorization Bylaws table, in the amount of Three Million and Two Hundred Thousand Dollars (\$3,200,000) in accordance with the following terms.

Security Issuing Bylaw No.	Municipality	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
4438	District of Saanich	9634	\$2.20	\$0.00	\$2.20	15	\$2.20	Transportation Capital Program
	District of Saanich	9635	\$1.00	\$1.00	\$1.00	15	\$1.00	Parks Capital Program
	<b>TOTAL</b>						<b>\$3.20</b>	

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Municipal Loan Authorization Bylaws table, at the sole cost and on behalf of the District of Saanich up to, but not exceeding Three Million and Two Hundred Thousand Dollars (\$3,200,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed Three Million and Two Hundred Thousand Dollars (\$3,200,000) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.
3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
4. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.

5. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.
6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
8. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the District of Saanich Loan Authorization Bylaw # 9634 and 9635 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.
9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.
10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to Section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
11. This bylaw may be cited as "Security Issuing Bylaw No. 4, 2021".

READ A FIRST TIME THIS <sup>th</sup> day of 202

READ A SECOND TIME THIS                  <sup>th</sup>       day of                  202

READ A THIRD TIME THIS <sup>th</sup> day of 202

ADOPTED THIS                      th       day of                      202

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CHAIR

CORPORATE OFFICER

**Schedule "A" to Bylaw # \_\_\_\_**

**CANADA**

**PROVINCE OF BRITISH COLUMBIA**

**AGREEMENT**

Regional District of \_\_\_\_\_

The Regional District of \_\_\_\_\_ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of \_\_\_\_\_ DOLLARS (\$\_\_\_\_\_) in lawful money of Canada, together with interest thereon from the \_\_\_\_ day of \_\_\_\_\_ 20\_\_, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the \_\_\_\_ day of \_\_\_\_\_ 20\_\_, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at \_\_\_\_\_, British Columbia, this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

IN TESTIMONY WHEREOF and under the authority of  
Bylaw # \_\_\_\_\_ cited as "\_\_\_\_\_",  
this Agreement is sealed with the Corporate Seal of the  
Regional District of \_\_\_\_\_ and signed  
by the Chair and Treasurer thereof.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

\_\_\_\_\_  
Deputy Inspector of Municipalities of British Columbia

SCHEDULE "A" to Bylaw 4438

**PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS**

Date of Payment	Total Payment	Principal/Sinking Fund Deposit	Interest
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

**CAPITAL REGIONAL DISTRICT**

**BYLAW NO. 4439**

\*\*\*\*\*

**A BYLAW TO AUTHORIZE THE ENTERING INTO AN AGREEMENT RESPECTING  
FINANCING BETWEEN THE CAPITAL REGIONAL DISTRICT AND THE  
MUNICIPAL FINANCE AUTHORITY OF BRITISH COLUMBIA**

\*\*\*\*\*

**WHEREAS:**

- A. The Municipal Finance Authority of British Columbia (the “Authority”) may provide financing of capital requirements for regional districts or for their member municipalities by the issue of debentures or other evidence of indebtedness of the Authority and lending the proceeds therefrom to the regional district on whose request the financing is undertaken;
- B. The Township of Esquimalt is a member municipality of the Capital Regional District (the “Regional District”);
- C. The Regional District will finance from time to time on behalf of and at the sole cost of its member municipalities, under the provisions of Section 410 of the *Local Government Act*, the works financed pursuant to the herein mentioned loan authorization bylaws;
- D. Under the provisions of Section 411 of the *Local Government Act*, the amount of borrowing authorized by each of the following loan authorization bylaws, the amount already borrowed under the authority thereof, the amount of authorization to borrow remaining thereunder, the amount being issued under the authority thereof by this bylaw, and the term of the debt are included in this bylaw;
- E. The tables contained in this bylaw are to provide clarity and information for the purposes of this bylaw;
- F. The Regional Board, by this bylaw, hereby requests such financing shall be undertaken through the Authority.

**NOW THEREFORE** the Regional Board of the Capital Regional District in open meeting assembled enacts as follows:

1. The Regional Board hereby consents to financing the debt of Township of Esquimalt and further described in the Municipal Loan Authorization Bylaws table, in the amount of Thirty Five Million Dollars (\$35,000,000) in accordance with the following terms.

Security Issuing Bylaw No.	Service	LOAN AUTHORIZATION				Term of issue	Issue amount (\$M)	Notes
		Bylaw No.	Authorized (\$M)	Borrowed (\$M)	Remaining (\$M)			
<b>4439</b>	Township of Esquimalt	3021	\$42.00	\$0.00	\$42.00	30	\$35.00	Public Safety Building
	<b>TOTAL</b>						<b>\$35.00</b>	

2. The Authority is hereby requested and authorized to finance from time to time the above noted undertakings, and further described in the Municipal Loan Authorization Bylaws table, at the sole cost and on behalf of the Township of Esquimalt up to, but not exceeding Thirty Five Million Dollars (\$35,000,000) in lawful money of Canada (provided that the Regional District may borrow all or part of such amount in such currency as the Trustees of the Authority shall determine but the aggregate amount in lawful money of Canada and in Canadian Dollar equivalents so borrowed shall not exceed Thirty Five Million Dollars (\$35,000,000) at such interest and with such discounts or premiums and expenses as the Authority may deem appropriate in consideration of the market and economic conditions pertaining.
3. Upon completion by the Authority of financing undertaken pursuant hereto, the Chair and officer assigned the responsibility of financial administration of the Regional District, on behalf of the Regional District and under its seal shall, at such time or times as the Trustees of the Authority may request, enter into and deliver to the Authority one or more agreements, which said agreement or agreements shall be substantially in the form annexed hereto as Schedule "A" and made part of this bylaw (such Agreement or Agreements as may be entered into, delivered or substituted hereinafter referred to as the "Agreement") providing for payment by the Regional District to the Authority of the amounts required to meet the obligations of the Authority with respect to its borrowings undertaken pursuant hereto, which Agreement shall rank as debenture debt of the Regional District.
4. The Agreement in the form of Schedule "A" shall be dated and payable in the principal amount or amounts of monies and in Canadian dollars or as the Authority shall determine and subject to the *Local Government Act*, in such currency or currencies as shall be borrowed by the Authority under section 1 and shall set out the schedule of repayment of the principal amount together with interest on unpaid amounts as shall be determined by the Treasurer of the Authority.
5. The obligation incurred under the said Agreement shall bear interest from a date specified therein, which date shall be determined by the Treasurer of the Authority, and shall bear interest at a rate to be determined by the Treasurer of the Authority.

6. The Agreement shall be sealed with the seal of the Regional District and shall bear the signature of the Chair and the officer assigned the responsibility of financial administration of the Regional District.
7. The obligations incurred under the said Agreement as to both principal and interest shall be payable at the Head Office of the Authority in Saanich and at such time or times as shall be determined by the Treasurer of the Authority.
8. During the currency of the obligations incurred under the said Agreement to secure borrowings in respect of the Township of Esquimalt Loan Authorization Bylaw No. 3021 there shall be requisitioned annually an amount sufficient to meet the annual payment of interest and the repayment of principal.
9. The Regional District shall provide and pay over to the Authority such sums as are required to discharge its obligations in accordance with the terms of the Agreement, provided, however, that if the sums provided for in the Agreement are not sufficient to meet the obligations of the Authority, any deficiency in meeting such obligations shall be a liability of the Regional District to the Authority and the Regional Board of the Regional District shall make due provision to discharge such liability.
10. The Regional District shall pay over to the Authority at such time or times as the Treasurer of the Authority so directs such sums as are required pursuant to Section 15 of the *Municipal Finance Authority Act* to be paid into the Debt Reserve Fund established by the Authority in connection with the financing undertaken by the Authority on behalf of the Regional District pursuant to the Agreement.
11. This bylaw may be cited as "Security Issuing Bylaw No. 5, 2021".

READ A FIRST TIME THIS <sup>th</sup> day of 202

READ A SECOND TIME THIS                  <sup>th</sup>        day of                  202

READ A THIRD TIME THIS                      <sup>th</sup>       day of                      202

ADOPTED THIS \_\_\_\_\_<sup>th</sup> day of \_\_\_\_\_ 202\_\_

CHAIR

CORPORATE OFFICER

**Schedule "A" to Bylaw # \_\_\_\_\_**

**CANADA**

**PROVINCE OF BRITISH COLUMBIA**

**AGREEMENT**

Regional District of \_\_\_\_\_

The Regional District of \_\_\_\_\_ (the "Regional District") hereby promises to pay to the Municipal Finance Authority of British Columbia (the "Authority") at its Head Office in Saanich, British Columbia, the sum of \_\_\_\_\_ DOLLARS (\$\_\_\_\_\_) in lawful money of Canada, together with interest thereon from the \_\_\_\_ day of \_\_\_\_\_ 20\_\_, at varying rates of interest, calculated semi-annually, in each and every year during the currency of this Agreement; and payments of principal and interest shall be as specified in the schedule attached commencing on the \_\_\_\_ day of \_\_\_\_\_ 20\_\_, provided that in the event the payments of principal and interest hereunder are insufficient to satisfy the obligations of the Authority undertaken on behalf of the Regional District, the Regional District shall pay over to the Authority such further sums as are sufficient to discharge the obligations of the Regional District to the Authority.

DATED at \_\_\_\_\_, British Columbia, this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

IN TESTIMONY WHEREOF and under the authority of Bylaw # \_\_\_\_\_ cited as "\_\_\_\_\_",  
this Agreement is sealed with the Corporate Seal of the Regional District of \_\_\_\_\_ and signed by the Chair and Treasurer thereof.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Treasurer

Pursuant to the *Local Government Act*, I certify that the within Agreement has been lawfully and validly made and issued and that its validity is not open to question on any ground whatsoever in any court of the Province of British Columbia.

\_\_\_\_\_  
Deputy Inspector of Municipalities of British Columbia

**PRINCIPAL AND/OR SINKING FUND DEPOSIT AND INTEREST PAYMENTS**

<b>Date of Payment</b>	<b>Total Payment</b>	<b>Principal/Sinking Fund Deposit</b>	<b>Interest</b>
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

**REPORT TO THE FINANCE COMMITTEE  
MEETING OF WEDNESDAY, JULY 07, 2021**

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**SUBJECT**     **Capital Reserve Funding Guidelines**

**ISSUE SUMMARY**

Report on optimal capital reserve balances and funding for sustainable service delivery.

**BACKGROUND**

Through various staff reports to Committee and Board, including statements of financial information and the asset management strategy, staff were directed to report on reserve fund health and optimal levels to ensure sustainable service delivery and sound financial decision making.

Prudent and sustainable management of service delivery objectives are continually integrated and prioritized through the annual planning process. Previous decision models and guidelines that inform service and financial planning include:

- Corporate Asset Management Program & Asset Management Strategy; intervening through the life-cycle of an asset to ensure long-term service delivery
- Financial Debt Term Guidelines; setting optimal long term debt amortization periods based on value for money
- CAWTP Financing Strategy; integration of life-cycle costing, cost expectations, debt tolerance, and cash flow planning
- CRHD Funding Model; where minor capital is funded from cash on hand and major capital projects are debt financed in alignment with asset life
- CRHD Summit Financing Strategy; alignment of long term debt to operating lease agreement, risk mitigation of fluctuating interest rates
- Regional Housing First Program Business Model; leveraging grant funds to create 5x investment through the use of debt
- Renewable Natural Gas Business Case Model and Analysis; optimizing agreement terms and financing strategy

The developed models and guidelines to date form a common approach to defining an overarching corporate financing strategy to support the organization's goal of sustainable service delivery. To measure performance, financial health indicators were introduced and have been tracked since 2017. Using the DBRS<sup>1</sup> rating methodology for municipal governments, the CRD has maintained a AA or better rating since 2017. Other key health indicators monitor liquidity, interest coverage, leverage, and capital reserve health.

This report focuses on capital reserve health, the relationship with leverage and debt affordability, and the integral impact both have on service delivery. The analysis includes a measure of existing reserves against the guideline to illustrate funded status. During 2021, staff developed capital reserve guidelines which were reviewed and approved by the Executive Leadership Team (ELT).

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<sup>1</sup> The Dominion Bond Rating Service (DBRS) is the largest rating agency in Canada and fourth largest in the world.

## **ALTERNATIVES**

### *Alternative 1*

The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Reserve Funding Guidelines report be received for information.

### *Alternative 2*

That this report be referred back to staff for additional information.

## **IMPLICATIONS**

Adequate and appropriate funding sources are key to the organization's ability to execute capital investment and sustain service delivery. A scan of the organization's current environment included:

- capital reserve bylaws
- reserve balances in relation to asset value
- a review of current CRD and best practices

The review focused on the following key indicators:

- assessment of overall funding differential by service (Acc Am – Reserve Balance)
- application of optimal % savings (Optimal D/E based on asset useful life)

The objective was to identify early opportunities and leading indicators to address shortfalls in funding health through the annual planning processes. Through exception reporting of leading indicators, staff will drive further analysis by service and integrate recommendations through asset management and financial planning.

### **Legislative Implications**

Capital reserves are established either legislatively for statutory reserves or by bylaw for all other capital reserves. Once established, reserve funds can only be used for the identified purpose except when funds are no longer required or when used for inter-service borrowing. Both legislation and bylaws state where reserves will be funded from and what the funds can be used for. Currently, neither legislation nor existing bylaws define how to set target reserve levels.

### **Financial Implications**

The CRD has 70 capital reserves established. Some services have more than one reserve but the majority have a single reserve. When applying the indicators on funded status, the results show:

- 45 reserves are funded within or above reasonable target range
- 25 reserves are flagged as requiring attention and below target range

While the overall results highlight that the majority of reserves are considered well-funded, benchmarking within or above target, it should be noted that 25 reserves are identified as requiring attention and benchmarking below target. Additionally, a majority of the 25 are within the Electoral Areas. Lower reserves may be acceptable, given the longer life of some Electoral Area utility

assets; however, if savings rates are not within guideline ranges, future borrowing levels and costs will be higher and could be fiscally challenging.

For services where reserve balances are above the target range, there is an opportunity to reduce transfers from operating budgets, in addition to incorporating optimal leverage in a financing strategy for future investment.

Through the financial health indicators introduced in 2017, reserve funding levels have been measured using the Capital Reserve Health Ratio (CRHR). In 2020, reserves were 9% of asset value, where best practices benchmark in the 15-20% range. In partnership with the CRHR, Revenue Supported Debt Servicing has been measured against the benchmark maximum of 25% of recurring revenue. The target is in alignment with both DBRS ratings for local governments as well as the Ministry of Municipal Affairs legislative limit for municipalities in British Columbia. In 2020, the CRD had 7.6% of revenue supporting debt servicing.

Additionally, an analysis of the 2020 DBRS indicators resulted in a AA overall rating, indicating a high capacity for financial sustainability and a low vulnerability to negative future events.

### **Other Local Governments**

Local, and International, Government Finance Officers associations publish case studies on a regular basis. A review of current publications showed recommendations on alignment of reserve balances to asset life and replacement, recognizing there are challenges in estimating future costs, in particular for long-life assets. Additionally, there was minimal documentation on optimizing reserves (savings) with debt (borrowing) and external revenue such as grants.

A call to local governments across the province demonstrated wide ranging practices with limited documentation on optimal reserve targets. Metro Vancouver was the most progressive. While silent on target reserve levels, Metro opted for setting a maximum % of revenue for debt servicing; currently 40%. Regional districts long-term borrowing is not restricted by legislation.

### **Analysis**

Optimal financing strategies are essential in supporting and enabling the service delivery requirements of the CRD. At a fundamental level, saving and borrowing or reserves and debt are the internal drivers; thus, optimizing the blend or ratio is critical to a financing strategy.

Where reserves impact current rate payers, debt can both distribute costs over time and multiply investment capacity. Both reserve balances and debt need to be actively managed against external conditions including interest rates, inflation, and changes in the treasury marketplace.

In evaluating and balancing internal drivers, staff utilized cost sensitivity analysis to develop target debt to equity ratios, with the goal of evaluating optimal financing strategies on new purchases, replacement of capital infrastructure, and land acquisition.

The foundation of the guideline is the relationship between asset life and an optimal blend of debt and equity. Shorter-life assets should utilize a lower ratio of debt to equity vs assets with longer useful lives being better suited to higher leverage.

Appendix C includes graphics to articulate the concepts above.

The guideline is a standard approach to be applied in each service, and involves:

- evaluation of asset life cycles and asset types
- assessment of target debt and equity based on the life of the asset
- analysis to develop financing strategy, incorporating CRD Debt Term Guidelines

In March 2021, the ELT reviewed results of the analysis and proposal, and directed a guideline be established to set target reserve levels within each service while maintaining the key financial health indicators.

In April 2021, the ELT approved the Reserve Guidelines included in Appendix B and directed the guidelines and accompanying analysis be incorporated into the 2022 financial planning process. Staff recommendations will be included in budget deliberations by ELT through the summer, and ultimately through Commissions, Committees, and the Board this fall.

### **Other Considerations**

The guideline is intended to address sound financial management practices, but recognizes that a philosophical approach may override recommendations. Philosophically, a decision to borrow provides immediate benefit and spreads liability over time, whereas a decision to save impacts current ratepayers with a future benefit.

By matching higher levels of borrowing for assets with longer lives, the guideline incorporates matching costs of a service over its life, across generations, particularly in the case of assets with lives greater than 40-50 years.

An illustrative example is the land acquisition levy for the Regional Parks Service. The money is saved by today's taxpayers to buy land that will benefit many future generations, as land would be expected to serve community needs in perpetuity. In addition to concepts of inter-generational equity, economically, consideration should be given to the rate of land appreciation versus the rate of borrowing. Where one outpaces the other, the funding approach could be impacted.

### **CONCLUSION**

Optimal financing strategies are essential in supporting and enabling the service delivery requirements of the CRD. The guidelines optimize use of debt and capital reserves; they are not policy, rather an optimized reference point balancing multiple objectives. Staff will incorporate and apply the guidelines through the 2022 financial planning process.

### **RECOMMENDATION**

The Finance Committee recommends to the Capital Regional District Board:  
That the Capital Reserve Funding Guideline report be received for information.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

### **ATTACHMENT(S)**

Appendix A: Capital Reserve Analysis  
Appendix B: CRD Capital Reserve Guideline  
Appendix C: Corporate Finance Concepts

## CRD

## Capital Reserves - Data Analysis

Data source: 2019 F/S &amp; Reserves

## RESERVES BELOW 50% OF TARGET

<u>Service Area Name</u>	<u>Service Area</u>	<u>Asset Value</u>	<u>Asset Consumed</u>	<u>Reserve Balance</u>	<u>Asset Lifecycle Reserve Ratio (Savings %)</u>	<u>Target Reserve Balance</u>	<u>Funding Difference</u>
Regional Water Supply	2.67	\$286,228,008	\$133,178,252	\$2,031,818	40%	\$53,271,301	-\$51,239,483
Juan de Fuca Water Distribution	2.68	\$220,331,839	\$55,291,225	\$7,802,827	40%	\$22,116,490	-\$14,313,663
Leg & Gen	1.0X Consol	\$13,224,395	\$10,878,236	\$738,947	85%	\$9,246,501	-\$8,507,553
Magic Lake Estates Sewer System	3.83	\$6,284,742	\$3,379,033	\$139,518	40%	\$1,351,613	-\$1,212,095
SEAPARC	1.40X	\$10,710,229	\$4,082,024	\$566,281	40%	\$1,632,810	-\$1,066,529
Royal Theatre	1.29	\$10,894,276	\$4,310,223	\$823,906	40%	\$1,724,089	-\$900,184
Highland / Fernwood Water - SSI	2.621	\$5,344,520	\$2,315,776	\$55,892	40%	\$926,310	-\$870,419
Geo-Spatial Referencing System	1.335	\$1,277,956	\$1,072,946	\$68,348	70%	\$751,062	-\$682,714
Saturna Island Water System (Lyal Harbour)	2.64° Consol	\$4,566,055	\$1,438,818	\$6,193	40%	\$575,527	-\$569,334
S. G. I. Small Craft Harbour Facilities	1.235	\$3,143,159	\$1,604,240	\$466,134	60%	\$962,544	-\$496,410
Beddis Water	2.624	\$2,804,701	\$1,359,740	\$50,869	40%	\$543,896	-\$493,027
Salt Spring Island Public Library	1.141	\$7,437,564	\$1,127,261	\$72,279	40%	\$450,905	-\$378,625
Fulford Water	2.626	\$2,567,250	\$1,088,227	\$89,131	40%	\$435,291	-\$346,160
South Galiano Fire Protection	1.352	\$1,322,092	\$943,550	\$232,672	60%	\$566,130	-\$333,458
Port Renfrew Water	2.65 Consol	\$1,641,765	\$814,595	\$73,327	40%	\$325,838	-\$252,512
Surfside Park Estates (Mayne)	2.667	\$1,308,847	\$711,100	\$35,820	40%	\$284,440	-\$248,620
Port Renfrew Fire Protection	1.358	\$1,860,668	\$528,233	\$130,083	60%	\$316,940	-\$186,857
J.D.F. Search and Rescue	1.377	\$378,088	\$223,944	\$26,875	85%	\$190,353	-\$163,478
Maliview Estates Sewer System	3.82	\$833,701	\$411,981	\$18,933	40%	\$164,792	-\$145,859
Port Renfrew Sewer	3.85	\$1,022,763	\$777,080	\$20,129	20%	\$155,416	-\$135,287
Wilderness Mountain Water Service	2.691	\$1,355,616	\$327,277	\$40,732	40%	\$130,911	-\$90,179
Sticks Allison Water (Galiano)	2.665	\$345,630	\$205,475	\$2,688	40%	\$82,190	-\$79,502
Land Banking & Housing	1.31	\$39,196,034	\$208,522	\$19,247	40%	\$83,409	-\$64,162
Cedars of Tuam	2.622	\$230,936	\$73,608	\$13,155	40%	\$29,443	-\$16,288
Electoral Area Emergency Program	1.372	\$97,560	\$19,169	\$2,646	70%	\$13,418	-\$10,772
Totals:		\$624,408,394	\$226,370,537	\$13,528,450		\$96,331,620	-\$82,803,169

## CRD

## Capital Reserves - Data Analysis

Data source: 2019 F/S &amp; Reserves

RESERVES ABOVE 50% OF TARGET							
<u>Service Area Name</u>	<u>Service Area</u>	<u>Asset Value</u>	<u>Asset Consumed</u>	<u>Reserve Balance</u>	<u>Asset Lifecycle Reserve Ratio (Savings %)</u>	<u>Target Reserve Balance</u>	<u>Funding Difference</u>
SWMP -Solid Waste Disposal (Refuse Disposal)	1.521	\$80,478,154	\$28,016,869	\$21,794,292	40%	\$11,206,748	\$10,587,545
Regional Parks	1.28	\$49,072,360	\$14,513,742	\$9,445,688	40%	\$5,805,497	\$3,640,191
Saanich Peninsula Water Supply	2.61	\$36,399,176	\$15,853,751	\$9,396,424	40%	\$6,341,500	\$3,054,924
Facilities Mgt & Building Services	1.10X Consol	\$39,892,348	\$13,681,644	\$8,190,968	40%	\$5,472,657	\$2,718,310
SSI Transit	1.238 Consol	\$2,226,776	\$299,468	\$1,436,844	40%	\$119,787	\$1,317,057
Environmental Services	1.57X Consol	\$5,462,568	\$3,646,821	\$4,139,771	85%	\$3,099,798	\$1,039,973
McPherson Theatre	1.295	\$5,771,317	\$1,680,815	\$1,664,880	40%	\$672,326	\$992,554
911 Systems	1.911 Consol	\$12,736,188	\$1,362,930	\$1,013,992	20%	\$272,586	\$741,406
JDF EA Parks & Rec	1.40° Consol	\$1,142,538	\$546,939	\$640,524	40%	\$218,776	\$421,748
North & South Pender Com. Parks	1.485	\$323,457	\$184,343	\$266,656	60%	\$110,606	\$156,050
S.G.I. Emergency Program	1.373	\$185,031	\$83,944	\$202,916	60%	\$50,367	\$152,550
Hazardous Material Incident Response	1.375	\$486,855	\$394,987	\$341,199	60%	\$236,992	\$104,207
Salt Spring Island Fernwood Dock	1.236	\$277,607	\$80,419	\$146,911	60%	\$48,251	\$98,660
Willis Point Fire Protect & Recreation	1.35	\$1,467,135	\$803,523	\$537,816	60%	\$482,114	\$55,702
Electoral Area Services - Planning	1.325	\$73,741	\$64,347	\$76,576	40%	\$25,739	\$50,837
Juan de Fuca Emergency Program	1.37	\$36,473	\$25,628	\$63,006	70%	\$17,940	\$45,066
Building Inspection	1.318	\$290,109	\$196,539	\$208,457	85%	\$167,058	\$41,399
Cedar Lane Water (S.S.I.)	2.628	\$472,253	\$136,518	\$92,334	40%	\$54,607	\$37,727
S.S.I. Emergency Program	1.371	\$59,442	\$24,108	\$45,309	70%	\$16,876	\$28,434
Port Renfrew Refuse Disposal	1.523	\$190,122	\$121,658	\$101,215	60%	\$72,995	\$28,220
Mayne Is. Com. Parks & Rec	1.475	\$606,157	\$198,422	\$99,692	40%	\$79,369	\$20,323
Saturna Island Comm. Parks	1.465	\$205,713	\$111,138	\$82,741	60%	\$66,683	\$16,058
Regional Growth Strategy	1.33X Consol	\$210,894	\$82,344	\$82,596	85%	\$69,992	\$12,604
Galiano Island Library Service	1.137	\$1,010,441	\$128,900	\$61,990	40%	\$51,560	\$10,429
Electoral Area Admin Exp - SSI	1.111	\$41,703	\$6,015	\$15,367	85%	\$5,113	\$10,254
Arts Grants	1.297	\$6,456	\$4,511	\$9,184	85%	\$3,835	\$5,349
Electoral Area Admin Exp - SGI	1.11	\$17,109	\$4,040	\$7,850	85%	\$3,434	\$4,416
Electoral Area Admin Exp - JDF	1.109	\$1,879	\$376	\$4,498	85%	\$319	\$4,179
By-Law Enforcement	1.323	\$99,177	\$46,026	\$25,831	70%	\$32,218	-\$6,387
Galiano Parks	1.495	\$265,456	\$147,654	\$80,482	60%	\$88,592	-\$8,110
913 Fire Dispatch	1.913	\$144,268	\$80,565	\$44,346	70%	\$56,395	-\$12,050
Animal Care Services	1.313	\$165,718	\$156,354	\$85,133	85%	\$132,901	-\$47,768
Skana Water (Mayne)	2.642	\$609,155	\$316,366	\$77,042	40%	\$126,546	-\$49,504
Ganges Sewer	3.81	\$8,011,699	\$4,040,905	\$754,283	20%	\$808,181	-\$53,898
S.S.I. Septage/Composting	3.705	\$2,738,512	\$527,833	\$154,793	40%	\$211,133	-\$56,340
Magic Lakes Estate Water System	2.63	\$17,916,457	\$4,280,700	\$754,542	20%	\$856,140	-\$101,598
Shirley Fire Protection	1.36	\$1,137,751	\$603,488	\$213,558	60%	\$362,093	-\$148,535
N. Galiano Fire Protection	1.359	\$1,675,352	\$616,924	\$214,084	60%	\$370,155	-\$156,070
Panorama Rec. Center.	1.44X	\$29,733,804	\$9,936,287	\$3,810,863	40%	\$3,974,515	-\$163,651
East Sooke Fire Protection	1.357	\$4,604,941	\$1,202,683	\$313,930	40%	\$481,073	-\$167,143
SSI Parks & Rec	1.45° Consol	\$11,158,668	\$4,630,331	\$1,628,333	40%	\$1,852,132	-\$223,800
Otter Point Fire Protection	1.353	\$1,783,630	\$1,233,795	\$404,146	60%	\$740,277	-\$336,131
Pender Fire Protection	1.356	\$3,969,048	\$2,200,277	\$664,032	60%	\$1,320,166	-\$656,134
Peninsula Wastewater TP	3.718	\$42,874,116	\$17,753,293	\$5,554,608	40%	\$7,101,317	-\$1,546,709
Trunk Sewers	3.7X Consol	\$157,642,482	\$56,720,717	\$12,371,153	40%	\$22,688,287	-\$10,317,134
Totals:		\$523,674,237	\$186,748,938	\$87,320,858		\$75,975,646	\$11,345,211

# Capital Reserve GUIDELINES

## CRD FINANCIAL SERVICES

### Purpose

To present a capital reserve guideline and framework to establish a standard practice for setting CRD service area reserve target balance levels.

### Background

Adequate capital reserve balances are critical to sustainable service delivery. Achieving an optimal capital reserve balance target achieves three goals:

1. Ensures an adequate level of capital assets is maintained required to meet existing service levels,
2. Expansion of service levels required for new service provision and/or to absorb future growth, and
3. Contingency funds on-hand required to address unexpected situations requiring immediate investment in tangible capital assets.

These guidelines are based on the principle that the each CRD service area should maintain or build enough reserves to fund the future replacement of those assets, after accounting for permissible debt levels applicable to each service area. Some level of debt is beneficial in order to amplify the impact of operations, but only to the point where an optimal level is achieved.

Capital reserve balance targets are set during long term sustainable service delivery planning activities and annually in the financial planning process. Capital reserve balance targets are determined within each service by operational management in partnership with Financial Services. These targets are reviewed annually for changes in assumptions and service delivery commitments. This guideline provides formulas which permit the service area management and finance to determine the permissible level of debt and establish the target capital reserve balances as guideline. Individual service area circumstances will justify higher or lower levels of permissible debt and target capital reserve balances.

For planning purposes, the primary sources of funding for capital investment are assumed to be debt and reserve funds (i.e. equity). While grants and funding from other levels of governments are considered, their contingent nature prevent them from being a reliable source for planning purposes. If these alternative funding sources materialize, they are expected to offset or reduce the target debt for that service area rather than reduce target capital reserve levels.

The key inputs to the analysis of a service area target reserve balances are:

# Capital Reserve GUIDELINES

## CRD FINANCIAL SERVICES

- Master plans
- Service level strategic and service plans
- Sustainable service delivery plans
- Capital plans
- Grant opportunities, donations and other partnerships

Continued development of sustainable service delivery plans and long-term financial plans will provide more reliable and available asset and operational data to better inform future funding levels. Reserve funding levels should always be revisited with the completion or revision of these plans.

Each year as part of the annual financial planning process, reserve transfers and reserve levels will be reviewed by Staff to ensure alignment with these guidelines. This review is subject to existing bylaw restrictions and, with respect to statutory reserves, legislative restrictions. Reserve funding and use of reserves should be determined in conjunction with policy and best practice with regard to debt, grants, donations and other partnerships.

Financial Services, in cooperation with the operations manager, would determine the target capital reserve balance for each service area. Target levels would be reviewed corporately (i.e. Senior Manager/ CFO) on an annual basis. Finance staff responsible for the service area should be contacted if there are questions regarding interpretation or application of these guidelines.

Audited information from the financial statements can be relied on in determining the minimum maintenance target capital reserve levels. This audited information is the best source of data available and is immediately available without imposing additional administrative burden. In the future, once asset management matures, a more granular assessment can be conducted via a long-term financial planning process which incorporates asset management best practices.

## Reserve Guideline Overview

### **Capital Reserve Balance Approvals**

Each service or project in question should use these guidelines as a starting point for further analysis. Traditional oversight approval responsibilities are still required through both the long term planning process and the annual financial planning process.

Target capital reserve balances would be reviewed corporately (i.e. Senior Manager/ CFO). The ideal target ratios would balance minimizing overall borrowing and asset management costs while using judgement.

# Capital Reserve GUIDELINES

## CRD FINANCIAL SERVICES

### Reserve Target Levels - Categorization

In general, CRD service areas can be divided into two broad categories:

1. **Capital Intensive** – These are very capital intensive service areas (e.g. IWS, facilities, landfill operations, regional parks land acquisitions, etc) with engineering heavy operations. They are typically characterized by high capital asset requirement benefiting the region and with higher life cycle costs and longer-asset replacement cycles (e.g. 30 years or more). Capital Intensive service areas will take on more debt than corporate weighted average cost of capital ("WACC") suggests;
2. **Service Focused** – These are service areas (e.g. Leg & Gen) with a 'service-only' focus. They generally require a building, computers and perhaps fleet vehicle access to maintain service levels. They are typically characterized by low capital asset requirement with lower life cycle costs and shorter-asset replacement cycles (e.g. 5 or 10 years or less, excluding buildings). Service Focused service areas should take on no debt or less debt than corporate WACC might otherwise suggest; due to variations in service area level weighted average cost of capital as well as the desire to balance inter-generational equity concerns, a service area is not necessarily required to save 100% of its future capital replacement.

In determining a level of savings, after understanding replacement projections, a level of debt can be factored in based on the following guidelines which relate life of the asset to a tolerance for debt (generally):

Asset Category	Average Life	Debt %
<b>Engineering Infrastructure *</b>	50+	60 - 80%
<b>Buildings and Heavy Equipment</b>	25-45	40 - 60%
<b>Equipment and Vehicles</b>	10-20	21 - 40%
<b>Office Equipment and Leaseholds</b>	5-10	0 - 20%

Excludes services based primarily on the user fee/utility rate method of recovery as debt % strategy is subject to alternative targets within a utility rate model.

These useful life estimates above form the basis of the calculation guidelines below. By determining permissible debt based on estimated useful life, permissible debt can be deducted from the accumulated amortization balance in order to arrive at a target capital reserve balance for the service area.

## RESERVE GUIDELINES

### Financial Indicators

#### Reserve Target Levels – Calculation Guidelines

##### Assumptions

Capital expenditures (CAPEX) 're-charges' or 'regenerates' the TCA base and this CAPEX is funded from capital reserves. If annual CAPEX is:

- equal to the annual depreciation rate, the net book value (NBV) of the service area will be held constant.
- Less than the annual depreciation rate, the NBV will fall. If service levels are constant this outcome is a 'red flag'. CAPEX must be increased in order to maintain future service levels.
- More than the annual depreciation rate, the NBV will rise. If service levels are constant this outcome is also sub-optimal. It indicates potential 'over-savings' assuming the service level is constant.

##### Annual Reserve Funding Goal - Minimum:

The goal is to hold the historic tangible capital asset (TCA) level constant assuming this level provides an adequate service level. The formula for the minimum annual reserve funding goal is as follows:

$$\text{Annual Amortization} \times (1 - \text{debt \%}) = \text{Target contribution to capital reserve, less annual CAPEX}$$

If there is:

- no annual CAPEX, then reserves must be funded to match the annual depreciation (\$) adjusting for WACC Debt to equity factor for the service area categorization.

# Capital Reserve GUIDELINES

## CRD FINANCIAL SERVICES

- Some annual CAPEX but less than annual depreciation, then reserves must be added to in order to match the annual depreciation (\$) less the annual CAPEX (\$); i.e., the gap must be plugged.
- Greater annual CAPEX than annual depreciation, then reserves must be reviewed to ensure there is not an 'over-saving' situation. This review must be reported to the Senior Manager, Financial Services.

### **Overall Reserve Funding Target Goal - Minimum:**

The goal is to hold the historic tangible capital asset (TCA) level constant assuming this level provides an adequate service level. The formula for the minimum overall reserve funding goal is as follows:

$$\text{Accumulated Amortization} \times (1 - \text{debt \%}) = \text{Target level of total capital reserve}$$

Cases considered:

- If current reserve level is below the current accumulated depreciation balance, adjusting for permissible debt based on the WACC debt to equity factor for the service area categorization, future financial plans must be updated to incorporate 'closing this gap'.
- If current reserve level is +/-5% of the current accumulated depreciation balance, adjusting permissible debt based on the WACC debt to equity factor for the service area categorization, no action is required.
- If current reserve level is above the current accumulated depreciation balance, adjusting for permissible debt based on the WACC debt to equity factor for the service area categorization, future financial plans must be reviewed to ensure there is not an 'over-savings' situation. This review must be reported to the Senior Manager, Financial Services.

The above minimum goals would be modified to incorporate inflation and replacement cost factors into the consideration, whenever possible.

### **Reserve Target Levels – WACC component**

Using the above service area categorization, target reserve levels may be established. Establishing the target reserve levels requires balancing the service area's exposure to inter-generational equity. Those service areas with capital intensive operations and long-asset-service lives will typically utilize higher debt levels, whereas those service areas with low capital requirements and shorter-asset service lives will typically utilize lower debt levels.

# Capital Reserve GUIDELINES

## CRD FINANCIAL SERVICES

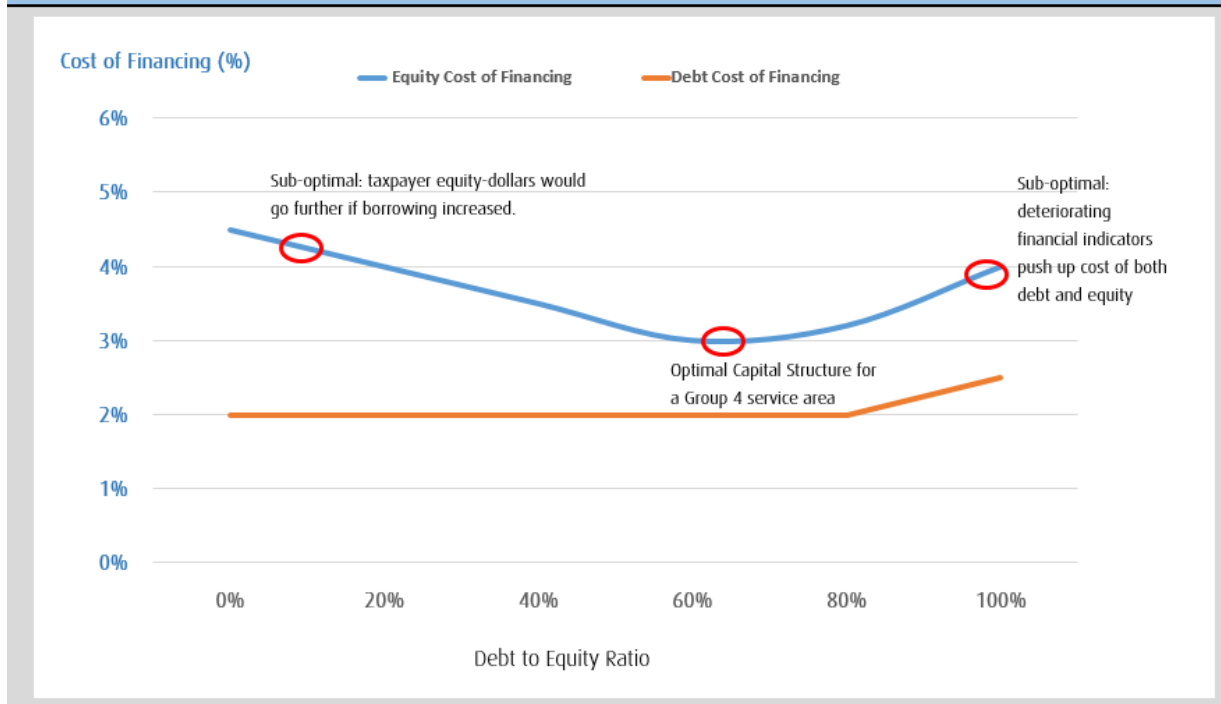
Prepared By:	Financial Services	March 2021
Consulted With:	All departments	
Informed:	All departments	
Approved By:	ELT	April 2021

## Appendix C: Corporate Finance Concepts

### Corporate Finance – Optimal Debt to Equity

Capital investments in infrastructure to deliver on community needs drive cash flow requirements in excess of the ability to pay or raise money to pay up front in many cases. An optimal blend of debt and reserves is designed to meet community demand today while matching cash flow with the use of assets over time. Graphic 1 illustrates how blending cost of debt financing (orange line) with cost of a taxpayer-raised financing (blue line) reduces overall cost of financing. However, blending too much debt can cause costs to rise.

The Trade-Off Theory of capital structure requires balancing the benefits of debt financing (don't need to save everything to spend today) versus the cost of financial distress from too much leverage (deteriorating credit score, risk of insolvency etc)



### What are capital reserves?

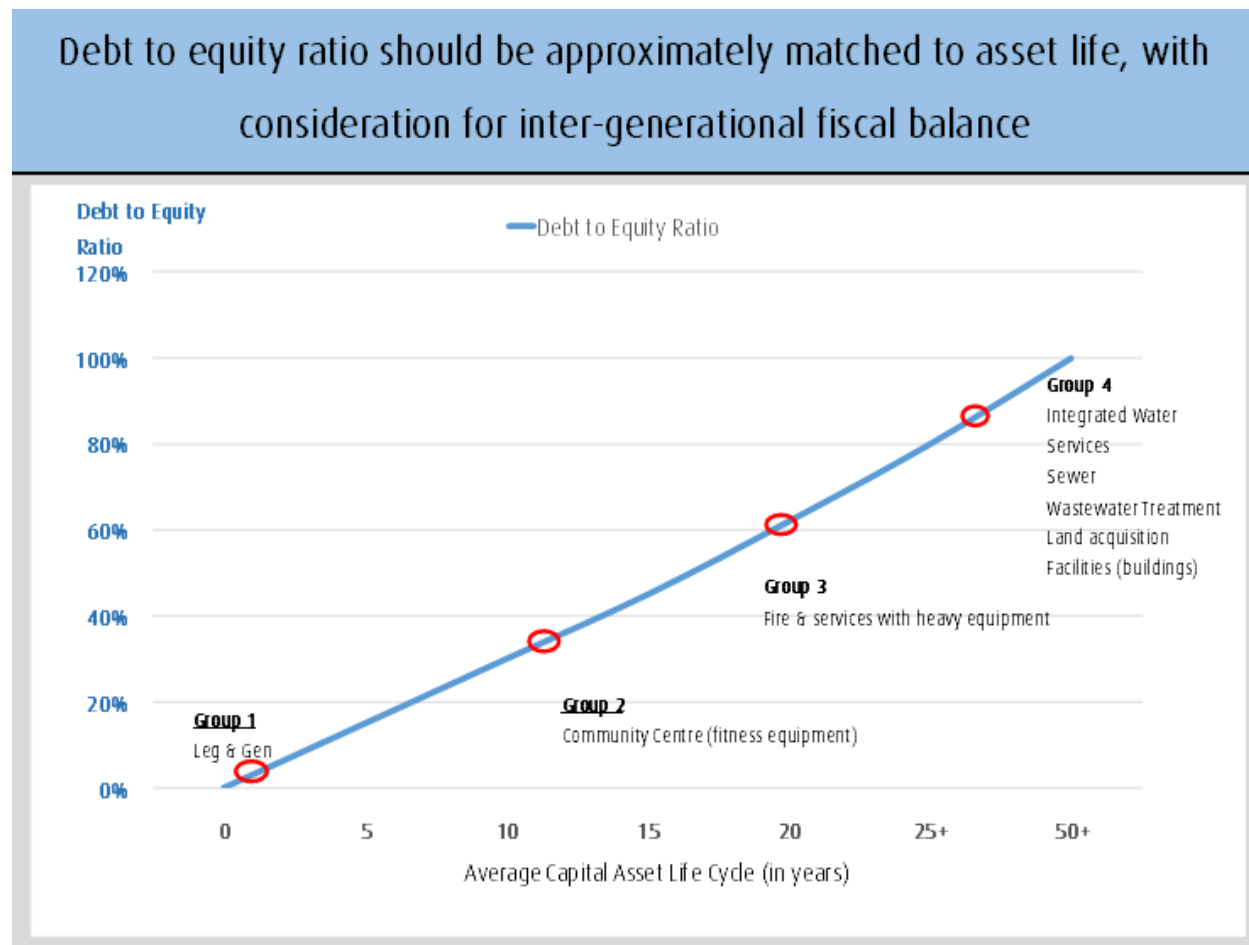
Capital Reserves are established by bylaw and statute. Once established, these reserves can only be used for the purpose they were established for unless the funds are no longer required (purpose ceases to exist) or when funds are used for inter-service borrowing. Each bylaw references funding sources as either surplus/operating transfer but the bylaws do not address 'how' to determine optimal funding levels.

The historic CRD practice for setting capital reserve levels is driven by the annual financial planning conducted in each CRD service area. Capital reserve levels are set at the service level and approved through the annual budget and financial plan process and monitored on an ongoing basis for adequacy. Many are tied back to calculations involving estimates of asset life-cycle replacement.

For each service area, the overall capital reserve levels will be reviewed by comparing current accumulated amortization to the existing capital reserve balances. Inflation and replacement cost factors will be considered wherever possible. An optimal debt permissible level will be determined. Then the over- or under-funding of the capital reserve will be determined, providing opportunities to address misalignment. The results of this analysis will be used in the 2022 financial planning process.

### **How much debt is permissible for new purchases or replacement of major capital infrastructure and/or land?**

As a general rule, the longer the estimated useful life of a capital asset, a greater tolerance for debt is permitted:



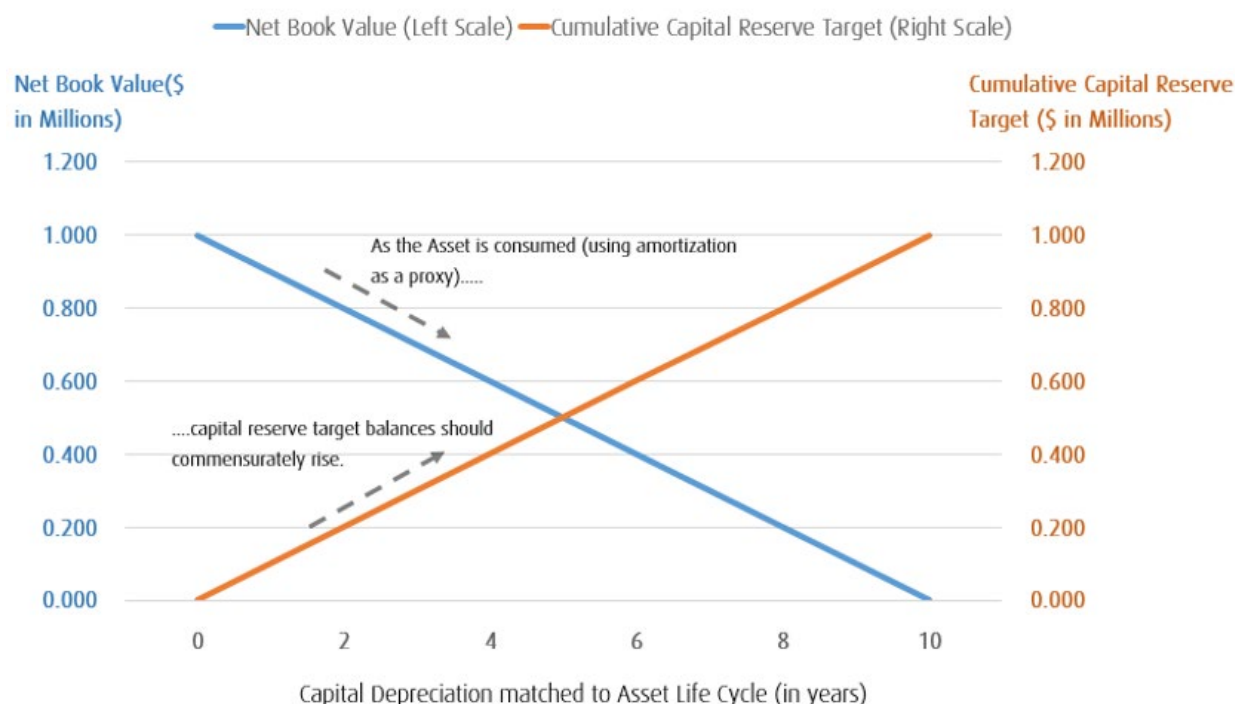
Capital reserves (savings) target levels are set once the level of permissible debt is established for the service area, as the two concepts are correlated. The more debt permissible, the less reserves require to be saved toward future replacement.

## How is setting capital reserve targets approached?

Setting capital reserve levels are set assuming the current capital assets will need to be replaced in the future. Until asset management data becomes available, these guidelines recommend relying on accounting operational data and as the starting point.

Capital asset/infrastructure replacement patterns are often 'lumpy', meaning the asset is not fully used up, in an accounting sense, before it is replaced or enhanced. Hence an annual examination of estimated service life, replacement schedule (timing of cash flows) and existing debt is required to inform an optimal financing strategy. Each CRD service area will have a unique profile in this regard, preventing a formulaic approach from being developed.

Generally, as an asset depreciates, the capital reserves should be funded annually sufficient to meet the replacement need in the future, adjusting for permissible debt, replacement cost and inflation as additional factors informing target capital reserve balances.



Certain limits apply on the use of debt, revenue tolerance and financial health indicators are primary considerations.