Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Committee of the Whole

Wednesday, October 27, 2021 | **1:10 PM** | **6th Floor Boardroom, 625 Fisgard Street, Victoria, BC V8W 1R7**

Special Meeting - Provisional Budget

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

1. Territorial Acknowledgement

2. Approval of Agenda

3. Presentations/Delegations

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

3.1. Presentations

3.2. Delegations

3.2.1. 21-818 Delegation - Nitya Harris; Resident of Langford: Re: Agenda Item 4.2.: Capital Regional District 2022 Financial Plan Provisional Approval

3.2.2. 21-819 Delegation - Alison Spriggs; Resident of Victoria: Re: Agenda Items 4.1.: 2022 Service Planning - Community Needs Summaries and 4.2. Capital Regional District 2022 Financial Plan Provisional Approval

3.2.3. 21-820 Delegation - Alastair Craighead; Resident of Victoria: Re: Agenda Items 4.1.: 2022 Service Planning - Community Needs Summaries and 4.2. Capital Regional District 2022 Financial Plan Provisional Approval

4. Special Meeting Matters

4.1. 21-807 2022 Service Planning - Community Needs Summaries

Recommendation: The Committee of the Whole recommends to the Capital Regional District Board: That Appendices A-O Community Need Summaries be received for information. (NWA)

Attachments:

Staff Report: 2022 Service Planning-Community Needs Summaries

Appendix A: Community Need Summary – Affordable Housing

Appendix B: Community Need Summary – Transportation

Appendix C: Community Need Summary – First Nations Relations

Appendix D: Community Need Summary – Electoral Areas

Appendix E: Community Need Summary – Climate Action & Adaptation

Appendix F: Community Need Summary – Parks & Natural Resource Mgmt

Appendix G: Community Need Summary – Protective Services

Appendix H: Community Need Summary – Wastewater

Appendix I: Community Need Summary – Landfill & Recycling

Appendix J: Community Need Summary – Water

Appendix K: Community Need Summary – Planning & Development

Appendix L: Community Need Summary – Arts & Culture

Appendix M: Community Need Summary – Recreation

Appendix N: Community Need Summary – Health Facilities

Appendix O: Community Need Summary – Accountability

Appendix P: Regional Parks Supplementary Staffing Information

4.2. 21-700 Capital Regional District 2022 Financial Plan Provisional Approval

Recommendation: The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2022 Financial Plan be given provisional approval as presented;
2. That the new initiatives and capital identified in Appendix H for January 1, 2022, implementation be approved for expenditure;
(WA)
3. That the 2022 Service Plans be approved as presented; and,
4. That the Staff Establishment Chart as attached in Appendix M be approved.
(NWA)

Attachments:
Staff Report: 2022 Financial Plan Provisional Approval
Presentation: Financial Plan
Appendix A: Budget Plan'g Process & Financial Planning Guidelines
Appendix B: Operating Budget Overview
Appendix C: Capital Budget Overview
Appendix D: Preliminary Financial Plan Summary
Appendix E: Major Capital Projects
Appendix F: Financial Indicators
Appendix G: Budget Package Part A
Appendix G: Budget Package Part B
Appendix G: Budget Package Part C
Appendix H: January Approvals
Appendix I-1 EAC Budget Review Report
Appendix I-2 JDF Budget Pkg
Appendix I-3 SSI Budget Pkg
Appendix I-4 SGI Budget Pkg
Appendix I-5: EAC January Approvals
Appendix J: Regional Parks Financing Strategy Pkg
Appendix K: Presentation-Service Budget Highlights
Appendix L: Initiative Business Cases - 2022 Budget Impact
Appendix M: Staff Establishment Chart
Appendix N-1 CALWM Service Budget Pkg
Appendix N-2: RWS Service Budget Pkg
Appendix N-3: JDF Water Distr Service Budget Pkg
Appendix N-4: SaanPen Water Service Budget Pkg
Appendix N-5: SaanPen Wastewater Service Budget Pkg

5. Motion to Report to the Board

5.1. 21-811 Motion to Report to the Board

Recommendation: That the Committee of the Whole report to the Capital Regional District Board at the special meeting immediately following this meeting regarding items 4.1. and 4.2.

6. Adjournment

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REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 27, 2021

SUBJECT **2022 Service Planning - Community Needs Summaries**

ISSUE SUMMARY

To provide the Committee of the Whole with an overview of core service levels, new and progressing initiatives and performance metrics related to services provided by the Capital Regional District (CRD) in 2021 and planned for 2022. These activities deliver on approved Board Strategic Priorities and Corporate Priorities included in the 2019-2022 CRD Corporate Plan.

BACKGROUND

The CRD Board identified its strategic priorities in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to set a strategic course over the four year mandate and to align work on approved strategies, plans and corporate initiatives needed to advance the organization and support the effective development, coordination and delivery of services. The initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering.

The priorities were re-confirmed by the CRD Board at the annual check-ins on May 13, 2020 and May 12, 2021. The Board also approved the 2022 Service and Financial Planning Guidelines on May 12, 2021. Guidelines establish how management will respond on core service levels, new initiatives, adjustments for inflation and market cost escalations in preparation of the budget each year. Both guided staff's work in the development of the 2022 service planning reports.

Between September 22 and October 21, 2021, standing committees and commissions considered the attached Community Needs Summaries (Appendices A-O) and recommended that they all be advanced to the Committee of the Whole meeting of October 27, 2021 for approval and form the basis of the 2022-2026 Financial Plan. In addition, local area initiatives were evaluated through the Electoral Areas Committee (Appendix D). Note that content for the Economic Development Community Need is addressed in the Electoral Area Community Need. Each summary contains the initiatives, associated staffing, timing and service levels required to advance the CRD's work in 2022. Together, the documents form the basis of the Provisional Budget. In total, staff identified 49 initiatives in support of the 15 community needs and organizational requirements that will have budget implications above core service delivery in 2022.

The key drivers for the proposed incremental initiatives are:
1. The implementation of large projects that have been in the planning and policy development stage for the last two years, and are now ready to deliver and operationalize;
2. Changes required to adapt to increasing demand for services; and
3. Initiatives that are necessary to put appropriate controls and delivery mechanisms in place as well as improve workflows to manage service growth and maintain performance levels.

Through the review process, committees requested the following adjustments and clarifications to the Community Needs Summaries:

Amendment	Staff Response
1. On September 22, 2021 at the **Regional Parks Committee** the following motion arising related to the **Parks & Environmental Resource Management Community Need** was carried: *"That staff provide additional staffing information, including the Staff Establishment Chart, as part of the additional information for the Committee of the Whole meeting."*	See Appendix P for supplementary staffing information. See the Financial Plan Provisional Approval report for the Staff Establishment Chart.
2. On September 22, 2021 at the **Peninsula Recreation Committee** the following motion arising related to the **Recreation Community Need Summary** was carried: *"That the service planning report be amended to include all of the recreation facilities (addition of Central Saanich Cultural Centre and North Saanich Middle School) "*	The amendment will be made in time for the annual public engagement on the budget, which will take place between approval of the provisional budget in October and final budget approval in March.
3. On September 29, 2021 the **Environmental Services Committee** Directors requested that the following note be made in relation to the **Climate Action & Adaptation Community Need Summary**: *"The costs in the table titled "Initiatives" in the Community Need Summary are annualized programming costs which include costs associated with staffing, contracting and grants for distribution."*	The amendment will be made in time for the annual public engagement on the budget, which will take place between approval of the provisional budget in October and final budget approval in March.
4. On September 29, 2021 and October 13, 2021 respectively, the **Planning & Protective Services Committee** and **Electoral Areas Committee** Directors requested that staff report back with options for fee increases to reflect the true cost of researching, collating and producing Building Inspection information reports.	Staff will report back to the Electoral Areas Committee with a proposed fee amendment in Q1, 2022.

ALTERNATIVES

Alternative 1
The Committee of the Whole recommends to the Capital Regional District Board:
That Appendices A-O Community Need Summaries be received for information.

Alternative 2
The Committee of the Whole recommends to the Capital Regional District Board:
That Appendices A-O Community Need Summaries be received as amended.

IMPLICATIONS

Financial Implications
The financial implications of the Community Need Summaries, core service level adjustments and new initiatives will be addressed in the CRD 2022 Financial Plan Provisional Approval report, to be presented at the same meeting as this report.

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

The Electoral Areas Committee has considered the service level and financial implications of proposed program work in consideration of local services and the individual Electoral Area Directors have been engaged with respect to local commission recommendations through their budget review consultation.

Service Delivery Implications
2022 is a transition year for the CRD Board. Staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the Board is determining its strategic priorities for the 2023-2026 term.

Alignment with Board & Corporate Priorities
The direction given to staff was to bring forward work that is of essential nature. This was defined as:

- Initiatives that provide for public health and safety and/or deliver on a regulatory requirement
- Initiatives that are required to deliver the Board Strategic Priorities
- Initiatives that will prevent the materialization of significant negative impacts on service customers, partners, the region, local services or the CRD's finances
- Initiatives that minimize the materialization of financial, reputational or other risks and liabilities for the CRD by ensuring the organization is keeping pace with expectations and demand
- There is an imperative to deliver the work immediately and/or quickly

The Executive Leadership Team has reviewed and assessed all business cases against the criteria. The consolidated package of work is appropriate and commensurate to the challenge facing the organization.

CONCLUSION

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

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:
That Appendices A-O Community Need Summaries be received for information.

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

ATTACHMENTS

Appendix A: Community Need Summary – Affordable Housing
Appendix B: Community Need Summary – Transportation
Appendix C: Community Need Summary – First Nations Relations
Appendix D: Community Need Summary – Electoral Areas
Appendix E: Community Need Summary – Climate Action & Adaptation
Appendix F: Community Need Summary – Parks & Natural Resource Management
Appendix G: Community Need Summary – Protective Services
Appendix H: Community Need Summary – Wastewater
Appendix I: Community Need Summary – Landfill & Recycling
Appendix J: Community Need Summary – Water
Appendix K: Community Need Summary – Planning & Development
Appendix L: Community Need Summary – Arts & Culture
Appendix M: Community Need Summary – Recreation
Appendix N: Community Need Summary – Health Facilities
Appendix O: Community Need Summary – Accountability
Appendix P: Regional Parks Supplementary Staffing Information

Community Need

2022 Summary

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Affordable Housing

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- Changing rental housing market dynamics related to negative economic impacts of COVID (higher vacancy rates, rent increase freeze).
- Significant increases in the costs of acquiring property for affordable housing projects.
- Increased project administration and oversight.
- Increase in funding available through various streams with considerable administrative demands and pressing timelines.
- Increase in competition for available funds in support of development.
- More units coming online impact on future staffing requirements.
- Increased complexity and number of funding applications required to support increased development costs.
- Increasingly specialized roles in support of service delivery and tight employment market for specific roles.
- Difficulty in staff recruitment.

Community Need

2022 Summary

Services

Core Services Levels	
Service	**Levels**
Housing Initiatives and Programs (HIP) Facilitates the development of affordable housing through collaboration with other levels of government, community and housing agencies, private development industry, and other funders in accordance with the Regional Housing Affordability Strategy (RHAS). HIP acts as the Community Entity for the Government of Canada on the Reaching Home Program (RHP).	• Support continued implementation of the Regional Housing Affordability Strategy and Southern Gulf Island Affordable Housing Strategy. • Review and process required Letters of Intent and proposals for the Regional Housing Trust Fund. • Renew and manage Greater Victoria Coalition to End Homelessness (GVCEH) and Aboriginal Coalition to End Homelessness Service Agreements. • Continue to manage the Reaching Home Program – Designated Funding Stream, Indigenous Funding Stream and COVID streams (if necessary) to support efforts to respond to homelessness in the region. ➥ Service level adjusted, see IBC 1a-10 • Support the Government of Canada in its implementation of a sustained agreement to support the RHP Indigenous Communities stream. • Administer Housing Agreements.
Capital Region Housing Corporation (CRHC) Wholly owned subsidiary of the CRD, develops, manages and promotes affordable housing for low and moderate income families, seniors and persons living with disabilities. The CRHC currently owns and operates 1,773 units of housing/49 properties and has three projects in varying stages of development.	• Operational management of units, adjusting service delivery needs as required. • Property management of 114 units for third party owners. • Asset management: building envelope remediation of Carey Lane. • Contract management of Umbrella Operating Agreement with BC Housing. • Development: progressing with construction of 2 CHF-funded redevelopment projects (Michigan and Caledonia), new CHF projects (2782 Spencer, Pandora) and RHFP projects (Hockley, Prosser).
Regional Housing First Program (RHFP) A $120m equity partnership the CRD, BC Housing Management Commission (BC Housing), Canada Mortgage and Housing Corporation (CMHC) and	• Issuing quarterly Request for Proposals to non-profit and private developers. • Acquiring, developing and building housing in accordance with the Regional Housing First

Community Need

2022 Summary

Island Health in delivering the RHFP. There are currently ten projects totaling 1,011 units that have been approved under the RHFP.	Program Framework and, where appropriate, transitioning CRD owned housing to the CRHC for operations. ➥ Service level adjusted, see IBC 1a-2 • A CRD Alternative Approval Process has been approved to request authority for an additional $10m CRD long-term borrowing for the RHFP.
Planning & Development and Capital Construction Supports all planning and development processes related to achieving the approval of CRHC projects by municipal authorities and other approval bodies. Facilitates the capital construction of all CRHC projects and also supervises the construction of RHFP projects that will be acquired by the CRD/CRHC for operations.	• Fulfills the CRHC mission to develop affordable housing within the capital region through review and analysis of existing residential assets to identify opportunities for redevelopment or renewal ➥ Service level adjusted, see IBC 1a-3 • Further the regional priorities of the CRD Board through collaboration and development of strategic partnerships to enable the planning, design and construction of new affordable housing units within the capital region in a manner that is environmentally, socially and financially responsible. • Responsible for early feasibility, site analysis, conceptual design development and coordination of municipal approvals required to progress new affordable housing developments to the construction stage. • Identifies and secures new and continued funding sources to allow for the continued development of new affordable housing units in the capital region. • Evaluates and recommends to the CRD/CRHC Board of Directors opportunities for new land acquisitions or air space parcel leases to further the vision and mission of the CRHC to provide additional affordable housing to low and moderate income residents of the capital region.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

Community Need

2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
1a-2	Housing Planning & CRHC Operations	Increase staffing complement in Regional Housing in response to increase in operational units	2022	+6.3 FTE ongoing	$633K fee-for-service + requisition
1a-3	Construction and Capital Project Term Extensions	Extension of two project-funded positions to support housing development project delivery	2022	2.0 FTE Term extensions	$197K capital, requisition
1a-10	Reaching Home	Creation of term positions to support effective delivery and administration of increasing program funds	2021-2024	+2.0 FTE Term	$360K grant + requisition

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

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

Community Need

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: Increase directly managed affordable housing for low to moderate income households to 2,000 units by 2022 Total number of affordable units directly owned and managed by the CRHC; data from Regional Housing Division.	1,773	1,893	2,002
Metric 2: Meet the terms of the RHFP Definitive Agreement by December 31, 2022 of having 400 shelter rate units under construction or completed, with 300 of the 400 under construction or completed by December 31, 2021 Total number of approved RHFP units that are under construction or completed; data from Regional Housing Division.	144	229	350
Metric 3: Invest 2020-2024 $11m ($2.5m annually) in improving the current existing CRHC housing stock Total annual investment ($m); data from CRHC Capital Budget.	$1.2M	$2M	$3M
Metric 4: Ensure turnover of CRHC units is no greater than 30 days Average number of days to turnover a unit after it has been vacated; data from CRHC operations.	48	43	30
Metric 5: Decrease chronic homelessness TBC Point in Time metric; data from Point in Time Count & Homeless Individuals and Families Information System (under development).	TBC	TBC	TBC
Discussion			

Community Need

2022 Summary

Link to Target Outcome

- Ensuring that residents have access to affordable housing and enhancing community well-being require a multi-pronged approach. Increasing supply and maintaining existing affordable housing broadly is a critical measure of efforts made in support of this outcome. However, for those individuals potentially requiring additional support in increasing or maintaining their stability, ensuing there are enough units available to them that are affordable on income assistance while also being linked to available community-based support services is the foundation of their recovery from homelessness. Finally, working collaboratively to develop a Homelessness Management Information System (HMIS) is known as a best practice in reducing the numbers of individuals experiencing chronic homelessness though better being able to respond and mobilize housing and supports around their individuals needs and circumstances.

Discussion

- Metric 3: spending below target due to impacts of COVID-19 and the inability to undertake certain activities due to restrictions. This is anticipated to continue to impact 2022 operations.
- Metric 4: unit turnover increased due to impacts of COVID-19 and the inability to show units with existing tenancies, having to have contractors staggered, and the booking of move in times to allow for cleaning and elevator use.
- Metric 5: community-level work continued around a Homelessness Management Information System (HIFIS) with a completion target of 2023 as per the Reaching Home Contribution Agreement.

Community Need

2022 Summary

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Transportation

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- The CRD has demonstrated that playing a coordinating role on transportation projects can successfully enhance collaboration with stakeholders around the region. This is critical to securing investments and prioritizing management of the region's sustainable, long-term growth in terms of reducing congestion, improving travel time and taking action on climate change. This success has led to increasing demand for and scope of partnerships, which all have to be balanced against existing demands.
- The CRD Board confirmed a list of regional transportation priorities in July 2021 and directed staff to advance implementation actions. Implementation actions include advocacy and a new mandate related to transportation demand management and safety policy. Confirmation of regional transportation priorities is a significant new achievement toward the Board strategic priority for transportation as well as implementation of the Regional Transportation Plan (RTP) and the Regional Growth Strategy (RGS).
- The manner in which information is conveyed and absorbed is changing. Partners seek open data that is conveyed visually and is available in real-time on the CRD website. At the same time, demand for specialized data/information/modelling is increasing, with expectations for very short turn-around times. Staff aim to meet partner needs, while balancing the fast pace of change in this sector.
- The active transportation data review initiative is currently being implemented. Improved data collection has supported analysis of cycling volume along regional trails.
- The active school travel planning initiative has been in place for almost five years. Interest in the initiative and requests for participation continue to grow year-on-year.
- Statistics Canada is scheduled to release new census data in 2022. With this release, staff will initiate the Origin and Destination Household Travel Survey (O&D Survey) and begin an update to the regional transportation model. These are both multi-year data projects. Internal and external stakeholders rely on

Community Need

2022 Summary

data produced by these projects to complete travel planning, programming and engineering projects around the region, and to develop policy, deliver programs and report on progress toward achievement of regional transportation, growth management and climate action objectives.

- In the Electoral Areas (EAs), the Southern Gulf Islands (SGI) EA Administration division is working towards addressing local needs by optimizing integrated transportation opportunities by coordinating with BC ferries and others, and advance service establishment in the SGI EA (see Electoral Areas Community Need Summary for more detail).

Services

Core Services Levels	
Service	**Levels**
Regional Planning – Transportation Service is responsible for data collection, research and modelling related to multi-modal regional travel. The service supports the development and implementation of regional district services and informs local, agency and senior government transportation and land use planning processes.	• Every five years, update the regional transportation model with new census data and the origin and destination survey. ➥ Service level adjusted, see IBC 2a-1.1 • Collect and monitor multi-modal transportation data on an ongoing basis and liaise and disseminate findings to municipal, electoral area, government, academic and other partners, on demand. • Deliver active school travel planning services to five schools per year. • Analyze the impacts of actual and projected changes to the transportation system and provide transportation planning advice and expertise to regional, sub-regional and local planning and transportation projects and initiatives, on demand. • Implement and monitor the Regional Transportation Plan, including research, analysis and advice to achieve the multi-modal Regional Transportation Network and support CRD departments advance active transportation infrastructure and programming. ➥ Service level adjusted, see IBC 2a-1.2
SSI Transportation & Docks Local transit service, pathways and Fernwood Dock	• Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety). • Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island's Trust, BC Ferries, BC Transit). • Provide optimal level of service for public transit system on the island through an annual operating

Community Need

2022 Summary

	agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters. • Manage and operate Fernwood Dock facility.
SGI Local Service Feasibility On SGI, transportation is being investigated as a critical part of island economic sustainability.	• Programme of work for 2021 included initiating service feasibility planning for an integrated transportation service. ➥ Service level adjusted, see IBCs 2e-3 SGI Transportation Service Establishment
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

Ref	Initiative	Description	Year(s)	2022 impacts	
2a-1.1	Transportation Data Collection, Modelling and Priority Implementation	Conduct Origin & Destination Household Travel Survey and regional transportation model	2022	--	$734K reserve transfer + requisition
2a-1.2	Transportation Priorities Implementation	Support implementation of regional transportation priorities	2022	+1.0 FTE converted	$0 costs offset
2e-3	SGI Transportation Service Establishment	Deliver a transportation service establishment bylaw for SGI and seek electoral assent	2022	--	$15K requisition

Business Model

Funding

Who contributes

- All 13 Municipalities, all 3 Electoral Areas, Tsawout Nation and Songhees Nation
- Support Services: varies per service

Funding Sources

- Requisitions, grants and reserve transfer

Community Need

2022 Summary

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Reporting Structure

- Transportation Committee
- Traffic Safety Commission
- Electoral Area Committee

Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: Multi-Modal Transportation – achieve a transportation system that sees 45% of all trips made by walking, cycling and transit by 2038 Percentage of all trips made annually in the capital region by walking, cycling and public transit; data from CRD Origin Destination survey 2017	26.7%	26.7%	26.7%
Metric 2: Active School Travel Planning – schools participating in the Ready Step Roll initiative Total number of schools that have participated in the regional Ready Step Roll initiative since 2015; data from CRD Regional Planning	35	40	45
Future Metric 3: Progress toward achieving regional transportation priorities New performance measures to track achievement of regional transportation priorities will be developed in 2022	N/A	N/A	TBD

Community Need

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2022 Summary

Discussion

Link to Target Outcome

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

Discussion

- Metric 1: The mode share target is measured through the CRD Origin & Destination Survey, administered every five years. There is no year-on-year reporting of the target. Note that mode share for 2021 has likely dropped because of changed travel behavior during the COVID-19 pandemic. It is anticipated that this drop will persist through 2022 and 2023. It is likely that loss of transit ridership will account for the drop. New data will be available in 2023, when the Origin & Destination survey is complete.

Community Need

2022 Summary

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First Nations Relations

Strategy

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

Strategic Context

Strategies

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

Trends, risks and issues

- Increasing interest in collaborative process on plans and projects between various First Nations and the CRD.
- Moving toward more inclusive governance. First Nations Members invited to participate in certain standing committees, in accordance with the CRD Board Procedures Bylaw, where the Nation has an interest in matters being considered creating opportunities for shared decision-making on committees.
- Increased desire to include Indigenous cultural knowledge and practice within corporate processes.
- First Nations increasingly identifying economic reconciliation as an area of interest.
- Ongoing risks related to undertaking land-altering works
- As corporate and region-wide efforts to support reconciliation with First Nations continue, additional capacity within the CRD and/or within First Nations will likely be required to support continued efforts.
- Unclear how the ongoing implementation of the *Declaration on the Rights of Indigenous Peoples Act* will impact the delivery of region, sub-regional and local services by the CRD.
- Heightened scrutiny on how CRD Board and staff are translating reconciliation commitments into meaningful action, in the context of societal shifts towards increasing diversity, equity and inclusion.
- Ongoing treaty negotiations between First Nations and the provincial and federal government increasingly touch on items that intersect with CRD services/interests.
- With the conclusion of the Core Area Wastewater Project, the resources available through that project supporting capacity with Songhees and Esquimalt ended in March 2021 and with the WSANEC

Community Need

2022 Summary

Leadership Council will end in Dec 2021, and this will impact the CRD's ability to dialogue with these Nations on a range of matters.

Services

Core Services Levels	
Service	**Levels**
Leadership Vision Support the Board Priority through facilitating opportunities to build political relationships among the Board Chair, Directors, First Nations Chiefs and Councils.	• Advance inclusive governance across CRD • Identify opportunities for gatherings or events • Provide updates to committee on the progress of various items related to Board Priority • Support implementation of First Nations component of the Board Remuneration and Travel Reimbursement policy ➥ Service level adjusted (absorbed), increase in support for First Nations participation at committee meetings & to support Board intercultural skills training
Internal Departmental Support Support CRD Departments through consistent and ongoing outreach to explore and improve internal approaches, processes and protocols for working with First Nations though looking at augmenting divisional work plans.	• Develop and implement training on protection and conservation of heritage sites ➥ Service level adjusted, see IBC 3a-3 • Provide support to CRD division looking to engage First Nations on activities and initiatives • Develop Cultural Confidence Program and Indigenous Internship Leadership Program ➥ Service level adjusted (absorbed), lead implementation of steps to increase Indigenous employment (Indigenous internship program) • Arrange materials and facilitate First Nations liaison meetings • Manage the CRD's Standing Offer List for Archaeological Services • Participate in and/or negotiate various agreements with First Nations ➥ Service level adjusted (absorbed), end of CRD-funded liaison position will increase divisional support required
Emergent Issues & Opportunities Explore, develop, and action areas of common interest with First Nations through seeking Board direction while	• Respond to and work to help coordinate activities related to correspondence from First Nations • Participate in Treaty and Reconciliation Agreement processes • Liaise with provincial and/or federal staff to discuss items and areas of opportunity

Community Need

2022 Summary

working closely with First Nations and affected CRD Divisions.	• Support the development of an Indigenous Economic Development Partnership Model including First Nations Economic Opportunity Portal and updates to Procurement Policy • Support a review of First Nations' water rates • Develop a First Nations Initiative Endorsement Policy
External First Nations Support Directly engage First Nations on a range of projects, initiatives, and activities to build and maintain relationships with First Nations and share information from the CRD that may align with Indigenous interests.	• Maintain visibility and presence in First Nations' communities • Draft materials and summarize documents for First Nations • Host and/or attend meeting with First Nations to share information on activities and processes • Listen to and work to understand the interests and activities of First Nations ➥ Service level adjusted, see IBC 3a-3 and 3a-5
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

Ref	Initiative	Description	Year(s)	2022 impacts	
3a-3	Protection & Conservation of Heritage Sites Policy Implementation	In-house archeologist to support of policy implementation & next steps	2022	+1.0 FTE* ongoing	$125K requisition
3a-5	Reconciliation Action Plan	Develop action plan in consultation with senior Managers and First Nations to determine appropriate areas of priority	2022	--	$45K reserve transfer

* Also includes minor support service adjustment, see Appendix B CRD Staffing Overview for more detail

Community Need

2022 Summary

Business Model

Funding

Who contributes

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

Funding Sources

- Requisition

Reporting Structure

- First Nations Relations Committee

Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: Self-Determination – increase in First Nations Participation in CRD decision-making processes Total number of decision-making tables with First Nation voting representation; data from meeting committee, commission minutes.	2	8	9
Metric 2: Shared Prosperity – increase in the number of agreements/partnerships with First Nations that include, but is not limited to, provision of services and sharing of information Total number of active agreements/partnerships with First Nations; data from partnership index	11	13	14
Metric 3: Relationship with the Land and Water – increase in the number of collaborations related to taking care of the land Total number of active agreements/partnerships with First Nations; data from partnership index	5	6	8

Community Need

2022 Summary

Making a difference...together

Discussion

Link to Target Outcome

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

Discussion

N/A

Community Need

2022 Summary

Electoral Areas

Strategy

Overview

There are three Electoral Areas (EA) in the capital region: Juan de Fuca (JdF), Salt Spring Island (SSI) and the Southern Gulf Islands (SGI). An EA Director is elected every four years by the local communities to represent the area on the CRD Board. In each EA, the CRD provides some of the services of a municipal government, including water, sewage, fire protection, recreation and parks. Community planning and land use regulation services are provided in the JdF EA. In the SSI EA and the SGI EA, the Islands Trust local trust committees have land use planning authority.

Since its inception, the CRD has established many different commissions to assist with service delivery. At present, there are over 60 commissions that assist with a wide range of services, from fire protection to theatre management. Each CRD commission has a unique purpose and there is wide diversity in operational practice that stems from the role of the commission, its governance structure, its relationship to CRD staff and the service that it helps administer.

Strategic Context

Strategies

- SSI Parks Strategic Plan: provide access to quality, safe, diverse, year-round, and inclusive parks, recreation and sport facilities, trails and water access, and deliver recreational programs that enhance quality of life, promote healthy lifestyles, strengthen the sense of community, and connect all residents and visitors with nature, while following environmental best practices.
- Economic strategic development:
  - Strengthen sustainable economic development in the SGI and SSI electoral areas: Support business recovery, broaden shoulder season tourism, transportation, food security and agriculture, housing, demographic and economic diversity, business efficiency, improve island business cores, and build economic support through coordination, communication, and advocacy.
  - Establish Shared Business Services entity as a single point-of-access for local producers, artisans, operators and institutions to obtain information and referral to service providers; negotiate favourable rates for services.
- Optimize allocation of resources, support long term financial plans to fund infrastructure renewal/replacement as required to ensure water and sewer systems meet acceptable levels of service, regulatory requirements, and recommendations from asset management plans.

Trends, risks and issues

- **Recreation**: programs and services have been impacted by COVID-19 restrictions. Program cancellations, reduced admissions and market restrictions have affected service budgets. However, the easing of restrictions in 2021 means staff are working towards expanding service offering and programs for registered and drop-in activities, facility and park use bookings.

Community Need

2022 Summary

- **Economic development**: following years of advocacy, the three CRD EAs are now eligible for Island Coastal Economic Trust (ICET) funding. ICET is an independent regional development corporation designed to stimulate economic growth and job creation in rural communities.
- **Local businesses:** support the community through economic challenges, including COVID-19, by developing entrepreneurial opportunities and establishing shared service offerings to diversify marketing and sales resources, shared labour force pool, coordinated island supply and delivery chain management, distribution and export hub for island products, access to professional services, IT and administrative services, and business skills training.
- **Rural island culture**: protect and sustain through housing strategies and by facilitating ways to implement effective and sustainable year-round tourism destination management practices.
- **Transportation**: work towards addressing local needs by optimizing integrated transportation opportunities by coordinating with BC ferries and others, and advance service establishment in the SGI EA.
- **High-speed internet**: stimulate sustainable economic growth and improve community health resilience by improving broadband connections and ensuring access to sustainable broadband networks.
- **Water & wastewater**: prioritized capital project improvements to water and sewer systems in the EAs.

Services

Core Services Levels	
Service	**Levels**
	SGI Administration
SGI Community Parks & Recreation New park development, maintenance, planning, and archaeology for Saturna Island, Pender Island, Galiano Island and Mayne Island.	• Commissions have administrative powers and deliver parks service and recreation programing through an incredible volunteer effort. Staff oversee contract management, procurement and fiscal accountability, and regulatory compliance. • Programme of work for 2021 focused in particular on implementation of the CRD Archaeological Policy and relationship building with WSÁNEĆ Leadership Council.
SGI Economic Sustainability Preserving and strengthening existing business, attracting new business and coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI.	• Staff support the Community Economic Sustainability Commission in coordinating local economic sustainability initiatives that contribute to the economic prosperity, social equity, and environmental quality of the SGI. • Programme of work for 2021 included continuing the development and implementation of the Broadband Connectivity Project, initiating service feasibility planning for an integrated transportation service, drafting an SGI Community Affordable Housing Strategy, and supporting the Economic Coordination for COVID-19 recovery and response. ➥ Service level adjusted, see IBCs 2e-3 SGI Transportation Service Establishment and 4a-1 SGI – Connect Internet Service Establishment • The Commission has initiated a food and agriculture study,

Community Need

2022 Summary

	resourced by a combination of grants and in-kind resources.
General Government Legislative and general government administration, including Management of internal and external grants-in-aid for SGI.	• The SGI EA Director supports the disbursement of grant funding to SGI community groups every year. Staff administer the program and ensure the money is distributed equitably to each island. • Community Works Funds in the amount of $202,564 were distributed to support SGI infrastructure projects. • There has also been $79,167 in Grants in Aid and $37,000 in COVID-19 Safe Restart grants disbursed to the community.
Accountability Community engagement, inter-agency and regional coordination, political support.	• SGI Liaison program – local team of islanders to support the SGI work program and facilitate community engagement with the CRD more generally.
Other SGI-wide and local services	• Libraries • Harbours & Docks (11 docks and harbours) • Hospital District (construction of health facility and debt service of capital project and equipment) • Local utilities (small water and sewer utilities including: systems operations and maintenance, emergency response/system failure, infrastructure planning, capital project delivery & works, engineering services; for more detail refer to the Water Community Need Summary)
SSI Administration	
SSI Administration Responsible for the administration and management of the SSI Commissions and services.	• Planning, organizing, and delivering services for SSI and support to the EA Director through various service Commissions and Committees. • Implement the economic strategic development plan in areas of tourism, agriculture and food, and build economic support through communication and advocacy, economic diversification, business support, and enhancement and beautification of Ganges and Fulford villages.

Community Need

2022 Summary

SSI Parks & Recreation Acquire, develop, operate and maintain community parks, and to provide recreational programs within the EA.	• Develop and maintain community trails, beach accesses, active and passive parks, community recreation, aquatic centre, child care centre, and Salt Spring Island Saturday Market. • ➥ Service level adjusted, see IBC 6c-1.3 SSI Crime Prevention in Community Parks and 13a-1.3 SSI Community Centre. • SSI Aquatic Centre is open 49 weeks a year, 7 days/week offering a service level of 71 hours/week. ➥ Service level adjusted: following the COVID-19 shutdown in March 2020, the centre has moved from limited hours (5 days/week) to 6 days/week in January 2021 and will return to 7 days/week in September 2021, with a reduced service level. Staff are not anticipating returning to a service level of 71 hours/week until January 2022 due to budget constraints in 2021.
SSI Transportation & Docks Local transit service, pathways and Fernwood Dock	• Develop active and passive transportation initiatives and services (studies, construction, maintenance, and pedestrian and cycling safety). • Implement transportation infrastructure projects in coordination with outside agencies (Ministry of Transportation, Island's Trust, BC Ferries, BC Transit). • Provide optimal level of service for public transit system on the island through an annual operating agreement between the CRD, BC Transit and local contractor; construct and maintain bus stops/shelters. • Manage and operate Fernwood Dock facility.
SSI Water and Sewer Service Water, septage & Environmental Monitoring	• Manage eight local water and sewer service areas, and Liquid Waste Management Commission in collaboration with other CRD divisions. • Assist and coordinate service delivery outcomes and capital infrastructure planning, design, procurement and project management for water, sewer, and liquid waste. • Manage stormwater quality and provide for a monitoring service.
SSI Library & Arts Community	• Facility maintenance of the Salt Spring Island Library • Support contribution services and use agreements for ArtSpring and Salt Spring Island Library services.
General Government and other SSI-wide and local services Regional and local government administration, local engineering service, grants-in-aid and economic development	• Hospital District (Construction of health facility and debt serving of capital project and equipment) • Solid waste disposal and recycling

Community Need

2022 Summary

JdF	
JdF Community Planning Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.	• Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications. • Review all building permit applications for compliance with land use regulations. • Provide land use information in response to inquiries from the public, developers, realtors, and consultants. • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation. • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection. • Provide administrative and technical support to the JdF Land Use Committee and advisory commissions.
JdF Community Parks & Recreation The JdF EA Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the electoral area. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.	Inspection, maintenance and repair of: • 8.1km of trails • 23 park facilities • Two baseball fields and two tennis courts • Two playgrounds Administration of: • 4 stewardship programs and 65 volunteers • 6 recreation program contracts and events • Operating costs of Port Renfrew Community Centre through revenue Other: • SEAPARC Recreation Centre and pool (for more detail see Recreation Community Need Summary) • Sooke Regional Museum
General Government and other JdF-wide and local services	• Water, sewer and solid waste services (for more detail see Water, Wastewater and Landfill & Recycling Community Need Summaries) • Environment (Millstream Remediation and Climate Actions and Adaptation) • Hospital (construction of health facility and debt serving of capital project and equipment)
Combined Services	
Planning & Protective Services	
Building Inspection	• Provide information on the building permit process, BC Building Code requirements and approved construction

Community Need

2022 Summary

Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	practices. • Provide building permit and file information and respond to Freedom of Information requests. • ➥ Service level adjusted, see IBC 11c-2 Building Inspection Information Service. • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances. • Provide between 6,000 and 8,000 building inspection services per year. • Review all building permit applications for compliance with all applicable regulations. • Manage property files and enforcement, as needed.
EA Fire Protection	• Operational management of fire dispatch for the three EAs. • Oversight and support of and to Fire and Rescue Commissions and services.
EA Emergency Coordination Oversight and administration of the EA Emergency Programs.	• Oversee and coordinate emergency planning and response by the EA Emergency Programs.
EA Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	• Program oversight for the Juan de Fuca SAR service • Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	• Operation of a bylaw enforcement and animal control program that responds at municipal and CRD operations' requests.
Support Services	
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

Ref	Initiative	Description	Year(s)	2022 impacts	
2e-3	SGI Transportation Service Establishment	Deliver a transportation service establishment bylaw for SGI and seek electoral assent (Oct 2022)	2022	--	$15K requisition

Community Need

2022 Summary

4a-1	SGI Connect – Internet Service Establishment	Broadband connectivity service establishment bylaw for SGI and possibly seek electoral assent (Oct 2022)	2022	--	$20K requisition
6c-1.3	SSI Crime Prevention in Community Parks	Increase bylaw patrol hours to deter crime and antisocial behaviour in SSI Community Parks	2022	--	$10K requisition
11c-2	Building Inspection Information Service	Staffing adjustment to address increasing demand for information services	2022	+0.5 FTE ongoing	$47K requisition
13a-1.5	SSI Community Centre	Maintenance of SSI Community Centre (formerly SSI Island Middle School)	2022	+0.9 FTE ongoing	$148K requisition, fee for service

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

Business Model

Funding

Who contributes

- **Building Inspection Service**: All EAs
- **JdF Community Planning Services:** JdF EA
- **SSI Administration Services**: SSI EA
- **SGI Administration Services**: SGI EA
- **Other Services, including Support Services**: varies by service

Funding Sources

- Requisitions, grants and fee-for-service (e.g. retail water rate)

Reporting Structure

Electoral Area Committee

Various Local Service Areas Commissions including:

- **Fire Protection and Emergency Response** (East Sooke, North Galiano, Otter Point, Port Renfrew, Shirley, and Willis Point)
- **Parks and Recreation** (Galiano Islands, JdF EA, Mayne Island, Pender Islands, SSI EA, Saturna Island and Sooke and EA)
- **Water Services** (Juan de Fuca, Lyall Harbour/Boot Cove, Magic Lake Estates, Skana, Beddis, Cedar Lane, Cedars of Tuam, Fernwood, Fulford, Highland, Sticks Allison, Surfside Park, Wilderness Mountain)
- Emergency Management Committee
- Planning and Protective Services Committee
- Transportation Committee

Community Need

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: EA Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports	0	9	9
Metric 2: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database	873	880	880*
Metric 3: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database	48	70	55*
Future Metric 4: Island businesses participating in Shared Business Services Number of island businesses registered with Shared Business Services; data from SSI Administration division			
Future Metric 5: Broadband connectivity – attracting Internet Service Provider (ISP) investment to the SGI community Total value of investment made by ISPs to connect the SGI community to high-speed internet; data from SGI Administration division			
Discussion			

Discussion

- Metric 1: A review of EA Fire Services determined that none of the departments were able to sustain compliance levels with the OFC Playbook and WSBC requirements. A Fire Coordinator position was contracted to support these services to achieve compliance.
- Metric 2: the number of permits issued to the end of the second quarter for 2021 is 432. It is anticipated that 2021 permit numbers will be similar to that of 2020.
- Metric 3: JdF Planning now anticipates receiving 70 applications in 2021, but reported a target in 2020 of 55. The Capital Region is currently experiencing an increase in development activity.

Community Need

2022 Summary

Making a difference...together

Climate Action & Adaptation

Strategy

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

Strategic Context

Strategies

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

Trends, risks and issues

- Climate is changing, which will result in various regional impacts to human health, water supply and demand, rainwater and coastal storm management, transportation networks, ecosystems and species, buildings, infrastructure and energy systems, tourism and recreation, and food and agriculture
- Climate action is a shared responsibility and the regional government has a limited role focused on research, education and outreach, facilitation, regional program delivery, and managing emissions and adaptation within its own service delivery.
- The Board has declared a Climate Emergency in February 2019 and tasked staff with developing a comprehensive response. The revised Climate Action Strategy, presented to the Environmental Services Committee in September, aligns corporate and regional actions with senior levels of government and local government coordination to meet climate action targets over the next five years. To support the Climate Action Strategy, service levels are proposed to be adjusted through the new initiatives and focused in key areas (EV charging, residential retrofit) along with corporate energy management.
- There was a 1% reduction in the overall regional greenhouse gas emissions (GHG) reductions between 2007 and 2018, equivalent to 14% reduction per capita. CRD will not achieve 2020 GHG reduction targets. Population growth and concurrent economic growth will continue to add emissions as the region transitions to a reduced dependence on fossil fuels.
- There was a 6% increase in corporate GHG reductions between 2007 and 2020. CRD did not achieve the 2020 GHG reduction target of 33% reduction from 2007. With the onboarding of the Mcloughlin Point Wastewater Treatment Plant, the CRD will need to continue to sustain efforts and investment in GHG reduction initiatives to achieve future targets.

Community Need

2022 Summary

Making a difference...together

Services

Core Services Levels	
Service	**Levels**
Community Climate Action To support and align regional climate action efforts with local governments related to strategies, policies and programs, and liaising and coordinating information and efforts with senior levels of government. Provide climate data and indicators, public education and community programming.	• Advance regional and climate mitigation and adaptation goals. • Lead regional-scale community initiatives and research activities. Pursue grants for regional programming. • Facilitate regional coordination, knowledge sharing, capacity building and advocacy. ➥ Service level adjusted, see IBCs 5a-1.2—6; note that the current service is constrained by max. requisition so bylaw amendment required
Corporate Climate Action CRD services will embed climate action within their own service delivery with support from Climate Action program staff. The program will support the organization with its corporate climate goals/commitments, develop and monitor corporate policies related to climate action, undertake annual reporting, support corporate building and fleet emission reduction and climate preparedness initiatives.	• Development of corporate climate action policy related to corporate fleet, buildings and other capital projects. ➥ Service level adjusted, see IBCs 5a-1.5—6 • Develop and monitor corporate climate action plans and strategies. • Complete annual reporting.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

Making a difference...together

2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
5a-1.2	Community Energy Specialist	Convert existing position to maintain existing service level for partners	2022+	1.0 FTE converted	$135K requisition, + grants
5a-1.3	Regional Building Energy Retrofit Program	Development, administration and implementation of a retrofit program	2022-2026	+0.5 FTE Term	$603K requisition, + grants
5a-1.4	Public EV Coordinator	Implementation of the Capital Region EV Roadmap to increase EV adoption	2022-2025	+0.5 FTE Term	$247K requisition, + grants
5a-1.5	Corporate Climate Action Reserve Fund increase	Increase funding to make up for loss of grant funding	2022+	-	$65K requisition (from Leg and Gen)
5a-1.6	Corporate Energy Key Project Manager	Create new role to coordinate organization-wide approach to energy management in buildings, fleet and infrastructure	2022+	+1.0 FTE ongoing	$142K requisition (from Leg and Gen)

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions and grants

Reporting Structure

- Environmental Services Committee

Community Need

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: Community GHG Emissions – target to decrease community GHG emissions by 33% from 2007 levels by 2020 and 61% by 2038. Tonnes of CO_2 emissions generated by community activities; data from Regional GHG Inventory Study (Stantec, 2020)	TBC Fall 2021	TBC Fall 2021	Status quo
Metric 2: Corporate GHG Emissions – target to decrease corporate GHG emissions by 33% from 2007 levels by 2020. Tonnes of CO_2 emissions generated by CRD operations; data from CRD 2019 Climate Action Annual Report *McLoughlin WWTP	2,510 tCO2e (10% reduction from 2007)	2,700*	TBC Fall 2021

Discussion

Link to Target Outcome

The metrics included provide community and corporate GHG reduction results.

Discussion

- Metric 1: Includes emissions sources such as stationary energy, transportation, waste, industrial process and product use, agriculture, forestry and other land use.
- Metric 2: Target to decrease tonnes of C02e Corporate GHG emissions by 45% from 2007 levels by 2030. The 2030 target will be confirmed in the renewed Climate Action Strategy (fall 2021).

Community Need

2022 Summary

Making a difference...together

Parks & Natural Resources Management

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- **Changes to the system** – From 2000 to 2020, Regional Parks has grown by 4,842.9 hectares, growing the land base by 37%. This is coupled with increased visitation of more than 36% over 10 years. 2020 alone saw an increase of 25% to the system. While the land base has grown exponentially, as well as pressures to the system, FTEs have not increased at a comparable rate.
- **Changes to Regional Development** – The region is experiencing growth in multi-family developments, development sites and intensity of development. This is leading to more pressure for recreational space on nearby regional parks.
- **Changes to Recreational Use Patterns** – There is increased pressure for a diversity of recreational uses and greater advocacy from stakeholder groups. Overcrowding in key areas, such as fresh water swimming locations, results in limited resources diverted to high-use areas for increased services, compliance and enforcement. Increased use in the backcountry, including unauthorized uses, such as off-trail hiking and mountain biking, is creating a need for more education, communication, monitoring, compliance, and decommissioning of unauthorized trails. 2020 saw unprecedented use in the system. Although this use may decrease slightly post pandemic, it signals what increased use will look like in the regional parks system as the population and pressures grow.
- **Sustainable Service Delivery** – Major infrastructure in regional parks is nearing its lifespan and needs improvements to support demands they were not built for. In recent years, the increased cost of materials and the complexity of projects has led to high costs for these major capital projects. As well, the volume and complexity of these projects requires a level of staff oversight that is unsupportable with current resources.
- **First Nation Reconciliation** – Projects, management plans and initiatives are increasingly complex, as it is important to provide for meaningful engagement, plan for land altering works, celebrate indigenous

Community Need

2022 Summary

perspective through education and communication, and protect cultural values in regional parks.

- **Demographic Changes** – The population is aging overall but is also trending to a high proportion of young people in some parts of the region. The ethnic composition of the population is becoming more diverse. This trend is anticipated to continue and will create demands for different forms of recreation and new ways of using open space. It also raises the need to help new migrants to learn about the regional parks and trails, to fully enjoy the park experiences, and to understand and respect the environment of the regional parks and trails system. These demographic changes will give rise to different recreation demands for people with differing needs and abilities.
- **Events** – The regional parks provide locations for recreation activity, events, tourism and filming, all of which are major contributors to the regional economy. However, there is also growing demand for economic activity in the parks, arising from activities such as commercial filming, and numerous group events. The number of permits continues to increase to allow these type of events to occur within the system.
- **Volunteers** – There is an increased interest in volunteering in regional parks and trails. Volunteer input is a valued and essential contribution to the regional park system; however, it requires investment to manage and facilitate volunteer programs.
- **Ecological Integrity** – Over a number of years, there has been increased interest in understanding the region's culture and biodiversity. There is a worldwide trend toward maintaining the viability of ecosystems rather than species management. The regional parks play an important role in managing entire and relatively intact ecosystems, and allowing people to experience the sights and sounds of nature and to participate in the management of the parks. Meeting these expectations places pressures on providing the funding, supervision and expertise to support conservation programs that maintain and monitor ecological integrity.
- **Human disturbance** – Conflict can occur between the need to protect ecological, geological and cultural features and visitor access or recreational activities. While some park features, such as streams, coastal dunes and similar natural ecosystems, may be considered attractive for some recreation pursuits, they may not be suitable for many activities because of their vulnerability to irreversible change.
- **Listed Species** – Effective management of threatened plant and animal species can be complex and requires specialist expertise. Threatened species recovery is a long-term process and success may take time and be financially costly.
- **Climate Change** – Weather events associated with climate change are unpredictable and at times create a significant pressure on the regional parks system.
- **Monitoring and research** – Ongoing monitoring and research is required to evaluate the success of conservation programs, the impact of activities on parks and to determine where additional efforts may be required.

Community Need

2022 Summary

Making a difference...together

Services

Core Services Levels	
Service	**Levels**
Planning, Resource Management & Development Contribute to effective and efficient decision making through plan and policy development, natural and cultural resource management, capital development planning, project management and geographic mapping; development of the Strategic Plan and park management plans. Provide oversight of the land acquisition program. Guide the implementation of scientific and technical work related to environmental management. ↪ Service level adjusted, see IBC 6g-1	• Manage two Management Plan processes per year, with at least one approval annually; direct and conduct engagement with, on average, three First Nations per plan. • Evaluate 20 candidate properties for land acquisition and complete two acquisition per year. Annual budget of $4M. Develop activity reports and strategy documents. • Support planning and provide project management, where needed, for capital facility projects, annual expenditures to $3M. • Manage two contracts per year for technical planning studies or services. • Undertake five conservation projects per year • Manage asset inventory data and coordinate renewal forecasting asset management and capital project planning. • Provide spatial and GIS data analysis and collection for a range of purposes, including existing and new digital data sharing agreements and up to 200 public and internal cartography products for 34 parks and 100s of sign posts, park facilities, trails, etc. • Maintain and develop asset management data • Respond to around 70 development referrals per year.
Regional Parks Operations Regional Park Operations is responsible for the operations and maintenance of all regional parks and regional trails. Park Operations staff operate and maintain all regional park facilities and critical infrastructure, including, bridges, dams, roads and trails. The operation of regional parks occurs 365 days per year with facilities being visited once or twice daily on average. The regional park system geographically spans from the Southern Gulf Islands to Jordan River and requires staff to travel large	• Manage and maintain 400 km of park trails, 55 washrooms and 132 garbage containers (most serviced daily). • Capital project management and implementation; undertake 20+ infrastructure and facility replacement and repair projects annually. • Every year, prepare or update a Facilities Plan and 33 Operating Plans. • Manage three regional campgrounds; meet target of 65% weekend occupancy rate at Sooke

Community Need

2022 Summary

distances to visit facilities daily, weekly and monthly. Over 10,000 hours of vehicle travel is logged annually by operations staff. ➥ Service level adjusted, see IBC 6g-1	Potholes and Island View Beach (from May to September). • Conduct 5,000 compliance and enforcement patrol hours annually (CRD bylaw enforcement officers and CRD park rangers).
Visitor Services & Community Development Contribute to quality visitor experience in regional parks through education, communication products, and planning for recreational activities. Create opportunities for volunteer engagement. Serve the public through responses to public inquiries. Issue permits for events, commercial use, and other. Monitor trends in visitor use through park use and resident surveys. Manage online registration for regional parks camping. ➥ Service level adjusted, see IBC 6g-1	• 580 volunteers delivering 5,700 hours of engagement, parks and trails condition checks and invasive species removal. • Deliver 120 educational programs, 130 nature outings and 10 outreach events annually. • Process 240 special events permits annually. • Conduct up to eight Visitor Use Surveys annually. (subject to COVID-19 health protocols)
Regional Trails Manage Regional Trails system to protect and operate three regional trails that provide a transportation and recreation function and that provide non-motorized trails for active transportation and recreation to connect municipalities, electoral areas and the region with adjacent jurisdictions.	• Operate, manage and maintain 95 km of multi-use regional trails • Conduct 250 km of boom flail vegetation removal annually
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

Making a difference...together

2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
6a-13	Elk/Beaver Lake Aerator Maintenance	Maintenance and monitoring of new aeration equipment	2022	--	$100K requisition
6a-18	Accessibility Study	Evaluate current regional parks system against accessibility standards/best practices	2022	--	$30K requisition
6g-1	Regional Parks Service	Comprehensive service level review of Regional Parks services	2022	+26.0 FTE ongoing	$3.5M New funding model + allocations + requisition

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions, grants, donations and non-tax revenue

Reporting Structure

- Regional Parks Committee

Community Need

2022 Summary

Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: 100% of critical infrastructure in the Regional Parks and Trails system in good or better condition Percentage of critical infrastructure in the Regional Parks and Trails system that is in good or very good condition; data from asset management sustainable report cards.	78%	89%	92%
Metric 2: Maintain a visitor experience satisfaction rate of 85% or better for Regional Parks and Trails Percentage of visitors that described their overall experience with Regional Parks and Trails as 'quite satisfactory' or 'very satisfactory'; data from CRD Regional Parks Resident Survey 2017 (collected every 5 years)	85%	85%	85%
Metric 3: **A 25% contribution of land acquisition funding from community partners** Percentage of the Land Acquisition Fund contributions annually that comes from community partners; data from Land Acquisition Updates	10%	25%	25%
Metric 4: Maintain a volunteer base of greater than 500 people Number of active volunteers in Regional Parks and Trails; data from volunteer registry	500	500	500

Community Need

2022 Summary

Making a difference...together

Discussion

Link to Target Outcome

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

Discussion

- COVID has had a significant impact on regional parks volunteer base.
- Metric 3: Since 2000, with the support of partners, the regional parks system has grown by 4,843 hectares through a number of land acquisitions valued at $64M. The CRD partners in land acquisitions have contributed almost $17M, or 27% of the overall cost of the purchases. Going forward, the CRD will seek an average of 25% contribution of land acquisition funding from community partners.

Community Need

2022 Summary

Making a difference...together

Protective Services

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- COVID-19 required significant staff time for Emergency Operations Centre (EOC) operations and departmental support. The ongoing pandemic is likely to impact Protective Services division operations into 2022 with potential for variants and additional waves as well as follow-up for after action reviews and operational adjustments. The division is adjusting priorities accordingly.
- Increased frequency of emergency incidents requiring dedicated staff time, such as wildfire, heat wave, drought, operational incidents with new infrastructure, etc. These incidents are extremely difficult to plan for and are impacting the division's ability to maintain rigorous work plan and service plan priorities. The division is adjusting priorities accordingly.
- Increased public expectations for timely communications during emergency events and for services outside existing program mandates.
- Pending modernization of the BC's Emergency Program Act and regulations will require review of CRD emergency plans to ensure alignment with new legislation.
- Fire Dispatch service transitioning providers through contract RFP for the Bylaw #3854 participants, which includes the Electoral Areas (EAs) and the municipalities of Sooke, Metchosin and Highlands. Contract has been awarded to Saanich Fire Dispatch and will require significant effort from the CRD, fire departments and stakeholder agencies to facilitate the transition from the current provider at the end of 2021.
- The current records management system (RMS) software for fire services being used by Bylaw #3854 participants, FDM by CentralSquare, is outdated. The RMS software is necessary to meet regulatory reporting guidelines and to support operations for fire departments. Protective Services is working with key stakeholders and IT to investigate potential solutions.

Community Need

Making a difference...together

2022 Summary

- Reviews of the delivery of fire services in the Electoral Areas through contract with societies and delegation to commissions indicates the current fire service delivery models used in the CRD have high risk liability challenges. Protective Services is working with key stakeholders and CRD Corporate to look at options to mitigate.
- Increased provincial regulatory standards (WorkSafe BC, Commercial Vehicle Safety Enforcement, and Office of Fire Commissioner) for volunteer fire services is compounding challenges in recruiting and retaining volunteers.
- There is increased First Nation capacity in emergency management with corresponding increased expectation in government-to-government coordination.
- An aging volunteer base with corresponding decrease in volunteerism amongst younger populations creating challenges to maintain EA fire departments and emergency programs, such as Emergency Support Services. This is creating challenges in maintaining EA emergency programs, such as Emergency Support Services and within volunteer fire services.

Services

Core Services Levels	
Service	**Levels**
CRD Emergency Management Responsible for local emergency management programs in each of the EAs supported centrally by the CRD Corporate Emergency Program.	• Provision of 24/7 on-call Duty Emergency Manager • Operation of regional/EA EOC • Provide support to internal departments and external agencies during emergencies ➥ Service level adjusted, see IBC 7a-1.1 • Support (advance planning, training, response coordination, site support, and after action reviews) to internal departments and external agencies during emergencies impacting water systems and other CRD assets or services • Operation of the CRD EOC
Regional services	
911 Call Answer Administration and oversight of 911 Call Answer services within the Capital Regional District.	• Ensure that contractor meets performance targets, consistent with contractual obligations
Hazmat Response Operation and administration of the regional Emergency Hazardous Material Response team in partnership with the region's fire departments.	• Ensure that the CRD Emergency Hazmat Team is properly prepared and able to effectively respond to hazardous materials incidents in the CRD

Community Need

2022 Summary

Making a difference...together

Core Services Levels	
Service	**Levels**
Regional Emergency Management Coordination Developed to provide a coordinating role among local municipal and EA programs. The funding for this service is used to support the Regional Emergency Management Partnership (REMP) in collaboration with EMBC.	• Coordinate resource and information sharing among local municipal and EA programs, supported by the CRD Local Government Emergency Program Advisory Commission and Regional Emergency Planning Advisory Commission
Sub-regional services	
Fire Dispatch Operational management of fire dispatch.	• Operational management of fire dispatch for the three EAs and participating municipalities (Sooke, Metchosin, and Highlands)
Bylaw Services and Animal Care Services Operational management of bylaw enforcement and animal control.	• Operation of a bylaw enforcement and animal control program that responds to municipal and CRD operations' requests
EA services	
EA Emergency Coordination Oversight and administration of the EA Emergency Programs.	• Oversee and coordinate emergency planning and response by the EA Emergency Programs
EA Emergency Program and Search and Rescue (SAR) Operation of a community-based emergency management program, supported by the CRD EOC that meets the needs of the local community.	• Program oversight for the Juan de Fuca SAR service • Financial support to the Salt Spring Island SAR Society to cover overhead (non-operational) costs
EA Fire Services	• Oversight and support of and to Fire and Rescue Commissions and services ➥ Service level adjusted, see IBC 7c-2
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services

Community Need

Making a difference...together

2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
7a-1.1	Emergency Management Software	Increase to licensing costs of new regional Emergency Management Software	2022	--	$66K requisition
7c-2*	Fire Service Compliance & Coordination	Extension of existing contracted role to help fire services achieve and maintain compliance	2022	--	$75K requisition

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

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

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

Community Need

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: Emergency Response Time (A) 911 – 95% of calls answered within five seconds; data from E-Comm (B) Fire Dispatch – 90% of calls answered within 15 seconds; data from CRD Fire Dispatch	(A) 99.4% (B) 92%	(A) 99% (B) 90%	(A) 95% (B) 90%
Metric 2: Emergency Preparedness (C) Number of EOC exercises conducted annually; data from CRD Protective Services (D) Number of CRD Emergency Hazmat Team (EHT) Training sessions held annually at potential hazard sites in the region; EHT contractor training records	(C) 1 (COVID) (D) 5 (COVID)	(C) 2 (D) 5 (COVID)	(C) 2 (D) 10
Metric 3: EA Fire Departments meeting the Office of the Fire Commissioner (OFC) Playbook guidelines for Fire Services Total number of fire departments that meet the guidelines; data from Fire Departments and audit reports	0	1	9
Metric 4: Animal Shelter – successful rehoming of >90% of pets received Percentage of pets received that year that were successfully rehomed; data from the CRD Animal Shelter	94%	>90%	>90%

Discussion

Link to Target Outcome

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

Discussion

- Metric 3: A review of EA Fire Services determined that none of the departments were able to sustain compliance levels with the OFC Playbook and WSBC requirements. A Fire Coordinator position was contracted to support these services to achieve compliance.

Community Need

2022 Summary

Making a difference...together

Wastewater

Strategy

Target Outcome

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

Strategic Context

Strategies

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

Trends, risks and issues

- Monitoring programs for new wastewater infrastructure in the Core Area continue to be implemented; ongoing commissioning and operational refinement requires additional samples to be collected and analyzed. Lab Services requires additional resources to support the wastewater operations at MPWWTP for 2021.
- Enhanced Key Manhole study to inform CRD source control initiatives and wastewater operations to be completed 2021-2022.
- Biosolids short-term implementation, and long term planning, options analysis and pilot testing.
- Commissioning of the Residuals Treatment Facility (RTF) has been extended, which has resulted in extra regulatory, technical and administrative oversight for CRD staff.
- Optimization of operation and maintenance of new infrastructure in the Core Area. Continued onboarding of new staff to operate and maintain the new infrastructure.
- Continue to operate and maintain the other wastewater infrastructure in the Core Area, Saanich Peninsula, and the Electoral Areas. This infrastructure is of various ages and in several cases large scale infrastructure renewal is required.
- Facilities Management's role in supporting maintenance of superstructures in wastewater is evolving.

Community Need

2022 Summary

Services

Core Services Levels	
Service	**Levels**
Core Area, Saanich Peninsula Wastewater Systems and Small Wastewater Systems in the Electoral Areas Services include wastewater conveyance and tertiary treatment for Core Area, and conveyance and secondary treatment for Saanich Peninsula, and the small wastewater systems in the Electoral Areas.	
Wastewater System Operations Wastewater treatment collection and transmission system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance.	• Wastewater treatment • System operation, monitoring and maintenance • Consumables management
Emergency Response/System Failure Wastewater overflows and unplanned service interruptions.	• Wastewater overflows and public and environmental health protection • Unplanned service interruptions
Capital Project Delivery and Works Project design, procurement and delivery of projects planned each year, on time and budget. Installations, equipment replacement and capital projects support.	• Capital program value for seven services • Infrastructure renewal and upgrades • Capital project support
Infrastructure planning Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	• Asset management Plans • Manage capital plans for seven wastewater services
Engineering services Support of Infrastructure Operations through engineering services such as process, civil, electrical and mechanical troubleshooting.	• Engineering support of utility operations for the seven wastewater services.
Environmental Protection Regulatory and non-regulatory services and a support role across the organization that focuses on contaminant reduction, monitoring and assessment associated with liquid waste treatment.	
Regional Source Control Administration, monitoring, and reporting of compliance with regional bylaw.	• Inspect, monitor and enforcement for businesses and institutions connected to sanitary sewer. • Promote contaminant reduction associated with sanitary and stormwater systems. ➥ Service level adjusted, see IBC 8a-1.3

Community Need

2022 Summary

Core Services Levels	
Service	**Levels**
Core Area and Saanich Peninsula Wastewater & Marine Environmental Program Oversight for wastewater monitoring and assessment and reporting to meet regulatory requirements.	• Marine outfall monitoring, assessment and reporting services to demonstrate compliance with federal and provincial legislation. ➥ Service level adjusted, see IBC 8a-1.5 • Update of Liquid Waste Management Plans.
Residuals Treatment Facility Administration of the Project Agreement for operation of the RTF and biosolids beneficial use strategy.	• Monitoring and compliance reporting. ➥ Service level adjusted, see IBC 8a-1.4
On-site Wastewater Management Regulatory oversight for onsite wastewater systems and education and outreach services across the region.	• Promote and monitor compliance with regional bylaw.
Septage Service Administration, monitoring and reporting of regional septage service.	• Negotiate and manage one septage disposal contract servicing the capital region.
Watershed Management Program Promote environmental stewardship associated with sanitary and stormwater systems, contaminants and flows.	• Promote public awareness and stewardship initiatives. • Public education and engagement in the region to promote sustainable behavior through campaigns, initiatives and services.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Human Resources & Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology & GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

Making a difference...together

2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
8a-1.3	Saanich Peninsula Liquid Waste Management Plan	Development of a detailed inflow and infiltration reduction program for the Peninsula.	2022	--	$65K requisition
8a-1.4	Biosolids Research Assistant (Term)	Development of short- and long-term biosolids management plans.	2022-23	+1.0 FTE Term	$92K requisition
8a-1.5	Lab Services CAWTP	Support for lab services during evaluation of longer-term CAWTP requirements.	2022	+1.0 FTE Term	$105K requisition

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions

Reporting Structure

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

Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
TBC			

Community Need

2022 Summary

Discussion

Link to Target Outcome

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

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

Community Need

2022 Summary

Making a difference...together

Landfill & Recycling

Strategy

Target Outcome
We envision minimizing waste disposal and maximizing waste diversion

Strategic Context

Strategies

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

Trends, risks and issues

- Hartland public drop-off area continues to experience increased customer volumes, likely resulting from strong housing market activity and COVID-related waste disposal trends. Increased WorkSafe BC requirements when receiving homeowner renovation and demolition materials at the landfill.
- Ongoing consideration of solid waste resource recovery projects to maximize the environmental/economic benefits associated with waste diversion and disposal.
- The new Solid Waste Management Plan (SWMP) was endorsed by CRD Board in May 2021 and submitted to the Province shortly thereafter. Though it approved the SWMP, the Board expressed a desire in its deliberations to achieve waste reduction levels greater than the targets it laid out in it.
- The ongoing efforts to engage with local communities regarding the application of biosolids at Hartland Landfill is likely to continue for the next five years during development of the long-term biosolids management plan.

Community Need

2022 Summary

Services

Core Services Levels	
Service	**Levels**
Diversion Services Responsible for solid waste management planning in the Capital Region, including policy and program development to increase waste reduction or recycling.	• Planning & policy development activities include the SWMP and the administration of 49 contracts and agreements and Compost Facilities Bylaw • Delivery of the recycling programs, which include curbside collection from 123,000 households and packaging, printed paper and glass collection from six electoral area depots. Today, Hartland recycling facility collects over 80 items from 28 product categories
Landfilling Services Ensure regional landfill capacity with the operation of the CRD's Hartland Landfill. Ongoing capital and operating investments are made at Hartland to ensure compliance with BC Ministry of Environment landfill regulations, including leachate and landfill gas management infrastructure.	• Administration of five contracts and agreements • Residential service at bin area (9am-6pm weekdays, 9am-2pm Saturdays) • Commercial service at active face (7am-5pm weekdays, 9am-2pm Saturdays)
Resource Recovery Services Installation and operation of landfill collection and utilization infrastructure at Hartland Landfill to ensure landfill gas (methane) destruction and compliance with provincial environmental regulations. Seek to maximize the environmental and financial benefits of Hartland Landfill gas utilization.	• Electricity generation using landfill gas generates enough electricity to power 1,600 homes
Hartland Environmental Programs Monitoring, assessment and technical reporting to support regulatory compliance and contaminant reduction at Hartland Landfill	• Regulatory compliance monitoring of surface water, groundwater, landfill gas and leachate
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

Making a difference...together

2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
9a-1.2	Solid Waste Initiatives Coordinator	Deployment of planned waste diversion initiatives from the SWMP	2021	+1.0 FTE ongoing	$119K fee-for-service + requisition
9b-2.1	Communications Assistant	Support for SWMP for education and outreach related to waste diversion initiatives	2021	+0.4 FTE ongoing	$35K fee-for-service
9d-1	Landfill Maintenance Worker	Staffing increase to address ongoing site maintenance needs	2021	+1.0 FTE ongoing	$99K operating budget + requisition

Business Model

Funding

Who contributes

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

Funding Sources

- Landfill tipping fees and recycling program revenues

Reporting Structure

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

Community Need

Making a difference...together

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: Solid waste disposal target rate of 350 kg/person per year by 2020 Annual kilos of solid waste per capita; calculation based on provincial Municipal Solid Waste methodology	395	400	380
Metric 2: Capture 75% of landfill gas at Hartland landfill Percentage of landfill gas captured at Hartland Landfill; data from CRD staff measurement and calculation	67%	70%	75%
Metric 3: Waste compaction rate at Hartland Landfill of 850 kg/m^3 Kilos per cubic metre; data from CRD staff measurement	960	960	980
Discussion			

Link to Target Outcome

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

Discussion

-

Community Need

2022 Summary

Making a difference...together

Water

Strategy

Target Outcome
We envisage a sustainable and resilient water supply.

Strategic Context

Strategies

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

Trends, risks and issues

- **Security and patrols**: there have been an increased number of security incursions/recreational pressure into the Greater Victoria Water Supply Area (GVWSA) from Sooke Hills Wilderness Regional Park and from the rapidly developing residential area around Langford and Goldstream. This is putting additional pressure on the Watershed team.
- **Climate Action**: the most significant risks for water services relate to climate and environmental changes. Predicted trends of drier, hotter summers will impact the water services in a number of ways:
  - Demand for water, including for local agricultural activities – this is monitored closely and evaluated against historical trends. Model predictions are updated for areas exhibiting higher than predicted demands, this will inform future infrastructure upgrades to meet growing demands.
  - Water quality may be affected due to increased biological growth in the source water and distribution system; expecting to see increasing pressure to include filtration as a step in the RWS treatment process
  - In the GVWSA, increasing periods of elevated wildfire risk, peak flows from winter storms, drought stress on trees which could lead to increased mortality and forest pests/diseases
  - Increased risk of power outages
- **Infrastructure Vulnerability, resiliency, and Emergency Preparedness**: we are seeing increases in operation and maintenance demand from a growing region combined with aging infrastructure. An updated Water Management Plan for water supply will identify a strategy to address supply (quantity) and critical delivery infrastructure (redundancy) needs
- **Asset Management:** the ongoing trend in reviewing, updating and completing asset management plans and the continuous upgrading, replacement and growth of assets in the water and wastewater systems

Community Need

2022 Summary

Making a difference...together

rely on having an up-to-date asset registry as well as an asset onboarding process. Both the Scottish Water Review in 2018 and the EMA Readiness Assessment of 2020 highlighted the need for a reliable asset registry for Water and Wastewater.

- The risk of assets not being maintained, replaced in a timely manner and failing could impact the CRD's ability to provide the expected water and wastewater level of service and could even result in environmental and public safety risks.
- The asset registry is an important step in ensuring that assets are captured in the Maintenance Management System and Preventative Maintenance Plans are developed. This information is also critical with regards to capital and financial planning for the utility services.

Services

Core Services Levels	
Service	**Levels**
Regional Water Supply (RWS), Juan de Fuca (JdF) Water Distribution, Saanich Peninsula Water and Small Water Systems in the Electoral Areas (EAs) Wholesale water supply to the 370,000 consumers in Greater Victoria and residents in three municipalities on the Saanich Peninsula, water distribution system within Langford, Sooke, View Royal, Colwood, East Sooke, Metchosin and Highlands and the small water systems in the EAs supported through following key service areas:	
Water Systems Operations and Maintenance Water treatment, supply and distribution system operation and monitoring. System and facility maintenance, consumables management and preventative maintenance	• 24/7 water treatment operations for two facilities for Greater Victoria ➥ Service level adjusted (absorbed), assessment following recent reclassification of two facilities to level III treatment plants showed need to increase staffing levels & operator certification level; addressed through internal staffing shifts • Supply and distribution system operation • System monitoring • Customer service • System and facility maintenance • Consumables management • Component preventative maintenance
Emergency Response/System Failure Water main breaks	• 24/7 emergency response to water main breaks and other system emergencies
Infrastructure Planning	• Asset management and capital planning ➥ Service level adjusted, see IBC 10a-2

Community Need

2022 Summary

Strategic asset management for all services/systems including modeling and capacity analysis, vulnerability assessment, infrastructure renewal plans.	• Adjust plans for 15 water services • System expansion and growth planning
Capital Project Delivery and Works Project design, procurement and delivery of capital projects annually on time/budget. Main installations, dam upgrades, equipment replacement and capital projects support	• Capital program delivery • Water main installations and equipment replacement • Dam maintenance and upgrade projects • Capital project support & contract management ➥ Service level adjusted, see IBC 10e-1
Engineering Services Development referrals, survey and mapping, engineering support to utility operations, and dam safety inspections and administration.	• Engineering support of utility operations for the 15 water services.
Watershed Protection Forest land management of the 20,550 hectares of the Greater Victoria Water Supply Area to ensure high-quality source drinking water for the Regional Water Supply System through following service areas:	
Wildfire, Security & Emergency Response: Watershed security, and wildfire and spill preparedness, prevention and response	• 24/7 watershed emergency duty officer standby • Security/wildfire patrols (weekends and holidays; daily during elevated fire conditions) • Wildfire detection air patrol during high and extreme fire hazard
Watershed Operations Silviculture, forest health and forest fuel management; invasive plant management; vegetation management and road maintenance, upgrades and rehabilitation	• Winter/summer road maintenance • Culvert and bridge upgrades to accommodate higher peak flows to higher standards and changing climate • Fuel management treatment and fire smarting maintenance • Brushing around facilities, dams, for tree release • Danger tree assessment and removal along roads and powerlines • Invasive plant management
Resource Planning Wildlife management, ecological inventories and analyses, risk assessment and management, and GIS and data management	• Development of a comprehensive hydrology monitoring program • Annual forest health survey • Partnering in climate change and other research in the GVWSA • Management of beaver, Canada geese and bullfrogs • Public tours of the Water Supply Area and facilities

Community Need

2022 Summary

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

Community Need

2022 Summary

Making a difference...together

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
10a-2	Infrastructure Integration Technician	Proactively monitor and manage of assets conditions and develop preventative maintenance plans	2022	+1.0 FTE regular	$65K allocation
10d-3	Watershed Hydrology Monitoring*	Expand and increase watershed hydrology monitoring in the Greater Victoria Water Supply Area	2022	--	$150K fee-for-service
10e-1	IWS Contracts Coordinator	Departmental contract coordination and support for corporate & legislated procurement policies & procedures	2022	+1.0 FTE ongoing	$94K allocation

Community Need

2022 Summary

Making a difference...together

Business Model

Funding

Who contributes

Water Supply and Distribution:

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

Environmental Protection

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

Support Services

- Varies per service

Funding Sources

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

Community Need

2022 Summary

Making a difference...together

Reporting Structure
Regional Water Supply Commission – Water Advisory Committee – Saanich Peninsula Water Commission – JDF Water Distribution Commission – Various LSA Commissions (Port Renfrew, Lyall Harbour/Boot Cove, Magic Lake Estates, Skana, Beddis, Cedar Lane, Cedars of Tuam, Fernwood, Fulford, Highland, Sticks Allison, Surfside Park, Wilderness Mountain)

Performance				
Definition and Source	**Service**	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: Regulatory Compliance Non-compliance with Island Health, provincial and federal regulatory requirements and operational certificates that result in Boil Water Advisories or Do Not Consume Events	Regional Water Supply	None	None	None
	JDF Water Distribution	None	None	None
	Saanich Peninsula Water Supply	None	None	None
	Local Services	6	4	None
Metric 2A: Water Quality Sampling – Raw water Water quality samples analyzed annually from source reservoirs (raw water)	Regional Water Supply	12,090	12,585	15,392
	Local Services	4,181	3,670	3,670
Metric 2B: Water Quality Sampling – treated water Water quality samples analyzed annually from transmission/distribution systems (treated water)	Regional Water Supply	1,753	1,787	1,787
	JDF Water Distribution	7,675	7,531	7,531
	Saanich Peninsula Water Supply	1,979	2,102	2,102
	Local Services	31,216	24,903	24,904
Metric 3: Average day per capita water use (litres per capita per day)	Regional Water Supply	340	337	334
	JDF Water Distribution	301	299	297
	Saanich Peninsula Water Supply	435	424	413

Community Need

2022 Summary

	Local Services	215	192	202
Metric 4: Annual operating cost per megaliter of drinking water treated and supplied/distributed	Regional Water Supply	$93.80	$100.00	$100.00
Metric 5: Annual Energy use (kWh) per megaliter of drinking water treated and supplied/distributed	Regional Water Supply	66	66	66
Metric 6: Volume of raw water released annually from RWS watersheds to rivers to support fish habitat (megaliters)	Regional Water Supply	11,489	10,500	12,200
Metric 7: Number of watermain leak repairs and service line leaks annually per 100 kilometers of pipe (distribution systems)	JDF Water Distribution	0.9	0.9	<1
	Local Services	33.2	35	<30
Metric 8: Preventative maintenance completed	Regional Water Supply	85%	97%	100%
	JDF Water Distribution	91%	96%	100%
	Saanich Peninsula Water Supply	95%	100%	100%
	Local Services	79%	99%	100%

Community Need

2022 Summary

Planning & Development

Strategy

Target Outcome

We envision keeping approved plans current and monitoring for effectiveness.

Strategic Context

Strategies

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

Trends, risks and issues

- Regional & Strategic Planning (RSP) continues to support matters of regional interest by:
  - Exploring new areas of regional interest as they relate regional planning and development
  - Providing demographic, planning, development and growth management analysis across the region
  - Providing specialized data/information/modelling analysis quickly
- This is challenging, complex work which requires the coordination of numerous interest and internal and external stakeholders. RSP continues to absorb these pressures.
- From a land use planning and building inspection point of view, changes to the Building Code, seasonal and weather patterns and building activity cycles related to the economy can all affect the cost and volume of construction projects and therefore processing time for applications and permits. As a result, Building Inspection and Juan de Fuca (JdF) Community Planning sees annual changes in residential, commercial and industrial construction and subsequent building and development permits being issued.
- Development applications and building permit revenue dropped in 2020, mainly due to the impact of COVID-19 on construction in the Electoral Areas (EAs). Building permit fees were adjusted to meet budgetary needs and align with increased construction values. Development applications have since returned to normal levels and surpassed the forecast for 2021 (JdF EA). Significantly more applications require increased staff attention to address First Nations concerns and expectations regarding consent.
- Separately, requests for building permit and file information has been increasing steadily since 2018. This trend is expected to continue in 2021 and onwards.

Community Need

2022 Summary

- The Province of British Columbia has made available additional grant funding opportunities to assist with the recovery from the COVID-19 pandemic. Distributing this funding has created additional workload for administrative staff for the JdF Community Planning service.

Services

Core Services Levels	
Service	**Levels**
Regional Growth Strategy (RGS) Service is responsible for developing, monitoring, updating and coordinating implementation of the RGS, in accordance with provincial requirements. The RGS is a policy document, developed by municipalities, the JdF EA and the CRD in partnership, for identifying shared social, economic and environmental objectives.	• Every five years, research, analyze and provide advice on updates to the RGS • Monitor RGS indicators and report on progress annually towards achieving regional objectives • Coordinate ongoing RGS and Food and Agriculture Strategy implementation by chairing inter-municipal advisory committees and providing advice to the CRD Board and departments on related policies and issues • Evaluate applicable documents for consistency with the RGS (e.g. municipal context statements) • As an outcome of the five-year review, or as periodically initiated by a municipal request, draft policy, engage stakeholders, prepare documents and seek bylaw amendments to update the RGS
Regional Planning – Information Service is responsible for data collection, research, modelling and analysis related to regional, sub-regional and local population change, employment, land use and transportation in support of the development and implementation of regional district services and municipal services, as needed.	• Collect and disseminate primary source data through building permits (monthly), automobile (yearly) and bicycle counts (ongoing, supplemented by bi-yearly volunteer count) and origin and destination surveys (every five years) • Compile, disseminate and support partners with the interpretation and application of statistical and spatial data, and conduct special studies, as needed • Analyze, visualize and report on transportation, land use and housing data to support regional service delivery (e.g. regional transportation and urban growth models, climate action reporting)

Community Need

2022 Summary

Building Inspection (Electoral Area only) Oversees the construction, alteration, repair or demolition of buildings and structures by ensuring the construction complies with the BC Building Code with respect to health, safety, fire, structural integrity, energy efficiency, and accessibility.	• Provide information on the building permit process, BC Building Code requirements and approved construction practices • Provide building permit and file information and respond to Freedom of Information requests ➥ Service level adjusted, see IBC 11c-2 • Process between 800 and 1,000 building permit applications per year, including plumbing permits and permits for wood burning appliances • Provide between 6,000 and 8,000 building inspection services per year • Review all building permit applications for compliance with all applicable regulations • Manage property files and enforcement, as needed
JdF Community Planning (Electoral Area only) Develops community plans and implements and administers land use regulations by providing professional advice and recommendations on planning processes and development services, providing for orderly growth, protection of the environment, sustainable communities and resource management.	• Review, evaluate and process approx. 50-60 development applications annually, including zoning and OCP amendments, development variance permits, development permits, soil deposit and removal permits, Board of Variance approvals, subdivision referrals, ALR applications • Review all building permit applications for compliance with land use regulations • Provide land use information in response to inquiries from the public, developers, realtors, and consultants • Review and amend land use regulation and policy documents in response to changes in the environment, community objectives, and provincial legislation • Respond to land use related bylaw complaints in coordination with Bylaw Enforcement and Building Inspection • Provide administrative and technical support to the JdF Land Use Committee and advisory commissions ➥ Service level adjusted (absorbed), administration of new COVID-19 Safe Restart funding

Community Need

2022 Summary

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

Initiatives

Ref	Initiative	Description	Year(s)	2022 impacts	
11c-2	Building Inspection Information Service	Staffing adjustment to address increasing demand for information services	2022	+0.5FTE ongoing	$47K requisition

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

- Planning and Protective Services Committee
- Electoral Areas Committee

Community Need

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: RGS Consistency Total number of Regional Context Statement accepted and CRD bylaws and services deemed consistent with the RGS; data from CRD Regional & Strategic Planning	9	4	5^
Metric 2: Building permits in all three EAs Total number of permits issued annually; data from CRD Tempest application database	873	880	880*
Metric 3: Development application levels in the JdF EA Total number of development applications received annually; data from CRD Tempest application database	48	70	55*
^ indicators of development/change in service activity; we have therefore provided expected volumes rather than targets * indicators of development/construction activity; we have therefore provided expected volumes rather than targets			

Discussion

Link to Target Outcome

- Monitoring the number of Regional Context Statements (RCS) accepted and CRD bylaws and services deemed consistent with the RGS helps demonstrate how partners are progressing implementation and how the CRD is upholding the RGS.
- Monitoring building and development applications helps monitor the economic health as well as the capacity of our existing services in meeting the needs of the region.

Discussion

- **Metric 1:** municipalities are required to submit a new RCS within two years of RGS adoption. As the RGS was adopted in 2018, the number of accepted RCSs was high in 2020.
- **Metric 2**: the number of permits issued to the end of the second quarter for 2021 is 432. It is anticipated that 2021 permit numbers will be similar to that of 2020.
- **Metric 3**: JdF Planning now anticipates receiving 70 applications in 2021, but reported a target in 2020 of 55. The Capital Region is currently experiencing an increase in development activity.

Community Need

2022 Summary

Making a difference...together

Arts & Culture

Strategy

Target Outcome

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

Strategic Context

Strategies

- Arts Development Service Strategic Plan

Trends, risks and issues

- Municipal investment in the arts recognizes the contribution that arts organizations make to the quality of life and the economic benefits that accrue to the region through the activities of funded organizations.
- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support. In 2021, the CRD Arts and Culture funding programs supported 84 organizations that provided programming that supported a wide range of artistic activity by local and regional artists.
- Restrictions on public gatherings due to COVID19 has created significant instability in the arts sector. Some artistic fields of practice, such as performing arts and festivals, have been especially hard-hit. The pace of reopening has been slow and uneven. There have been many outdoor cultural events and some limited indoor events in the second half 2021, but questions remain about the hesitancy of audiences to return to full capacity indoor gatherings.
- Many arts and cultural organizations have also demonstrated tremendous resilience, adaptability, and innovation throughout the pandemic with 84.3% of surveyed Operating and Project Grant recipients developing alternative programming as of February 2021, relying heavily on digital formats such as live-streaming and virtual gatherings.

Community Need

2022 Summary

Services

Core Services Levels	
Service	**Levels**
Arts & Culture Support Service Supports, promotes and celebrates arts and cultural activities for the benefit of the community through funding programs and outreach activities.	• Deliver 5 granting programs: Operating Grants, Project Grants, IDEA (Innovate, Develop, Experiment, Access) Grants, Equity Grants, and Incubator Grants. • Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs. • Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets. • Respond to inquiries on funding (CRD and other sources) within five days. • Collect data about trends and impact of arts and culture for internal use and for dissemination to arts communities. • Manage publically available online database of regional public art. • Connect and facilitate dialogue within the regional arts community and with CRD through biennial summit, social media presence, e-newsletter, and funding application workshops.
The McPherson Playhouse Service Contribution agreement for the municipal support of the theatre.	• Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre
The Royal Theatre Service Contribution agreement for the municipal support of the theatre.	• Provides capital and operating support for pleasure, recreation and community uses related to the Royal Theatre.
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Community Need

2022 Summary

Making a difference...together

Initiatives

No new initiatives proposed for 2022

Business Model

Funding

Who contributes

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

Funding Sources

- Requisitions

Reporting Structure

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

Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: **Social contributions** (A) total number of events and workshops funded by CRD (B) total attendees at CRD-funded arts events (C) total number of grants distributed Data from 2020 Arts & Culture Progress Report	(A) 3,377 (B) 472K+ (C) 89	(A) 3,400 (B) 472K+ (C) 84	(A) 3,500 (B) 644K (C) 90
Metric 2: **Economic contributions** (D) total funding ($M) invested (via CRD grants) in grant recipients (E) total revenue ($M) generated Data from 2020 Arts & Culture Progress Report	(D) $2.49M (E) $19.7M	(D) $2.55M (E) $22M	(D) $2.6M (E) $25M

Community Need

2022 Summary

Making a difference...together

Discussion

Link to Target Outcome

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

Discussion

All metrics for 2020 have been adversely impacted by COVID-19. Specifically, provincial restrictions on events and gatherings, as well as limited capacity at art galleries, meant that arts programming could not be produced or delivered by organizations in the way that it was originally planned. Arts organizations adapted in many ways, providing digital options, through livestreaming or other online platforms.

Metric 1 – Social Contributions

- (A) The number of events and workshops rose, due to the adaptation of arts organizations in moving activities and programming online.
- (B) In-person attendance of arts and culture events was severely restricted during the pandemic; however, online attendance increased substantially as many new digital arts programming options were launched. 2021 is expected to be a transitional year with in-person attendance continuing to recover in 2022.
- (C) In 2021, there were fewer applicants to project-based grant programs, due to increased uncertainty from the COVID-19 pandemic and accompanying health protocols. These conditions made project planning more difficult. We expect a growing demand for these grants in 2022 as the pandemic situation stabilizes.

Metric 2 – Economic Contributions

- (D) Total arts grant funding has remained consistent throughout the pandemic, with increases from the federal government in 2020.
- (E) Total revenues of operating grant recipients dropped 22% in 2020 from 2019 levels ($25.5M), largely due to the restrictions on in-person events resulting in lower earned revenues. Digital programming, while well-attended, proved difficult to monetize. In 2021 and 2022, as event and gathering restrictions are lifted, it is expected that revenues will show recovery.

Community Need

2022 Summary

Making a difference...together

Recreation

Strategy

Target Outcome

We envision residents having access to appropriate and affordable recreation opportunities.

Strategic Context

Strategies

- Panorama Recreation Strategic Plan
- SEAPARC Strategic Plan 2015

Trends, risks and issues

- The COVID pandemic continues to impact all recreation centers' service delivery and budgets in 2021. Restrictions were put in place and adjusted by the Provincial Health Officer and the province to safeguard the health and safety of the public and workers throughout the year. This led to a rebalancing and adjusting of activities to favour operations in larger spaces and outdoor venues and, in some cases, the cancellation of some programs and services.
- As restrictions ease through 2021 and 2022, staff will continue to be recalled to facilitate enhanced service delivery. Recreation centers are following guidelines to slowly reintroduce and expand programs and services; however, there still may be some hesitation in participating from some community members, impacting revenue.
- Overall, staffing capacity has been impacted in terms of budget and staff availability, and adding new services will create additional challenges.
- These new challenges have to be managed alongside the existing challenge of aging infrastructure.

Panorama-specific

- The Saanich Peninsula community is lacking child care spaces, including out-of-school care, preschool and infant/toddler daycare.
- A five-year (2021-2026) strategic plan for Panorama is being completed to set the direction for recreation programs and services.

SEAPARC-specific

- The SEAPARC facility is currently housing a COVID Vaccine Clinic and thus capacity for offering fitness and recreation programs has been significantly reduced.
- SEAPARC's 2015 Strategic Plan identified the multi-sport box as a high priority for the community. The project was added to SEAPARC's future capital plan. The SEAPARC Commission and the District of Sooke

Community Need

2022 Summary

entered into an agreement to construct and operate a multi-use sport box in the community of Sun River. This new service will require daily maintenance.

- Aquatics recruitment and retention continues to challenge small pool operations as employment markets respond to economic uncertainty.

Services

Core Services Levels	
Service	**Levels**
Juan de Fuca (JdF) Community Parks & Recreation The JdF Electoral Area (EA) Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the EA. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre.	Inspection, maintenance and repair of: • 8.1km of trails • 23 park facilities • Two baseball fields and two tennis courts • Two playgrounds Administration of: • 4 stewardship programs and 65 volunteers • 6 recreation program contracts and events • Operating costs of Port Renfrew Community Centre through revenue
Peninsula Recreation Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates a satellite location, Greenglade Community Centre. The Centre has become a valuable asset for the delivery of recreation programs and services.	For Panorama Recreation Centre, administration of the delivery of programs and services for: • Two arenas • An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible, waterslide in the region • Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts • Weight room and fitness studio • Three small multi-purpose rooms ➥ Service level adjusted, see IBC 13a-1.6 For Greenglade Community Centre, amenities include: • Gymnasium • Activity rooms for program use • Pottery studio • Weight and fitness room, mind and body studio and dance studio • Teen lounge and sports fields

Community Need

Making a difference...together

2022 Summary

Sooke and EA Parks and Recreation (SEAPARC) Provides recreational programming and maintains recreational facilities with a focus on the citizens of the District of Sooke and the JdF EA.	Administration of • Ice arena/dry floor • Aquatic center • Community recreation programs • Facility and grounds maintenance ➥ Service level adjusted, see IBC 13a-2 • Program, multi-purpose and boardroom spaces • Slo-pitch field and baseball diamond • Bike park and skateboard park • Joint Use Agreement with School District 62 Community Events • Multi-use trail • DeMamiel Creek golf course • Fitness facility and programs
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services.

Initiatives

Ref	Initiative	Description	Year(s)	2022 impacts	
13a-1.6	Panorama Preschool Program	Provision of preschool childcare through recreational programming	2022	+2.0 FTE converted	$183K fee-for-service + requisition
13a-2	Sooke Sun River Sport Box	Operationalization of new multi-sport box in the community of Sun River	2022	--	$18K requisition

Community Need

2022 Summary

Making a difference...together

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

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

Community Need

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Panorama			
Metric 1: Offer programs that meet community need Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from PerfectMind Activity Registration Summary.	70%	72%	75%
Metric 2: Maximize participation levels in drop-in recreation programs and services, given capacity and staffing limitations (A) Aquatics (B) Arena during ice season (C) Fitness classes (D) Weights (E) Sports Total annual visitors to drop-in reservable programs; data from PerfecMind Daily Attendance Report – Date Range.	(A) 52,396 (B) 3,911 (C) 13,442 (D) 53,643 (E) 1,411	(A) 115,000 (B) 7,400 (C) 18,000 (D) 84,000 (E) 1,400	(A) 150,000 (B) 10,100 (C) 26,000 (D) 117,500 (E) 6,400
Metric 3: Increase new program offerings and maximize revenue (F) Total new program offerings (identified as a program not offered in the prior year); data from program coordinators and PerfectMind Activity Registration report (G) Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger (H) Admissions – revenue generated by single admission purchase; data from PerfectMind General Ledger (I) Admissions – revenue generated by punch pass purchases; data from PerfectMind General Ledger	(F) 38 (G) $884,641 (H) $195,190 (I) $400,644	(F) 10 (G) $1,369M (H) $685,000 (I) N/A	(F) 30 (G) $1.83M (H) $1.27M (I) N/A
SEAPARC			
Metric 1: Deliver fitness programs and service that meet community need and recover operation investment. Target admissions or the revenue generated by single admission and punch pass purchases; data from PerfectMind General Ledger	$13,506	$11,740	$42,493

Community Need

2022 Summary

Metric 2: Manage 2020 user funding at approx. 20% User funding or tax investment (without debt)	19.1%	20%	20%
Metric 3: Increase Community Recreation program revenue by each year Total registered programs revenue (gross revenue) generated by registration in programs; data from PerfectMind General Ledger	$162,062	$166,860	$225,261

Discussion

Link to Target Outcome

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

Discussion

Panorama

- Aquatic participation was greater in 2020 than expected, as pool capacity guidelines allowed more swimmers than anticipated during COVID. New program offerings and program revenue exceeded targets for 2020 as limitations on recreation programming were not as strict as expected in Jun-Nov. 2021 KPIs account for a gradual return to normal operations with assumptions that we may not immediately return to pre-pandemic levels due to the comfort level of participants and that some community members have found recreation alternatives that they may continue with.
- Metric 1: For 2020, programs that were cancelled due to provincial orders were not included in this metric. This includes all programs from March 18 facility closure until reopen, as well as fall fitness, racquet sports and community recreation programs that were cancelled due to public health orders in November.

SEAPARC

- The COVID Pandemic and resulting provincial health orders directly impacted all SEAPARC operations and services. The Fitness Studio is currently home to a Vaccine Clinic, rendering this space unusable for any fitness or recreation programs, thus impacting 2020 and 2021 actual budget targets. The DeMamiel Creek Golf Course exceeded budget expectations, likely as a result of being one of the few outdoor sports that remained open during the pandemic. Staff levels were reduced in 2020 and 2021. Staff capacity, particularly in aquatics, will be a challenge in 2021 and 2022 due to the COVID 2020 lay-offs, and staff subsequently either seeking other employment opportunities or moving on with educational pursuits. This will have a direct impact on aquatic service levels.
- Monthly and annual pass sales will return in 2021, which will have a positive revenue impact. 2022 will continue to see an increase in service and activity levels, provided that BC moves into Step 4 of the Restart Plan. These service increases will also depend directly on facility capacity and staffing capacity. The addition of the outdoor multi-sport box will impact community recreation services by offering additional program opportunities, as well as unscheduled activity time at the new facility.

Community Need

2022 Summary

Making a difference...together

Health Facilities

Strategy

Target Outcome
We envision effectively contributing to improved community health and well-being.

Strategic Context

Strategies

- Regional Housing Affordability Strategy
- Regional Growth Strategy

Trends, risks and issues

- The CRHD has begun the community engagement, demolition, and planning for the redevelopment of Oak Bay Lodge. This is a high priority project in the Capital Region.
- A land acquisition is underway at Royal Bay for the development of a future designated Health facility in partnership with Island Health. This is an exciting upcoming initiative and the planning work is underway in partnership with Island Health.
- There are continued investments needed for health facility upgrades, replacement and/or expansion projects, as well as medical equipment throughout the capital region.
- At the same time, future needs have been identified for which strategies will have to be developed and implementation planning undertaken. This includes the following:
    - The Board has identified a need to explore designated health facilities in Sooke, on the Saanich Peninsula, or in the Westshore.
    - Island Health has identified primary, community, and long-term care as priorities and a major focus. This includes both replacement and new beds in long-term care.
- The division needs to be able to respond to emerging opportunities, such as developing existing land holdings and new strategic land acquisition, for future health-related facilities in order to meet future demands across the region.

Community Need

2022 Summary

Services

Core Services Levels	
Service	**Levels**
Capital Regional Hospital District (CRHD) Provides the local taxpayers' share of capital funding to expand, improve and maintain health care facilities in the region. Island Health is responsible for the delivery of health care in the region.	• Acute care facilities planning • Strategic property acquisition and planning of property development • Research, analyze and coordinate with VIHA in preparation of the CRHD's 10-Year Capital Plan and individual project capital funding requests • Monitor expenditures and administration of payments to Island Health and other partners annually, including oversight of expenditure patterns of multiple capital and equipment projects to ensure CRHD funds are spent according to approved project scope, schedule and budget
Community Health Includes responsibility for public health bylaws and contracts with Island Health for enforcement and healthy community planning.	Public Health: • Enact and enforce public health bylaws • Contract with Island Health to conduct research, education and enforcement in support of existing or planned health-related bylaws and provide oversight of public health bylaws enforcement Community Health: • Healthy communities planning through data and analytics, including coordination of Regional Outcomes Monitoring (ROM) Collaborative • Capacity-building and public engagement through consultation, coordination, liaison, hosting of forums and workshops, and provision of tools and resources as needed
Support Services The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	• Services include Asset Management, Facility Management, Financial Services, Information Technology & GIS, Information Services, Human Resources & Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk & Insurance and Real Estate Services

Community Need

2022 Summary

Making a difference...together

Initiatives

No new initiatives proposed for 2022

Business Model

Funding

Who contributes

- **Capital Regional Hospital District (CRHD):** All municipalities, electoral areas (EAs), First Nations, non-profit providers, community, Island health, school districts, and other community planning and funding partners and numerous community foundations.
- **Community Health Service:** All municipalities, EAs, First Nations, non-profit, community, Island Health, school districts, and other community planning and funding partners, such as the United Way, and numerous community foundations.
- Support Services: varies by service

Funding Sources

- Capital projects, requisition (CRHD and CRD)

Reporting Structure

- CRHD Board
- CRD Board
- Hospital and Housing Committee

Community Need

Making a difference...together

2022 Summary

Performance			
Definition and Source	**2020 Actual**	**2021 Forecast**	**2022 Target**
Metric 1: Meet the annual contribution of health infrastructure to minor capital projects and equipment. Projects with total value 100K<$2.0M (breakdown: Projects $3.75M; Equipment $2.955M). 2022 data is from Schedule B of 2022 Provisional Capital Expenditures (approved by Board March 24, 2021)	$6.7M	$6.7M	$6.7M
Metric 2: Meet the annual contribution of health infrastructure to major capital projects. Projects with total value >$2.0M. Data from Schedule B of 2020 Capital Expenditures (approved by Board March 18, 2020)2021 Amended Capital Plan (approved by Board March 24, 2021)	$10.7M	$28.3M	$14.7M

Discussion

Link to Target Outcome

New, improved or upgraded health facilities contribute to better health and well-being outcomes for the region. The ongoing investments made in major and minor capital projects are an indicator of improved health facilities offering.

Discussion

- 2020 actuals were less than target due to deferral of a land acquisition.

Community Need

2022 Summary

Making a difference...together

Accountability

Strategy

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

Strategic Context

Strategies

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

Trends, risks and issues

COVID-19 Pandemic

- **Collaboration and engagement**: COVID-19 continues to impact how the organization communicates, meets and collaborates and has accelerated the move towards digital collaboration tools. The CRD is managing a variety of public consultation activities using live webinars and a digital engagement platform in line with public health guidelines. As restrictions are eased, the CRD will be expected to offer a hybrid of in-person and online engagement opportunities to maximize reach and reduce barriers to participation.
- **Health & Safety**: the outcome of the pandemic also significantly increased requirements on health and safety and human resources. Moving to exposure control plans, it is expected that these will continue through 2022.

People

- **Human resources**: Changing workplace and society demographics have significant impact on the nature of Human Resource programs. There are a number of trends impacting the CRD including: significant workplace retirements, more employee transitional/family needs, acceleration of workplace and technological change, shifting economic conditions, the COVID-19 health pandemic, and an increased reliance on employee goodwill. Enhanced efforts in organizational design, absence management, workforce & succession planning, recruitment and retention, and learning & development will be paramount to ensure the continued success of the organization.
- The CRD is addressing these multifaceted impacts through the Organizational Development Plan and subsequent implementation strategies.
- **Training**: many divisions are seeing a decreasing pool of candidates for vacancies, and efforts are

Community Need

2022 Summary

being placed in redefining operations to ensure an appropriate pool of employees continues to deliver the wide variety of services. We continue to see increased pressures placed on the recruitment and retention of professional and senior level staff especially, and most recently on more junior staffing particular to the pandemic. Increased efforts are in place at both the corporate and the divisional levels to evaluate ongoing staffing needs, train and develop staff for the present and the future, and to conduct succession planning to build the workforce to come. Emerging in 2021, the Financial Services division, for example, is experiencing increased level of effort to train the newer workforce in finance and also perform outreach across the organization resulting from changing demographics and changed practice in facilitation of remote teams and remote partners through the pandemic. Externally, the labour market is trending towards reduced availability of qualified finance resources while higher salary and greater work hour flexibility are placing pressure on the cost to attract and retain.

In a similar vein, Information Technology & GIS (IT&GIS) is also experiencing a high demand for an increased level of training and knowledge transfer due to staff turnover and recruitment. IT&GIS holds significant corporate knowledge about all business processes and information systems. This information is often lost as staff turnover continues. Recognition of the need to facilitate knowledge transfer is driving an increased level of change in our systems. Staff turnover naturally increases the frequency departments review their business processes, this in turn leads to discovering new areas for improvement and changes needed.

- **Labour Market:** IT&GIS continues to struggle to hire and retain skilled technical staff, leaving positions vacant for extended periods of time. The inability to hire skilled IT resources combined with increased requests for new technology-based solutions, as well as a significant number of requests for changes to existing systems, and a significant increased need for knowledge transfer across the organization adds to service delivery pressures.

A modern organization

- The CRD continues its efforts to modernize its infrastructure, assets and processes/policies.
- **Records Management:** Technology use has exceeded the CRD's recordkeeping capabilities, resulting in an accumulation and spread of electronic records which cannot be effectively managed in accordance with legal & regulatory requirements, policies or business needs. As modernizing the records management program framework is complex and requires significant effort and investment, the CRD is using a phased approach.
- **Freedom of Information:** The number of information requests under FOIPPA, as well as the complexity of requests, continues to increase year-over-year (172 requests in 2020) driving more demand for information services support.
- **Commissions and committees:** The CRD has over 70 commissions, committees and contribution services that assist in the governance and operational guidance of many CRD services. The resultant levels of service provided by Legislative Services have been increasing over the years, including:
    - A 40% increase in the number of board and standing meetings since 2017
    - Increase in number of elector approval processes requested by divisions, from a typical 1-2 alternative approval processes per year to 7 in 2021 plus one referendum
    - Support the transition to hybrid in-person and electronic public hearings, in line with *BILL 10 – Municipal Affairs Statutes Amendment Act, 2021*
- A comprehensive review of governance, mandate and adherence to policy and processes is planned to

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ensure consistency and improve service efficiency.

- **Buildings**: The CRD continues to focus efforts on spatial planning. The main requirement is for desk/office space for new staff to meet the increasing demands at all of the main CRD locations.
- **Legal counsel**: Growth in Regional Housing (Regional Housing First program), as well as a general increase in up-take of legal assistance by divisions are continuing to increase pressure on Legal Services staff to support contracting, procurement process, mortgage and housing agreements and tenant management issues.

Digital Communications

- Digital communications is the fastest growing area of communications. Most organizations today use a range of channels and methods to deliver message(s) in an effective way. The CRD website remains a crucial communication tool with >2 million visits per year (>50% of which are on a mobile device or tablet). The CRD is anticipating provincial legislation that will outline requirements for meeting website accessibility standards. The design and navigation systems in place since 2014 needs significant investment to provide a modern, simplified and accessible experience.
- **Social media engagement:** The CRD has been coordinating social media since 2015. It has since increased its followers at a rate of 15% per year to 14,000 today. This area requires continual attention as trends and platforms change.

Financial Services

- **Organizational growth**: has resulted in increased demand for financial services such as strategic analysis, service establishment, infrastructure planning, borrowing, budgeting, reporting, payroll and system development. In support of growth and to meet demand, modernization of digital platforms and business practices are key for scalability and efficacy of financial system structure and practices.

  Corporate Accounting and Standard Compliance: Corporate compliance activities increasing trending into 2020 and 2021 with the increase remaining into the future. The increased demand generated primarily through higher levels of statutory payroll and corporate filing changes, more statistical reporting requirements and a greater number of changing accounting and auditing standards. Increased compliance placing pressure on existing compliance activity levels and the internal control work underway as part of a financial risk management program.
- **Corporate Asset Management Strategy (CAMS):** In 2021, Financial Services progressed the CAMS, advancing long-term planning activities and building requirements for a corporate asset management system. Highlights include completing Sustainable Service Delivery Plans (SSDPs) for approximately 40% (28 services) and prototyping an enterprise asset management system. Effort to achieve the targets in the CAMS will increase heading into 2022.
- **Investments & Debt Management**: Also in 2021, additional resourcing to both Electoral Areas (EAs) and to Corporate Treasury was implemented. EAs continue to drive higher levels of activity in service establishment, infrastructure replacement planning and debt administration through 2021. Corporate Treasury, through 2021, expanded activity levels in response to greater demand for business case analysis, investments and debt management activities advancing for example the revised investment policy and introducing reserve guidelines.
- **Grant funding**: Also in 2021 and trending into 2022, externally driven, increased government grant activity is placing greater demand on financial services to support in eligibility assessment, application support, reporting and compliance.

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Information Technology (IT)

- **Legacy systems & new solutions:** IT&GIS continues to experience an unprecedented increase in demand for technology services, solutions and systems, driven by other departments experiencing increased demand for services and staff turnover. IT&GIS is experiencing continued pressure to ensure existing services and systems meet the changing needs of the organization as well as external pressure to maintain and modernize the IT infrastructure. The combination of new IT requests as well as continuous requests for change and updates to existing systems is putting service delivery under significant pressure.
- **Core Area Wastewater Treatment Plant**: This project consumed a significant amount of IT&GIS time. While the project is drawing to a close, a significant amount of technical work, including many technical post-project activities, remains to be completed. In addition to work focused directly on supporting the project itself, IT&GIS has also been highly engaged in the development and improvement of the CAMS as the organization looks to improve the collection and management of asset data through the development of a new asset management system. 2022 will see continued efforts toward the development of an Enterprise Asset Management System prototype to assist with managing our assets and asset information.
- **Cybersecurity**: In 2019, IT&GIS embarked on the creation and implementation of a rigorous cybersecurity program. Cybersecurity improvement is an ongoing process of monitoring and implementing changes. One such change was the introduction of a corporate-wide training program designed to improve and evaluate staff awareness of corporate cybersecurity. This is another area where turnover of technical staff has delayed continued implementation.
- **Payroll**: The organization also experienced an increased number of externally driven changes to labour and payroll systems and administration. This is an area where IT resourcing is already stretched by organizational growth and the division anticipates continued changes.
- **Business-driven requirements** 2022 will be another busy year as the organization looks to implement corporate wide changes to records management, adds new systems and programs to support the management of staff training and performance, and makes improvements around digital engagement both internally and externally, implements changes to auditing and accounting standards and continues planning work for the upgrade of our enterprise management system (SAP).

Services

Core Services Levels	
Service	**Levels**
Executive Services Includes the Office of the CAO and Executive Administration, Corporate Communications and Human Resources. Under the direction of the CAO, Executive Services	• Provide overall management of CRD departments and programs, foster relationships and submit recommendations and progress reporting to the Board ➥ Service level adjusted, see IBC 15f-1.24
Corporate Communications	• Board communication support (agendas, priorities,

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Develops communications strategies and systems for effective communications with external and internal audiences. The division is responsible for developing and applying communication guidelines and tools, as well as strategy and advice in alignment with Board, corporate and service area priorities. Also responsible for developing tools and techniques to foster engagement, ensuring that the public has access to accurate, timely and consistent information.	programs and overall information to support public understanding of organization) • Create and update corporate documents and website content (e.g. reports, dashboards, progress updates); provide guidance on survey approaches for service areas ↪ Service level adjusted, see IBC 15f-1.14 • Media strategy and relations • Coordinate advertising buys and social media strategy • Internal communications framework and implementation; maintain CRD Central intranet • Establish communication protocols and training for the organization that lead to efficiency, alignment and best practice • Provide creative direction for print, online, video and event communications
Human Resources & Corporate Safety Provides professional in-house services to all departments and divisions for a multi-faceted inside and outside workforce. The Human Resource generalists and Corporate Occupational Health and Safety specialists support strong relationships between employees and managers, provide a one-stop HR shop with the information, tools, advice and support needed to align individual and organizational success and ensure a healthy and safe workplace and workforce.	• Employment relations, inc. 300+ job opportunities, labour relations for two unions, and HRIS management and reporting for 1,100+ employees and 1,400 volunteers ↪ Service level adjusted, see IBC 15c-1.4 • Occupational health and safety, corporate wellness and benefits, and disability management ↪ Service level adjusted, see IBCs 15c-1.5 and 15f-1.16 • Development and administration of over 80 personnel policies and corporate safe work practices • Developing and delivering corporate learning and development programs (600+ participants annually) • Delivering impactful stay-at-work/return-to-work disability management activities, ensuring impactful and meaningful employee engagement and absenteeism below industry norms
Financial Services Financial Services provides guidance on the overall financial stability of the organization and is responsible for the organization's adherence to the legislated framework governing financial administration in local government. • Financial Planning • Financial Accounting and Reporting • Revenues (taxes and fees)	• Annual budget processing for CRD, CRHD and CRHD and within the CRD for over 200 services (Q1&Q3) and annual financial statements approved and delivered (Q2); quarterly operating and capital variance monitoring (Q1-Q4) • Daily transaction processing and monthly reports delivered with combined operating and capital budget of $710M (2021 Budget) • Annual Requisitions, user fees, parcel taxes and payments in lieu of approx. $305M • Daily cash management review and investments ($310M

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• Disbursements (Inc. Payroll) • Corporate Finance Decision Support • Treasury and Banking • Financial Systems • Procurement and Inventory (IWS) • Grants Management **Corporate-wide administrative services, such as printing and internal interoffice mail**	in net working capital and $160M on reserve) • Manage semi-annual long term financing bylaws & debt issues (debt of $620M and principal payments $85M) • Biweekly payroll processing, reporting for 1,250 employees totaling $92M in four employee groups under both the CRD and CRHC. • Weekly cheque and EFT runs produce 1,500 vendor payments a year • Process on average four periodic updates to the financial system for legislative and financial system upgrades • Monthly and quarterly billing and collections for 27,800 water billing customers. • Develop banking services for CRD (transactions flow through 35 bank accounts a year); monthly reconciliation of all bank accounts for 6,300 banking transactions and integration of over 150,000 transactions a year • Procurement of approx. 100 water services RFPs, RFQs, tenders & contracts annually • Print shop production of high volume of customer billings/other material and daily internal mail & courier service to 15 CRD offices • Oversight over corporate financial standards and regulatory compliance • ➥ Service level adjusted, see IBC 15f-1.17 Corporate Accounting Standards increased demand for adoption of accounting and audit standards, external reporting compliance (payroll and financials) and external changes to statutory requirements (payroll and financials) ➥ Service level adjusted, see IBC 15f-1.3 EDRMS; support implementation of new electronic record management program • Overarching corporate support and coordination for more than 200 CRD services to maximize grant revenue • Manage the Community Works Fund, Gas Tax Fund Program, Grants-in-Aid Fund (internal CRD grant programs for the EAs) • Manage the organization's external grants portfolio by notifying CRD services of available grant programs, providing advice on grant application and producing monthly grant update staff reports to the Board. ➥ Service level adjusted, see IBC 15b-2.2 Grant Support;

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	changes absorbed to date include availability of new programs targeting climate and infrastructure projects, and increase in program reporting requirements • Received over $500M in grant funding from senior levels of government since 2014.
Information Technology and GIS Services (IT&GIS) Information Technology is responsible for the development and delivery of highly available, reliable, and secure corporate information systems, technology services, and tools to CRD Departments, the public and the Board. • Corporate-wide voice, data and radio communications systems • Corporate Website and Digital Engagement • Board and Committee meeting management • Asset and Maintenance Management • Provision and support of integrated Financial, Payroll, and HR Systems • Corporate Cyber Security • Equipment purchasing, deployment, and maintenance • Project Management • Geographic Information Systems • Orthophotography and lidar data acquisition and deployment • Reporting and data analytics • Application development • Utility billing (water and sewer)	• Manage the technology infrastructure for 30 sites across the CRD, including 1,100 full time and auxiliary users, 1,000 computers, 600 smartphones, 300 servers and systems and an integrated end to end corporate phone system • Annual hardware and software procurement and deployment • Procurement of GIS orthophotography and lidar imagery for 23 Capital Region municipal and federal partners • Produce and support processing 200,000 utility bills annually, generating approximately $22M of revenue • Support Hartland Landfill automated scales, processing 140,000 tonnes of solid waste and generating $16M of revenue annually • Provide daily operational and technical support for Tempest system, for the management of bylaws, building inspection, planning, zoning, and dog licensing, generating approximately $1.25M annually • Provide daily operational and technical support for PerfectMind Recreation Management System for three Recreation Centres and Regional Parks generating approximately $14.5M annually • Produce and process approximately 30,000 maintenance workorders annually for the maintenance of corporate assets located in Housing, Integrated Water, and Facilities Management • Management and support of the of corporate Project System, processing $400M annually in capital projects • Provide project management and technology solutions for approx. 200 projects to address changing and emerging business needs throughout the organization. • In partnership with Corporate Services provide ongoing improvements to records management practices and systems to ensure regulatory compliance ➥ Service level adjusted, see IBC 15f-1.3 EDRMS • In partnership with Financial Services Asset Management

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	support the development of the Corporate Asset Management Strategy, including the development and implementation of a corporate Enterprise Asset Management system, providing management and planning capabilities for $2B in CRD assets ➥ Service level adjusted, see IBC 15b-2.1 Asset Management, • In partnership with Human Resources, develop and implement new SAP modules in support of improvements to staff Onboarding and Recruitment, Learning Management, Performance Management and Succession Planning ➥15c-1.4 Human Resource Information System Provide ongoing support to Corporate Communications new Digital Engagement Platform – Bang The Table; hosting and supporting corporate and public engagement events. ➥ Service level adjusted, see IBC 15f-1.14 Digital Comms Governance & Support Services -
Asset Management Provides professional advice and expertise to having a sustainable service delivery. **Manages the organization's grants portfolio.**	• Develop and advise on corporate asset management strategies, plans, standards and procedures for $2B in CRD assets • Support system development project for a Corporate Enterprise Asset Management system, supporting ongoing management and planning capabilities • Responsible for implementation of 40 of the 73 actions identified in the CRD Corporate Asset Management Strategy, including development of an asset management program (standards, tools, templates and development of sustainable service delivery plans) and enterprise asset management system (enhanced asset registries and planning practices); divisions and other stakeholders responsible for remaining actions ➥ Service level adjusted, see IBC 15b-2.1 Asset Management • Provide advice/expert guidance for developing SSDPs • Provide standard methodologies to define service levels, set goals and key performance indicators, develop asset registries, risk assessments, criticality assessments, capital project prioritization, asset management maturity assessments, capital planning, project management and

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	reliability-centered design, operations, and maintenance
Information Services Guides and supports the organization to effectively manage and use its valuable information resources to meet legislative and statutory requirements, legal obligations, business needs & strategic goals and for historical reference. Develops and administers the corporate records and privacy management programs. Administers information access requests and other legal matters under FOIPPA.	• Corporate records and privacy management program administration including: policies, systems, processes, procedures, advice & support for managing records, metadata and personal information according to legal, business/technical requirements and industry standards ➥ Service level adjusted, see IBC 15f-1.3 • Conduct records inventories & appraisals and develop lifecycle management plan for all records to ensure timely and effective management • Process 180+ FOI requests annually and respond to complaints or matters involving the Office of the Privacy Commissioner, under FOIPPA ➥ Service level adjusted, see IBC 15f-1.15 • Conduct Privacy Impact Assessments (PIAs) and provide advice & recommendations • Provide mandatory corporate training sessions for all staff
Legal Services Provides professional advice and expertise related to bylaws, contracts, agreements, procurement, legislative compliance and all legal matters.	• Bylaw drafting and review, including supervision of outside counsel when required • Manage governance changes and advise on legislative and statutory interpretation • Manage policy development to ensure compliance with policy framework and modern principles of policy development • Staff training in procurement, policy, and contract and bylaw drafting • Manage and litigate commercial, administrative, and public law claims relating to CRD, CRHD and CRHC • Advise on ticket enforcement, bylaw application, regulatory compliance, real estate matters, building inspection, and other areas • Report quarterly on contracts and procurement trends at the CRD • Draft, review and approve 800+ agreements per year, and respond to 1,500+ inquiries for legal advice ➥ Service level adjusted, see IBC 15f-1.21
Legislative Services Provides professional advice and expertise related to meetings, parliamentary procedure, internal and external	• Administrative and legislative support to the three CRD Boards, nine standing committees, and 70+ committees and commissions ➥ Service level adjusted, see IBC 15f-1.23

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appointments, legislative requirements and processes, and elector approval processes.	• Publish agendas and record minutes for ~150 open and closed meetings annually for the three CRD Boards and nine standing committees • Facilitate 200+ delegations from residents and organizations who wish to speak at CRD Board or Committee meetings • Conduct elections and assent processes ➥ Service level adjusted, see IBC 15d-2 • Process ~70 bylaws annually for adoption and manage the administration of bylaws including referrals for provincial approval • Coordinate 120+ appointments annually to CRD committees and commissions • Conduct training for commission members, meeting chairs, and staff on parliamentary procedure ➥ Service level adjusted, see IBC 15d-1 • Annually review and distribute 1,100+ pieces of correspondence addressed to the CRD Board
Risk & Insurance Provides professional advice and expertise related to liability, risk management, business continuity and insurance procurement on behalf of the CRD.	• Manage risks and reporting out through the Corporate Risk Registry on a semi-annual basis • Binding insurance for property loss for $650M worth of assets, liability coverage for internal and external claims, and course of construction coverage for capital project • Oversee and maintain volunteer insurance program • Business Continuity Planning for all CRD services • Investigate and adjudicate minor claims submitted against the CRD, and manage litigated claims including instructing external counsel • Review contracts and agreements for risk and insurance considerations
Real Estate Services Provides professional advice and expertise related to the strategic management of the CRD's real estate portfolio including the acquisition and disposal of property, registering CRD rights on properties, and property management services.	• Manage the real estate portfolio and property management services across the organization • Manage and complete due diligence for acquisitions and dispositions of property for: Regional Parks, Housing (CRHC), Hospitals (CRHD), Hartland Landfill, Community Parks, Small Craft Harbours, Communications Towers and Integrated Water Services • Co-ordinate the internal review and response to 3rd party referrals submitted to the CRD • Manage corporate land and land agreement data both

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	tabular and spatial • Co-ordinate, complete and manage leases, licenses, permits, and land-use applications • Oversee the completion and registration of ~150 new covenants and statutory right-of-way annually in favour of CRD • Conduct land research and due diligence to support corporate initiatives and decisions
Facilities Management (FM) Delivers comprehensive FM services to corporate facilities to all CRD departments. Provides support for Facilities Master Planning, SSDPs, Energy Management, and Space Planning, and provides the following services: • Project Management • Condition Assessments • Security • Operations & Maintenance Planning Team of specialized maintenance technicians, project coordinators and tradespersons who ensure CRD facilities are performing optimally and are safe and comfortable for staff and public. Portfolio of assets consist of leased & owned facilities valued at ~$80M.	• FM directly manages ~12 locations and provides FM support services to all CRD departments in 10 locations • Procure multi-year facility/building management service contracts for facilities; support other departments to ensure service contracts align with corporate standards (manage ~75 contracts of varying complexities) • Process ~3,500 work orders annually for preventative and corrective maintenance • Administer regulatory requirements for CRD facilities; this program includes fire safety, elevators, boilers, emergency generators, roof anchors and back flow preventers • Deliver 25 capital projects ($1.5M) annually as well as numerous maintenance projects; provide Project Management services for facility projects to other CRD departments
Engineering Services Provide engineering feasibility studies, detailed design, tendering, construction management and commissioning services that support a number of community needs (Landfill & Recycling, Parks & Environmental Resource Management, Health Facilities, Climate Action, Recreation and Electoral Areas).	• Lead or support the planning, design and project management of over a dozen construction projects averaging $3.5–$5 million annually • Projects include ongoing contract management of the solid waste filling and aggregate production contracts, as well as smaller projects related to landfill gas collection, leachate management, environmental controls and emergency response preparation • Engineering Services also manages an additional 15-20 projects each year for other CRD facilities • Lead engineering and procurement on the RNG and Kitchen Scraps and Organics Processing Capital Projects

Community Need

Making a difference...together

2022 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	2022 impacts	
15b-2.1	Asset Management	Development of asset management program and enterprise asset management system	2022	+3.4 FTE ongoing	$448K requisition
15b-2.2	Grant Support	Corporate coordination of grant opportunities to maximize external grant revenue	2022	+0.5 FTE ongoing	$56K requisition
15c-1.4	Human Resource Information System (HRIS)	Modernize our system & processes and provide timely, accurate and easily accessible HR information	2022	+2.0 FTE ongoing	$589K reserve transfer + requisition
15c-1.5	Safety Management System	System to record, track and report on health & safety, risk and compliance program	2022	--	$52K requisition
15d-1	Board Orientation & Strategic Plan 2023-2026	Orientation for Directors and identification of strategic priorities for next four years	2022	--	$56K requisition
15d-2	Electoral Areas Elections*	Coordination of Director elections in the electoral areas	2022	--	$40K requisition
15f-1.14	Digital Communications Governance & Support Services	Enhance systems, processes and staffing capacity to modernize communications practices	2022	+ 1.0 FTE ongoing	$160K requisition, some in IT budget
15f-1.15	FOI & Privacy Role Conversion*	Staffing adjustment to address increase in service demand	2022	0.6 FTE converted	$33K requisition
15f-1.16	Corporate Safety Resourcing*	Development, implementation and coordination of health & safety programs and initiatives	2022	1.0 FTE converted	$169K allocation + requisition
15f-1.21	Associate Legal Counsel*	Staffing adjustment to address increase in service demand	2022	+1.0 FTE ongoing	$179K requisition
15f-1.23	Legislative Services Support*	Staffing adjustment to address increase in service demand	2022	+1.0 FTE ongoing	$93K requisition
15f-1.24	Executive Services Departmental Support*	Staffing adjustment to address increase in service demand	2022	1.0 FTE Converted	$106K requisition
15f-1.3	Electronic Documents and Records	Modernization of corporate records management program framework	2022	+4.8 FTE ongoing	$1.1M reserve transfer + requisition

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	Management System (EDRMS)				
15f-1.11	Corporate Security – Monitoring & Incident Response	24/7 monitoring, detection and cybersecurity incident response service	2022	--	$80K requisition
15f-1.17	Corporate Accounting Standards	Standard compliance planning, implementation, monitoring and reporting	2022	+2.0 FTE ongoing	$297K requisition
15f-1.18	Regional Orthophotography Data Acquisition Program	Cyclical photography data acquisition for the entire CRD region	2022	--	$50K requisition

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

Business Model

Funding

Who contributes

- Varies per services

Funding Sources

- Allocations, Requisitions & Grants

Reporting Structure

- Governance Committee
- Finance Committee

Community Need

Making a difference...together

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Performance			
Definition and Source	2020 Actual	2021 Forecast	2022 Target
Metric 1: Organizational Transparency Total annual number of unique visits to the crd.bc.ca site; data retrieved from Google Analytics	2.0 million	2.3 million	2.5 million
Metric 2: Communication Reach Percentage of planned media outreach resulting in coverage by outlets (print/radio/television/web/ social); data from CRD Corporate Communications	76%	76%	77%
Metric 3: Workforce Engagement (A) **Employee Turnover**: Total number of CRD staff (regular) that have left their employment with us as a percentage of the regular staff pool; data retrieved from corporate enterprise resource planning system (B) **Unplanned Absenteeism**: Percentage of working time missed as a result of CRD staff (regular) unplanned absence (e.g. sick leave, emergency leave, other); data retrieved from corporate enterprise resource planning system	(A) 6.7% (B) 3.6%	(A) 7.2% (B) 3.2%	(A) 8.0% (B) 3.5%
Metric 4: Board decision-making Total number of Staff Reports submitted to the three CRD Boards for direction (excludes information reports); data from CRD Legislative Services	260	266	230
Metric 5: Elector Approval Process Total number of Alternative Approval Processes, Elector Assent Voting (Referendum) and Petitions for Electoral Areas services; data from CRD Legislative Services	1	8	6
Metric 6: FOI and Privacy Program Compliance Percentage of FOI requests which were answered within the legislated timeframe; data from Executive Information Services division	100%	100%	100%

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Discussion

Link to Target Outcome

- Transparency and reach performance indicators measure the reach of our organizational information and how engaged our audiences are with the information disseminated.
- Workforce Engagement performance indicators measure the strength of the organization through the active engagement of employees, and assists in responding to changes in our external and internal environments through our Organizational Development Plan.
- The Board decision-making measure tracks the work of the three CRD Boards.
- Full compliance with FIPPA by responding to all access requests within the legislated time-limit serves the public's interest and demonstrates the CRD's commitment to accountability, openness and transparency.

Discussion

- **Metric 1:** In 2020, the CRD shifted its messaging and focus to supporting COVID-19 response priorities and maintaining operations. Website visits continued to grow but not at the same rate as previous years. This is likely due to limited public participation in some services (recreation programs and community events) due to COVID-19. In the Fall, the CRD invited website users to complete a standard questionnaire (SUPR-Q) that measures users' perceptions of a website. The score is calculated on a scale of 1-5, with 5 being the highest, averaged across each of four categories: usability (3.5) credibility (4.0) appearance (3.6) and loyalty (3.7). Overall, the SUPR-Q score is 3.7 and sets a baseline for future improvements.
- **Metric 3:** The health pandemic saw an increase in the frequency and duration of workplace absences as employees were required to stay at home and monitor when ill. Retirement rates decreased significantly in 2021 as a result of the health pandemic, notably in the second and third quarters of the year.
- **Metric 4:** The 2021 forecast is higher based on the trend being set during the first six months of 2021. The 2022 target is lower than previous years as the impact of COVID-19 related decisions are expected to decrease in addition to the General Local Elections happening in October, 2022.
- **Metric 5:** In 2019, there were three processes run. The 2021 forecast includes the AAPs for Regional Water Supply and JDF Water Distribution Loan Authorization Bylaws which occurs every five years. The 2022 Target is based on new projects and service changes that have already been identified. Electoral Approval Processes are time and resource intensive for a number of divisions including Legislative Services and Financial Services.

Community Need

Regional Parks Supplementary Staffing Information

Initiative 6g-1 Regional Park Service			
Gap	FTE	Position	Function
	1.5	Park Ranger	The Park Ranger serves as a front line field contact with park visitors and commercial services with the aim of gaining compliance to park regulations in regional parks. The Assistant Park Technician also collects data and prepares reports related to park regulation compliance and visitor use impacts in regional parks.
The cleaning duties at Mill Hill will increase to a point where a half time position will not be able to meet the minimum services required.	0.5	Park Attendant Bldg Maintenance	With the addition of new staff and more office and storage space to support those staff and with the enhanced cleaning that is required to ensure that the touch points at Mill Hill are sanitized, it is necessary to increase the park attendant custodian position from a .5 FTE to a full-time position.
Currently unable to support volunteer demand, keep up with removal of invasive biomass, target non-priority invasives, or meet requests for volunteer activities beyond the basic offer.	1	Stewardship Coordinator	Consult with Environmental Conservation Specialist and Regional Invasive Species Program Coordinator regarding site selection, planning and scheduling of year-round volunteer work. Liaise with field staff. Work with Partners in Parks groups. Work with volunteers at restoration sites. Monitor sites, track quantity of biomass removed, conduct danger tree assessments. Research Best Management Practices for invasive species removal.
Enhance divisional capacity to manage new types of assets, increased levels of visitation and the changing recreational	1	Recreation Technician	Trail and setting assessment, data collection, entry, coding and verification. Assist with implementation of recreation guidelines and license

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Initiative 6g-1 Regional Park Service			
Gap	FTE	Position	Function
landscapes associated with a growing park system and monitor existing uses and emerging recreational trends.			agreements. Assist Outdoor Recreation Specialist to research latest standards, practices and emerging issues.
There is one parks mechanic to maintain regional parks' commercial vehicle inspection facility with 9 commercial vehicles and 4 commercial trailers that require annual inspections and audits from commercial vehicle inspectors. The mechanic also maintains 39 other vehicles and 9 trailers as well as 21 pieces of large equipment and over 100 small engine.	1	Mechanic	The addition of a support worker to assist the mechanic is already necessary but becomes critical with the addition of new staff, vehicles and equipment that will rely on the current mechanic services.
Build operational elasticity so that the effects of weather events such as flooding and blowdown associated with climate change do not negatively impact core services for extended time periods, and so that staff can respond in a more timely manner to complaints and concerns raised by the public about safety issues.	1	Park Operations Supervisor	Under the general direction of the Manager, Park Operations, the Park Operations Supervisor is a senior level supervisory position which plans, schedules, directs, and oversees the efficient maintenance, repair and construction of trails and facilities in a complex network of parks and protected areas.
Build operational elasticity so that the effects of weather events such as flooding and blowdown associated with climate change do not negatively impact core services for extended time periods, and so that staff can respond in a more timely manner to complaints and concerns raised by the public about safety issues.	2	Park Worker 5	Reporting to the Park Operations Supervisor, the Park Maintenance Worker 5 provides leadership, guidance and direction as well as daily project coordination. The position performs a variety or routine and non-routine park maintenance duties relating to environmental protection, facility construction, structural maintenance and janitorial services. The incumbent provides leadership and project coordination in dealing with both internal and external resources and contractors.
Build operational elasticity so that the effects of weather events such as flooding and blowdown associated with climate	4	Park Worker 3	Under general supervision of the Park Operations Supervisor, the Parks Maintenance Worker 3 carries out a number of specialized labouring tasks

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Initiative 6g-1 Regional Park Service			
Gap	FTE	Position	Function
change do not negatively impact core services for extended time periods, and so that staff can respond in a more timely manner to complaints and concerns raised by the public about safety issues.			as well as on-going maintenance projects and priorities. The Parks Maintenance Worker 3 may work independently while providing some routine guidance to small crews. The Park Maintenance Worker 3 patrols park areas to ensure the safety and security of park visitors and protection of natural park environments and park facilities.
Addressing issues associated with approximately 200 km of backcountry trails as well as other backcountry assets that are currently attended to infrequently due to time constraints.	1	Park Trails Tech	The Trails Technician will undertake a comprehensive review of the regional park trails system identifying critical work that needs to be conducted to repair, improve, re-route, decommission or develop trails throughout the regional park system. The Trails Technician will oversee a six month auxiliary trails crew that will implement the annual trails improvement plan.
There is currently one Environmental Conservation Specialist (ECS) for the entire regional parks system. Without an additional ECS, the ability of Regional Parks to adequately meet its mandate to protect and restore the natural values within the regional park system is severely limited.	1	Environmental Science Officer	Additional ECS staff would enable the development of a proactive planning approach, including providing support to park management planning, assessing land acquisitions, developing an environmental monitoring program, developing a conservation strategy, undertaking a “state of the parks” review, administering research permits, overseeing conservation partnerships and restoration projects, addressing species at risk and invasive species, and contributing to climate change adaptation.
Enhance the capacity to meet the demands associated with the land acquisition process so that land purchasing decisions can be more efficient and opportunistic.	1	Planner (Land Acquisition)	Land acquisition is a major component of the PRMD portfolio, with the Land Acquisition Fund currently generating approximately $3.7 million per year. Land acquisition takes up approximately 35% - 50% of the PRMD Manager’s time. Each year, the PRMD Manager and key planning staff review approximately 35 potential acquisitions.

Community Need

Initiative 6g-1 Regional Park Service			
Gap	FTE	Position	Function
Increase the capacity to undertake and manage increasingly complex projects, management plans and other initiatives while ensuring that meaningful engagement is a part of these processes.	1	Planner	Three Park Planners will be able to undertake up to four park management planning processes each year, compared to the current two management planning processes.
A gap exists in the ability of two Park Planners to take on additional work beyond park management planning.	1	Planning Assistant	Addition of a Planning Assistant will result in the timely response to approximately 75 referrals and ~100 inquiries each year, the completion of site designs for approximately 10 development projects per year, and support to park planners in management planning processes and projects.
The ability of Regional Parks to adequately meet its mandate to protect and restore the natural values within the regional park system is severely limited.	2	Conservation Technician	Additional ECS staff would enable the development of a proactive planning approach, including providing support to park management planning, assessing land acquisitions, developing an environmental monitoring program, developing a conservation strategy, undertaking a "state of the parks" review, administering research permits, overseeing conservation partnerships and restoration projects, addressing species at risk and invasive species, and contributing to climate change adaptation.
Support planning staff to free up their time to work on non-administrative functions	1	Administrative Clerk	Preparing letters and mail outs for planning projects, booking venues for public engagement, tracking/filing correspondence and reports, filing key documents, closing out files at the end of projects, and organizing a reference library for staff use. An administrative support person would facilitate the flow of PRMD work by providing assistance in 3-4 mail outs and public engagement bookings each year, properly filing approximately 300 documents each year, and closing out 1-2 project files each year.
Improve the capital replacement, renewal and development program by providing dedicated staff to plan, manage and	1	Facility Planner	Major regional park infrastructure is nearing end of life and is being exposed to demands they were not initially designed to accommodate.

Community Need

Initiative 6g-1 Regional Park Service			
Gap	FTE	Position	Function
implement capital projects, including those that ensure compliance with provincial regulations such as dam management.			With an average annual infrastructure renewal need of $2.5M and an average capital plan budget for engineered structures of $9M, the position is necessary to minimize disruption and cost when implementing capital projects. The position will liaise closely with the Facilities Management and Engineering Service, to build on existing engineering project collaborations and to implement procurement strategies aimed at tendering renewal work during favorable market conditions and using design specifications as a way of minimizing life cycle costs.
Improve the capital replacement, renewal and development program by providing dedicated staff to plan, manage and implement capital projects, including those that ensure compliance with provincial regulations such as dam management.	1	Asset Maintenance Technician	This technical position is required to maintain and enhance the regional park asset registry, to support condition assessment reporting processes, and to validate data quality. Specific to the dam safety program, the position will gather standard dam site characterization data and will develop searchable databases to schedule, track, and report maintenance activities (in accordance with BC Dam Safety Regulations). Without this position, regional parks will not be able to improve dam surveillance and maintenance processes, nor improve the quality of data used in infrastructure planning and financial forecasting.
The Senior GIS position is being repurposed leaving a gap for technical work.	1	GIS Technologist	Responsible for delivering GIS services to Operations, Visitor Service and Planning and Resource Management. Day-to-day GIS services will not be provided without this position.
More proactive communications efforts that address complaints/issues before they arise, improved capacity to respond to public messages through social media, email and	1	Communication Officer	Assist with writing and graphic design support for regional park initiatives, including communications plans, key messages, social media and advertising. Assist in graphic design support for operational signage and reporting. Assist in creating ongoing awareness campaigns (such as PAWs

Community Need

Initiative 6g-1 Regional Park Service			
Gap	FTE	Position	Function
report to parks, in order to uphold good customer service and response times.			in Parks and trail etiquette). Assist with monitoring of social media and generating regional parks content. Coverage for communications coordinator.

Design and Development Team Lead (repurposed GIS position):

The regional park service faces infrastructure challenges because of high visitation and recreational use demands, aging infrastructure, and climate change. The team lead position is necessary to ensure asset portfolio programs and reporting processes are in full compliance with regulatory requirements. The position will lead the expansion of the regional park dam safety program to meet enhanced provincial dam safety office compliance and performance monitoring requirements. The position will also integrate life cycle costing into capital planning and prioritized infrastructure investment. Failure to establish the position will put the regional park service at risk, resulting in negative impacts such as regulatory non-compliance and the closure of infrastructure needed to support recreational services.

Division of Park Operations Services into 4 Park Service Areas:

Regional Parks are currently divided into 3 park service areas each overseen by a park operations supervisor and staffed by 6 full-time park maintenance workers. The addition of a 4th park service area will reduce the workload that is currently being carried by the three existing areas. A 4th service area will be staffed similarly to the other three areas with a Park Operations Supervisor and Park Maintenance Workers.

Making a difference...together

REPORT TO COMMITTEE OF THE WHOLE
MEETING OF WEDNESDAY, OCTOBER 27, 2021

SUBJECT **Capital Regional District 2022 Financial Plan Provisional Approval**

ISSUE SUMMARY

This report presents the Capital Regional District (CRD) 2022 Financial Plan for review and provisional approval.

BACKGROUND

Annually, the CRD must develop a five year financial plan inclusive of both revenue and expenditures for operating and capital budgets. The financial plan is developed in alignment with legislation, and upon approval, provides authority for the operations of the CRD. Final budget approval is required before March 31 of each year.

A preliminary budget (the provisional financial plan) is developed prior to final approval to allow service participants and local rate payers to comment on and make recommendations to programming, funding requirements, and initiatives to execute the corporate plan. The provisional financial plan also forms the foundation of materials used in public consultation to engage with municipalities, electoral areas, and the public. Additionally, a provisional budget is required for continuance of capital projects and operating initiatives that either overlap through or start at the beginning of the calendar year. Finally, the provisional budget is required to amend annual fees and charges bylaws in various services.

The provisional financial plan will be subject to changes as a result of final year-end adjustments, revised assessment information, and any other amendments from commissions, committees, or the Board prior to final approval. It should also be noted that both the Capital Region Housing Corporation and Capital Regional Hospital District execute their respective financial planning processes concurrently with the CRD.

Planning and Approval Process

The 2022 planning process marks the fourth and final year of the 2019-2022 service planning cycle. The planning cycle is designed to ensure alignment and implementation of Board strategic priorities during the election term. The 2019-2022 Corporate Plan was prepared in 2019 to integrate both Board strategic priorities and organizational needs. The service planning process for 2022 aims to build on progress made since 2019 and address outstanding objectives identified in the corporate plan.

As in prior years, the Service and Financial Planning Guidelines were presented through committee and approved by the Board in May. The guidelines support financial management strategies related to revenue, reserves and debt management. The guidelines directed staff to maintain core service levels, incorporate initiatives in support of the corporate plan, and factor in adjustments for inflation and market cost escalations, all while minimizing financial impacts. Refer to Appendix A for the Service and Financial Planning Guidelines report and 2022 planning timeline with milestones and activities.

In September, the Executive Leadership Team (ELT) met over multiple days to review individual service plans, initiative business cases (IBCs) and financial implications, in alignment with the corporate plan and approved financial planning guidelines. ELT has prioritized initiatives in consideration of fiscal challenges, organizational change capacity, and workforce pressures. Through a systematic decision making process, a number of initiatives have been deferred, phased, mitigated and scaled down as much as possible while still maintaining services and meeting corporate plan objectives. The identified resource implications for prioritized initiatives and changes to service levels have been presented to various commissions and committees throughout the fall. These reports are consolidated for the Committee of the Whole on October 27, 2021.

Review and recommendation for approval of all regional and sub-regional budgets are made by the Committee of the Whole. Approval of all electoral-area-exclusive, and local service commission budgets, are made by the Electoral Areas Committee (EAC). The EAC recommended approval of electoral area budgets on October 13, 2021. Appendix I includes the EAC budget Review Package. Appendix N includes regional and sub-regional delegated commission and standing committee budget review packages.

2022 Financial Plan Overview

The Financial Plan has been developed based on resources required for delivery of core services, the impact of new initiatives, proposed capital programs, current economic conditions and other cost pressures such as inflation and contractual agreements. The Plan includes operating and capital budgets in addition to changes in reserve funds.

Various pressures influence both the total budget and cost apportionment to participants. Drivers such as inflation and interest rate changes have a direct, and sometimes significant impact on the overall budget. Other impacts, including benefit rates, materials and supplies, and utilities such as electricity, natural gas and fuel, also influence the cost of service delivery. In addition, the majority of services are cost apportioned on an assessment basis. Historical growth trends have been positive on an aggregate regional basis, but difficult to forecast on a participant basis.

Service level drivers are a product of community needs, Board priorities, and regulatory requirements. The prioritized initiatives to support these demands are highlighted in the service plan report and resulting financial plan. The CRD is an essential service and nearly all operations continue throughout the duration of the pandemic, including implementation of incremental health order measures addressing health and safety.

Major initiatives affecting the organization across multiple services are addressed through service planning to coordinate an organizational response. This year, the results have focused impacts to the community needs of Accountability, Parks & Natural Resource Protection, Water & Wastewater, Landfill & Recycling, and others.

In the community need of Parks & Natural Resource Protection, a service review of the Regional Parks service daylights challenges in maintaining basic service delivery. Pressures on operating and maintenance to the parks system have been steadily compounding over a number of years while the size and complexity also grow. To address appropriate resourcing to effectively manage the parks ecosystem and meet the expected service levels implies resource requirements beyond the approved financial guidelines. Implications are detailed later in the report and appendices.

Regional Trends and Observations

National and local indicators including unemployment and inflation show signs of economic recovery as communities continue to adapt and respond to COVID-19 Provincial Health Authority Protocols. In August 2021, the greater Victoria consumer price index (CPI) measured 3.2% which equaled pre-pandemic levels and is up from the 0.1% measured in August 2020[1]. In BC, the cost of food and groceries are up 2.5%, while the cost of shelter also increased for both homeowners (+7.0%) and renters (+0.8%) year over year. While the cost of electricity increased 1.2%, both piped gas and fuel and oil rose sharply at 14.5% and 30.9% respectively[2].

As of August 2021 the unemployment rate in greater Victoria was 4.2%, significantly lower than pandemic highs of 10.3%. Compared with the provincial and national rate of 6.2% and 7.1%, labour shortages and challenges are impacting all sectors across the region. Victoria continues to have one of the lowest unemployment rates, ahead of Kelowna 5.7%, Abbotsford-Mission 5.9% and Vancouver 7.2%[3].

The construction sector continues to impact the local economy. The quantity of dwellings in building permits are up 60% year over year while the value through the first eight months are approximately $1.4 billion an increase of 33% over the same period in 2020[4]. A lagging indicator to permits, housing starts, are higher through the first eight months by 29.5% than the same period last year. Assuming this trend continues through year end, the total starts are estimated to be 3,750 versus 2,970 in 2020[5].

Housing affordability continues to be a challenge in the region with the benchmark value of a single family home increasing from $889,800 to $1,089,400 or 22.4% in August 2021. Prices are expected to continue rising with less than half the number of listings compared to a year ago (1,120 versus 2,584 in August 2020)[6]. As a result, assessment values are expected to increase significantly along with taxable folios as construction activity continued throughout 2021. While an increase in the number of property tax folios does not impact cost apportionment, requisition recovery will be distributed over more households in municipalities and electoral areas.

Population growth continues to drive the regional economy as well as the need for investments in infrastructure and an increase in service delivery. Since 2011, the population of the CRD has increased 15% from 2011-2020, or 1.3% in the last year.[7] The population growth in the region continues to outpace Metro Vancouver and the Province as a whole.

ALTERNATIVES

Alternative 1
The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2022 Financial Plan be given provisional approval as presented;

[1] At: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpidata.pdf
[2] At: https://www2.gov.bc.ca/assets/gov/data/statistics/economy/cpi/cpi_highlights.pdf
[3] At: https://www.saanichnews.com/news/greater-victorias-unemployment-rate-continues-to-drop/
[4] CRD Regional Planning Statistics
[5] At: https://www.vrba.ca/news/new-housing-missing-middle-in-many-crd-municipalities/
[6] At: https://www.vreb.org/media/attachments/view/doc/stats_release_2021_08/pdf/stats_release_2021_08.pdf
[7] At: https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates

2. That the new initiatives and capital identified in Appendix H for January 1, 2022, implementation be approved for expenditure;
3. That the 2022 Service Plans be approved as presented; and
4. That the Staff Establishment Chart as attached in Appendix M be approved.

Alternative 2
The Committee of the Whole recommends to the Capital Regional District Board:
1. That the Capital Regional District 2022 Financial Plan be given provisional approval with specific directions on amendments;
2. That the new initiatives and capital identified in Appendix H for January 1, 2022, implementation be approved with specific directions on amendments;
3. That the 2022 Service Plans be approved with specific directions on amendments; and
4. That the Staff Establishment Chart as attached in Appendix M be approved with specific directions on amendments.

IMPLICATIONS

Budget Overview

On a consolidated basis, the combined 2022 financial plans of the CRD, CRHD, and CRHC total $611 million; $371 million in operating, and $240 million in capital, as summarized below.

Table 1 - Consolidated Financials (in $ millions)

Entities	2022 Operating Budget $	2022 Capital Budget $	Total $
Capital Regional District (CRD)	309.2	168.8	478.0
Capital Regional Hospital District (CRHD)	33.8	21.4	55.2
Capital Region Housing Corporation (CRHC)	27.7	50.2	77.9
Total	**$370.7**	**$240.4**	**611.1**

The 2022 CRD financial plan includes operating revenues and expenditures of $309.2 million, an increase of $12.3 million or 4.1% compared to the 2021 plan, as summarized below.

Table 2 – Summary of CRD Operating Budget (in $ millions)

Expenditure Type	2022 Financial Plan $	2021 Financial Plan $[1]	$ Change	% Change
Operations	221.2	209.0	12.2	5.8%
Debt Servicing	40.9	40.0	0.9	2.3%
Capital Funding	23.2	21.5	1.7	7.9%
Transfers to Reserves	23.9	26.4	(2.5)	(9.5%)
Total	**$309.2**	**$296.9**	**$12.3**	**4.1%**

[1] Based on amended Financial Plan (Bylaw No. 4436)

The total increase of $12.3 million is due primarily to increases in operating expenditures and capital funding which are partially offset by reduced transfers to reserves. The detailed budgets by service are included in Appendix G and changes in service budgets is highlighted in Appendix K. The following table explains the year over year changes to the operating budget by cost driver:

Table 3 – CRD Incremental Operating Budget Drivers (in $ millions)

Cost Driver	Total $	% of Total Change
Corporate Plan Priorities (Initiative Business Cases)	$8.4	2.8%
Annualization of 2021 Initiatives	$0.9	0.3%
Inflation & Core Service Delivery	$3.0	1.0%
Total Change	**$12.3**	**4.1%**
Climate Action Initiatives (subject to bylaw amendment)	*+$0.9*	*+0.3%*

The increase in expenditures of $12.3 million or 4.1% is primarily driven by outstanding corporate plan priorities identified in the corporate plan. The increase of $8.4 million or 2.8% is directly related to 2022 initiatives and the increase of $0.9 million or 0.3% is directly related to the annualization of 2021 initiatives. To mitigate inflationary and core service adjustments, staff have reviewed and rebalanced ongoing service delivery, including adjustments to annual capital and reserve funding levels. As a result, inflation and core service delivery equates to an increase of $3 million or 1.0%, below the benchmark CPI inflation rate of 2.0%. A detailed listing of initiatives is included in Appendix L.

Three climate action initiatives totaling $0.9 million or 0.3% have been excluded from the provisional budget but were forwarded through service planning. Inclusion of these initiatives is subject to an amendment to increase the maximum allowable requisition of service establishment Bylaw No. 3510. Amendments will be presented to the Board for approval on October 27, 2021. If approved, the impacts will be incorporated into the final budget approval in March.

With the approval of the corporate plan, the annual service planning process identifies initiatives to deliver each objective with resourcing implications. Each initiative is evaluated and integrated into existing operations with an aim to optimize and minimize impacts. Appendix L summarizes prioritized initiatives. The following table captures resourcing impacts to deliver these initiatives grouped by community need. Additionally, the proposed 2022 Staff Establishment chart is included as Appendix M.

Table 4 – Summary of Incremental Resourcing for Initiatives by Community Need (FTEs)

Community Need (target outcome)	Ongoing	Term	Total
Parks & Natural Resource Protection (additional land acquisitions and increased access to parks and recreational trails)	26.00	-	26.00
Accountability (being leaders in organizational performance, transparency and service delivery)	20.00	-	20.00
Affordable Housing (that residents have access to affordable housing that enhances community well-being)	5.27	2.00	7.27
Recreation (residents having access to appropriate and affordable recreation opportunities)	3.09	-	3.09
Landfill & Recycling (minimizing waste disposal and maximizing waste diversion)	2.55	-	2.55
Water (ensuring a sustainable and resilient water supply)	2.08	-	2.08
First Nations Reconciliation (strong relationships based on trust and mutual respect, partnerships and working together on shared goals)	1.05	-	1.05
Transportation (that residents have access to convenient, green and affordable multi-modal transportation)	1.05	-	1.05
Climate Action and Adaption (reduced GHG emissions, triple bottom-line solutions and progress on adaptation)	1.00	(1.00)	1.00
Planning & Development (keeping approved plans current and monitoring for effectiveness)	0.52	-	0.52
Wastewater (efficient and effective management of the region's wastewater)	0.05	2.00	2.05
Protective Services (effective regional co-operation in protecting public safety and preparing for, responding to, and recovering from emergencies)	0.05	-	0.05
Net Total	**62.7**	**3.0**	**65.7**
Climate Action Initiatives (subject to bylaw amendment)	*+1.0*	*+1.0*	*+2.0*

Operating Revenue

Sources of funding vary by service, including sale of services (inclusive of various fees and charges), requisition to member municipalities and electoral areas, recovery from other departments, reserve transfers, grants, and other revenue. The following table outlines the year over year change in revenue by source, where appendix B provides an operating budget infographic.

Table 5 – Operating Budget Funding (in $ millions)

Sources of Revenue	2022 Financial Plan $	2021 Financial Plan $[1]	$ Change	% Change
Sale of services	145.8	138.5	7.3	5.3%
Requisitions	76.9	73.6	3.3	4.5%
Allocation to other services	47.3	44.7	2.6	5.8%
Municipal Debt	15.4	15.0	0.4	2.7%
Rentals and other revenue	7.8	7.3	0.5	6.8%
Grants	4.7	6.4	(1.7)	(26.6%)
Surplus	6.6	9.0	(2.4)	(26.7%)
Transfer from reserve	4.7	2.4	2.3	95.8%
Total	**$309.2**	**$296.9**	**$12.3**	**4.1%**

[1] Based on amended Financial Plan (Bylaw No. 4436)

Of the total $12.3 million increase in 2022 revenue, over half or $7.3 million is raised through incremental sales of services. This is primarily driven by:

- $1.8 million in Juan de Fuca Water Distribution, due to a combination of increased water consumption and water rate adjustments.
- $1.7 million in Panorama Recreation, due to increased fee revenue compared to the prior year where COVID-19 impacted programming. 2022 plans for near pre-pandemic programming.
- $1.6 million in Regional Water Supply, due to a combination of increased water consumption and water rate adjustments.
- $0.6 million in Landfill and Composting revenue driven by forecasted volume growth.

Allocations to other services increased by $2.6 million driven by:

- $1.0 million in recoveries to Legislative and General Administration largely due to prioritized initiative business cases in support of the corporate plan.
- $0.6 million in Wastewater operations driven by annualized costs of staffing approved in 2021.
- $0.3 million for temporary office rental space to accommodate reconfiguration of the Fisgard building.
- $0.4 million in lab and technical support provided by Environmental Protection to multiple services but primarily in wastewater treatment monitoring.

Grants decreased by $1.7 million primarily as a result of the COVID-19 Safe Restart Grant that was received in 2021 as a one-time amount.

Surplus decreased by $2.4 million driven by:

- $1.0 million for Core Area Wastewater, due to a one-time carryforward in the prior year.
- $1.0 million reduction for Environmental Resource Management where surplus is redirected as a cash contribution to the Renewable Natural Gas project.

Transfer from reserve increased by $2.3 million driven by:

- $1.1 million transfer to Legislative & General Government for prioritized initiative business cases in support of the corporate plan. These transfers help mitigate impacts to requisition.
- $0.8 million transfer to Regional Planning Services for programming of the transportation data collection, modelling and priority implementation

Requisition

Revenue raised through requisition totals an estimated $76.9 million (excluding municipal debt), an increase of 4.5% from 2021. Electoral area requisition accounts for $15.0 million or 20% of the $76.9 million CRD total. The impact to each municipality and electoral area will vary depending on the sub regional and local services they participate in, in addition to changes in cost apportionment, inclusive of assessment and population growth. Table 6 summarizes the change in requisition from 2021 categorized by regional, sub-regional, and electoral areas.

Table 6 – Requisition by Service Category (in $ millions)

Description	2022 Requisition	2021 Requisition	$ Change	% Change	% of Total Change
Regional	32.4	29.9	2.5	8.4%	3.4%
Sub Regional	29.5	29.4	0.1	0.3%	0.1%
Electoral Areas	15.0	14.3	0.7	4.9%	1.0%
Total	**$76.9**	**$73.6**	**$3.3**	**4.5%**	**4.5%**

The primary drivers in regional requisition are funding for initiatives to meet outstanding board and corporate plan objectives.

- Regional: $1.9 million largely related to funding initiatives within Legislative and General Administration and associated support for several organization-wide initiatives. A net impact of $0.5 million relates to the Regional Parks service review, largely offset by the impact of financing strategy on land acquisition
- Sub Regional: $0.2 million for SEAPARC directly related to the return of more recreational programming.
- Electoral Areas (EA): for additional details see appendices I-1 through I-5. The EAC recommended approval their respective budgets on October 13, 2021.

Table 7 – Requisition Drivers (in $ millions)

Requisition Drivers	$ Total	% of Total Change
Incremental Impact of Corporate Plan Priorities (IBCs)	5.7	7.7%
Annualization of 2021 Initiatives	0.3	0.3%
Core Service Delivery & Inflation	1.3	1.8%
Regional Parks - Land Acquisition	(3.9)	(5.3)%
Total Change	**$3.3**	**4.5%**
Climate Action Initiatives (subject to bylaw amendment)	*+$0.9*	*+1.3%*

Of the total $3.3 million or 4.5% increase in requisition, the main driver is for IBCs delivering outstanding corporate plan initiatives totaling $5.7 million or 7.7%. Annualization of 2021 initiatives is $0.3 million or 0.3%, while inflation and core service adjustments net to a total of $1.3 million or 1.8%. Offsetting increases to requisition is a decrease of ($3.9) million or (5.3%) through the implementation of a financing model for future park land acquisitions, as outlined in a report presented to Parks Committee September 22, 2021. The report and appendices are included in Appendix J.

Upon approval of amendments to Bylaw No. 3510, the total requisition would be further increased by $0.9 million or 1.3%.

Appendix D (the Financial Plan and Municipal/EA Summaries) shows a high level summary of the overall 2022 budget, including gross expenditures and revenue sources, in addition to the 2021 budget for comparison. The preliminary impact to member municipalities and electoral areas is estimated in the schedules attached to Appendix D and are based on current BC Assessment information. Updated assessment data will not be available until the new year.

Capital Budget

The 2022 Capital Plan overview is shown in Appendix C and the list of projects over $500,000 in Appendix E. Detailed capital plans by service are included in Appendix G. Capital budgets are developed through the service planning and budget processes and consider:

- status of projects already in progress
- condition of existing assets and infrastructure
- regulatory, environmental, risk, and health and safety factors
- new or renewal projects prioritized by the commissions, committees, or local service areas

The proposed 2022 capital plan is $168.8 million, a decrease of $117.2 million or (41%) from 2021. The change in investment is primarily the result of reaching substantial completion of Core Area Wastewater Treatment Program (CAWTP) construction in 2021, and revised timing of Regional Housing First Program (RHFP) capital expenditures in 2021 through 2023. Table 7 summarizes the capital plan by department.

Table 8 –Capital Plan by Service Type (in $ millions)

Department	2022 Capital Plan $	2021 Capital Plan $[1]	$ Change	% Change
Wastewater	45.4	143.6	(98.2)	(68.4%)
Drinking Water	68.7	53.7	15.0	27.9%
Planning & Development[2]	0.9	33.8	(33.0)	(97.4%)
Protective Services	1.7	3.3	(1.5)	(46.6%)
Regional Parks	11.9	20.4	(8.5)	(41.9%)
Solid Waste	20.8	12.4	8.4	67.6%
Recreation & Culture	13.4	12.7	0.7	5.3%
General Gov & Other	5.9	6.0	(0.1)	(1.6%)
Total	**$168.8**	**$286.0**	**($117.2)**	**(41.0%)**

[1] Based on amended Capital Plan (Bylaw No. 4436)

[2] Includes the Land, Banking and Housing Service

Note: Excludes Capital Region Housing Corporation and Capital Regional Hospital District expenditures

Capital plan highlights include:

- Within Wastewater, $36.5 million planned for the Core Area Wastewater service including remaining investments in CAWTP, various pump station renewal projects including Marigold electrical and building upgrades, and a number of meter, gravity sewer and manhole renewal projects including the Bowker sewer rehabilitation project. There is an additional $3.1 million planned asset replacements in the Saanich Peninsula Wastewater service for trunk sewer relining and concrete tank repairs.

- Within Drinking Water, infrastructure projects totalling $27.8 million in the Regional Water Supply service focus on remediation, replacement, and upgrades to vulnerable sections of Supply Main 4, Butchart Dam, and replacement of the UV System. Additionally, there is $34.5 million for the Juan de Fuca Water Distribution service with significant projects targeted at replacement of aged pipe sections and updates at Rocky Point. There is an additional $4.4 million in the Saanich Peninsula Water Supply service for system upgrades and expansion, and Keating Cross Road water main.
- Within Solid Waste, investments total $20.8 million for projects including Landfill Gas Utilization, and aggregate production.
- Within Recreation & Culture, there is $5.0 million planned for Panorama Recreation, which includes $2.5 million for the Heat Recovery Plant project. The Royal Theatre and McPherson Playhouse services combine for $4.1 million in various capital replacements.
- Parks infrastructure investments of $11.9 million include continued work on E&N Trail Phases 3 & 4, land acquisition, and development of the Mayne Island Regional Trail.

Capital projects are typically funded by annual contributions from operating, grants, reserves and/or by long term debt. Grant funding can have a significant impact on the implementation and timing of the plan. Results are communicated throughout the year.

Capital Funding

The funding profile in 2022 has a reduced proportion from grants, moving from 37% to 13%. The higher ratio in 2021 was skewed by milestone grant distributions related to CAWTP. 2022 planned grant revenue and donations and third party contributions account for nearly one fifth of all capital funding. The remainder of the capital plan is funded from operating and WIP (27%), Debt (21%) and Reserves (34%). The funding profile for 2022 shows a return to a more diversified and sustainable funding model for capital investment. Staff continue to be proactive in leveraging senior government funding, internal capacity to deliver projects and programs, and enabling business transformation by continuously improving operations through prioritized capital investment. See Appendix C for the capital budget overview.

Table 9 – Capital Plan Funding Profile (in $ millions)

Funding Sources	2022 Capital Plan $	% of Total Funding	2021 Capital Plan $[1]	% of Total Funding
Operating & WIP	45.1	27%	52.2	18%
Grants	22.3	13%	104.8	37%
Debenture Debt	34.7	21%	49.2	17%
Reserve Funding	57.5	34%	50.7	18%
Donations & 3rd Party	9.2	5%	29.1	10%
Total	**$168.8**	**100%**	**$286.0**	**100%**

[1] Based on amended Capital Plan (Bylaw No. 4436)

Reserves

Reserves reflect the funds retained by the organization to fund future capital and operating activities. The CRD currently manages over 70 individual capital reserves. Reserve schedules are included in Appendix G by service where applicable.

The reserve schedules provide detailed information on the proposed activity for the next five years, in alignment with operating budgets and capital expenditures. The schedules assist in evaluating transfers to reserves from the current operating budget, and the impact of prior year surpluses and deficits. The following tables provide a summary on forecasted reserve activity:

Table 10a – Estimated Operating Reserves Activity (in $ millions)

Reserve Activity	2022 Financial Plan $	2021 Forecast $
Opening Reserve Balance	57.4	54.2
Transfers from Operating	1.6	7.1
Interest Income	0.4	0.6
Transfers Out	(19.0)	(4.6)
Closing Reserve Balance	**$40.4**	**$57.4**

Consolidated operating reserves as of January 1, 2021, were $54.2 million. Net budgeted transfers, interest income, and funding of operating costs result in a forecasted balance of $57.4 million at the end of 2021 and $40.4 million at the end of 2022. The increase in the transfers out are a result of funding the Renewable Natural Gas (RNG) project and other landfill capital. Operating reserve balances forecasted for year-end 2022 include Solid Waste with $25.3 million, Core Area Wastewater with $5.9 million, Regional Growth Strategy with $1.5 million, Regional Planning with $1.2 million, and Liquid Waste Management Plan (L.W.M.P.) with $0.9 million.

Table 10b – Estimated Capital Reserve Activity (in $ millions)

Capital Reserve Activity	2022 Financial Plan $	2021 Forecast $
Opening balance	57.4	78.0[1]
Transfers from operating	22.3	28.5
Interest income	1.1	1.6
Transfers out (Capital Plan)	(43.2)	(50.7)[2]
Ending balance	**$37.6**	**$57.4**

[1] Revised based on 2020 Audited Financial Statements
[2] 2021 revised for amended Capital Plan (Bylaw No. 4436).

$43.2 million will be transferred out based on capital plans. This is primarily driven by:

- $9.7 million in Juan de Fuca Water Distribution, largely related to funding DCC projects for installation of supply mains and pump stations.
- $4.4 million in Saanich Peninsula Water Supply mainly due to upgrades and expansion of vulnerable sections of the Saanich Peninsula Water System, Keating Cross Road water main project in partnership with the Ministry of Transportation and Infrastructure, and the Hamsterly pump station backup power generator.
- $3.2 million in Regional Parks related to repairs to Galloping Goose Regional Trail bridges, designing/connecting Regional Parks HQ to municipal sewer, purchase and installation of an office trailer, constructing washrooms at Hamsterly Beach, and various (20) other projects.
- $3.1 million in Saanich Peninsula Wastewater primarily for Saanich Peninsula Wastewater Treatment Plant (SPWWTP) concrete tank repairs and relining trunk sewer pipes.
- $3.1 million in Environmental Resource Management related to continued aggregate production and routine capital replacements.

- $2.3 million in Core Area Wastewater Treatment Program largely related to the Gorge siphon inlet chamber upgrade, the boundary odor control replacement, and the Lang Cove upgrades.
- $2.3 million in McPherson Playhouse mainly due to the repair of the east elevation wall.

The CRD manages its level of reserves relative to the capacity for debt financing and current requisition levels within each service. This practice is formalized through the Capital Reserve Guidelines approved by the Board on July 14, 2021. Based on a high-level review of other regional districts, the CRD's consolidated reserve balance is comparatively low and a reflection of a financing *vs* saving philosophy. Organizationally, debt servicing capacity is considered to be adequate to support the capital plan. As debt retirements mature, there is opportunity to direct funding capacity to reserves and shift towards future funding of investment from reserves.

Advance Approvals

Advance approval is requested in specific situations where the commencement of work before March 2022 is considered necessary to address operational needs for meeting service plans or efficiency of work plans. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders have to be issued and where a delay in commencement of work can have a negative impact on service delivery timing. Items identified as necessary activities to begin in advance of the March 31 final approval are listed in Appendix H.

SUMMARY

The attached 2022 budget package in Appendix G, which includes operating and capital, is provided for preliminary approval. Appendix H contains items that, as a result of business requirements, need to be implemented as early as January 1 in advance of the March 31 approval.

The provisional budget is subject to change as a result of final 2021 surplus/deficits, receipt of revised assessment and any adjustments recommended by the respective Commissions and the Electoral Area directors and the Board prior to final approval of the Financial Plan bylaw by March 31, as outlined in the *Local Government Act.*

The Electoral Areas Committee (EAC) reviewed and provided preliminary approval of the 2022 Electoral Area-only budgets on October 13, 2021. The regional and sub regional budgets, once approved by the Committee of the Whole, together with the EAC budgets, will be presented to the CRD Board for preliminary approval.

CONCLUSION

The Capital Regional District 2022 Financial Plan has been prepared and presented for preliminary approval. The Financial Plan will be subject to change as a result of the final 2021 surplus/deficits, revised assessment information and any directed amendments prior to final approval by the Board as part of the Financial Plan bylaw by March 31, 2022.

RECOMMENDATION

The Committee of the Whole recommends to the Capital Regional District Board:

1. That the Capital Regional District 2022 Financial Plan be given provisional approval as presented;
2. That the new initiatives and capital identified in Appendix H for January 1, 2022, implementation be approved for expenditure;
3. That the 2022 Service Plans be approved as presented; and
4. That the Staff Establishment Chart as attached in Appendix M be approved.

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)

Presentation: 2022 Capital Regional District Provisional Budget
Appendix A: CRD Budget Planning Process and Financial Planning Guidelines Report
Appendix B: CRD 2022 Operating Budget Overview
Appendix C: CRD 2022 Capital Budget Overview
Appendix D: CRD 2022 Preliminary Financial Plan Summary
Appendix E: CRD 2022 Major Capital Projects
Appendix F: CRD 2022 Financial Indicators
Appendix G: Budget Review Package (Parts A, B and C)
Appendix H: January Approvals
Appendix I: Electoral Areas Committee Budget Packages (Parts 1 thru 5)
Appendix J: Regional Parks Land Acquisition and Infrastructure Financing Strategy
Appendix K: Service Budget Highlights
Appendix L: Initiative Business Cases – 2022 Budget Impact
Appendix M: CRD Staff Establishment
Appendix N: Other Committee/Commission Budget Packages (Parts 1 thru 5)

Capital Regional District › 2022 Provisional Budget

Presentation to Committee of the Whole
Wednesday October 27, 2021

Agenda & Executive Summary

1. Planning Process & Timeline
2. Regional Context
3. Capital Budget
4. Operating Budget
5. Initiative Business Cases
6. Impact on Requisition

Managing Capital Investments

capital investment is 6.0x depreciation while 11% of revenue is committed to long-term debt payments

Supporting Board & Corporate Priorities

advancing initiatives to address outstanding commitments in the corporate plan

Adapting to Regional Challenges

extraordinary economic environment, labour market conditions, unprecedented growth in asset utilization

Financial Sustainability

continued revenue diversification, leveraging partnerships, developing financing strategies

Consolidated Financial Budget

OPERATING

Capital Regional District
$309M

Capital Regional Hospital District
$34M

Capital Region Housing Corporation
$28M

Total
$371M

CAPITAL

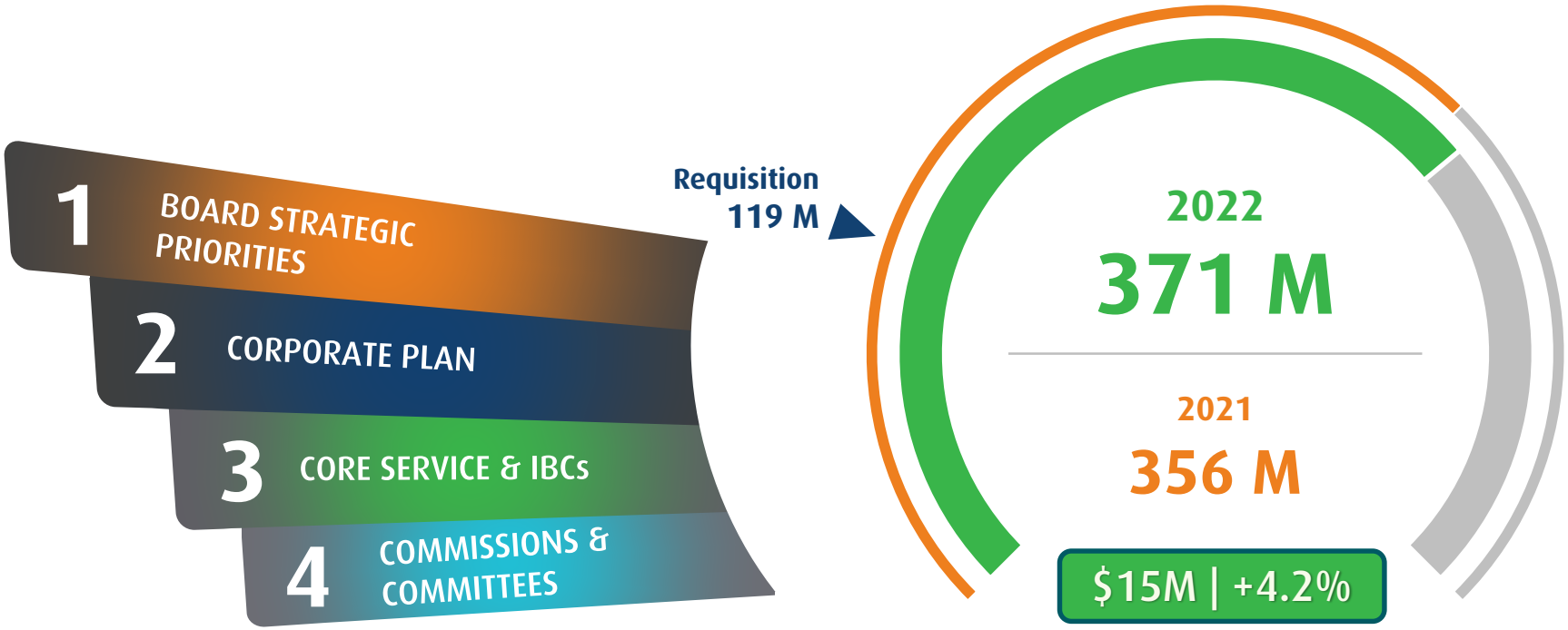
Capital Regional District
$169M

Capital Regional Hospital District
$21M

Capital Region Housing Corporation
$50M

Total
$240M

Consolidated Operating Budgets



REQUISITION FUNDING

$92.3M | +4.2% + $26.5M | (6.0%) → $119M | +1.7%

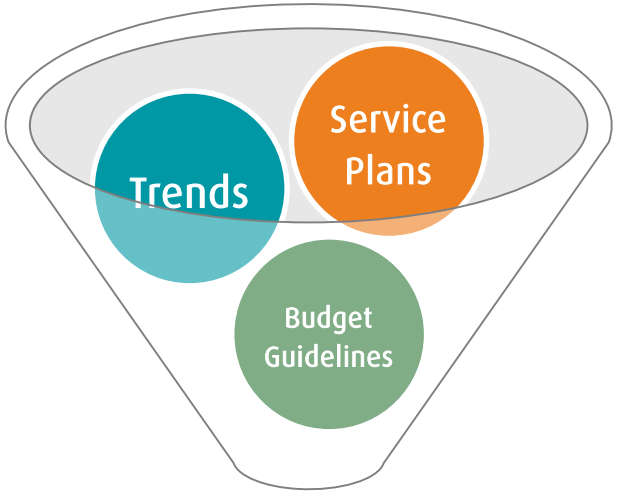
CRD* | CRHD | TOTAL

* *Including $15.4M in municipal debt which is required to flow through the CRD*

Planning Process & Timeline ›

Presentation to Committee of the Whole
Wednesday October 27, 2021

Planning Framework



2022 Provisional Budget

Service Planning Process

Define appropirate levels of service delivery, adjust impacts, realign resources, evaluate infrastructure

Trends and Assumptions

Adjustments made for external factors including population growth, demographics, economic, etc.

Budget Guidelines

Annual Board approval of the Financial Management Strategies and Guidelines

Review Process

- Board approved Financial Planning Guidelines (Spring 2021)
- Committees & Commissions (Fall)
- Electoral Area Committee (Fall)

Provisional Budget

- Committee of the Whole review (October 2021)
- Requests authority to expend January through March 2022

Final Budget

- Authority for expenditures in Operating & Capital Budgets
- Incorporates BC Assessment info
- Approved by end of March 2022

Regional Context ›

Presentation to Committee of the Whole
Wednesday October 27, 2021

External & Growth Indicators

2.0B
BUILDING PERMITS FORECASTED IN 2021

RESULTING IN APPROXIMATELY
4250 UNITS

15%
POPULATION GROWTH SINCE 2011
FORECASTED INCREASE OF 1.3% IN 2021

3.2%
GREATER VICTORIA CPI
AS OF AUGUST 2021

22.4%
SINGLE FAMILY DWELLING
PURCHASE PRICE NEARLY $1.1 MILLION

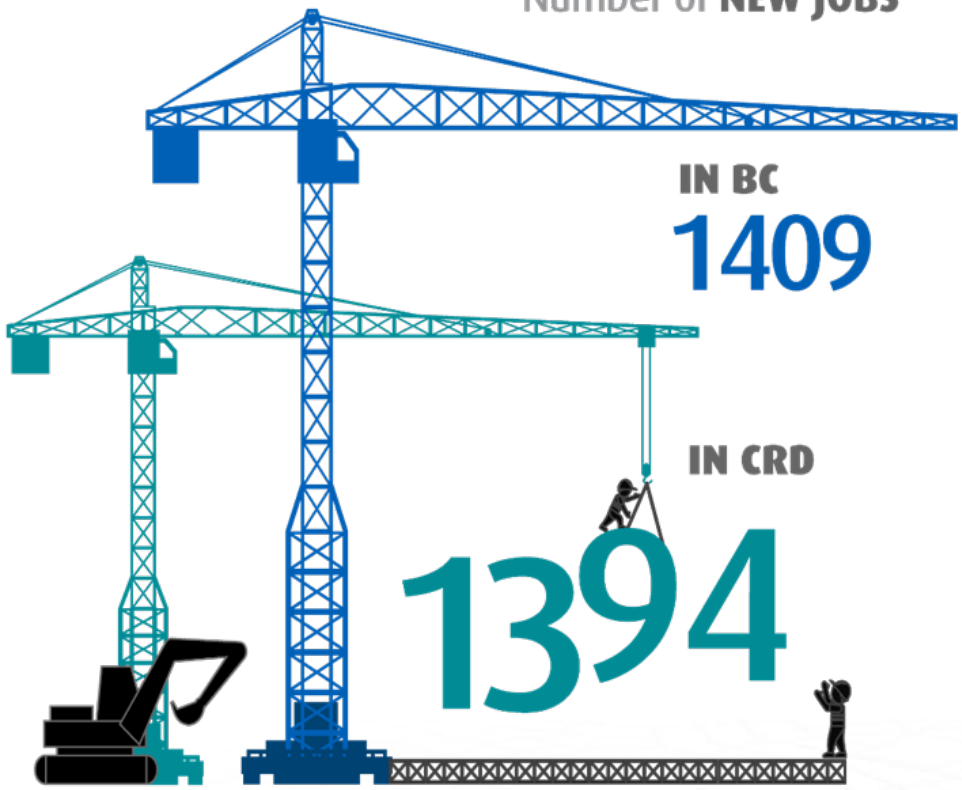
20-25%
INCREASE IN PARKS VISITORS
ANNUALLY SINCE 2019

4.2%
UNEMPLOYMENT RATE
GREATER VICTORIA – AUGUST 2021

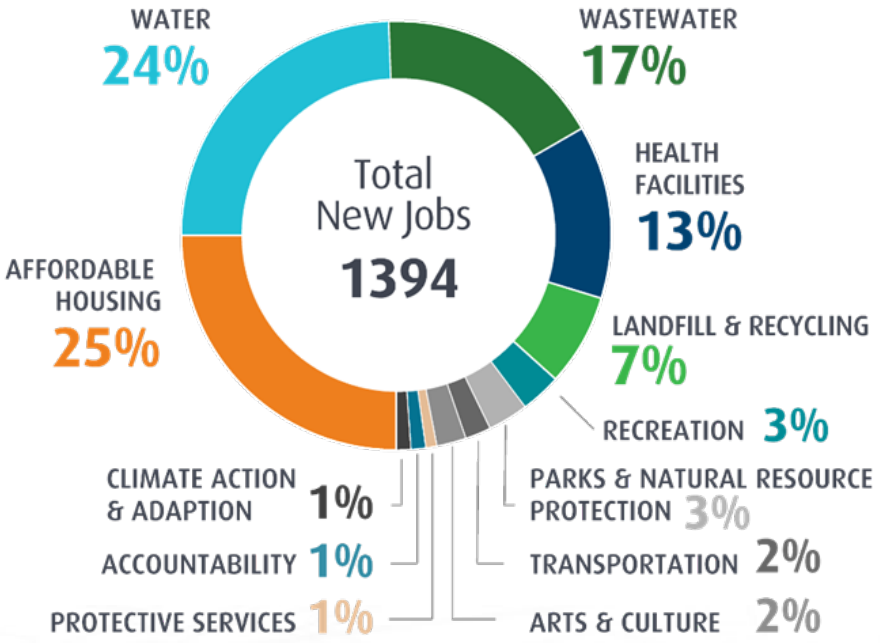
New Housing in the Capital Region

Since 2019 the CRD has added more than **700 new** dwellings. In the next 4 years, we are forecasting **adding another 1500** new dwellings for a combined portfolio of **more than 3500 units** operated by the CRD by 2025.

Number of **NEW JOBS**



JOB CREATION By Community Need



The consolidated capital plan combined investment of $240M, generates an estimated 1,394 new jobs in the region through the flow of goods and services among various industries.

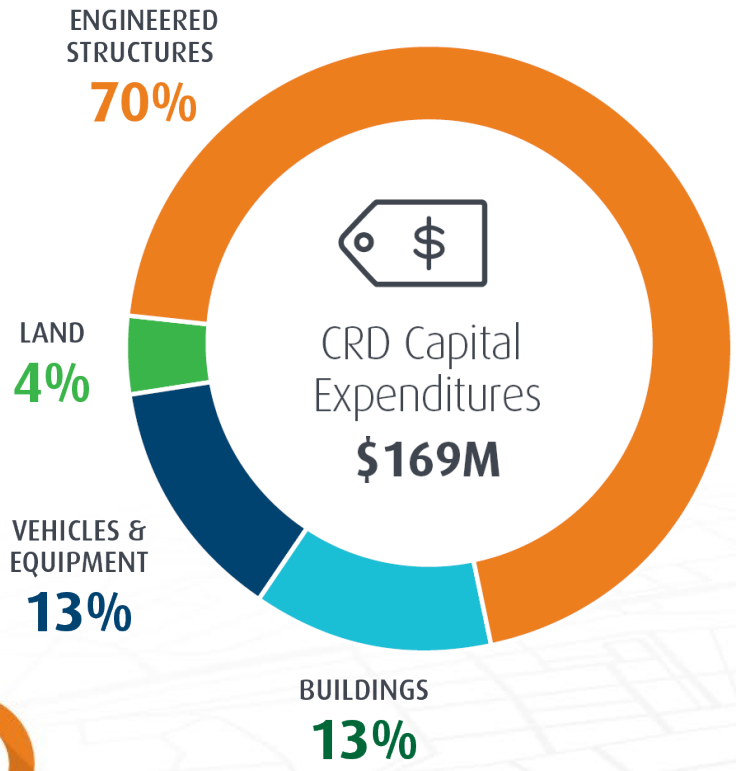
CRD Capital Budget ›

Presentation to Committee of the Whole
Wednesday October 27, 2021

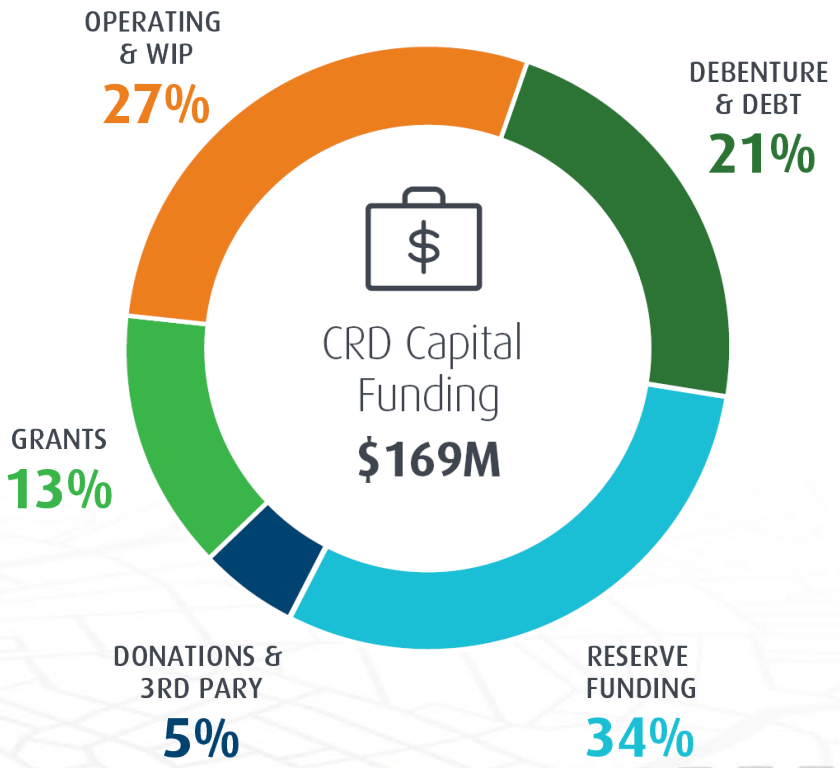
Capital Budget

2021 | $286M → 2022 | $169M △ (117.2M) | (41.0%)

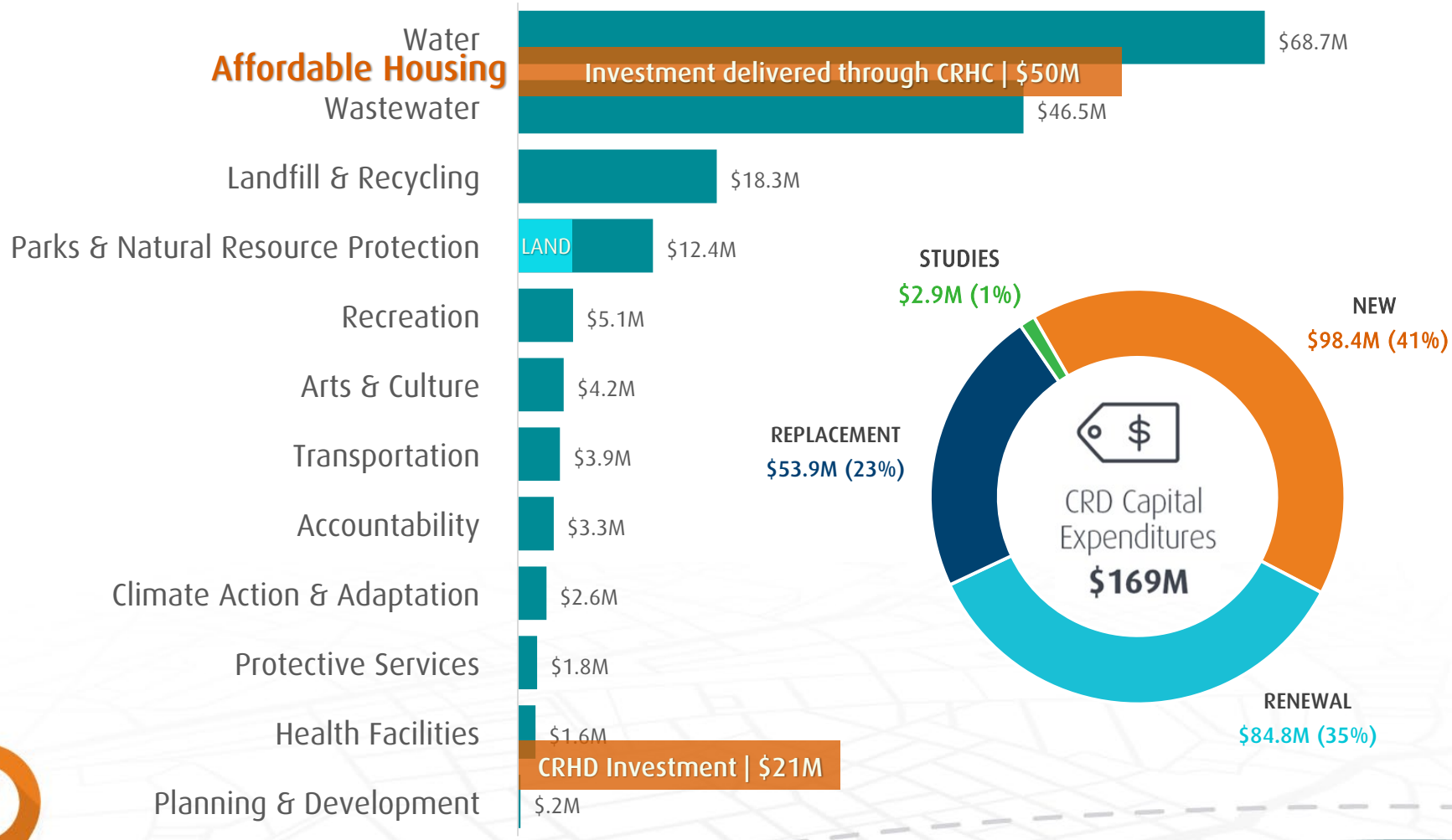
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



Community Needs



Regional Parks Service › Land Acquisition

Presentation to Committee of the Whole
Wednesday October 27, 2021

Land Acquisition Process

1

1. PARKS STRATEGIC & MANAGEMENT PLANS

identifies general areas of acquisition interest or with regional park potential

(Board approved documents)

2

2. LAND ACQUISITION STRATEGY

a two-year strategy providing the committee and Board with a roadmap for acquiring land

(Board approved document)

3

3. LIST OF PROPOSED ACQUISITIONS

bi-annual list of properties proposed to be acquired and estimated value, provides staff with mandate to negotiate acquisition

(Board approved document)

4

4. ACQUISITION APPROVAL

report outcome negotiations, purchase options & financial implications

(Board or CAO approval)

5

5. COMPLETE ACQUISITION

conveyance of lands are completed and the CRD retains title

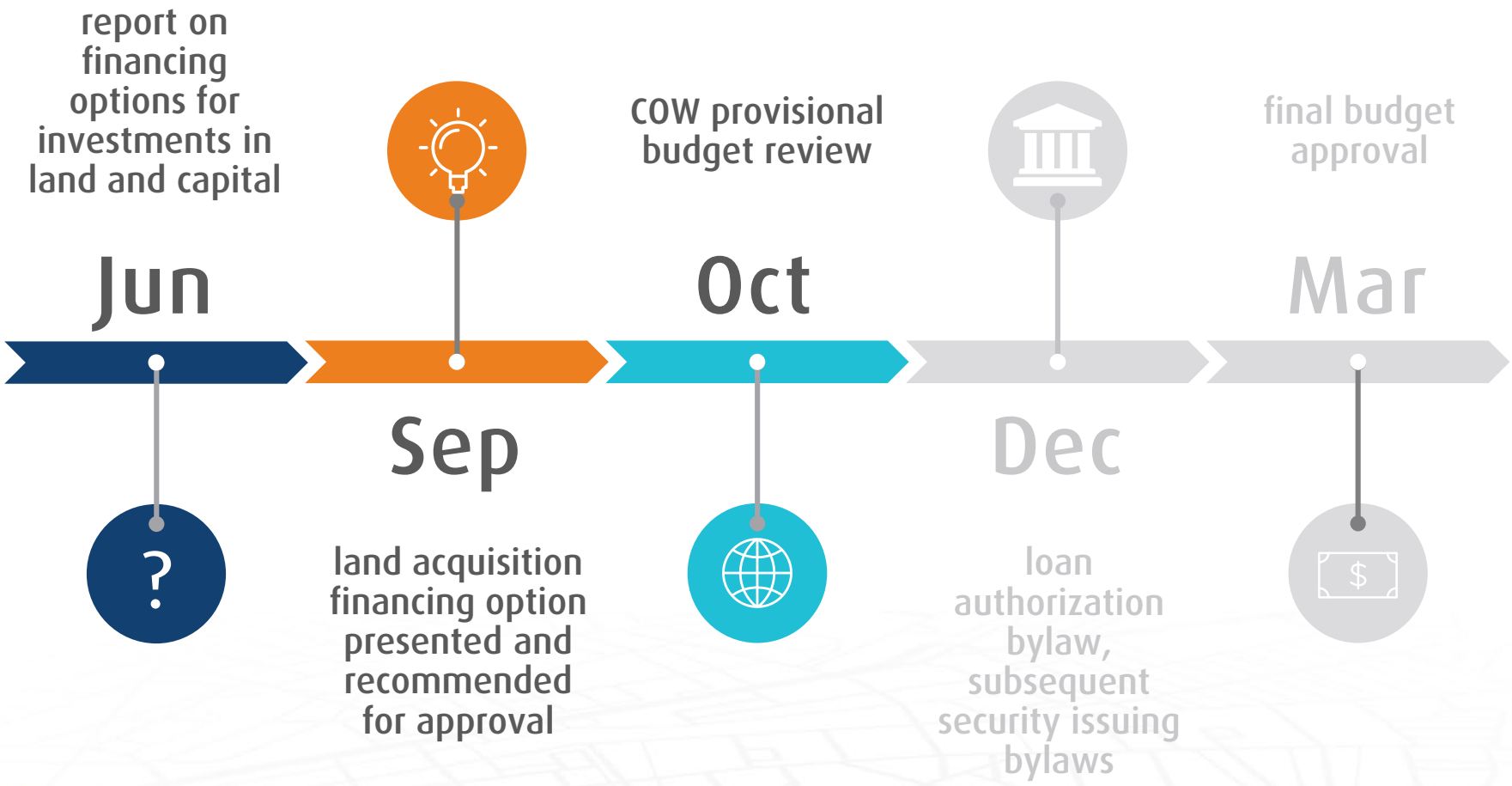
6

6. REPORTING ANNOUNCABLES

following execution of all documentation by both parties, reporting annual results of land acquisitions

(received by Board)

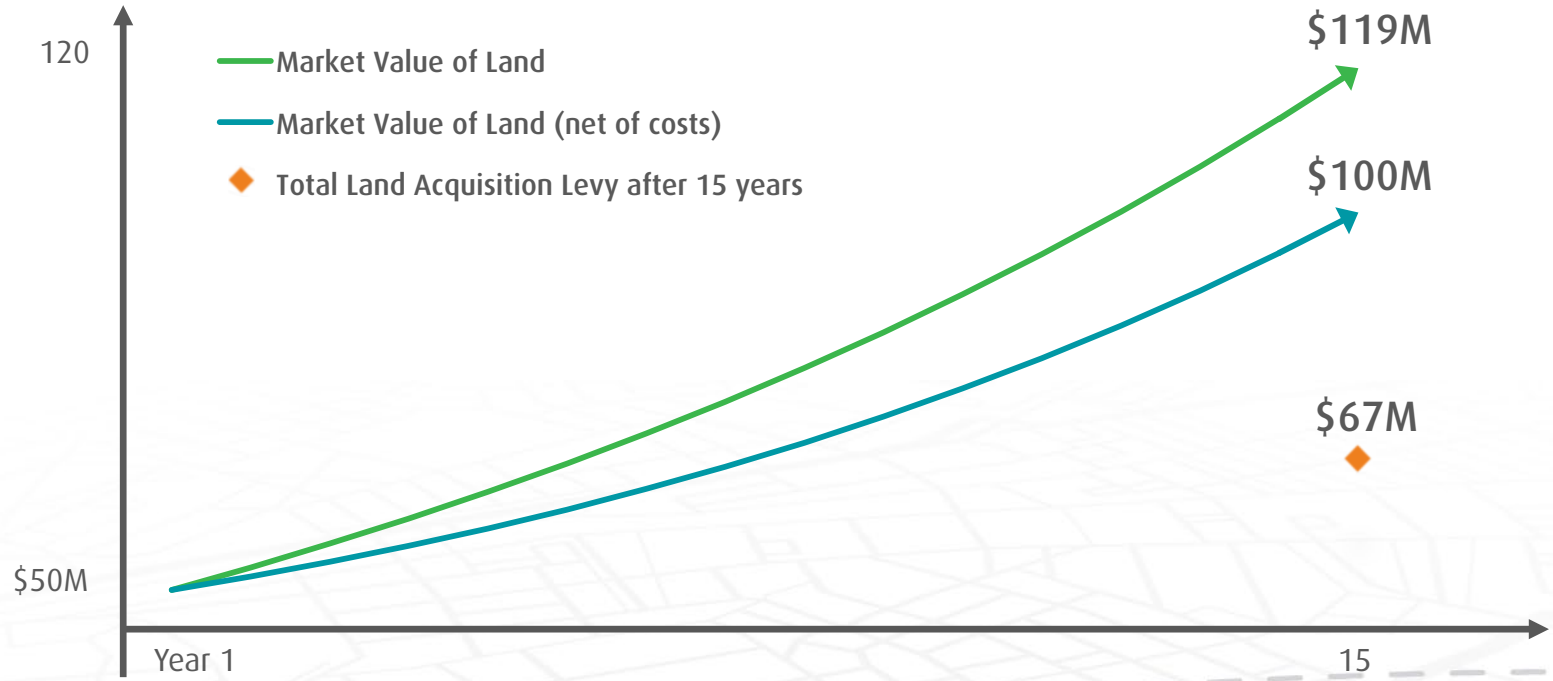
Regional Parks Land Acquisition



Financing Strategy

The report to committee proposes a shift from the current financing strategy of saving-to-purchase, to acquiring land through borrowing.

Historically, the practice has been to save the annual levy until there are sufficient funds to acquire a property. The report proposes a pivot, utilizing the annual levy capacity to fund debt payments, which can unlock capacity to purchase land that would otherwise be unattainable.



Financing Strategy Mechanics

STEP 1

LOAN AUTHORIZATION BYLAW

sets the maximum cumulative borrowing of subsequent security issuing bylaws

STEP 2

SECURITY ISSUING BYLAW

as each property is financed a security issuing bylaw is required for each long-term debt placement

STEP 3

FINANCIAL PLAN BYLAW

sets expenditure authority by service through operating and capital budgets

EXAMPLE	2021	2022	2023	2024	2025	2026
Loan Authorization	$50M					
acquisition with security issuing bylaws		5.0	5.0	5.0	5.0	5.0
maximum borrowing constraint		45.0	40.0	35.0	30.0	25.0
change in debt servicing per year		0.08	0.37	0.46	0.75	0.84
Total Debt Servicing for New Land		0.08	0.45	0.83	1.21	1.59

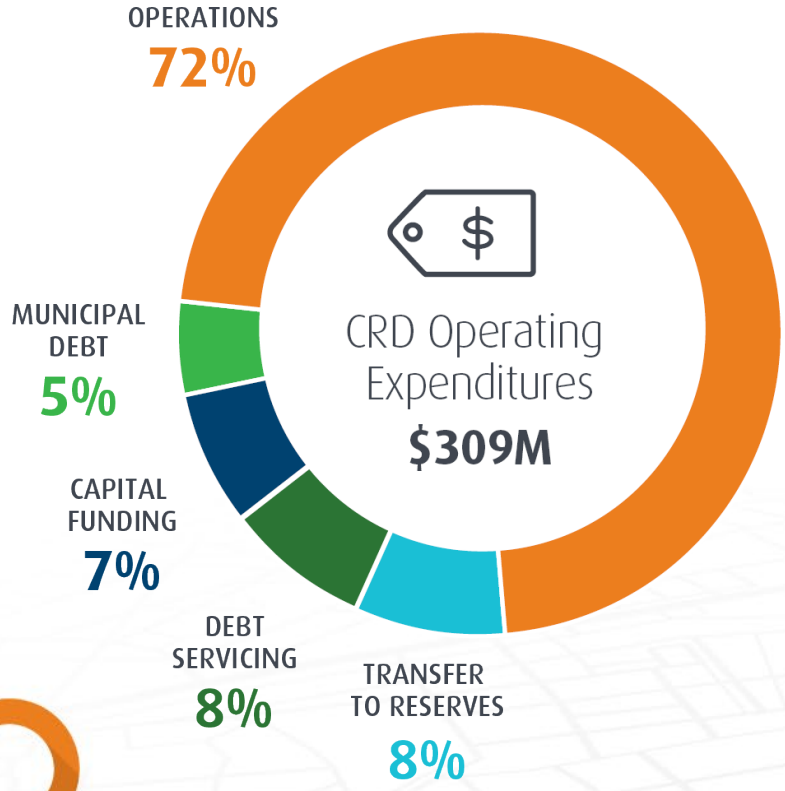
CRD Operating Budget ⟩

Presentation to Committee of the Whole
Wednesday October 27, 2021

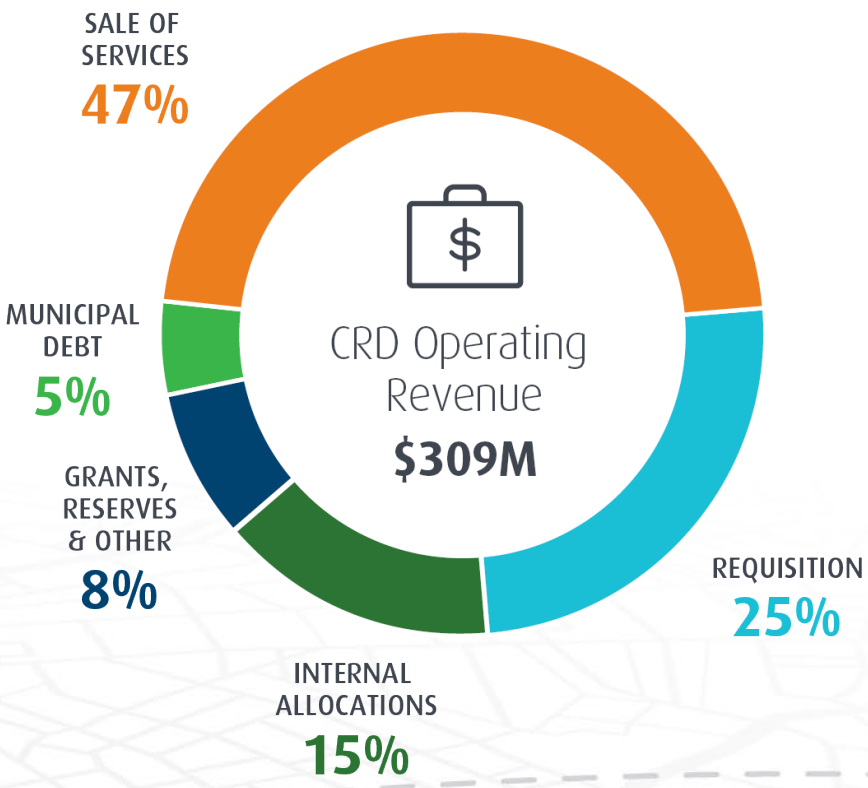
Operating Budget

2021 | $297M → 2022 | $309M △ $12.3M | 4.1%

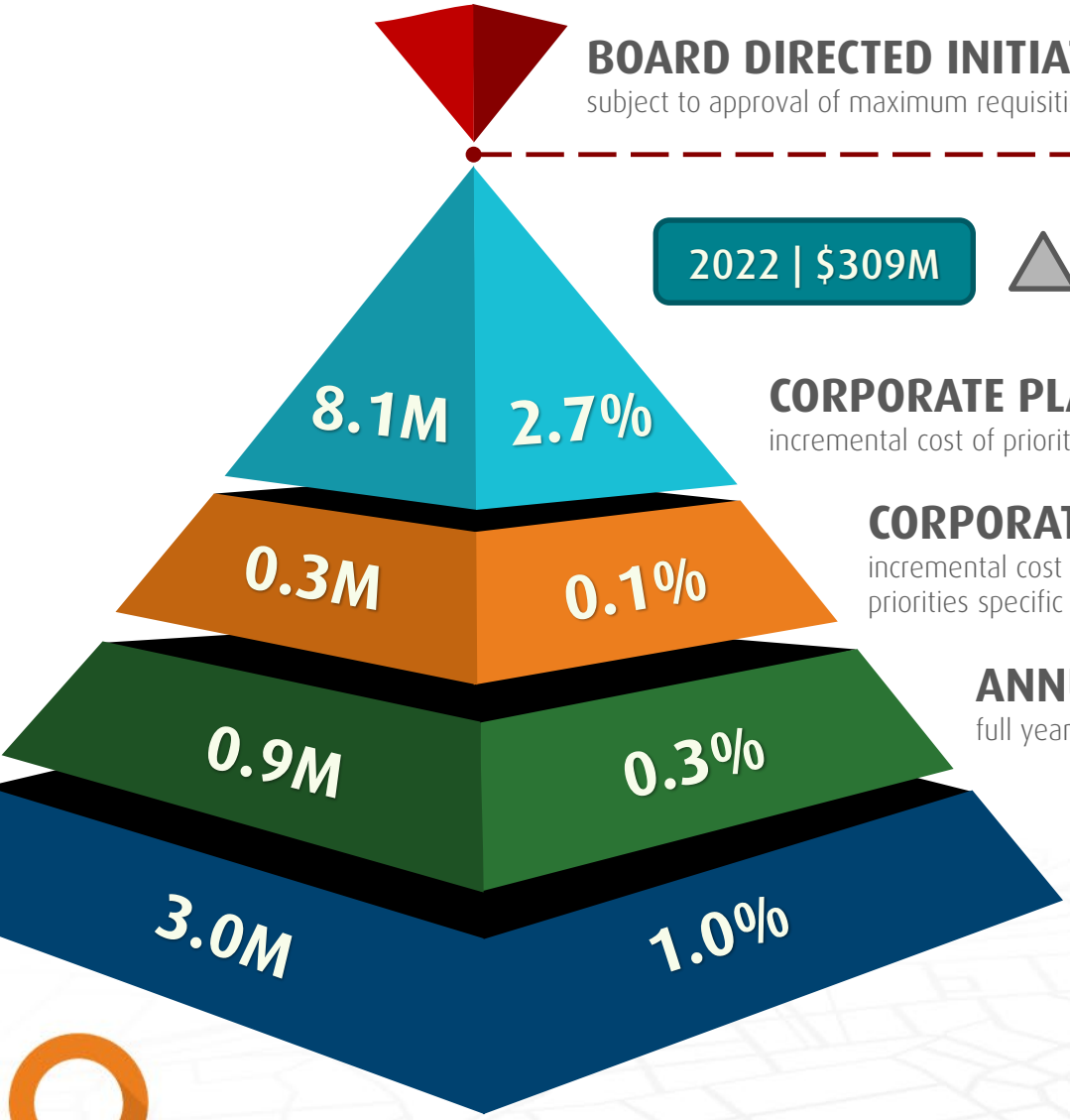
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



Operating Budget Drivers



BOARD DIRECTED INITIATIVES (CLIMATE ACTION STRATEGY)

subject to approval of maximum requisition amendment to bylaw

2022 | $309M △ $12.3M | 4.1% ✚ $0.9 | 0.3%

CORPORATE PLAN INITIATIVES

incremental cost of prioritized initiatives to support the Board and corporate priorities

CORPORATE PLAN INITIATIVES: EAs

incremental cost of prioritized initiatives to support the Board and corporate priorities specific to the Electoral Areas

ANNUALIZATION OF 2021 INITIATIVES

full year cost impact of initiatives introduced in the prior year

INFLATION & CORE SERVICE DELIVERY

execution of existing service mandates, impact of inflation on cost of goods & services, contracts & agreements, salaries & benefits, net of mitigation

Community Needs › Initiative Business Cases

Presentation to Committee of the Whole
Wednesday October 27, 2021

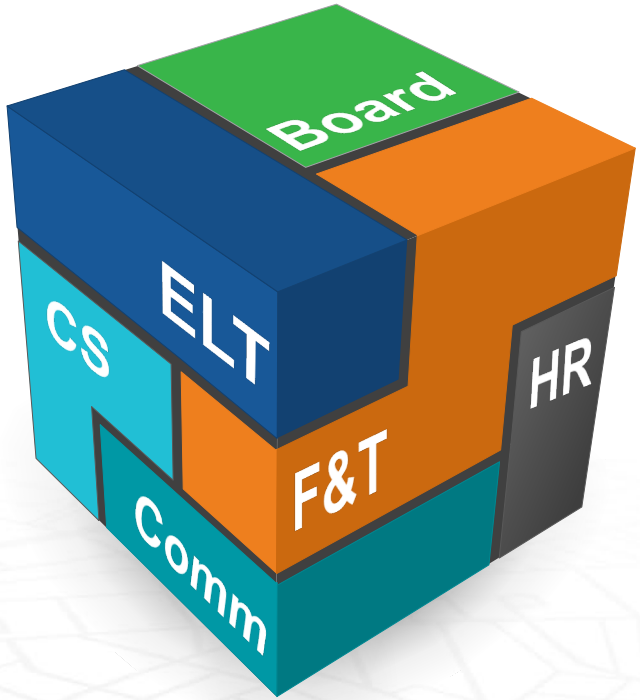
Legislative & General Government

As the overarching administrative service for the corporation, all municipalities and electoral areas cost share in functions including; Board Expenditures, the Executive Leadership Team, Human Resources, Health & Safety, Communications, Finance & Technology, Corporate Services, and Corporate Emergency. Core operating services rely on the support of Legislative & General Government to effectively execute and deliver their mandate.

ACCOUNTABILITY

16 out of 45 IBCs

$3.2M out of $8.4M



Initiative Business Case Summary

The Corporate Plan identifies actions that respond to community needs and deliver on the Board's mission, vision and priorities and the organization's ongoing service mandates and approved plans. The Corporate Plan, together with service plans, will drive the resource allocation decisions and set performance measures.

	Community Need	2022 IBCs	$M
1	Affordable Housing	2	0.4
2	Transportation	3	0.8
3	First Nations Relations	2	0.2
4	Economic Development	1	0.0
5	Climate Action & Adaptation*	2	0.1
6	Parks & Natural Resource Protection	4	2.8
7	Protective Services	2	0.1
8	Wastewater	3	0.2

	Community Need	2022 IBCs	$M
9	Landfill & Recycling	3	0.2
10	Water	3	0.2
11	Planning & Development	1	0.0
12	Arts & Culture	-	-
13	Recreation	3	0.2
14	Health Facilities	-	
15	Accountability	16	3.2

CRD **45 IBCs = $8.4M**

+$0.9M

Affordable Housing

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

CRD Initiatives		$000's		
1a-2	Housing Planning & Capital Region Housing Corporation (CRHC) Operations: invest in/build Provincial Income Assistance rate, market rate & affordable housing units through the Regional Housing First Program and operate housing projects through the CRHC	$220		
		Req	Fees	A/O
		66%	-	34%
1a-10	Reaching Home Program: collaboration with BC Housing and Island to lead the development of a coordinated access system supported by the Homeless Individuals and Families Information System	$178		
		Req	Fees	A/O
		-	-	100%

Transportation

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

CRD Initiatives		$000's		
2a-1.1	Transportation Data Collection, Modelling & Priority Implementation: cyclical update of Origin & Destination Household Travel Survey and Regional Transportation Model	$753		
		Req	Fees	A/O
		-	-	100%
2a-1.2	Transportation Priorities Implementation: development and delivery of implementation strategies	$6		
		Req	Fees	A/O
		100%	-	-
2e-3	SGI Transportation Service Establishment: delivery of a transportation service establishment bylaw for SGI and electoral assent process	$15		
		Req	Fees	A/O
		100%	-	-

First Nations Relations

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

CRD Initiatives		$000's		
3a-3	Protection & Conservation of Heritage Sites Policy Implementation: creation of in-house archeologist position to support policy implementation & next steps	$126		
		Req	Fees	A/O
		100%	-	-
3a-5	Reconciliation Action Plan: development of action plan in consultation with senior staff and First Nations to determine appropriate areas of priority	$45		
		Req	Fees	A/O
		100%	-	-

Economic Development

We envision increasing economic development potential in the region.

CRD Initiatives		$000's		
4a-1	SGI Connect – Internet Service Establishment: broadband connectivity service establishment/amendment bylaw for SGI and potential electoral assent process	$20		
		Req	Fees	A/O
		100%	-	-

Climate Action & Adaptation

We envision reduced GHG emissions, triple bottom-line solutions and progress on adaptation.

CRD Initiatives		$000's		
5a-1.2	Community Energy Specialist: position conversion to maintain existing service level for partners	$9		
		Req	Fees	A/O
		100%	-	-
5a-1.5	Corporate Climate Action Reserve Fund Increase: increase funding to make up for loss of grant funding	$60		
		Req	Fees	A/O
		100%	-	-
pending bylaw changes	Initiatives driven by the revised Climate Action Strategy, developed in response to the CRD Board's declaration of a Climate Emergency	$935		
		Req	Fees	A/O
		100%	-	-

Parks & Natural Resource Protection

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

CRD Initiatives		$000's		
6a-13	Elk/Beaver Lake Aerator Maintenance: maintenance and monitoring of new aeration equipment	$100		
		Req	Fees	A/O
		100%	-	-
6a-18	Accessibility Study: evaluation of current regional parks system against accessibility standards/best practices	$30		
		Req	Fees	A/O
		100%	-	-
6c-1.3	SSI Crime Prevention in Community Parks: increase to bylaw patrol hours to deter crime and antisocial behaviour in SSI Community Parks	$10		
		Req	Fees	A/O
		-	-	100%
6g-1	Regional Parks Service: comprehensive service level review of Regional Parks services	$2,568		
		Req	Fees	A/O
		99%	-	1%

Protective Services

We envision increased regional co-operation in protecting public safety and preparing for, responding to and recovering from emergencies.

CRD Initiatives		$000's		
7a-1.1	Emergency Management Software: licensing costs for new regional Emergency Management Software	$66		
		Req	Fees	A/O
		-	-	100%
7c-2	Fire Service Compliance & Coordination: extension of existing contracted role to help fire services achieve and maintain compliance	$70		
		Req	Fees	A/O
		28%	-	72%

Wastewater

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

CRD Initiatives		$000's		
8a-1.3	Saanich Peninsula Liquid Waste Management Plan: development of a detailed inflow and infiltration reduction program for the Peninsula	$65		
		Req	Fees	A/O
		100%	-	-
8a-1.4	Biosolids Research Assistant: development of short- and long-term biosolids management plans	$86		
		Req	Fees	A/O
		3%	-	97%
8a-1.5	Lab Services Core Area Wastewater Treatment Plant (CAWTP): support for lab services during evaluation of longer-term CAWTP requirements	$84		
		Req	Fees	A/O
		-	-	100%

Landfill & Recycling

We envision minimizing waste disposal and maximizing waste diversion.

CRD Initiatives		$000's		
9a-1.2	Solid Waste Initiatives Coordinator: deployment of planned waste diversion initiatives from the Solid Waste Management Plan (SWMP)	$98		
		Req	Fees	A/O
		9%	91%	-
9b-2.1	Communications Assistant: support for SWMP for education and outreach related to waste diversion initiatives	$26		
		Req	Fees	A/O
		-	100%	-
9d-1	Landfill Maintenance Worker: staffing increase to address ongoing site maintenance needs	$85		
		Req	Fees	A/O
		10%	90%	-

Water

We envision a sustainable and resilient water supply.

CRD Initiatives		$000's		
10a-2	Infrastructure Integration Technician: on-boarding of new assets and proactive monitoring and management of asset conditions with operations and engineering teams	$63		
		Req	Fees	A/O
		12%	88%	-
10d-3	Watershed Hydrology Monitoring: expansion and increase of watershed hydrology monitoring in the Greater Victoria Water Supply Area	-		
		Req	Fees	A/O
		-	-	-
10e-1	IWS Contracts Coordinator: departmental contract coordination and support for corporate & legislated procurement policies & procedures	$87		
		Req	Fees	A/O
		-	100%	-

Planning & Development

We envision keeping approved plans current and monitoring for effectiveness.

CRD Initiatives		$000's		
11c-2	Building Inspection Information Service: staffing adjustment to address increasing demand for information services	$41		
		Req	Fees	A/O
		100%	-	-

Recreation

We envision residents having access to appropriate and affordable recreation opportunities.

CRD Initiatives		$000's		
13a-1.5	SSI Community Centre: maintenance of SSI Community Centre (formerly SSI Island Middle School)	$137		
		Req	Fees	A/O
		73%	1%	26%
13a-1.6	Panorama Preschool Program: provision of preschool childcare through recreational programming	$69		
		Req	Fees	A/O
		21%	79%	-
13a-2	Sooke Sun River Sport Box: operationalization of new multi-sport box in the community of Sun River	$25		
		Req	Fees	A/O
		100%	-	-

Accountability

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

CRD Initiatives		$000's		
15b-2.1	Asset Management: the final phase required to deliver a centralized asset register for nearly $3 billion in assets across CRD services supporting long term planning and management throughout the lifecycle while standardizing and consolidating reporting on health condition and risk	$434		
		Req	Fees	A/O
		100%	-	-
15b-2.2	Grant Support: increasing the current organization-wide coordination function from 1.0 to 1.5 FTEs in support of more than $30 million in grant revenue annually (excluding CAWTP & Housing) to maximize external grant opportunities	$51		
		Req	Fees	A/O
		100%	-	-
15c-1.4	Human Resource Information System (HRIS): modernization of system & processes to ensure regulatory compliance and to provide timely, accurate & easily accessible HR information	$554		
		Req	Fees	A/O
		58%	-	42%
15c-1.5	Safety Management System: deployment of new system to ensure regulatory compliance through recording, tracking and reporting on health & safety and risk	$48		
		Req	Fees	A/O
		100%	-	-

Accountability *(Cont'd)*

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

CRD Initiatives		$000's		
15d-1	Board Orientation & Strategic Plan 2023-2026: orientation for Directors and identification of strategic priorities for next four years	$58		
		Req	Fees	A/O
		-	-	100%
15d-2	Electoral Areas Elections: coordination of elections in the electoral areas	$40		
		Req	Fees	A/O
		100%	-	-
15f-1.3	Electronic Documents and Records Management System: modernization of corporate records management program framework	$949		
		Req	Fees	A/O
		53%	-	47%
15f-1.11	Corporate Security – Monitoring & Incident Response: 24/7 monitoring, detection and cybersecurity incident response service	$80		
		Req	Fees	A/O
		100%	-	-

Accountability *(Cont'd)*

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

CRD Initiatives		$000's		
15f-1.14	Digital Communications Governance & Support Services: transitioning to digital tools to meet changing needs and expectations of employees and the public. Enhancing capacity to deliver digital marketing focusing on campaigns, a data-driven strategy and social media presence.	$176		
		Req	Fees	A/O
		100%	-	-
15f-1.15	FOI & Privacy Role Conversion: staffing adjustment to address increase in service demand	$7		
		Req	Fees	A/O
		100%	-	-
15f-1.16	Corporate Safety Resourcing: development, implementation and coordination of health &safety programs and initiatives, to ensure regulatory compliance.	$172		
		Req	Fees	A/O
		4%	-	96%
15f-1.17	Corporate Accounting Standards: driven by changes by the Public Sector Accounting Board. Identified in the audit findings report where compliance is required by 2023 for audited financial statements.	$256		
		Req	Fees	A/O
		100%	-	-

Accountability *(Cont'd)*

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

CRD Initiatives		$000's		
15f-1.18	Regional Ortho-photography Data Acquisition Program: currently a 2 year cyclical program capturing data and imaging for the region. Proposed change to smooth the impact annually.	$50		
		Req	Fees	A/O
		100%	-	-
15f-1.21	Associate Legal Counsel: staffing adjustment to address increase in service demand	$139		
		Req	Fees	A/O
		100%	-	-
15f-1.23	Legislative Services Support: staffing adjustment to address increase in service demand	$96		
		Req	Fees	A/O
		100%	-	-
15f-1.24	Executive Services Departmental Support: staffing adjustment to address increase in service demand	$97		
		Req	Fees	A/O
		100%	-	-

Arts & Culture

We envision strategic investment to maximize the artistic, social and economic contribution that arts organizations make to quality of life.

Health Facilities

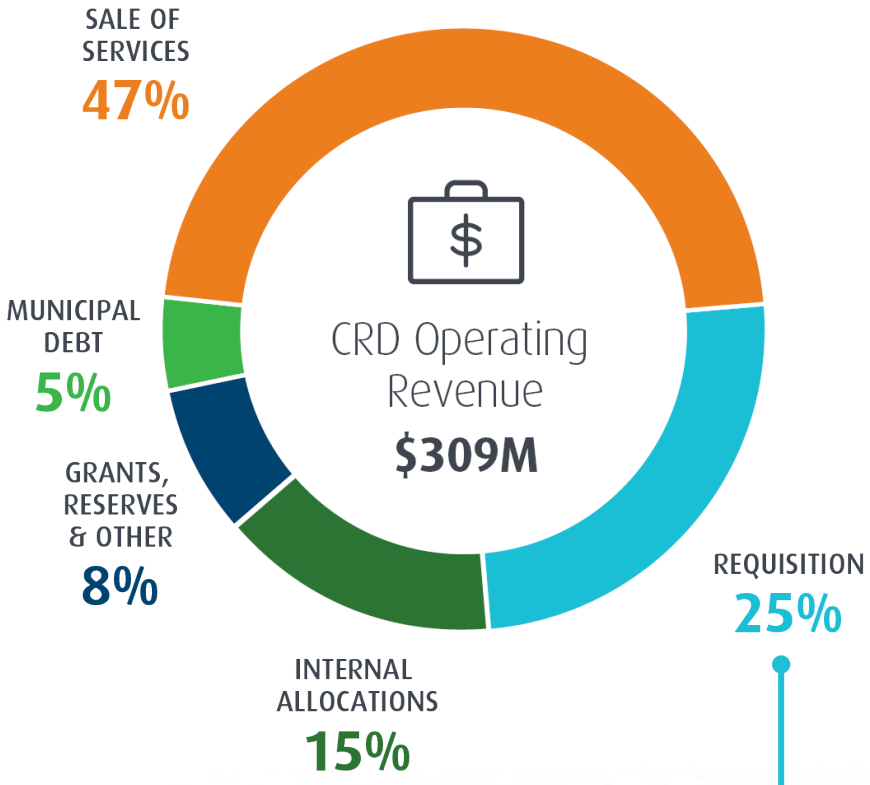
We envision effectively contributing to improved community health and well-being.

CRD Initiatives	$000's
No new initiatives	

CRD Operating Budget Funding ›

Presentation to Committee of the Whole
Wednesday October 27, 2021

Operating Budget Funding Sources



Sale of Services	145.8
Requisitions	76.9
Internal Allocations	47.3
Grants, Reserves & Other	23.8
Municipal Debt	15.4
Total	$309.2M

2022 Provisional	2021 Final	Δ $	Δ %
$76.9M	$73.6M	$3.3M	4.5%

+$0.9M +1.3% BOARD DIRECTED INITIATIVES

Requisition by Participant

Municipalities & EAs	Impact of Assessment	CRD Provisional	CRD Cost per HH	Consolidated Cost per HH
Colwood	-	4.4%	4.4%	0.5%
Esquimalt	-	4.0%	4.0%	1.4%
Langford	-	(0.6%)	(0.6%)	(1.9%)
Oak Bay	-	3.1%	3.1%	0.3%
Saanich	-	6.3%	6.3%	3.7%
Victoria	-	6.1%	6.1%	0.9%
View Royal	-	6.1%	6.1%	(0.7%)
Central Saanich	-	3.2%	3.2%	0.9%
Highlands	-	4.4%	4.4%	0.2%
Metchosin	-	3.6%	3.6%	(0.2)%
North Saanich	-	4.7%	4.7%	1.5%
Sidney	-	5.2%	5.2%	0.3%
Sooke	-	5.7%	5.7%	2.9%
Juan de Fuca	-	3.5%	3.5%	1.7%
Salt Spring Island	-	4.6%	4.6%	3.3%
Southern Gulf Islands	-	5.5%	5.5%	3.3%
Total	-	4.5%	4.5%	1.7%

BOARD DIRECTED INITIATIVES **+1.3%**

Questions ›

Presentation to Committee of the Whole
Wednesday October 27, 2021

CRD 2022 Consolidated Budget Overview

BUDGET PLANNING PROCESS

Every four years, the Board sets the strategic priorities, policy and direction that guide the activities of the organization. Board members, other elected officials and, in some cases, First Nations and ratepayers sit on various committees and commissions that receive public input.

Public input happens throughout the planning cycle, through customer satisfaction surveys, financial plan consulting, user statistics, advisory body reports and other public engagement activities. This input drives the Board's strategic priorities.

Making a difference...together

REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, MAY 05, 2021

SUBJECT **2022 Service and Financial Planning Guidelines**

ISSUE SUMMARY

This report outlines the service and financial planning process for 2022 including key budget drivers for consideration.

BACKGROUND

The Capital Regional District (CRD) 2022 service and financial planning processes have begun. Board Priorities, Corporate Initiatives, and Core Service Delivery form the foundation of the 2022–2026 five-year financial plan. Appendix A highlights the overall planning process while Appendix B is more prescriptive with a timeline.

The 2022 planning cycle marks the final year of both the CRD Board term and the 2019-2022 Corporate Plan. As in prior years, the Board has a scheduled Committee of the Whole meeting where staff will report on progress and check in for strategic priority feedback. The 2021 meeting is scheduled for May 12. Heading into 2022, the organization will continue to action initiatives advancing strategic and corporate priorities while balancing service delivery pressures brought on by continued population growth, increased utilization of services, COVID-19 and economic uncertainty.

2022 service plans will continue to take the form of Initiative Business Cases (IBCs) that will propose action on priorities and initiatives in the corporate plan. IBCs will convey the human resource, financial, organizational and strategic impacts associated with delivering each initiative over the plan period.

As staff prepare and evaluate IBCs through the summer, the Executive Leadership Team (ELT) will consider and make recommendations through committees and to the Board in the fall. Impacts, along with an overview of financial implications and budget recommendations, will be summarized and presented at the Committee of the Whole meeting scheduled for October 27, 2021.

As in prior years, to proactively influence service and financial planning, this report explores financial plan guidelines along with key trends, assumptions and drivers to be used in the planning process.

ALTERNATIVES

Alternative 1
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.

Alternative 2
That this report be referred back to staff for additional information.

IMPLICATIONS

Financial Implications
Alignment of the financial plan with strategic priorities supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over expenditures enables the organization to optimize revenue requirements and minimize requisition impacts.

Guidelines establish how management will respond on core service levels, new initiatives, adjustments for inflation and market cost escalations in preparation of the budget each year.

Financial Guidelines

The financial guidelines are the policies and assumptions by which CRD Board and staff determine the most appropriate allocation of resources by initiative.

The financial guidelines are based on the following:
1) Economic Conditions
2) Base Service Levels and Infrastructure Funding
3) Board Input
4) Financial Management Strategies

1) Economic Conditions

With COVID-19 declared as a pandemic by the World Health Organization in March 2020, there has been significant economic and social impacts locally, domestically, and internationally. Multiple waves, variants of concern, and vaccination rollout have driven uncertainty in resolution of the pandemic, and may impact future cash flow, service delivery and ultimately, short and long-term financial planning.

To support due diligence through the planning process, monitoring of economic and social conditions will continue with conservative drivers and assumptions forming the basis of the financial plan. The organization's foundation will be to maintain existing services and advance essential initiatives directly identified in the corporate plan in consideration of economic conditions.

2) Base Service Levels and Infrastructure Funding

The CRD Board's 2019–2022 strategic priorities formed the basis of the Corporate Plan. These priorities are foundational to each service's work plans. The rolling five-year financial plan will reflect updated assumptions in timing, scope and cost estimates. The budget will also include core inflation and cost escalation linked to market conditions, and related funding.

Key Drivers

The most significant costs to service delivery are salaries and benefits, debt servicing, materials and equipment. Changes in these expenditures can be influenced by uncontrollable economic conditions such as unemployment rates, supply and demand, tax changes, and contractual agreements.

Infrastructure

The corporate asset management policy and strategy for the organization have been endorsed by the Board. These documents are well aligned with other strategic documents; specifically, to the Corporate Plan, climate action strategy and the risk management policy. A priority action from the asset management strategy is to develop Sustainable Service Delivery Plans and, as they are compiled, to integrate risk assessments, as well as climate adaption, which will ultimately further inform financial implications in the future.

In response to the corporate plan priority to develop triple bottom line sustainable budget practices, a review of capital reserve balances and funding status was completed in Q4 2020. The review included assessment of internal practices, existing bylaws, reserve levels against industry benchmark and a comparison to other local governments. A report back to committee is planned for July. As a result of the review work, a guideline was established to introduce a standard approach in setting optimal levels of reserve, debt and grant funding to minimize lifecycle costs within a long term funding strategy. The guideline establishes a common practice and aligns funding strategies with asset lives, enabling a balancing of revenue needs through the life of the asset.

3) Board Input

The 2022 financial planning process is based on the corporate planning cycle and will reflect direction from Commissions, Committees and the Board inclusive of feedback received in the last planning cycle. In addition, the Board will be completing their annual check-in on Strategic Priorities and any new direction will be incorporated into the service planning process. As in prior years, the public will continue to be engaged throughout the process with the established communications and feedback strategy. There are also ongoing opportunities for public input through service activities at committee and commissions of the CRD.

Alignment of the financial plan with strategic priorities and financial management strategies supports efficient and effective service delivery. Prudent financial management of surpluses, reserves, debt levels, and rigor over spending levels enables the organization to optimize revenue requirements and minimize requisition increases. The guidelines to maintain core service levels and incorporate new initiatives from the Strategic and Corporate Plans adjustments for inflation and market cost escalations, as detailed in this report for the 2022 budget, aim to minimize financial implications for the 2022 budget year.

4) Financial Management Strategies

Financial management strategies ensure critical financial objectives are integrated into organizational decision making and operations. The following outlines the financial management strategies that will guide financial planning:

- Optimize fees for service revenues and stabilize tax rates to fund operations, maintenance, growth and asset utilization.
- Limit transfers to/from operating reserves, transferring only to fund one-time projects or to stabilize revenue requirements.
- Levels of transfers to/from capital reserves supported through development of life cycle funding requirements and optimal levels of debt and debt terms.
- One-time variances resulting in surplus transferred to reserve in order to fund future capital liabilities or reduce future revenue requirements, and only applied to reduce tax rates in rare circumstances where the offset is sustainable and stable.

CONCLUSION

Services will build work plans and five-year financial plans to plan for and carry out the identified priorities. Assumptions for inflation, market cost escalation, salary contract rates, benefit rates and utility rates will also be taken into account when developing the financial plans.

RECOMMENDATION

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.

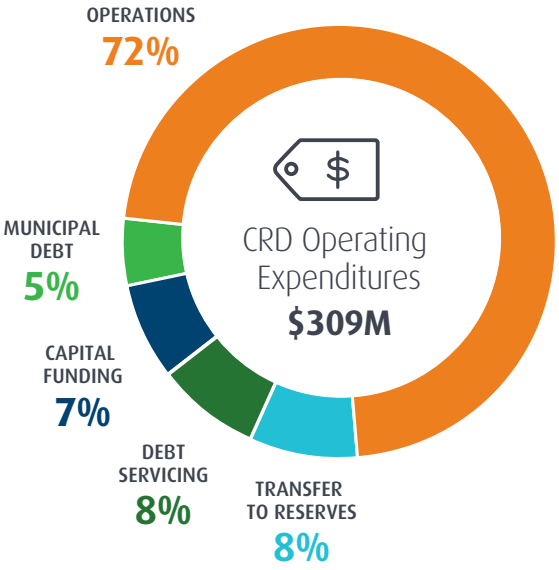
Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kevin Lorette, P. Eng., MBA, General Manager, Planning & Protective Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

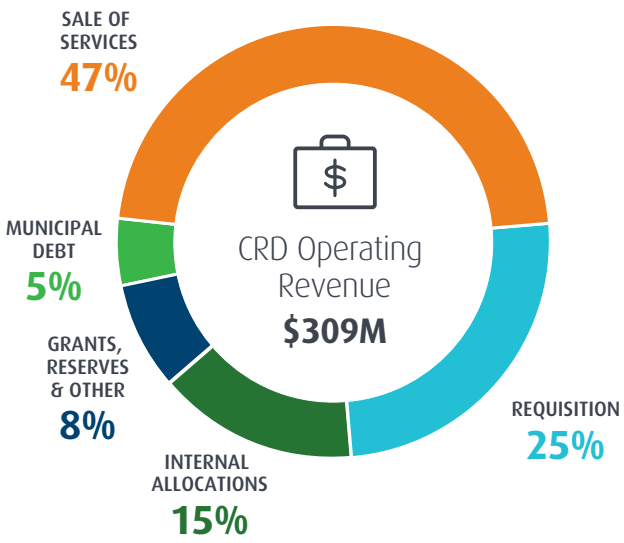
Appendix A: CRD Corporate Planning Framework
Appendix B: 2022 CRD Financial Planning Timetable

CRD 2022 Operating Budget Overview

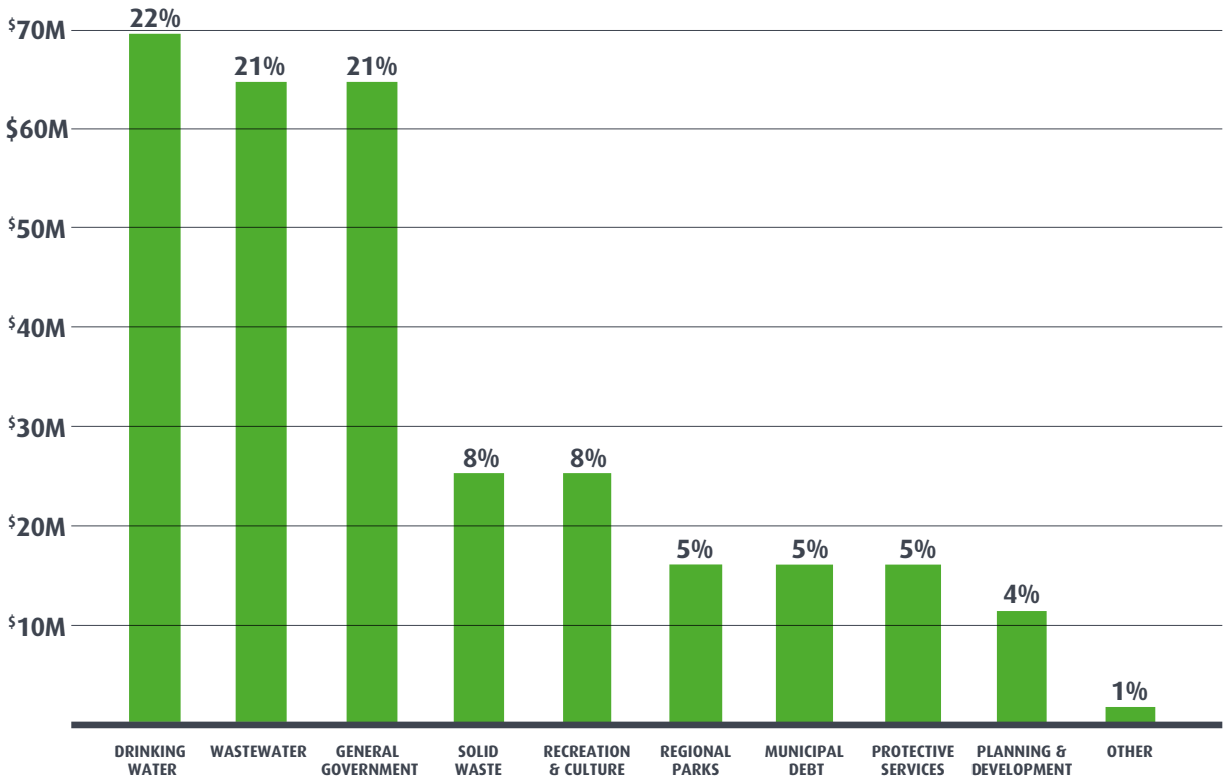
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM

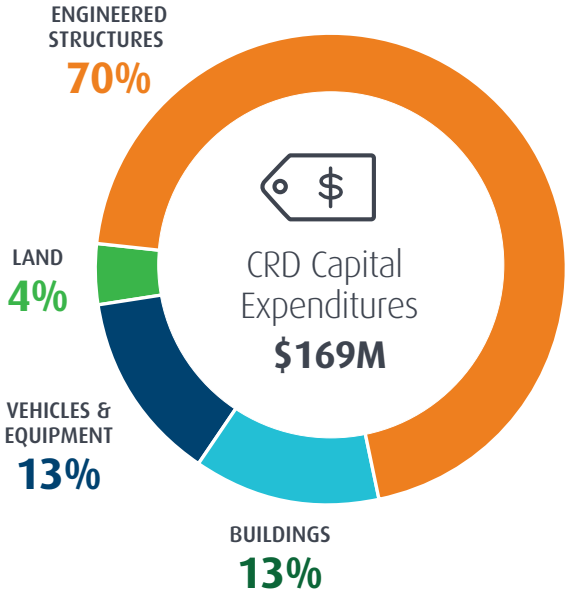


HOW THE MONEY IS SPENT

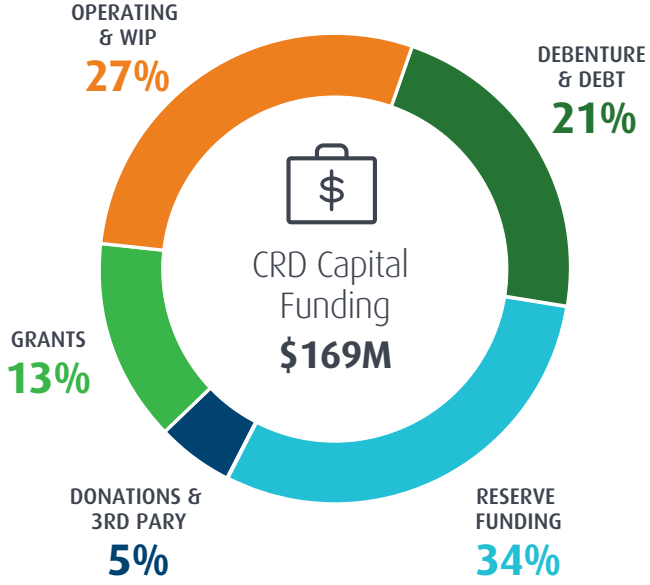


CRD 2022 Capital Budget Overview

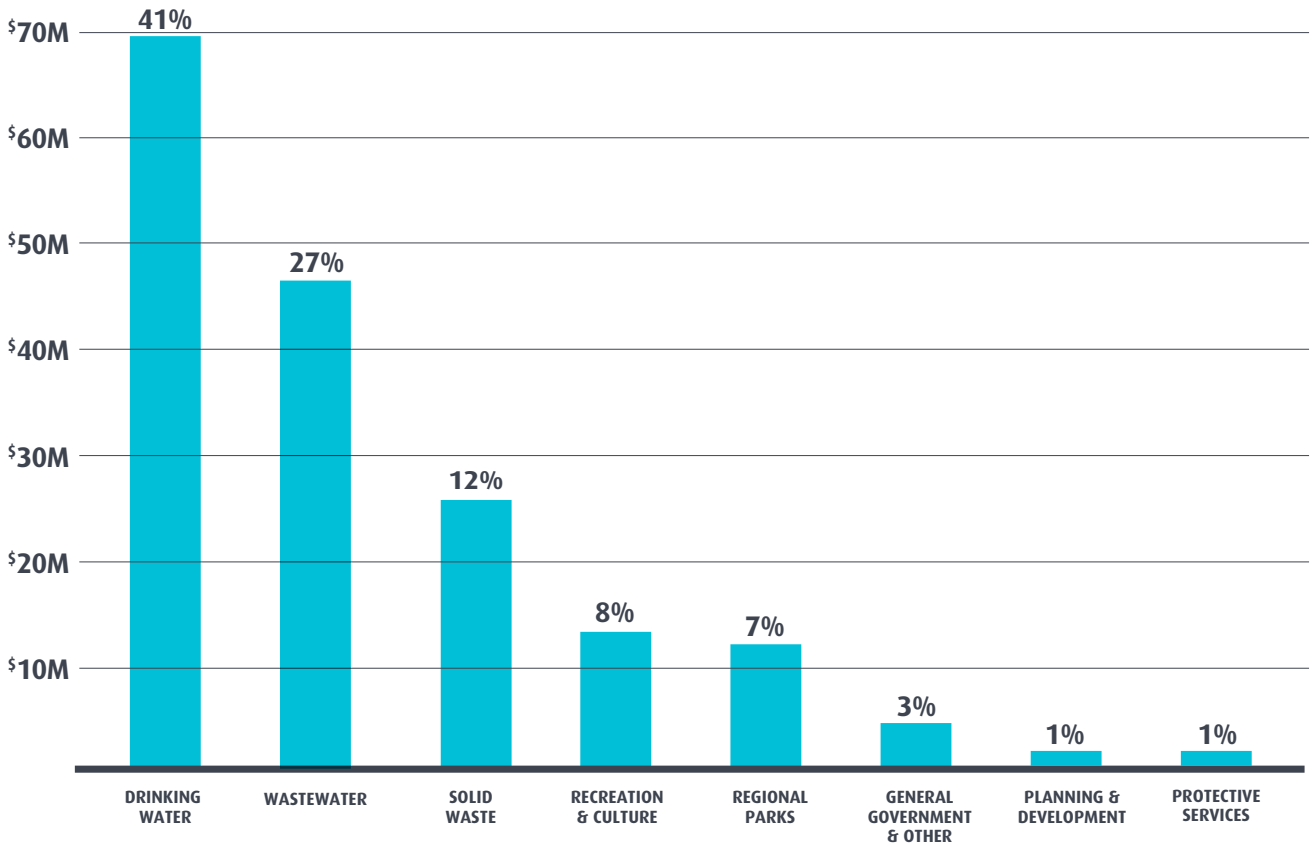
WHERE THE MONEY GOES



WHERE THE MONEY COMES FROM



HOW THE MONEY IS SPENT



Appendix D

CAPITAL REGIONAL DISTRICT

2022 Financial Plan Summary

(Cost Apportionment based on Prior year assessment data.
Subject to change with the final 2022 Assessment values).

Prepared by CRD Financial
Services October 27, 2021

I N D E X

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CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN

Regional	Service	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.010	Legislative & General Government	25,887,694	29,215,091	1,035,189	14,331,680	3,433,095	10,415,127	8,529,279	22.11%
1.10X	Facilities Management	3,343,746	4,049,017	-	3,800,549	88,561	159,907	159,174	0.46%
1.101	G.I.S.	559,343	617,943	-	494,422	3,280	120,241	64,901	85.27%
1.112	Regional Grant in Aid	1,457,513	1,475,513	1,455,513	-	20,000	-	-	0.00%
1.224	Community Health	806,116	816,201	4,858	-	192,253	619,090	595,537	3.95%
1.226	Health Facilities - VIHA	1,580,254	1,658,419	-	-	1,658,419	-	-	0.00%
1.280	Regional Parks	12,363,073	16,740,193	-	32,053	1,255,333	15,452,807	11,052,078	39.82%
1.280A	Regional Parks - Land Acquisition	4,028,308	80,000	-	-	-	80,000	4,028,308	-98.01%
1.309	Climate Action and Adaptation	588,818	556,536	-	-	75,342	481,194	458,419	4.97%
1.310	Land Banking & Housing	2,785,019	2,982,764	46,784	791,550	699,969	1,444,461	1,337,562	7.99%
1.323	By-Law Enforcement	509,296	539,235	-	510,425	28,810	-	-	0.00%
1.324	Regional Planning Services	1,662,662	2,193,512	-	77,852	924,064	1,191,596	1,168,231	2.00%
1.335	Geo-Spatial Referencing System	179,599	174,545	-	-	16,690	157,855	163,231	-3.29%
1.374	Regional Emergency Program Support	169,443	170,609	-	-	38,779	131,830	129,248	2.00%
1.375	Hazardous Material Incident Response	344,703	352,038	-	-	28,873	323,165	316,828	2.00%
1.521	SWMP -Solid Waste Disposal (Refuse Disposal)	25,260,498	25,017,949	-	-	25,017,949	-	-	0.00%
1.525	Solid Waste Disposal - Debt	203,660	151,279	-	-	151,279	-	-	0.00%
1.57X	Environmental Services	22,861,504	23,446,316	-	23,333,503	112,813	-	-	0.00%
1.911	911 Systems	2,595,230	2,610,904	-	-	2,434,574	176,330	153,345	14.99%
1.921	Regional CREST Contribution	1,723,234	1,755,540	2,000	-	100,934	1,652,606	1,620,838	1.96%
2.670	Regional Water Supply	34,921,283	36,539,270	-	-	36,539,270	-	-	0.00%
21.ALL	Feasibility Study Reserve Fund - All	171,749	141,881	139,869	-	2,012	-	150,000	-100.00%
Total Regional		**144,002,745**	**151,284,755**	**2,684,213**	**43,372,034**	**72,822,299**	**32,406,209**	**29,926,979**	**8.28%**

Sub-Regional	Service	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.121	Sooke Regional Museum	196,593	200,472	-	-	340	200,132	196,217	2.00%
1.123	Prov. Court of B.C. (Family Court)	149,360	149,360	-	-	149,360	-	-	0.00%
1.126	Victoria Family Court Committee	15,904	15,873	-	-	873	15,000	15,000	0.00%
1.128	Greater Victoria Police Victim Services	292,562	299,815	-	-	14,622	285,193	277,830	2.65%
1.230	Traffic Safety Commission	137,652	119,270	43,200	-	3,540	72,530	71,112	1.99%
1.290	Royal Theatre	580,000	580,000	-	-	-	580,000	580,000	0.00%
1.295	McPherson Theatre	784,851	784,851	-	-	34,851	750,000	750,000	0.00%
1.297	Arts Grants	2,942,074	3,001,156	-	13,614	205,710	2,781,832	2,727,857	1.98%
1.311	Regional Housing Trust Fund	4,511,970	4,503,008	3,454,416	-	94,086	954,506	1,000,000	-4.55%
1.313	Animal Care Services	1,175,450	1,208,108	-	-	762,626	445,482	430,417	3.50%
1.330	Regional Growth Strategy	379,205	328,309	-	-	32,184	296,125	296,125	0.00%
1.40X	SEAPARC	3,684,094	4,328,565	-	-	1,203,249	3,125,316	2,917,131	7.14%
1.44X	Panorama Rec. Center.	8,071,561	9,853,255	-	-	4,662,769	5,190,486	5,093,722	1.90%
1.531	Stormwater Quality Management - Sooke	66,404	38,281	-	-	81	38,200	37,470	1.95%
1.536	LWMP-Stormwater Quality Management-Core	720,359	733,191	-	-	96,038	637,153	624,660	2.00%
1.537	Stormwater Quality Management - Peninsula	115,765	118,001	-	-	3,945	114,056	111,820	2.00%
1.538	Source - Stormwater Quality - Peninsula	62,480	55,724	-	-	1,514	54,210	53,150	1.99%
1.912B	911 Call Answer - Municipalities	26,344	13,071	-	738,790	(60,243)	(665,476)	(665,273)	-0.03%
1.913	913 Fire Dispatch	725,219	298,413	-	-	16,241	282,172	709,005	-60.20%
2.610	Saanich Peninsula Water Supply	7,169,999	7,517,025	-	-	7,517,025	-	-	0.00%
2.680	Juan de Fuca Water Distribution	20,799,372	22,566,391	-	6,000	22,560,391	-	-	0.00%
2.681	Florence Lake Water System Debt	-	8,738	-	-	-	8,738	-	0.00%
3.700	Septage Disposal - Municipal	206,222	222,199	-	-	172,383	49,816	48,839	2.00%
3.701	Millstream Remediation Service	374,541	239,772	-	-	130,196	109,576	176,960	-38.08%
3.707	On Site System Management Program - LWMP	293,643	187,752	-	-	9,270	178,482	181,440	-1.63%
3.718	Peninsula Wastewater TP	4,404,946	4,681,095	-	156,380	2,566,127	1,958,588	1,860,082	5.30%
3.720	LWMP (Peninsula) - Implementation	82,728	119,127	-	-	200	118,927	52,870	124.94%
3.750	LWMP	364,063	367,018	-	-	155,930	211,088	209,287	0.86%
3.752	Harbours Program	342,124	348,499	-	-	23,356	325,143	318,768	2.00%
3.755	Regional Source Control	1,685,236	1,643,747	-	54,610	239,636	1,349,501	1,323,040	2.00%
3.756	Harbours Environmental Action	65,290	66,596	-	-	-	66,596	65,290	2.00%
3.71X	Trk Swrs & Swge Disp - oper	29,895,048	30,353,623	261,619	1,424,912	24,930,208	3,736,884	3,817,170	-2.10%
3.7XX	Trk Swrs - debt	24,223,646	23,351,874	-	-	17,180,722	6,171,152	6,076,129	1.56%
Total Sub-Regional		**114,544,705**	**118,302,179**	**3,759,235**	**2,394,306**	**82,707,230**	**29,441,408**	**29,356,117**	**0.29%**
Total CRD - Regional & Sub-Regional		**258,547,450**	**269,586,934**	**6,443,448**	**45,766,340**	**155,529,529**	**61,847,618**	**59,283,096**	**4.33%**
Total Electoral Areas Only		**23,346,703**	**24,228,817**	**174,120**	**1,494,410**	**7,518,381**	**15,041,906**	**14,294,861**	**5.23%**
Total CRD excluding Municipal Debt		**281,894,153**	**293,815,751**	**6,617,568**	**47,260,750**	**163,047,910**	**76,889,524**	**73,577,957**	**4.50%**
1.15X	Municipalities' Own Debt - M.F.A.	15,032,079	15,430,601	-	-	61,100	15,369,501	14,961,619	2.73%
Total CRD		**296,926,232**	**309,246,352**	**6,617,568**	**47,260,750**	**163,109,010**	**92,259,025**	**88,539,576**	**4.20%**
CRHD	**Capital Regional Hospital District**	**36,111,357**	**33,805,921**	**-**	**-**	**7,351,070**	**26,454,851**	**28,138,508**	**-5.98%**
Total CRD, CRHD & Municipal Debt		**333,037,589**	**343,052,273**	**6,617,568**	**47,260,750**	**170,460,080**	**118,713,876**	**116,678,084**	**1.74%**

CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
	Joint Electoral Area Services								
1.103	Elections	25,070	262,932	-	-	197,427	65,505	25,004	161.98%
1.104	U.B.C.M.	12,893	12,945	1,145	-	100	11,700	7,627	53.40%
1.318	Building Inspection	1,653,290	1,789,434	-	30,076	1,305,478	453,880	437,264	3.80%
1.320	Noise Control	39,140	40,021	-	-	305	39,716	38,885	2.14%
1.322	Nuisances & Unsightly Premises	51,990	53,375	-	-	310	53,065	51,684	2.67%
1.372	Electoral Area Emergency Program	619,967	630,264	-	468,860	13,584	147,820	144,922	2.00%
21.E.A.	Feasibility Study Reserve Fund - E.A.	10,000	10,000	10,000	-	-	-	-	0
	TOTAL JOINT ELECTORAL AREA SERVICES	**2,412,350**	**2,798,971**	**11,145**	**498,936**	**1,517,204**	**771,686**	**705,386**	**9.40%**
	Juan de Fuca Electoral Area								
1.109	Electoral Area Admin Exp - JDF	60,767	58,542	3,570	-	130	54,842	56,682	-3.25%
1.114	Grant-in-Aid - Juan de Fuca	98,311	53,908	53,618	-	290	-	-	0
1.317	JDF Building Numbering	12,900	13,098	20	-	40	13,038	12,789	1.95%
1.319	Soil Deposit Removal	5,661	5,722	-	-	40	5,682	5,621	1.09%
1.325	Electoral Area Services - Planning	866,356	800,730	-	18,150	84,874	697,706	684,025	2.00%
1.340	JDF Livestock Injury Compensation	-	3,150	-	-	-	3,150	-	0
1.370	Juan de Fuca Emergency Program	92,825	88,813	-	-	220	88,593	86,603	2.30%
1.377	JDF Search and Rescue	89,344	91,042	-	-	21,090	69,952	68,663	1.88%
1.405	JDF EA - Community Parks	198,093	194,091	-	-	790	193,301	190,175	1.64%
1.924	Emergency Comm - CREST - J.D.F.	121,470	123,802	-	-	220	123,582	121,249	1.92%
	Total JDF Regional	**1,545,727**	**1,432,898**	**57,208**	**18,150**	**107,694**	**1,249,846**	**1,225,807**	**1.96%**
1.119	Vancouver Island Regional Library	310,943	317,638	-	-	550	317,088	310,394	2.16%
1.129	Vancouver Island Regional Library - Debt	213,900	168,000	-	-	168,000	-	-	0
1.133	Langford E.A. - Greater Victoria Public Library	31,086	31,592	-	-	90	31,502	30,985	1.67%
1.232	Port Renfrew Street Lighting	8,875	8,984	1,350	-	3,990	3,644	3,321	9.73%
1.350	Willis Point Fire Protect & Recreation	183,619	177,774	-	-	49,395	128,379	128,942	-0.44%
1.353	Otter Point Fire Protection	504,725	516,158	-	-	320	515,838	496,935	3.80%
1.354	Malahat Fire Protection	63,814	65,601	-	-	-	65,601	63,810	2.81%
1.355	Durrance Road Fire Protection	2,990	3,020	-	-	-	3,020	2,990	1.00%
1.357	East Sooke Fire Protection	516,620	556,654	30,563	-	71,160	454,931	406,192	12.00%
1.358	Port Renfrew Fire Protection	156,399	151,657	-	-	61,554	90,103	87,765	2.66%
1.360	Shirley Fire Protection	161,353	156,139	-	-	200	155,939	153,953	1.29%
1.369	Electoral Area Fire Services - JDF	97,153	94,995	-	-	25,990	69,005	66,605	3.60%
1.408	JDF EA - Community Recreation	88,526	90,128	-	-	20,620	69,508	68,310	1.75%
1.523	Port Renfrew Refuse Disposal	86,737	89,497	-	17,000	38,632	33,865	33,324	1.62%
2.650	Port Renfrew Water	121,108	145,106	-	-	75,098	70,008	60,016	16.65%
2.691	Wilderness Mountain Water Service	149,544	188,247	-	-	118,266	69,981	59,520	17.58%
3.700	Septage Disposal - JDF Service Area	297	303	-	-	-	303	297	2.00%
3.850	Port Renfrew Sewer	118,030	126,360	-	-	63,835	62,525	59,456	5.16%
	Total JDF Local/Specified/Defined Services	**2,815,719**	**2,887,853**	**31,913**	**17,000**	**697,700**	**2,141,240**	**2,032,815**	**5.33%**
	TOTAL JUAN DE FUCA ELECTORAL AREA	**4,361,446**	**4,320,751**	**89,121**	**35,150**	**805,394**	**3,391,086**	**3,258,622**	**4.07%**

CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN

ELECTORAL AREAS ONLY

	Function	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
	Salt Spring Island Electoral Area								
1.111	Electoral Area Admin Exp - SSI	1,007,398	988,945	20,050	450,716	720	517,459	517,576	-0.02%
1.116	Grant-in-Aid - Salt Spring Island	81,685	69,739	19,447	-	240	50,052	50,052	0.00%
1.124	SSI Economic Development Commission	132,588	100,822	-	-	2,590	98,232	77,008	27.56%
1.236	Salt Spring Island Fernwood Dock	31,453	25,847	-	-	170	25,677	31,283	-17.92%
1.141	Salt Spring Island Public Library	663,395	665,268	-	-	1,689	663,579	661,352	0.34%
1.238A	Community Transit (S.S.I.)	506,175	513,582	-	-	316,250	197,332	182,252	8.27%
1.238B	Community Transportation (S.S.I.)	171,382	172,206	-	-	1,170	171,036	170,232	0.47%
1.299	Salt Spring Island Arts	118,602	120,210	-	-	90	120,120	118,512	1.36%
1.316	SSI Building Numbering	9,478	9,587	-	-	20	9,567	9,458	1.15%
1.342	SSI Livestock Injury Compensation	-	3,150	-	-	-	3,150	-	0
1.371	S.S.I. Emergency Program	139,100	130,103	-	-	2,190	127,913	127,913	0.00%
1.378	S.S.I. Search and Rescue	28,303	29,076	4,024	-	97	24,955	23,336	6.94%
1.455	Salt Spring Island - Community Parks	975,615	1,009,096	-	397,958	153,068	458,070	417,511	9.71%
1.458	Salt Spring Is.- Community Rec	265,655	264,803	-	-	210,223	54,580	53,511	2.00%
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,759,079	1,988,640	-	100,780	339,947	1,547,913	1,468,919	5.38%
1.535	Stormwater Quality Management - S.S.I.	27,528	47,970	-	-	20,030	27,940	27,500	1.60%
1.925	Emergency Comm - CREST - S.S.I.	142,105	146,194	200	-	120	145,874	141,771	2.89%
3.705	S.S.I. Liquid Waste Disposal	897,276	991,525	-	-	615,780	375,745	356,696	5.34%
	Total S.S.I. Regional	**6,956,817**	**7,276,763**	**43,721**	**949,454**	**1,664,394**	**4,619,194**	**4,434,882**	**4.16%**
1.234	S.S.I. Street Lighting	25,995	26,200	248	-	40	25,912	22,527	15.03%
2.620	SSI Highland Water System	31,272	30,971	-	-	110	30,861	31,119	-0.83%
2.621	Highland / Fernwood Water - SSI	515,341	514,660	-	-	439,660	75,000	75,000	0.00%
2.622	Cedars of Tuam	49,363	39,063	-	-	39,063	-	-	0
2.624	Beddis Water	259,352	278,999	-	-	204,039	74,960	73,470	2.03%
2.626	Fulford Water	207,368	248,329	-	-	200,829	47,500	37,500	26.67%
2.628	Cedar Lane Water (S.S.I.)	89,751	89,287	-	-	74,287	15,000	10,024	49.64%
2.660	Fernwood Water	14,753	14,477	-	-	50	14,427	13,493	6.92%
3.810	Ganges Sewer	1,059,376	1,085,199	-	-	1,027,059	58,140	57,000	2.00%
3.820	Maliview Estates Sewer System	217,583	218,315	-	-	213,555	4,760	4,670	1.93%
	Total S.S.I. Local/Specified/Defined Services	**2,470,154**	**2,545,500**	**248**	**-**	**2,198,692**	**346,560**	**324,803**	**6.70%**
	TOTAL S.S.I. ELECTORAL AREA	**9,426,971**	**9,822,263**	**43,969**	**949,454**	**3,863,086**	**4,965,754**	**4,759,685**	**4.33%**
	Southern Gulf Islands Electoral Area								
1.110	Electoral Area Admin Exp - SGI	429,198	447,106	-	-	58,711	388,395	341,564	13.71%
1.117	Grant-in-Aid - Southern Gulf Islands	216,732	105,974	200	-	751	105,023	102,981	1.98%
1.125	SGI Economic Development Commission	119,726	123,156	2,772	-	1,060	119,324	116,984	2.00%
1.138	Southern Gulf Islands Regional Library	227,895	232,838	1,760	-	2,150	228,928	224,053	2.18%
1.235	S. G. I. Small Craft Harbour Facilities	396,645	393,330	-	-	96,350	296,980	291,104	2.02%
1.314	SGI House Numbering	9,340	9,485	-	-	110	9,375	9,203	1.87%
1.341	SGI Livestock Injury Compensation	-	3,150	-	-	-	3,150	-	0
1.373	S.G.I. Emergency Program	273,227	250,048	-	-	2,670	247,378	242,608	1.97%
1.533	Stormwater Quality Management - Outer Gulf Is.	38,336	39,100	-	-	470	38,630	37,875	1.99%
1.923	Emergency Comm - CREST - S.G.I.	180,064	183,241	90	-	1,754	181,397	178,188	1.80%
	Total Southern Gulf Islands Regional	**1,891,163**	**1,787,428**	**4,822**	**-**	**164,026**	**1,618,580**	**1,544,560**	**4.79%**
1.137	Galiano Island Community Use Building	61,968	63,202	-	-	250	62,952	61,715	2.00%
1.170	Gossip Island Electric Power Supply	57,220	56,998	-	-	270	56,728	56,848	-0.21%
1.227	Saturna Island Medical Clinic	32,553	33,541	-	-	373	33,168	32,180	3.07%
1.228	Galiano Health Service	129,258	135,812	108	-	46	135,658	129,029	5.14%
1.352	South Galiano Fire Protection	424,362	474,214	-	-	700	473,514	424,052	11.66%
1.356	Pender Fire Protection	1,115,136	1,136,776	-	-	121,875	1,014,901	988,487	2.67%
1.359	N. Galiano Fire Protection	210,298	214,195	12,502	-	714	200,979	197,314	1.86%
1.363	Saturna Island Fire	168,292	178,365	-	-	9,060	169,305	157,672	7.38%
1.369	Electoral Area Fire Services - SGI	110,137	107,688	-	-	29,380	78,308	75,585	3.60%
1.465	Saturna Island Comm. Parks	24,060	24,899	-	-	1,194	23,705	22,866	3.67%
1.468	Saturna Island - Community Rec.	20,109	14,235	-	-	777	13,458	12,971	3.75%
1.475	Mayne Is. Com. Parks & Rec	83,484	85,673	-	-	270	85,403	83,215	2.63%
1.476	Mayne Is. Comm. Parks (reserve)	20,433	16,453	12,453	-	4,000	-	-	0
1.478	Mayne Is. Community Rec.	42,441	34,950	-	-	60	34,890	34,209	1.99%
1.485	North & South Pender Com. Parks	157,082	160,474	-	-	1,733	158,741	155,349	2.18%
1.488	North & South Pender Com. Rec	64,922	66,085	-	-	790	65,295	64,157	1.77%
1.495	Galiano Parks	92,140	94,823	-	-	70	94,753	92,073	2.91%
1.498	Galiano Community Recreation	41,174	37,455	-	-	15	37,440	36,705	2.00%
2.630	Magic Lakes Estate Water System	979,675	962,728	-	-	382,838	579,890	568,517	2.00%
2.640	Saturna Island Water System (Lyall Harbour)	248,197	253,594	-	-	123,304	130,290	127,738	2.00%
2.642	Skana Water (Mayne)	69,509	75,615	-	-	51,615	24,000	22,885	4.87%
2.665	Sticks Allison Water (Galiano)	59,999	63,520	-	-	58,520	5,000	5,000	0.00%
2.667	Surfside Park Estates (Mayne)	108,251	118,007	-	-	94,907	23,100	22,000	5.00%
3.830	Magic Lake Estates Sewer System	854,863	884,648	-	10,870	285,410	588,368	576,831	2.00%
3.830D	Magic Lake Estates Sewer Debt	79,210	205,454	-	-	500	204,954	79,210	158.75%
	Total S.G.I. Local/Specified/Defined Services	**5,254,773**	**5,499,404**	**25,063**	**10,870**	**1,168,671**	**4,294,800**	**4,026,608**	**6.66%**
	TOTAL S.G.I. ELECTORAL AREA	**7,145,936**	**7,286,832**	**29,885**	**10,870**	**1,332,697**	**5,913,380**	**5,571,168**	**6.14%**
	TOTAL FOR ELECTORAL AREAS ONLY	**23,346,703**	**24,228,817**	**174,120**	**1,494,410**	**7,518,381**	**15,041,906**	**14,294,861**	**5.23%**

CAPITAL REGIONAL DISTRICT - YEAR 2022 FINANCIAL PLAN

REQUISITION DETAIL

1.010	Legislative & General Government	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.011	Board Expenditures	1,192,409	1,292,326	-	-	128,000	1,164,326	1,192,409	-2.36%
1.012	Other Legislative	214,081	214,598	-	-	-	214,598	159,081	34.90%
1.014	CAO & Executive Office	763,785	825,181	-	-	-	825,181	763,785	8.04%
1.014B	Corporate Services	2,066,540	2,485,368	-	408,360	345,000	1,732,008	1,416,186	22.30%
1.015	Real Estate	523,195	499,355	-	398,684	-	100,671	96,039	4.82%
1.016	Human Resources	2,577,313	2,906,708	-	2,149,030	214,000	543,678	443,678	22.54%
1.017	Finance	6,522,814	7,219,165	-	3,726,347	444,590	3,048,228	2,524,780	20.73%
1.018	Health Planning	622,900	651,844	-	651,844	-	-	-	0.00%
1.022	Information Systems	7,199,314	9,745,077	-	6,099,233	1,293,012	2,352,832	1,591,284	47.86%
1.024	Planning & Protective Services	543,789	554,650	-	261,393	-	293,257	287,518	2.00%
1.025	Corporate Emergency	1,495,256	452,267	135,189	101,082	-	215,996	200,845	7.54%
1.027	First Nations Negotiations	686,083	786,124	-	-	93,000	693,124	314,943	120.08%
1.028	GM - Environmental Services	448,943	465,683	-	94	-	465,589	448,851	3.73%
1.118	Corporate Communications	1,031,272	1,116,745	-	535,613	200	580,932	477,959	21.54%
	Other revenue - cc 100001	-	-	900,000	-	915,293	(1,815,293)	(1,388,079)	30.78%
Total Legislative & General Government		**25,887,694**	**29,215,091**	**1,035,189**	**14,331,680**	**3,433,095**	**10,415,127**	**8,529,279**	**22.11%**

1.10X	Facilities Management	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.105	Facility Management	1,690,872	2,001,845	-	1,785,445	56,493	159,907	159,174	0.46%
1.106	CRD HQ Building	1,430,448	1,815,620	-	1,783,552	32,068	-	-	0.00%
1.107	Corporate Satellite Offices	222,426	231,552	-	231,552	-	-	-	0.00%
Total Facilities Management		**3,343,746**	**4,049,017**	**-**	**3,800,549**	**88,561**	**159,907**	**159,174**	**0.46%**

1.15X	Municipalities' Own Debt - M.F.A.	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.151	Debt - Victoria	5,663,865	5,661,024	-	-	26,760	5,634,264	5,634,265	0.00%
1.152	Debt - C. Saanich	645,131	613,438	-	-	2,550	610,888	642,301	-4.89%
1.153	Debt - Esquimalt	882,887	869,647	-	-	4,560	865,087	877,457	-1.41%
1.154	Debt - Saanich	4,460,580	5,051,856	-	-	14,460	5,037,396	4,445,410	13.32%
1.155	Debt - Oak Bay	278,822	278,642	-	-	1,670	276,972	276,972	0.00%
1.156	Debt - N. Saanich	501,518	501,238	-	-	2,690	498,548	498,548	0.00%
1.157	Debt - Sidney	616,679	547,224	-	-	2,430	544,794	613,739	-11.23%
1.160	Debt - V. Royal	569,243	534,667	-	-	1,940	532,727	567,103	-6.06%
1.161	Debt - Langford	-	-	-	-	-	-	-	0.00%
1.162	Debt - Highland	87,998	87,968	-	-	310	87,658	87,658	0.00%
1.163	Debt - Colwood	838,009	819,940	-	-	3,540	816,400	834,039	-2.11%
1.164	Debt - Sooke	487,347	464,957	-	-	190	464,767	484,127	-4.00%
Total Municipalities' Own Debt - M.F.A.		**15,032,079**	**15,430,601**	**-**	**-**	**61,100**	**15,369,501**	**14,961,619**	**2.73%**

1.57X	Environmental Services	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
1.575	Env. Ser. - Administration	193,497	194,327	-	194,327	-	-	-	0.00%
1.576	Env. Engineering Services	2,802,602	2,388,433	-	2,388,433	-	-	-	0.00%
1.577	Env. Ser. - Operations	11,626,417	12,251,889	-	12,159,489	92,400	-	-	0.00%
1.578	Env. Protection and Water Quality	8,238,988	8,611,667	-	8,591,254	20,413	-	-	0.00%
Total Environmental Services		**22,861,504**	**23,446,316**	**-**	**23,333,503**	**112,813**	**-**	**-**	**0.00%**

3.750	LWMP	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
3.750	LWMP	364,063	367,018	-	-	20,767	346,251	343,296	0.86%
	Invoice by Agreement					135,163	(135,163)	(134,009)	
Total LWMP		**364,063**	**367,018**	**-**	**-**	**155,930**	**211,088**	**209,287**	**0.86%**

3.71X	Trk Swrs & Swge Disp - oper	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
3.709	I & I Enhanced Program	471,174	506,912	-	506,912	-	-	-	0.00%
3.714	C. Saanich Own System - Odour Management	85,246	-	*64,273*	-	-	(64,273)	31,153	-306.31%
3.717	Core Area Wastewater Operations	29,338,628	29,846,711	*197,346*	918,000	1,016,464	27,714,901	27,618,405	0.35%
	Trk Swrs & Swge Disp - oper Total	**29,895,048**	**30,353,623**	**261,619**	**1,424,912**	**1,016,464**	**27,650,628**	**27,649,558**	**0.00%**
	Invoice by Agreement					23,913,744	(23,913,744)	(23,832,388)	
Total Sewer Operating		**29,895,048**	**30,353,623**	**261,619**	**1,424,912**	**24,930,208**	**3,736,884**	**3,817,170**	**-2.10%**

3.7XX	Trk Swrs - debt	Gross Expenditure 2021	Gross Expenditure 2022	Carry Fwd. to 2022 Operating	Allocations to Other Services	Other revenue	Requisition 2022	Requisition 2021	Req. % Incr.
3.768	Debt - NWT Vortex/Siphon Upgrades	6,329	-	-	-	-	-	6,256	-100.00%
3.769	Debt - Macaulay Pt. - Genset	14,345	12,102	-	-	1,580	10,522	9,645	9.09%
3.770	Debt - NET & ECI Sewer Upgrade	391,640	-	-	-	-	-	208,447	-100.00%
3.770A	Debt - NET & ECI Sewer Upgrade	862,695	780,871	-	-	154,240	626,631	858,825	-27.04%
3.772	Debt - NW Trunk Upgrade Phase I	-	-	-	-	-	-	(22,439)	-100.00%
3.792	Debt - Craigflower PS	33,522	6,275	-	-	2,761	3,514	20,462	-82.83%
3.798	Debt - Core Sewage Integrated Treatment Facilities	793,108	792,261	-	-	7,957	784,304	781,466	0.36%
3.798B	Debt - Core Sewage Integrated Treatment Facilities	809,085	808,126	-	-	37,230	770,896	491,224	56.93%
3.798C	Debt - Core Area Wastewater Treatment Program	21,280,133	20,924,562	-	-	577,933	20,346,629	19,979,118	1.84%
3.799	Debt - Oak Bay	32,789	27,677	-	-	6,975	20,702	32,639	-36.57%
	Trk Swrs - debt Total	**24,223,646**	**23,351,874**	**-**	**-**	**788,676**	**22,563,198**	**22,365,643**	**0.88%**
	Invoice by Agreement					16,392,046	(16,392,046)	(16,289,514)	
Total Sewer Debt		**24,223,646**	**23,351,874**	**-**	**-**	**17,180,722**	**6,171,152**	**6,076,129**	**1.56%**

SCHEDULE B

CAPITAL REGIONAL DISTRICT

CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

	EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2022	2023	2024	2025	2026	TOTAL
	EXPENDITURE						
B	Buildings	21,009,894	152,743,000	50,526,500	6,973,000	3,216,500	234,468,894
E	Equipment	17,599,473	11,127,473	8,180,999	5,170,860	3,881,775	45,960,580
L	Land	7,253,002	6,645,000	6,090,000	5,530,000	5,235,000	30,753,002
S	Engineered Structures	118,591,845	77,339,518	65,454,013	59,970,900	15,165,000	336,521,276
V	Vehicles	4,338,250	2,142,000	2,211,000	1,340,000	692,000	10,723,250
		168,792,464	**249,996,991**	**132,462,512**	**78,984,760**	**28,190,275**	**658,427,002**
	SOURCE OF FUNDS						
C	Capital Funds on Hand	45,164,476	21,553,100	23,881,063	23,795,000	10,425,000	124,818,639
D	Debenture Debt (New Debt Only)	34,687,100	63,081,800	49,719,180	36,140,000	8,095,000	191,723,080
E	ERF	9,582,558	6,105,473	4,051,999	3,490,860	3,028,775	26,259,665
G	Grants (Federal, Provincial)	22,256,527	9,530,118	4,267,770	2,935,000	140,000	39,129,415
R	Reserve Fund	47,910,803	28,376,500	15,742,500	10,263,900	6,301,500	108,595,203
O	Other	9,191,000	121,350,000	34,800,000	2,360,000	200,000	167,901,000
		168,792,464	**249,996,991**	**132,462,512**	**78,984,760**	**28,190,275**	**658,427,002**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2022 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	170,000					170,000			170,000				170,000
1.014	CAO / Corporate Services	4,132					4,132			4,132				4,132
1.015	Real Estate	-					-			-				-
1.016	Human Resources	3,130					3,130			3,130				3,130
1.017	Finance	315,557					315,557	300,000		15,557				315,557
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	689,446	80,000				769,446	664,000		105,446				769,446
1.024	GM - Planning & Protective Services	1,565					1,565			1,565				1,565
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.027	First Nations Relations	1,033					1,033			1,033				1,033
1.105	Facilities Management	10,000	100,000				110,000	50,000		60,000				110,000
1.106	Facilities and Risk		70,000	1,710,000			1,780,000			70,000	-	1,710,000		1,780,000
1.107	Corporate Satellite Facilities			50,000			50,000	5,000				45,000		50,000
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	11,080					11,080			11,080				11,080
1.118	Corporate Communications	6,229					6,229			6,229		-		6,229
1.123	Family Court Building			160,000			160,000	15,000			-	145,000	-	160,000
1.137	Galiano Island Community Use Building			20,000			20,000					20,000		20,000
1.141	SSI Public Library			120,000			120,000				110,000	10,000		120,000
1.226	Health Facilities - VIHA	40,000		1,440,000	-		1,480,000	55,000				1,425,000	-	1,480,000
1.235	SGI Small Craft Harbour Facilities				1,124,000		1,124,000	30,000	1,044,000			50,000		1,124,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				47,500		47,500				-	47,500		47,500
1.238A	Community Transit (SSI)				-		-				-	-		-
1.238B	Community Transportation (SSI)				445,000		445,000				260,000	185,000		445,000
1.280	Regional Parks	810,000	345,000	860,000	4,778,425	5,075,000	11,868,425	3,070,425	5,500,000	405,000	125,000	2,768,000		11,868,425
1.290	Royal Theatre	26,000		1,755,000			1,781,000	125,000			-	796,000	860,000	1,781,000
1.295	McPherson Theatre	26,000		2,267,000			2,293,000	10,000				2,283,000		2,293,000
1.297	Arts Grants and Development	1,550					1,550			1,550				1,550
1.310	Land Banking and Housing	2,000		-			2,000		-	2,000			-	2,000
1.313	Animal Care Services	4,040	18,000				22,040			22,040				22,040
1.318	Building Inspection	78,900	-				78,900			78,900				78,900
1.323	ByLaw Services	990	15,000				15,990			15,990				15,990
1.324	Regional Planning Services	100,400					100,400			100,400				100,400
1.325	Community Planning	45,000			100,000		145,000			45,000	100,000			145,000
1.335	Geo-Spatial Referencing	70,000					70,000			70,000				70,000
1.350	Willis Point Fire	167,865	-	13,000			180,865		-	126,000	41,865	13,000		180,865
1.352	South Galiano Fire	13,500	-	200,000			213,500		200,000	13,500				213,500
1.353	Otter Point Fire	141,000		60,000			201,000			141,000		60,000		201,000
1.356	Pender Island Fire	26,500	300,000	115,000			441,500			326,500		115,000		441,500
1.357	East Sooke Fire	27,044	150,000	55,000			232,044	11,000		166,044		55,000		232,044
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	11,710					11,710			11,710				11,710
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	47,000					47,000					47,000		47,000
1.375	Hazardous Material Incident Response	90,000					90,000			90,000				90,000
1.405	JDF EA Community Parks & Recreation				215,000	50,000	265,000				265,000			265,000
1.40x	SEAPARC	145,700	20,000	520,000	-	-	685,700		-	85,700	-	600,000		685,700
1.44X	Panorama Recreation	1,009,000	38,000	3,743,159	183,600		4,973,759	684,159	1,753,000	647,000	785,000	1,104,600		4,973,759
1.455	SSI Community Parks	85,000	170,000		750,000		1,005,000		-	55,000	730,000	150,000	70,000	1,005,000
1.458	SSI Community Recreation	5,000			30,000		35,000			5,000	-	30,000		35,000
1.459	SSI Park Land & Rec Programs	70,000		1,427,735	450,000	200,002	2,147,737		-	70,000	1,542,862	534,875		2,147,737
1.465	Saturna Island Community Parks				23,000		23,000					23,000		23,000
1.475	Mayne Island Community Parks	5,000		4,000	18,000		27,000				15,000	12,000		27,000
1.485	Pender Island Community Parks				10,000		10,000					10,000		10,000
1.495	Galiano Community Parks				36,500		36,500	8,000				28,500		36,500

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2022

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.521	Environmental Resource Management	483,000		-	17,790,000		18,273,000	825,000		483,000		16,965,000		18,273,000
1.523	Port Renfrew Refuse Disposal				25,000		25,000					25,000		25,000
1.575	Environmental Administration Services	10,430					10,430			10,430				10,430
1.576	Environmental Engineering Services	40,000	40,000				80,000			80,000				80,000
1.577	IW - Environmental Operations	1,552,000					1,552,000			1,552,000				1,552,000
1.578	Environmental Protection	620,372	285,000				905,372			905,372				905,372
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	25,000					25,000			25,000				25,000
2.610	Saanich Peninsula Water Supply	304,000			4,068,028		4,372,028		-	60,000		4,312,028		4,372,028
2.620	Highland Water (SSI)				98,792		98,792	98,792						98,792
2.621	Highland & Fernwood Water (SSI)	64,000			140,000		204,000		-		140,000	64,000		204,000
2.622	Cedars of Tuam Water (SSI)	5,000			5,000		10,000		-		-	10,000		10,000
2.624	Beddis Water (SSI)	30,000			-		30,000		-		-	30,000		30,000
2.626	Fulford Water (SSI)	38,000			190,000		228,000		-		70,000	148,000	10,000	228,000
2.628	Cedar Lane Water (SSI)				30,000		30,000		-		-	30,000		30,000
2.630	Magic Lake Estates Water (Pender)	205,000			290,000		495,000		-		2,500	292,500	200,000	495,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	8,000			390,000		398,000		-		390,000	8,000		398,000
2.642	Skana Water (Mayne)	75,000			45,000		120,000		75,000			45,000		120,000
2.650	Port Renfrew Water	10,000			-		10,000		-		-	10,000		10,000
2.665	Sticks Allison Water (Galiano)	-			5,000		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	25,000			-		25,000		-			25,000		25,000
2.670	Regional Water Supply	8,195,000	1,427,250	5,150,000	11,550,000	1,495,000	27,817,250	24,072,000	-	1,205,250	40,000		2,500,000	27,817,250
2.680	JDF Water Distribution	1,080,000	1,060,000	1,340,000	31,036,000		34,516,000	13,130,000	6,100,000	1,060,000		8,675,000	5,551,000	34,516,000
2.681	Florence Lake Water				300,000		300,000		300,000					300,000
2.691	Wilderness Mountain Water Service				65,000		65,000		-			65,000		65,000
3.701	Millstream Site Remediation					433,000	433,000	264,000			169,000			433,000
3.705	SSI Septage / Composting				152,500		152,500		-		75,000	77,500		152,500
3.718	Saanich Peninsula Wastewater	67,500			3,070,000		3,137,500	50,000	-	417,500		2,670,000		3,137,500
3.798C	Debt - Core Area Wastewater Treatment Program	120,000	220,000		36,168,000		36,508,000	1,697,100	17,515,000	828,000	14,992,900	1,475,000		36,508,000
3.810	Ganges Sewer Utility (SSI)	190,000			487,500		677,500		-		140,000	537,500		677,500
3.820	Maliview Sewer Utility (SSI)				300,000		300,000		300,000		-	-		300,000
3.830	Magic Lake Sewer Utility (Pender)	5,000			4,100,000		4,105,000		1,900,100		2,202,400	2,500		4,105,000
3.850	Port Renfrew Sewer				75,000		75,000		-		60,000	15,000		75,000
TOTAL		**17,599,473**	**4,338,250**	**21,009,894**	**118,591,845**	**7,253,002**	**168,792,464**	**45,164,476**	**34,687,100**	**9,582,558**	**22,256,527**	**47,910,803**	**9,191,000**	**168,792,464**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	21,500					21,500			21,500				21,500
1.014	CAO / Corporate Services	9,328					9,328			9,328				9,328
1.015	Real Estate	-					-			-				-
1.016	Human Resources	4,695					4,695			4,695				4,695
1.017	Finance	237,421					237,421	200,000		37,421				237,421
1.018	Health & Capital Planning Strategies	2,066					2,066			2,066				2,066
1.022	Information Technology	1,654,136	-				1,654,136	1,640,000		14,136				1,654,136
1.024	GM - Planning & Protective Services	2,066					2,066			2,066				2,066
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.027	First Nations Relations	3,631					3,631			3,631				3,631
1.105	Facilities Management	25,000	115,000				140,000	-		140,000				140,000
1.106	Facilities and Risk		-	1,665,000			1,665,000			-	-	1,665,000		1,665,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-		5,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	1,530					1,530			1,530				1,530
1.111	SSI Admin. Expenditures	1,650					1,650			1,650				1,650
1.118	Corporate Communications	227,066					227,066			2,066		225,000		227,066
1.123	Family Court Building			1,120,000			1,120,000	-			500,000	620,000	-	1,120,000
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-				-	-		-
1.226	Health Facilities - VIHA	400,000		1,115,000	-		1,515,000	-				1,315,000	200,000	1,515,000
1.235	SGI Small Craft Harbour Facilities				125,000		125,000	-	-			125,000		125,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				150,000		150,000				50,000	100,000		150,000
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				431,500		431,500				365,000	66,500		431,500
1.280	Regional Parks	107,000	507,000	-	5,322,000	5,000,000	10,936,000	-	5,000,000	554,000	2,303,000	3,079,000		10,936,000
1.290	Royal Theatre	-		730,000			730,000	-			-	380,000	350,000	730,000
1.295	McPherson Theatre	-		325,000			325,000	-				325,000		325,000
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	4,000		135,000,000			135,004,000		17,000,000	4,000			118,000,000	135,004,000
1.313	Animal Care Services	4,120	18,000				22,120			22,120				22,120
1.318	Building Inspection	6,000	50,000				56,000			56,000				56,000
1.323	ByLaw Services	1,010	15,000				16,010			16,010				16,010
1.324	Regional Planning Services	43,000					43,000			43,000				43,000
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	16,295	-	-			16,295	-		16,295		-		16,295
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
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	-					-					-		-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.405	JDF EA Community Parks & Recreation				-	50,000	50,000				50,000			50,000
1.40x	SEAPARC	262,000	-	50,000	1,025,000	-	1,337,000		-	102,000	750,000	485,000		1,337,000
1.44X	Panorama Recreation	283,832	26,000	70,000	-		379,832	-	-	309,832	-	70,000		379,832
1.455	SSI Community Parks	15,000	-		1,170,000		1,185,000		1,000,000	15,000	55,000	115,000	-	1,185,000
1.458	SSI Community Recreation	5,000			300,000		305,000			5,000	200,000	100,000		305,000
1.459	SSI Park Land & Rec Programs	62,500		8,215,000	90,000	700,000	9,067,500		8,000,000	62,500	75,000	930,000		9,067,500
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
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

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.521	Environmental Resource Management	283,000		-	18,568,000		18,851,000	-		1,233,000		17,618,000		18,851,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	15,660					15,660			15,660				15,660
1.576	Environmental Engineering Services	40,000	40,000				80,000			80,000				80,000
1.577	IW - Environmental Operations	569,500					569,500			569,500				569,500
1.578	Environmental Protection	118,487	45,000				163,487			163,487				163,487
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000				1,000,000
1.913	913 Fire Dispatch	-					-			-				-
2.610	Saanich Peninsula Water Supply	-			2,820,000		2,820,000		2,550,000	60,000		210,000		2,820,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	240,000			765,000		1,005,000		805,000		200,000	-		1,005,000
2.622	Cedars of Tuam Water (SSI)	15,000			77,000		92,000		82,000		10,000	-		92,000
2.624	Beddis Water (SSI)	-			63,000		63,000		-		-	63,000		63,000
2.626	Fulford Water (SSI)	806,000			-		806,000		500,000		300,000	6,000	-	806,000
2.628	Cedar Lane Water (SSI)				266,500		266,500		90,000		140,000	36,500		266,500
2.630	Magic Lake Estates Water (Pender)	-			325,000		325,000		-		-	25,000	300,000	325,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	58,000			30,000		88,000		53,000		20,000	15,000		88,000
2.642	Skana Water (Mayne)	485,000			35,000		520,000		520,000			-		520,000
2.650	Port Renfrew Water	10,000			1,638,918		1,648,918		50,000		1,573,918	25,000		1,648,918
2.665	Sticks Allison Water (Galiano)	5,000			-		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	-			15,000		15,000		-			15,000		15,000
2.670	Regional Water Supply	3,135,000	406,000	3,060,000	17,735,000	895,000	25,231,000	12,625,000	9,700,000	406,000	-		2,500,000	25,231,000
2.680	JDF Water Distribution	165,000	270,000	1,340,000	9,580,000		11,355,000	5,965,000	5,100,000	270,000		20,000	-	11,355,000
2.681	Florence Lake Water				-		-		-					-
2.691	Wilderness Mountain Water Service				500,000		500,000		500,000			-		500,000
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				180,000		180,000		-		-	180,000		180,000
3.718	Saanich Peninsula Wastewater	-			550,000		550,000	50,000	-	150,000		350,000		550,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		8,030,100		8,030,100	1,068,100	6,800,000	162,000	-	-		8,030,100
3.810	Ganges Sewer Utility (SSI)	607,000			800,000		1,407,000		1,330,000		-	77,000		1,407,000
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)	-			4,600,000		4,600,000		1,666,800		2,933,200	-		4,600,000
3.850	Port Renfrew Sewer				150,000		150,000		150,000		-	-		150,000
TOTAL		**11,127,473**	**2,142,000**	**152,743,000**	**77,339,518**	**6,645,000**	**249,996,991**	**21,553,100**	**63,081,800**	**6,105,473**	**9,530,118**	**28,376,500**	**121,350,000**	**249,996,991**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	37,000					37,000			37,000				37,000
1.014	CAO / Corporate Services	5,728					5,728			5,728				5,728
1.015	Real Estate	2,066					2,066			2,066				2,066
1.016	Human Resources	6,260					6,260			6,260				6,260
1.017	Finance	155,949					155,949	100,000		55,949				155,949
1.018	Health & Capital Planning Strategies	1,565					1,565			1,565				1,565
1.022	Information Technology	1,992,084	-				1,992,084	1,945,000		47,084				1,992,084
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	8,000					8,000			8,000				8,000
1.027	First Nations Relations	1,565					1,565			1,565				1,565
1.105	Facilities Management	10,000	50,000				60,000	-		60,000				60,000
1.106	Facilities and Risk		-	1,100,000			1,100,000			-	500,000	600,000		1,100,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-		5,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	5,400					5,400			5,400				5,400
1.118	Corporate Communications	178,130					178,130			3,130		175,000		178,130
1.123	Family Court Building			135,000			135,000	-			-	85,000	50,000	135,000
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-				-	-		-
1.226	Health Facilities - VIHA	-		925,000	-		925,000	-				550,000	375,000	925,000
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)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				96,000		96,000				60,000	36,000		96,000
1.280	Regional Parks	61,000	555,000	-	2,718,063	5,000,000	8,334,063	56,063	5,000,000	616,000	2,000,000	662,000		8,334,063
1.290	Royal Theatre	-		750,000			750,000	-			-	375,000	375,000	750,000
1.295	McPherson Theatre	-		300,000			300,000	-				300,000		300,000
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	10,000		42,500,000			42,510,000		8,500,000	10,000			34,000,000	42,510,000
1.313	Animal Care Services	4,205	18,000				22,205			22,205				22,205
1.318	Building Inspection	5,500	-				5,500			5,500				5,500
1.323	ByLaw Services	1,030	15,000				16,030			16,030				16,030
1.324	Regional Planning Services	7,000					7,000			7,000				7,000
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	5,000	600,000	-			605,000		-	605,000				605,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.356	Pender Island Fire	28,000	-	-			28,000			28,000		-		28,000
1.357	East Sooke Fire	16,551	160,000	-			176,551	-		176,551		-		176,551
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-					-		-
1.370	JDF 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
1.405	JDF EA Community Parks & Recreation				-	-	-				-			-
1.40x	SEAPARC	67,000	-	250,000	10,000	500,000	827,000		500,000	62,000	-	265,000		827,000
1.44X	Panorama Recreation	346,172	-	136,000	-		482,172	-	-	346,172	-	136,000		482,172
1.455	SSI Community Parks	5,000	-		100,000		105,000		-	5,000	55,000	45,000	-	105,000
1.458	SSI Community Recreation	5,000			5,000		10,000			5,000	-	5,000		10,000
1.459	SSI Park Land & Rec Programs	35,000		2,625,000	50,000	-	2,710,000		2,500,000	35,000	25,000	150,000		2,710,000
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
1.485	Pender Island Community Parks				10,000		10,000					10,000		10,000
1.495	Galiano Community Parks				32,000		32,000	-				32,000		32,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2024 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.521	Environmental Resource Management	283,000		350,000	10,950,000		11,583,000	250,000		283,000		11,050,000		11,583,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	80,000				120,000			120,000				120,000
1.577	IW - Environmental Operations	184,000					184,000			184,000				184,000
1.578	Environmental Protection	141,384	43,000				184,384			184,384				184,384
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	-					-			-				-
2.610	Saanich Peninsula Water Supply	150,000			5,770,000		5,920,000		5,550,000	60,000		310,000		5,920,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	45,000			1,500,000		1,545,000		1,250,000		250,000	45,000		1,545,000
2.622	Cedars of Tuam Water (SSI)	650,000			-		650,000		450,000		200,000	-		650,000
2.624	Beddis Water (SSI)	160,000			446,000		606,000		290,000		200,000	116,000		606,000
2.626	Fulford Water (SSI)	710,000			-		710,000		700,000		-	10,000	-	710,000
2.628	Cedar Lane Water (SSI)				10,000		10,000		-		-	10,000		10,000
2.630	Magic Lake Estates Water (Pender)	-			140,000		140,000		-		-	140,000	-	140,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			645,600		645,600		225,000		420,600	-		645,600
2.642	Skana Water (Mayne)	-			-		-		-			-		-
2.650	Port Renfrew Water	260,000			200,000		460,000		450,000		-	10,000		460,000
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-
2.667	Surfside Park Estates (Mayne)	-			500,000		500,000		500,000			-		500,000
2.670	Regional Water Supply	1,105,000	290,000	60,000	19,925,000	590,000	21,970,000	14,580,000	7,100,000	290,000	-		-	21,970,000
2.680	JDF Water Distribution	165,000	400,000	1,340,000	5,460,000		7,365,000	6,945,000	-	400,000		20,000	-	7,365,000
2.681	Florence Lake Water				-		-		-					-
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	1,180,000			1,285,000		2,465,000	-	2,015,000	150,000		300,000		2,465,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		11,280,000		11,280,000	-	11,150,000	130,000	-	-		11,280,000
3.810	Ganges Sewer Utility (SSI)	25,000			-		25,000		-		-	25,000		25,000
3.820	Maliview Sewer Utility (SSI)				41,000		41,000		-		32,000	9,000		41,000
3.830	Magic Lake Sewer Utility (Pender)	-			709,350		709,350		189,180		520,170	-		709,350
3.850	Port Renfrew Sewer				1,350,000		1,350,000		1,350,000		-	-		1,350,000
TOTAL		**8,180,999**	**2,211,000**	**50,526,500**	**65,454,013**	**6,090,000**	**132,462,512**	**23,881,063**	**49,719,180**	**4,051,999**	**4,267,770**	**15,742,500**	**34,800,000**	**132,462,512**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	96,500					96,500			96,500				96,500
1.014	CAO / Corporate Services	4,132					4,132			4,132				4,132
1.015	Real Estate	1,033					1,033			1,033				1,033
1.016	Human Resources	-					-			-				-
1.017	Finance	22,386					22,386	-		22,386				22,386
1.018	Health & Capital Planning Strategies	3,130					3,130			3,130				3,130
1.022	Information Technology	1,300,272	-				1,300,272	1,270,000		30,272				1,300,272
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	-					-			-				-
1.027	First Nations Relations	-					-			-				-
1.105	Facilities Management	10,000	50,000				60,000	-		60,000				60,000
1.106	Facilities and Risk		-	1,700,000			1,700,000			-	750,000	950,000		1,700,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-		5,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	2,750					2,750			2,750				2,750
1.118	Corporate Communications	1,033					1,033			1,033		-		1,033
1.123	Family Court Building			10,000			10,000	-			-	10,000	-	10,000
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-				-	-		-
1.226	Health Facilities - VIHA	-		955,000	75,000		1,030,000	-				370,000	660,000	1,030,000
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-	-			50,000		50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-				-	-		-
1.238A	Community Transit (SSI)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				106,000		106,000				60,000	46,000		106,000
1.280	Regional Parks	63,000	370,000	385,000	5,417,000	5,000,000	11,235,000	-	5,000,000	433,000	2,000,000	3,802,000		11,235,000
1.290	Royal Theatre	-		1,793,000			1,793,000	-			-	93,000	1,700,000	1,793,000
1.295	McPherson Theatre	-		300,000			300,000	-				300,000		300,000
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	2,000		-			2,000		-	2,000			-	2,000
1.313	Animal Care Services	-	-				-			-				-
1.318	Building Inspection	4,500	-				4,500			4,500				4,500
1.323	ByLaw Services	-	-				-			-				-
1.324	Regional Planning Services	5,000					5,000			5,000				5,000
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	5,000	-	-			5,000		-	5,000				5,000
1.353	Otter Point Fire	15,000		40,000			55,000			15,000		40,000		55,000
1.356	Pender Island Fire	105,000	-	-			105,000			105,000		-		105,000
1.357	East Sooke Fire	19,512	-	-			19,512	-		19,512		-		19,512
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-					-		-
1.370	JDF 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
1.405	JDF EA Community Parks & Recreation				-	-	-				-			-
1.40x	SEAPARC	87,000	40,000	100,000	200,000	-	427,000		-	122,000	-	305,000		427,000
1.44X	Panorama Recreation	533,262	-	250,000	-		783,262	-	-	398,262	-	385,000		783,262
1.455	SSI Community Parks	5,000	55,000		85,000		145,000		-	60,000	55,000	30,000	-	145,000
1.458	SSI Community Recreation	5,000			-		5,000			5,000	-	-		5,000
1.459	SSI Park Land & Rec Programs	40,000		55,000	-	100,000	195,000		-	30,000	25,000	140,000		195,000
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
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

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2025 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.521	Environmental Resource Management	285,000		-	2,700,000		2,985,000	-		285,000		2,700,000		2,985,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000			85,000				85,000
1.577	IW - Environmental Operations	555,000					555,000			555,000				555,000
1.578	Environmental Protection	54,350	90,000				144,350			144,350				144,350
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	-					-			-				-
2.610	Saanich Peninsula Water Supply	-			5,324,000		5,324,000		4,500,000	60,000		764,000		5,324,000
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)	-			-		-		-		-	-		-
2.626	Fulford Water (SSI)	700,000			-		700,000		700,000		-	-	-	700,000
2.628	Cedar Lane Water (SSI)				-		-		-		-	-		-
2.630	Magic Lake Estates Water (Pender)	-			47,000		47,000		-		-	47,000	-	47,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-		-	-		-
2.642	Skana Water (Mayne)	-			-		-		-			-		-
2.650	Port Renfrew Water	10,000			-		10,000		-		-	10,000		10,000
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-
2.667	Surfside Park Estates (Mayne)	-			1,500,000		1,500,000		1,500,000			-		1,500,000
2.670	Regional Water Supply	925,000	450,000	40,000	20,725,000	430,000	22,570,000	15,780,000	6,340,000	450,000	-		-	22,570,000
2.680	JDF Water Distribution	165,000	240,000	1,340,000	5,255,000		7,000,000	6,740,000	-	240,000		20,000	-	7,000,000
2.681	Florence Lake Water				-		-		-					-
2.691	Wilderness Mountain Water Service				-		-		-			-		-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				50,000		50,000		-		40,000	10,000		50,000
3.718	Saanich Peninsula Wastewater	-			560,000		560,000	-	350,000	150,000		60,000		560,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		17,380,000		17,380,000	-	17,350,000	30,000	-	-		17,380,000
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		**5,170,860**	**1,340,000**	**6,973,000**	**59,970,900**	**5,530,000**	**78,984,760**	**23,795,000**	**36,140,000**	**3,490,860**	**2,935,000**	**10,263,900**	**2,360,000**	**78,984,760**

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2026

Schedule B

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	50,000					50,000			50,000				50,000
1.014	CAO / Corporate Services	4,132					4,132			4,132				4,132
1.015	Real Estate	-					-			-				-
1.016	Human Resources	1,033					1,033			1,033				1,033
1.017	Finance	15,557					15,557	-		15,557				15,557
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	47,746	-				47,746	-		47,746				47,746
1.024	GM - Planning & Protective Services	1,565					1,565			1,565				1,565
1.025	Corporate Emergency	-					-			-				-
1.027	First Nations Relations	1,033					1,033			1,033				1,033
1.105	Facilities Management	10,000	-				10,000	-		10,000				10,000
1.106	Facilities and Risk		-	135,000			135,000			-	-	135,000		135,000
1.107	Corporate Satellite Facilities			5,000			5,000	5,000				-		5,000
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	8,900					8,900			8,900				8,900
1.118	Corporate Communications	6,229					6,229			6,229		-		6,229
1.123	Family Court Building			-			-	-			-	-	-	-
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-				-	-		-
1.226	Health Facilities - VIHA	-		937,500	-		937,500	-				737,500	200,000	937,500
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)				40,000		40,000				5,000	35,000		40,000
1.238B	Community Transportation (SSI)				118,000		118,000				80,000	38,000		118,000
1.280	Regional Parks	69,000	230,000	-	2,477,000	5,000,000	7,776,000	60,000	5,000,000	299,000	-	2,417,000		7,776,000
1.290	Royal Theatre	-		-			-	-			-	-	-	-
1.295	McPherson Theatre	-		238,000			238,000	-				238,000		238,000
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	2,000		-			2,000		-	2,000			-	2,000
1.313	Animal Care Services	-	-				-			-				-
1.318	Building Inspection	6,000	50,000				56,000			56,000				56,000
1.323	ByLaw Services	-	-				-			-				-
1.324	Regional Planning Services	3,000					3,000			3,000				3,000
1.325	Community Planning	-			-		-			-	-			-
1.335	Geo-Spatial Referencing	-					-			-				-
1.350	Willis Point Fire	-	-	-			-		-	-	-	-		-
1.352	South Galiano Fire	10,000	-	-			10,000		-	10,000				10,000
1.353	Otter Point Fire	20,000		40,000			60,000			20,000		40,000		60,000
1.356	Pender Island Fire	-	-	-			-			-		-		-
1.357	East Sooke Fire	41,578	-	-			41,578	-		41,578		-		41,578
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-					-		-
1.370	JDF Emergency Program	-					-			-				-
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	-					-					-		-
1.375	Hazardous Material Incident Response	-					-			-				-
1.405	JDF EA Community Parks & Recreation				-	-	-				-			-
1.40x	SEAPARC	242,000	-	151,000	25,000	-	418,000		-	47,000	-	371,000		418,000
1.44X	Panorama Recreation	432,630	-	305,000	-		737,630	-	-	432,630	-	305,000		737,630
1.455	SSI Community Parks	5,000	-		90,000		95,000		-	5,000	30,000	60,000	-	95,000
1.458	SSI Community Recreation	5,000			5,000		10,000			5,000	-	5,000		10,000
1.459	SSI Park Land & Rec Programs	40,000		25,000	-	-	65,000		-	40,000	25,000	-		65,000
1.465	Saturna Island Community Parks				-		-					-		-
1.475	Mayne Island Community Parks	-		-	-		-				-	-		-
1.485	Pender Island Community Parks				10,000		10,000					10,000		10,000
1.495	Galiano Community Parks				-		-	-				-		-

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2026 **Schedule B**

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.521	Environmental Resource Management	350,000		-	1,850,000		2,200,000	150,000		350,000		1,700,000		2,200,000
1.523	Port Renfrew Refuse Disposal				-		-					-		-
1.575	Environmental Administration Services	6,000					6,000			6,000				6,000
1.576	Environmental Engineering Services	40,000	45,000				85,000			85,000				85,000
1.577	IW - Environmental Operations	570,000					570,000			570,000				570,000
1.578	Environmental Protection	123,372	43,000				166,372			166,372				166,372
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	200,000					200,000			200,000				200,000
2.610	Saanich Peninsula Water Supply	-			510,000		510,000		300,000	60,000		150,000		510,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	-			-		-		-		-	-		-
2.622	Cedars of Tuam Water (SSI)	-			-		-		-		-	-		-
2.624	Beddis Water (SSI)	-			-		-		-		-	-		-
2.626	Fulford Water (SSI)	700,000			-		700,000		700,000		-	-	-	700,000
2.628	Cedar Lane Water (SSI)				-		-		-		-	-		-
2.630	Magic Lake Estates Water (Pender)	-			145,000		145,000		145,000		-	-	-	145,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-		-	-		-
2.642	Skana Water (Mayne)	-			-		-		-			-		-
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000		-	10,000		210,000
2.665	Sticks Allison Water (Galiano)	-			-		-					-		-
2.667	Surfside Park Estates (Mayne)	-			-		-		-			-		-
2.670	Regional Water Supply	735,000	200,000	40,000	3,000,000	235,000	4,210,000	4,010,000	-	200,000	-		-	4,210,000
2.680	JDF Water Distribution	125,000	124,000	1,340,000	4,735,000		6,324,000	6,200,000	-	124,000		-	-	6,324,000
2.681	Florence Lake Water				-		-		-					-
2.691	Wilderness Mountain Water Service				-		-		-			-		-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				-		-		-		-	-		-
3.718	Saanich Peninsula Wastewater	-			400,000		400,000	-	250,000	150,000		-		400,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		1,510,000		1,510,000	-	1,500,000	10,000	-	-		1,510,000
3.810	Ganges Sewer Utility (SSI)	-			-		-		-		-	-		-
3.820	Maliview Sewer Utility (SSI)				-		-		-		-	-		-
3.830	Magic Lake Sewer Utility (Pender)	-			-		-		-		-	-		-
3.850	Port Renfrew Sewer				-		-		-		-	-		-
TOTAL		**3,881,775**	**692,000**	**3,216,500**	**15,165,000**	**5,235,000**	**28,190,275**	**10,425,000**	**8,095,000**	**3,028,775**	**140,000**	**6,301,500**	**200,000**	**28,190,275**

	CENTRAL SAANICH	2022 CENTRAL SAANICH	Cost per Avg. Residential Assessment	2021 CENTRAL SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	463,857	54.88	381,113	45.09	82,744	9.79	21.71%
1.101	G.I.S.	5,280	0.62	2,850	0.34	2,430	0.29	85.27%
1.224	Community Health	27,184	3.22	26,149	3.09	1,034	0.12	3.95%
1.280	Regional Parks	678,516	80.28	485,285	57.42	193,231	22.86	39.82%
1.280A	Regional Parks - Land Acquisition	3,513	0.42	176,879	20.93	(173,366)	(20.51)	-98.01%
1.309	Climate Action and Adaptation	20,998	2.48	20,004	2.37	994	0.12	4.97%
1.310	Land Banking & Housing	63,425	7.50	58,731	6.95	4,694	0.56	7.99%
1.324	Regional Planning Services	52,322	6.19	51,296	6.07	1,026	0.12	2.00%
1.335	Geo-Spatial Referencing System	6,958	0.82	7,195	0.85	(237)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	5,753	0.68	5,640	0.67	113	0.01	2.00%
1.375	Hazardous Material Incident response	14,102	1.67	13,826	1.64	277	0.03	2.00%
1.911	Call Answer	7,647	0.90	6,650	0.79	997	0.12	14.99%
1.921	Regional CREST Contribution	72,272	8.55	70,882	8.39	1,389	0.16	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	6,612	0.78	(6,612)	(0.78)	-100.00%
	Total Regional	**$1,421,825**	**$168.23**	**$1,313,112**	**$155.37**	**$108,713**	**$12.86**	**8.28%**
1.126	Victoria Family Court Committee	695	0.08	695	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	14,479	1.71	14,105	1.67	374	0.04	2.65%
1.230	Traffic Safety Commission	3,329	0.39	3,264	0.39	65	0.01	1.99%
1.311	Regional Housing Trust Fund	49,529	5.86	51,890	6.14	(2,361)	(0.28)	-4.55%
1.330	Regional Growth Strategy	13,766	1.63	13,766	1.63	-	-	0.00%
1.44X	Panorama Recreation Center	2,046,152	242.10	2,008,007	237.59	38,146	4.51	1.90%
1.537	Stormwater Quality Management - Peninsula	36,260	4.29	35,549	4.21	711	0.08	2.00%
1.538	Source - Stormwater Quality - Peninsula	23,338	2.76	22,882	2.71	456	0.05	1.99%
1.912B	Call Answer - Municipalities	(44,283)	(5.24)	(44,269)	(5.24)	(14)	(0.00)	-0.03%
3.700	Septage Disposal	1,968	0.23	1,930	0.23	39	0.00	2.00%
3.701	Millstream Remediation	5,391	0.64	8,706	1.03	(3,315)	(0.39)	-38.08%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	(64,273)	(7.60)	31,153	3.69	(95,426)	(11.29)	-306.31%
3.718	Peninsula Wastewater TP	1,816,366	214.91	1,725,013	204.10	91,354	10.81	5.30%
3.720	L.W.M.P. (Peninsula) - Implementation	51,506	6.09	22,897	2.71	28,608	3.38	124.94%
3.755	Regional Source Control Program	50,688	6.00	49,695	5.88	994	0.12	2.00%
3.756	Harbours Environmental Action	28,671	3.39	28,109	3.33	562	0.07	2.00%
	Total Sub Regional	**$4,033,584**	**$477.25**	**$3,973,391**	**$470.13**	**$60,193**	**$7.12**	**1.51%**
	Total Capital Regional District	**$5,455,409**	**$645.48**	**$5,286,502**	**$625.50**	**$168,906**	**$19.98**	**3.20%**
	% Change					**3.20%**		
	Cost/average residential property	$645.48		$625.50		$19.98		
1.15X	Debt Service - M.F.A.	610,888	72.28	642,301	76.00	(31,413)	(3.72)	-4.89%
CRHD	Capital Regional Hospital District	1,161,603	137.44	1,235,531	146.19	(73,928)	(8.75)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$7,227,900**	**$855.20**	**$7,164,334**	**$847.68**	**$63,566**	**$7.52**	**0.89%**
	Average residential assessment - 2021			**807,050**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	9.79	1.15%
Regional Parks	22.86	2.70%
Regional Parks - Land Acquisition	(20.51)	-2.42%
Panorama Recreation Center	4.51	0.53%
W.W. (Trk Swrs & Swge Disp) - Operating	(11.29)	-1.33%
Peninsula Wastewater TP	10.81	1.28%
L.W.M.P. (Peninsula) - Implementation	3.38	0.40%
Debt Service - M.F.A.	(3.72)	-0.44%
Capital Regional Hospital District	(8.75)	-1.03%
Various	0.43	0.05%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$7.52**	**0.89%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	9.79	1.57%
Regional Parks	22.86	3.66%
Regional Parks - Land Acquisition	(20.51)	-3.28%
Panorama Recreation Center	4.51	0.72%
W.W. (Trk Swrs & Swge Disp) - Op	(11.29)	-1.81%
Peninsula Wastewater TP	10.81	1.73%
L.W.M.P. (Peninsula) - Implement	3.38	0.54%
Various	0.43	0.07%
TOTAL CRD	**$19.98**	**3.20%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total C. Saanich	Share of Budget
3.714	C. Saanich	31,153	(64,273)	(95,426)	(64,273)	100%
3.718	Peninsula Wastewater	4,117,958	4,336,038	218,080	1,816,366	42%
	Sewer Operating	4,149,111	4,271,765		1,752,093	

	COLWOOD	2022 COLWOOD	Cost per Avg. Residential Assessment	2021 COLWOOD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	355,129	47.73	291,781	39.22	63,349	8.51	21.71%
1.101	G.I.S.	4,042	0.54	2,182	0.29	1,860	0.25	85.27%
1.224	Community Health	20,812	2.80	20,020	2.69	792	0.11	3.95%
1.280	Regional Parks	519,472	69.82	371,534	49.94	147,938	19.88	39.82%
1.280A	Regional Parks - Land Acquisition	2,689	0.36	135,418	18.20	(132,729)	(17.84)	-98.01%
1.309	Climate Action and Adaptation	19,102	2.57	18,198	2.45	904	0.12	4.97%
1.310	Land Banking & Housing	48,558	6.53	44,964	6.04	3,594	0.48	7.99%
1.324	Regional Planning Services	40,058	5.38	39,272	5.28	785	0.11	2.00%
1.335	Geo-Spatial Referencing System	5,327	0.72	5,508	0.74	(181)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	5,233	0.70	5,131	0.69	102	0.01	2.00%
1.375	Hazardous Material Incident response	12,829	1.72	12,577	1.69	252	0.03	2.00%
1.911	Call Answer	8,072	1.08	7,020	0.94	1,052	0.14	14.99%
1.921	Regional CREST Contribution	76,288	10.25	74,822	10.06	1,466	0.20	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	5,062	0.68	(5,062)	(0.68)	-100.00%
	Total Regional	**$1,117,611**	**$150.22**	**$1,033,489**	**$138.91**	**$84,122**	**$11.31**	**8.14%**
1.126	Victoria Family Court Committee	602	0.08	602	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	11,085	1.49	10,799	1.45	286	0.04	2.65%
1.330	Regional Growth Strategy	10,539	1.42	10,539	1.42	-	-	0.00%
1.536	Stormwater Quality Management - Core Area	31,981	4.30	31,354	4.21	627	0.08	2.00%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	891,153	119.78	870,769	117.04	20,385	2.74	2.34%
3.700	Septage Disposal	3,451	0.46	3,383	0.45	68	0.01	2.00%
3.701	Millstream Remediation	17,073	2.29	27,573	3.71	(10,499)	(1.41)	-38.08%
3.707	On Site System Management Program	76,406	10.27	77,673	10.44	(1,266)	(0.17)	-1.63%
3.750	LWMP	12,936	1.74	12,826	1.72	110	0.01	0.86%
3.752	Stage 3 Harbour Studies	20,073	2.70	19,679	2.65	394	0.05	2.00%
3.755	Regional Source Control Program	45,402	6.10	44,512	5.98	890	0.12	2.00%
	Total Sub Regional	**$1,120,702**	**$150.63**	**$1,109,708**	**$149.15**	**$10,994**	**$1.48**	**0.99%**
	Total Capital Regional District	**$2,238,313**	**$300.85**	**$2,143,197**	**$288.06**	**$95,116**	**$12.78**	**4.44%**
	% Change					**4.44%**		
	Cost/average residential property	$300.85		$288.06		$12.78		
1.15X	Debt Service - M.F.A.	816,400	109.73	834,039	112.10	(17,639)	(2.37)	-2.11%
CRHD	Capital Regional Hospital District	889,325	119.53	945,924	127.14	(56,599)	(7.61)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$3,944,038**	**$530.11**	**$3,923,160**	**$527.31**	**$20,878**	**$2.81**	**0.53%**
	Average residential assessment - 2021			**701,897**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	8.51	1.61%
Regional Parks	19.88	3.77%
Regional Parks - Land Acquisition	(17.84)	-3.38%
W.W. (Trk Swrs & Swge Disp) - Debt	2.74	0.52%
Millstream Remediation	(1.41)	-0.27%
Debt Service - M.F.A.	(2.37)	-0.45%
Capital Regional Hospital District	(7.61)	-1.44%
Various	0.90	0.17%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$2.81**	**0.53%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	8.51	2.96%
Regional Parks	19.88	6.90%
Regional Parks - Land Acquisition	(17.84)	-6.19%
W.W. (Trk Swrs & Swge Disp) - De	2.74	0.95%
Millstream Remediation	(1.41)	-0.49%
Various	0.90	0.31%
TOTAL CRD	**$12.78**	**4.44%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Colwood	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,618,405	27,714,901	96,496	973,701	4%
(invoice)	Sewer Operating	27,618,405	27,714,901		973,701	

Sewers Debt - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Colwood	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	6,256	-	(6,256)	-	0%
3.769	Macaulay - Genset	9,645	10,522	877	2,820	27%
3.772	NWT Upgrade	(22,439)	-	22,439	-	0%
3.792	Craigflower PS	20,462	3,514	(16,948)	(214)	-6%
3.798	Core - Sewage Integrated T.F.	781,466	784,304	2,838	40,762	5%
3.798B	Core - Sewage Integrated T.F.	491,224	770,896	279,672	28,167	4%
3.798C	Core - Wastewater Treatment Program	19,979,118	20,346,629	367,511	819,619	4%
	Sewer Debt	21,265,732	21,915,865		891,153	

	ESQUIMALT	2022 ESQUIMALT	Cost per Avg. Residential Assessment	2021 ESQUIMALT	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	336,420	53.10	276,408	43.63	60,011	9.47	21.71%
1.101	G.I.S.	3,829	0.60	2,067	0.33	1,762	0.28	85.27%
1.224	Community Health	19,715	3.11	18,965	2.99	750	0.12	3.95%
1.280	Regional Parks	492,104	77.67	351,960	55.55	140,144	22.12	39.82%
1.280A	Regional Parks - Land Acquisition	2,548	0.40	128,284	20.25	(125,736)	(19.85)	-98.01%
1.309	Climate Action and Adaptation	18,472	2.92	17,598	2.78	874	0.14	4.97%
1.310	Land Banking & Housing	46,000	7.26	42,596	6.72	3,404	0.54	7.99%
1.324	Regional Planning Services	37,947	5.99	37,203	5.87	744	0.12	2.00%
1.335	Geo-Spatial Referencing System	5,046	0.80	5,218	0.82	(172)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	5,061	0.80	4,962	0.78	99	0.02	2.00%
1.375	Hazardous Material Incident response	12,406	1.96	12,163	1.92	243	0.04	2.00%
1.911	Call Answer	7,923	1.25	6,890	1.09	1,033	0.16	14.99%
1.921	Regional CREST Contribution	74,879	11.82	73,439	11.59	1,439	0.23	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	4,795	0.76	(4,795)	(0.76)	-100.00%
	Total Regional	**$1,062,350**	**$167.68**	**$982,548**	**$155.08**	**$79,801**	**$12.60**	**8.12%**
1.126	Victoria Family Court Committee	605	0.10	605	0.10	-	-	0.00%
1.128	Greater Victoria Police Victim Services	10,501	1.66	10,230	1.61	271	0.04	2.65%
1.230	Traffic Safety Commission	2,415	0.38	2,368	0.37	47	0.01	1.99%
1.297	Arts Grants	162,783	25.69	159,625	25.19	3,158	0.50	1.98%
1.311	Regional Housing Trust Fund	43,683	6.89	45,765	7.22	(2,082)	(0.33)	-4.55%
1.330	Regional Growth Strategy	9,984	1.58	9,984	1.58	-	-	0.00%
1.536	Stormwater Quality Management - Core Area	55,258	8.72	54,175	8.55	1,083	0.17	2.00%
1.912B	Call Answer - Municipalities	(45,880)	(7.24)	(45,866)	(7.24)	(14)	(0.00)	-0.03%
3.700	Septage Disposal	633	0.10	620	0.10	12	0.00	2.00%
3.701	Millstream Remediation	2,966	0.47	4,790	0.76	(1,824)	(0.29)	-38.08%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	1,237,034	195.25	1,230,627	194.24	6,407	1.01	0.52%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	968,050	152.79	915,889	144.56	52,161	8.23	5.70%
3.750	LWMP	23,074	3.64	22,877	3.61	197	0.03	0.86%
3.752	Stage 3 Harbour Studies	19,702	3.11	19,316	3.05	386	0.06	2.00%
3.755	Regional Source Control Program	80,973	12.78	79,386	12.53	1,588	0.25	2.00%
	Total Sub Regional	**$2,571,782**	**$405.92**	**$2,510,390**	**$396.23**	**$61,391**	**$9.69**	**2.45%**
	Total Capital Regional District	**$3,634,131**	**$573.60**	**$3,492,939**	**$551.31**	**$141,193**	**$22.29**	**4.04%**
	% Change					**4.04%**		
	Cost/average residential property	$573.60		$551.31		$22.29		
1.15X	Debt Service - M.F.A.	865,087	136.54	877,457	138.49	(12,370)	(1.95)	-1.41%
CRHD	Capital Regional Hospital District	842,471	132.97	896,089	141.44	(53,617)	(8.46)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$5,341,690**	**$843.11**	**$5,266,484**	**$831.24**	**$75,205**	**$11.87**	**1.43%**
	Average residential assessment - 2021			**780,812**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	9.47	1.14%
Regional Parks	22.12	2.66%
Regional Parks - Land Acquisition	(19.85)	-2.39%
W.W. (Trk Swrs & Swge Disp) - Operating	1.01	0.12%
W.W. (Trk Swrs & Swge Disp) - Debt	8.23	0.99%
Debt Service - M.F.A.	(1.95)	-0.23%
Capital Regional Hospital District	(8.46)	-1.02%
Various	1.30	0.16%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$11.87**	**1.43%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	9.47	1.72%
Regional Parks	22.12	4.01%
Regional Parks - Land Acquisition	(19.85)	-3.60%
W.W. (Trk Swrs & Swge Disp) - Op	1.01	0.18%
W.W. (Trk Swrs & Swge Disp) - De	8.23	1.49%
Various	1.30	0.23%
TOTAL CRD	**$22.29**	**4.04%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Esquimalt	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,618,405	27,714,901	96,496	1,237,034	4%
	Sewer Operating	27,618,405	27,714,901		1,237,034	

Sewers Debt - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Esquimalt	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	6,256	-	(6,256)	-	0%
3.769	Macaulay - Genset	9,645	10,522	877	2,590	25%
3.772	NWT Upgrade	(22,439)	-	22,439	-	0%
3.792	Craigflower PS	20,462	3,514	(16,948)	(128)	-4%
3.798	Core - Sewage Integrated T.F.	781,466	784,304	2,838	39,773	5%
3.798B	Core - Sewage Integrated T.F.	491,224	770,896	279,672	27,913	4%
3.798C	Core - Wastewater Treatment Program	19,979,118	20,346,629	367,511	897,902	4%
	Sewer Debt	21,265,732	21,915,865		968,050	

	HIGHLANDS	2022 HIGHLANDS	Cost per Avg. Residential Assessment	2021 HIGHLANDS	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	63,331	58.60	52,034	48.15	11,297	10.45	21.71%
1.101	G.I.S.	721	0.67	389	0.36	332	0.31	85.27%
1.224	Community Health	3,711	3.43	3,570	3.30	141	0.13	3.95%
1.280	Regional Parks	92,638	85.72	66,256	61.31	26,382	24.41	39.82%
1.280A	Regional Parks - Land Acquisition	480	0.44	24,149	22.34	(23,670)	(21.90)	-98.01%
1.309	Climate Action and Adaptation	2,836	2.62	2,702	2.50	134	0.12	4.97%
1.374	Regional Emergency Program Support	777	0.72	762	0.70	15	0.01	2.00%
1.375	Hazardous Material Incident response	1,904	1.76	1,867	1.73	37	0.03	2.00%
1.911	Call Answer	1,021	0.94	888	0.82	133	0.12	14.99%
1.310	Land Banking & Housing	8,659	8.01	8,019	7.42	641	0.59	7.99%
1.324	Regional Planning Services	7,144	6.61	7,003	6.48	140	0.13	2.00%
1.335	Geo-Spatial Referencing System	950	0.88	982	0.91	(32)	(0.03)	-3.29%
1.921	Regional CREST Contribution	9,652	8.93	9,466	8.76	186	0.17	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	903	0.84	(903)	(0.84)	-100.00%
	Total Regional	**$193,824**	**$179.34**	**$178,991**	**$165.62**	**$14,834**	**$13.73**	**8.29%**
3.700	Septage Disposal	10,386	9.61	10,182	9.42	204	0.19	2.00%
1.128	Greater Victoria Police Victim Services	1,977	1.83	1,926	1.78	51	0.05	2.65%
1.297	Arts Grants	7,496	6.94	7,351	6.80	145	0.13	1.98%
1.311	Regional Housing Trust Fund	6,688	6.19	7,007	6.48	(319)	(0.29)	-4.55%
1.126	Victoria Family Court Committee	90	0.08	90	0.08	-	-	0.00%
1.313	Animal Care Services	23,733	21.96	22,930	21.22	803	0.74	3.50%
1.913	Fire Dispatch	15,607	14.44	19,662	18.19	(4,055)	(3.75)	-20.62%
1.330	Regional Growth Strategy	1,880	1.74	1,880	1.74	-	-	0.00%
1.230	Traffic Safety Commission	455	0.42	446	0.41	9	0.01	1.99%
3.701	Millstream Remediation	1,040	0.96	1,679	1.55	(639)	(0.59)	-38.08%
	Total Sub Regional	**$69,350**	**$64.17**	**$73,152**	**$67.69**	**($3,801)**	**($3.52)**	**-5.20%**
	Total Capital Regional District	**$263,175**	**$243.51**	**$252,142**	**$233.30**	**$11,032**	**$10.21**	**4.38%**
	% Change					**4.38%**		
	Cost/average residential property	$243.51		$233.30		$10.21		
1.15X	Debt Service - M.F.A.	87,658	81.11	87,658	81.11	-	-	0.00%
CRHD	Capital Regional Hospital District	158,595	146.74	168,688	156.08	(10,093)	(9.34)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$509,428**	**$471.36**	**$508,489**	**$470.50**	**$939**	**$0.87**	**0.18%**
	Average residential assessment - 2021			**861,684**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	10.45	2.22%
Regional Parks	24.41	5.19%
Regional Parks - Land Acquisition	(21.90)	-4.65%
Fire Dispatch	(3.75)	-0.80%
Capital Regional Hospital District	(9.34)	-1.98%
Various	1.00	0.21%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$0.87**	**0.18%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	10.45	4.48%
Regional Parks	24.41	10.46%
Regional Parks - Land Acquisition	(21.90)	-9.39%
Fire Dispatch	(3.75)	-1.61%
Various	1.00	0.43%
TOTAL CRD	**$10.21**	**4.38%**

	LANGFORD	2022 LANGFORD	Cost per Avg. Residential Assessment	2021 LANGFORD	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	978,925	45.52	804,303	37.40	174,622	8.12	21.71%
1.101	G.I.S.	11,142	0.52	6,014	0.28	5,128	0.24	85.27%
1.224	Community Health	57,368	2.67	55,186	2.57	2,183	0.10	3.95%
1.280	Regional Parks	1,431,942	66.59	1,024,146	47.63	407,796	18.96	39.82%
1.280A	Regional Parks - Land Acquisition	7,413	0.34	373,285	17.36	(365,872)	(17.01)	-98.01%
1.309	Climate Action and Adaptation	47,349	2.20	45,108	2.10	2,241	0.10	4.97%
1.310	Land Banking & Housing	133,852	6.22	123,946	5.76	9,906	0.46	7.99%
1.324	Regional Planning Services	110,420	5.14	108,255	5.03	2,165	0.10	2.00%
1.335	Geo-Spatial Referencing System	14,684	0.68	15,184	0.71	(500)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	12,972	0.60	12,718	0.59	254	0.01	2.00%
1.375	Hazardous Material Incident response	31,799	1.48	31,176	1.45	624	0.03	2.00%
1.911	Call Answer	18,362	0.85	15,968	0.74	2,393	0.11	14.99%
1.921	Regional CREST Contribution	173,538	8.07	170,202	7.92	3,336	0.16	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	13,953	0.65	(13,953)	(0.65)	-100.00%
	Total Regional	**$3,029,766**	**$140.90**	**$2,799,443**	**$130.19**	**$230,322**	**$10.71**	**8.23%**
1.126	Victoria Family Court Committee	1,436	0.07	1,436	0.07	-	-	0.00%
1.128	Greater Victoria Police Victim Services	30,557	1.42	29,768	1.38	789	0.04	2.65%
1.230	Traffic Safety Commission	7,026	0.33	6,889	0.32	137	0.01	1.99%
1.330	Regional Growth Strategy	29,052	1.35	29,052	1.35	-	-	0.00%
1.536	Stormwater Quality Management - Core Area	61,432	2.86	60,227	2.80	1,205	0.06	2.00%
1.913	Fire Dispatch	-	-	353,520	16.44	(353,520)	(16.44)	-100.00%
3.700	Septage Disposal	4,672	0.22	4,581	0.21	92	0.00	2.00%
3.701	Millstream Remediation	15,305	0.71	24,717	1.15	(9,412)	(0.44)	-38.08%
3.707	On Site System Management Program	48,466	2.25	49,270	2.29	(803)	(0.04)	-1.63%
3.71X	W.W. (Trk Swrs & Swge Disp) - Operating	2,450,262	113.95	2,441,915	113.56	8,347	0.39	0.34%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	2,737,225	127.29	2,679,012	124.59	58,213	2.71	2.17%
3.750	LWMP	30,062	1.40	29,805	1.39	257	0.01	0.86%
3.752	Stage 3 Harbour Studies	45,661	2.12	44,766	2.08	895	0.04	2.00%
3.755	Regional Source Control Program	105,500	4.91	103,432	4.81	2,069	0.10	2.00%
	Total Sub Regional	**$5,566,656**	**$258.88**	**$5,858,389**	**$272.44**	**($291,732)**	**($13.57)**	**-4.98%**
2.681	Florence Lake Water System Debt	8,738	0.41	-	-	8,738	0.41	0.00%
	Total Local	**$8,738**	**$0.41**	**$0**	**$0.00**	**$8,738**	**$0.41**	**0.00%**
	Total Capital Regional District	**$8,605,160**	**$400.18**	**$8,657,832**	**$402.63**	**($52,672)**	**($2.45)**	**-0.61%**
	% Change					**-0.61%**		
	Cost/average residential property	$400.18		$402.63		($2.45)		
CRHD	Capital Regional Hospital District	2,451,451	114.00	2,607,468	121.26	(156,017)	(7.26)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$11,056,611**	**$514.19**	**$11,265,300**	**$523.89**	**($208,689)**	**($9.71)**	**-1.85%**
	Average residential assessment - 2021			**669,431**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	8.12	1.55%
Regional Parks	18.96	3.62%
Regional Parks - Land Acquisition	(17.01)	-3.25%
Fire Dispatch	(16.44)	-3.14%
W.W. (Trk Swrs & Swge Disp) - Debt	2.71	0.52%
Capital Regional Hospital District	(7.26)	-1.38%
Various	1.21	0.23%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($9.71)**	**-1.85%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	8.12	2.02%
Regional Parks	18.96	4.71%
Regional Parks - Land Acquisition	(17.01)	-4.23%
Fire Dispatch	(16.44)	-4.08%
W.W. (Trk Swrs & Swge Disp) - De	2.71	0.67%
Various	1.21	0.30%
TOTAL CRD	**($2.45)**	**-0.61%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Langford	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,618,405	27,714,901	96,496	2,450,262	9%
	Sewer Operating	27,618,405	27,714,901		2,450,262	

Sewers Debt - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Langford	Municipality's Share Share of Budget
3.768	NWT - Vortex / Siphon Upgrade	6,256	-	(6,256)	-	0%
3.769	Macaulay - Genset	9,645	10,522	877	4,700	45%
3.772	NWT Upgrade	(22,439)	-	22,439	-	0%
3.792	Craigflower PS	20,462	3,514	(16,948)	2,206	63%
3.798	Core - Sewage Integrated T.F.	781,466	784,304	2,838	42,195	5%
3.798B	Core - Sewage Integrated T.F.	491,224	770,896	279,672	55,945	7%
3.798C	Core - Wastewater Treatment Program	19,979,118	20,346,629	367,511	2,632,178	13%
	Sewer Debt	21,265,732	21,915,865		2,737,225	

	METCHOSIN	2022 METCHOSIN	Cost per Avg. Residential Assessment	2021 METCHOSIN	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	104,023	59.90	85,468	49.21	18,556	10.68	21.71%
1.101	G.I.S.	1,184	0.68	639	0.37	545	0.31	85.27%
1.224	Community Health	6,096	3.51	5,864	3.38	232	0.13	3.95%
1.280	Regional Parks	152,162	87.62	108,829	62.67	43,334	24.95	39.82%
1.280A	Regional Parks - Land Acquisition	788	0.45	39,666	22.84	(38,879)	(22.39)	-98.01%
1.309	Climate Action and Adaptation	5,240	3.02	4,992	2.87	248	0.14	4.97%
1.310	Land Banking & Housing	14,223	8.19	13,171	7.58	1,053	0.61	7.99%
1.324	Regional Planning Services	11,734	6.76	11,503	6.62	230	0.13	2.00%
1.335	Geo-Spatial Referencing System	1,560	0.90	1,614	0.93	(53)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	1,435	0.83	1,407	0.81	28	0.02	2.00%
1.375	Hazardous Material Incident response	3,519	2.03	3,450	1.99	69	0.04	2.00%
1.911	Call Answer	2,104	1.21	1,829	1.05	274	0.16	14.99%
1.921	Regional CREST Contribution	19,882	11.45	19,500	11.23	382	0.22	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	1,483	0.85	(1,483)	(0.85)	-100.00%
	Total Regional	**$323,951**	**$186.54**	**$299,415**	**$172.41**	**$24,536**	**$14.13**	**8.19%**
1.126	Victoria Family Court Committee	171	0.10	171	0.10	-	-	0.00%
1.128	Greater Victoria Police Victim Services	3,247	1.87	3,163	1.82	84	0.05	2.65%
1.297	Arts Grants	13,851	7.98	13,583	7.82	269	0.15	1.98%
1.311	Regional Housing Trust Fund	12,377	7.13	12,967	7.47	(590)	(0.34)	-4.55%
1.313	Animal Care Services	38,982	22.45	37,664	21.69	1,318	0.76	3.50%
1.330	Regional Growth Strategy	3,087	1.78	3,087	1.78	-	-	0.00%
1.913	Fire Dispatch	32,150	18.51	40,503	23.32	(8,353)	(4.81)	-20.62%
3.700	Septage Disposal	1,871	1.08	1,834	1.06	37	0.02	2.00%
3.701	Millstream Remediation	3,474	2.00	5,611	3.23	(2,137)	(1.23)	-38.08%
	Total Sub Regional	**$109,212**	**$62.89**	**$118,584**	**$68.28**	**($9,372)**	**($5.40)**	**-7.90%**
	Total Capital Regional District	**$433,162**	**$249.42**	**$417,998**	**$240.69**	**$15,164**	**$8.73**	**3.63%**
	% Change					**3.63%**		
	Cost/average residential property	$249.42		$240.69		$8.73		
CRHD	Capital Regional Hospital District	260,498	150.00	277,077	159.55	(16,579)	(9.55)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$693,661**	**$399.42**	**$695,076**	**$400.24**	**($1,415)**	**($0.81)**	**-0.20%**
	Average residential assessment - 2021			**880,793**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.68	2.67%
Regional Parks	24.95	6.23%
Regional Parks - Land Acquisition	(22.39)	-5.59%
Fire Dispatch	(4.81)	-1.20%
Millstream Remediation	(1.23)	-0.31%
Capital Regional Hospital District	(9.55)	-2.39%
Various	1.52	0.38%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($0.81)**	**-0.20%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.68	4.44%
Regional Parks	24.95	10.37%
Regional Parks - Land Acquisition	(22.39)	-9.30%
Fire Dispatch	(4.81)	-2.00%
Millstream Remediation	(1.23)	-0.51%
Various	1.52	0.63%
TOTAL CRD	**$8.73**	**3.63%**

	NORTH SAANICH	2022 N.SAANICH	Cost per Avg. Residential Assessment	2021 N.SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	431,054	73.01	354,162	59.98	76,892	13.02	21.71%
1.101	G.I.S.	4,906	0.83	2,648	0.45	2,258	0.38	85.27%
1.224	Community Health	25,261	4.28	24,300	4.12	961	0.16	3.95%
1.280	Regional Parks	630,532	106.79	450,966	76.38	179,566	30.41	39.82%
1.280A	Regional Parks - Land Acquisition	3,264	0.55	164,370	27.84	(161,106)	(27.29)	-98.01%
1.309	Climate Action and Adaptation	16,620	2.81	15,833	2.68	787	0.13	4.97%
1.310	Land Banking & Housing	58,939	9.98	54,578	9.24	4,362	0.74	7.99%
1.324	Regional Planning Services	48,622	8.23	47,668	8.07	953	0.16	2.00%
1.335	Geo-Spatial Referencing System	6,466	1.10	6,686	1.13	(220)	(0.04)	-3.29%
1.374	Regional Emergency Program Support	4,553	0.77	4,464	0.76	89	0.02	2.00%
1.375	Hazardous Material Incident response	11,162	1.89	10,943	1.85	219	0.04	2.00%
1.911	Call Answer	4,985	0.84	4,335	0.73	650	0.11	14.99%
1.921	Regional CREST Contribution	47,117	7.98	46,211	7.83	906	0.15	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	6,144	1.04	(6,144)	(1.04)	-100.00%
	Total Regional	**$1,293,480**	**$219.07**	**$1,193,308**	**$202.11**	**$100,173**	**$16.97**	**8.39%**
3.700	Septage Disposal	2,742	0.46	2,689	0.46	54	0.01	2.00%
3.701	Millstream Remediation	5,290	0.90	8,544	1.45	(3,253)	(0.55)	-38.08%
1.330	Regional Growth Strategy	12,793	2.17	12,793	2.17	-	-	0.00%
1.126	Victoria Family Court Committee	557	0.09	557	0.09	-	-	0.00%
1.311	Regional Housing Trust Fund	39,101	6.62	40,965	6.94	(1,864)	(0.32)	-4.55%
1.44X	Panorama Recreation Center	1,615,642	273.64	1,585,522	268.53	30,120	5.10	1.90%
1.537	Stormwater Quality Management - Peninsula	37,986	6.43	37,241	6.31	745	0.13	2.00%
1.538	Source - Stormwater Quality - Peninsula	15,215	2.58	14,918	2.53	298	0.05	1.99%
3.720	L.W.M.P. (Peninsula) - Implementation	18,769	3.18	8,344	1.41	10,425	1.77	124.94%
1.230	Traffic Safety Commission	3,094	0.52	3,033	0.51	60	0.01	1.99%
3.755	Regional Source Control Program	18,472	3.13	18,109	3.07	362	0.06	2.00%
3.756	Harbours Environmental Action	18,692	3.17	18,325	3.10	367	0.06	2.00%
	Total Sub Regional	**1,788,355**	**302.89**	**1,751,041**	**296.57**	**37,313**	**6.32**	**2.13%**
	Total Capital Regional District	**$3,081,835**	**$521.96**	**$2,944,349**	**$498.67**	**$137,486**	**$23.29**	**4.67%**
	% Change					**4.67%**		
	Cost/average residential property	$521.96		$498.67		$23.29		
1.15X	Debt Service - M.F.A.	498,548	84.44	498,548	84.44	-	-	0.00%
CRHD	Capital Regional Hospital District	1,079,456	182.82	1,148,156	194.46	(68,699)	(11.64)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,659,839**	**$789.22**	**$4,591,053**	**$777.57**	**$68,787**	**$11.65**	**1.50%**
	Average residential assessment - 2021			**1,073,540**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	13.02	1.67%
Regional Parks	30.41	3.91%
Regional Parks - Land Acquisition	(27.29)	-3.51%
Feasibility Study Reserve Fund - ALL	(1.04)	-0.13%
Panorama Recreation Center	5.10	0.66%
L.W.M.P. (Peninsula) - Implementation	1.77	0.23%
Capital Regional Hospital District	(11.64)	-1.50%
Various	1.31	0.17%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$11.65**	**1.50%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	13.02	2.61%
Regional Parks	30.41	6.10%
Regional Parks - Land Acquisition	(27.29)	-5.47%
Feasibility Study Reserve Fund	(1.04)	-0.21%
Panorama Recreation Center	5.10	1.02%
L.W.M.P. (Peninsula) - Implementati	1.77	0.35%
Various	$1.31	0.26%
TOTAL CRD	**$23.29**	**4.67%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total N. Saanich	Share of Budget
3.718	Peninsula Wastewater	4,117,958	4,336,038	218,080	661,679	15%
(invoice)	Sewer Operating	4,117,958	4,336,038		661,679	

	OAK BAY	2022 OAK BAY	Cost per Avg. Residential Assessment	2021 OAK BAY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	664,364	97.11	545,853	79.78	118,510	17.32	21.71%
1.101	G.I.S.	7,562	1.11	4,082	0.60	3,480	0.51	85.27%
1.224	Community Health	38,934	5.69	37,453	5.47	1,481	0.22	3.95%
1.280	Regional Parks	971,811	142.04	695,054	101.59	276,757	40.45	39.82%
1.280A	Regional Parks - Land Acquisition	5,031	0.74	253,336	37.03	(248,305)	(36.29)	-98.01%
1.309	Climate Action and Adaptation	25,886	3.78	24,661	3.60	1,225	0.18	4.97%
1.310	Land Banking & Housing	90,841	13.28	84,118	12.30	6,723	0.98	7.99%
1.324	Regional Planning Services	74,938	10.95	73,469	10.74	1,469	0.21	2.00%
1.335	Geo-Spatial Referencing System	9,966	1.46	10,305	1.51	(339)	(0.05)	-3.29%
1.374	Regional Emergency Program Support	7,092	1.04	6,953	1.02	139	0.02	2.00%
1.375	Hazardous Material Incident response	17,385	2.54	17,044	2.49	341	0.05	2.00%
1.911	Call Answer	7,882	1.15	6,855	1.00	1,027	0.15	14.99%
1.921	Regional CREST Contribution	74,497	10.89	73,065	10.68	1,432	0.21	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	9,470	1.38	(9,470)	(1.38)	-100.00%
	Total Regional	**$1,996,188**	**$291.77**	**$1,841,716**	**$269.19**	**$154,472**	**$22.58**	**8.39%**
1.126	Victoria Family Court Committee	866	0.13	866	0.13	-	-	0.00%
1.128	Greater Victoria Police Victim Services	20,738	3.03	20,203	2.95	535	0.08	2.65%
1.230	Traffic Safety Commission	4,769	0.70	4,675	0.68	93	0.01	1.99%
1.290	Royal Theatre	53,623	7.84	52,804	7.72	819	0.12	1.55%
1.297	Arts Grants	228,087	33.34	223,661	32.69	4,425	0.65	1.98%
1.311	Regional Housing Trust Fund	60,914	8.90	63,817	9.33	(2,903)	(0.42)	-4.55%
1.330	Regional Growth Strategy	19,717	2.88	19,717	2.88	-	-	0.00%
1.536	Stormwater Quality Management - Core Area	57,524	8.41	56,396	8.24	1,128	0.16	2.00%
1.912B	Call Answer - Municipalities	(45,646)	(6.67)	(45,632)	(6.67)	(14)	(0.00)	-0.03%
3.700	Septage Disposal	41	0.01	40	0.01	1	0.00	2.00%
3.701	Millstream Remediation	2,690	0.39	4,344	0.63	(1,654)	(0.24)	-38.08%
3.7XX	W.W. (Trk Swrs & Swge Disp) - Debt	1,574,311	230.11	1,610,070	235.33	(35,759)	(5.23)	-2.22%
3.750	LWMP	32,129	4.70	31,854	4.66	274	0.04	0.86%
3.755	Regional Source Control Program	112,751	16.48	110,540	16.16	2,211	0.32	2.00%
	Total Sub Regional	**$2,122,513**	**$310.24**	**$2,153,357**	**$314.74**	**($30,844)**	**($4.51)**	**-1.43%**
	Total Capital Regional District	**$4,118,701**	**$602.01**	**$3,995,073**	**$583.94**	**$123,627**	**$18.07**	**3.09%**
	% Change					**3.09%**		
	Cost/average residential property	$602.01		$583.94		$18.07		
1.15X	Debt Service - M.F.A.	276,972	40.48	276,972	40.48	-	-	0.00%
CRHD	Capital Regional Hospital District	1,663,718	243.18	1,769,602	258.65	(105,883)	(15.48)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$6,059,391**	**$885.67**	**$6,041,647**	**$883.07**	**$17,744**	**$2.59**	**0.29%**
	Average residential assessment - 2021			**1,427,926**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	17.32	1.96%
Regional Parks	40.45	4.58%
Regional Parks - Land Acquisition	(36.29)	-4.11%
Land Banking & Housing	0.98	0.11%
Feasibility Study Reserve Fund - ALL	(1.38)	-0.16%
W.W. (Trk Swrs & Swge Disp) - Debt	(5.23)	-0.59%
Capital Regional Hospital District	(15.48)	-1.75%
Various	2.22	0.25%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$2.59**	**0.29%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	17.32	2.97%
Regional Parks	40.45	6.93%
Regional Parks - Land Acquisition	(36.29)	-6.22%
Land Banking & Housing	0.98	0.17%
Feasibility Study Reserve Fund	(1.38)	-0.24%
W.W. (Trk Swrs & Swge Disp) - De	(5.23)	-0.90%
Various	$2.22	0.38%
TOTAL CRD	**$18.07**	**3.09%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Oak Bay	Share of Budget
3.717	Core Area Wastewater Operations	27,618,405	27,714,901	96,496	2,630,177	9%
(invoice)	Sewer Operating	27,618,405	27,714,901		2,630,177	

Sewers Debt - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Oak Bay	Share of Budget
3.770	NET & ECI Upgrade	208,447	-	(208,447)	-	0%
3.770A	NET & ECI Upgrade	858,825	626,631	(232,194)	101,138	16%
3.798	Core - Sewage Integrated T.F.	781,466	784,304	2,838	48,754	6%
3.798B	Core - Sewage Integrated T.F.	491,224	770,896	279,672	68,026	9%
3.798C	Core - Wastewater Treatment Program	19,979,118	20,346,629	367,511	1,335,690	7%
3.799	Oak Bay - Humber / Rutland	32,639	20,702	(11,937)	20,702	100%
	Sewer Debt	22,351,719	22,549,162		1,574,311	

	SAANICH	2022 SAANICH	Cost per Avg. Residential Assessment	2021 SAANICH	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	2,742,296	58.97	2,253,121	48.45	489,175	10.52	21.71%
1.101	G.I.S.	31,213	0.67	16,847	0.36	14,366	0.31	85.27%
1.224	Community Health	160,708	3.46	154,594	3.32	6,114	0.13	3.95%
1.280	Regional Parks	4,011,348	86.27	2,868,976	61.70	1,142,372	24.57	39.82%
1.280A	Regional Parks - Land Acquisition	20,767	0.45	1,045,696	22.49	(1,024,929)	(22.04)	-98.01%
1.309	Climate Action and Adaptation	133,581	2.87	127,259	2.74	6,322	0.14	4.97%
1.310	Land Banking & Housing	374,963	8.06	347,214	7.47	27,750	0.60	7.99%
1.324	Regional Planning Services	309,323	6.65	303,258	6.52	6,065	0.13	2.00%
1.335	Geo-Spatial Referencing System	41,135	0.88	42,536	0.91	(1,401)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	36,597	0.79	35,880	0.77	717	0.02	2.00%
1.375	Hazardous Material Incident response	89,712	1.93	87,953	1.89	1,759	0.04	2.00%
1.911	Call Answer	52,127	1.12	45,332	0.97	6,795	0.15	14.99%
1.921	Regional CREST Contribution	492,655	10.59	483,185	10.39	9,470	0.20	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	39,088	0.84	(39,088)	(0.84)	-100.00%
	Total Regional	**$8,496,424**	**$182.72**	**$7,850,937**	**$168.84**	**$645,486**	**$13.88**	**8.22%**
1.536	Stormwater Quality Management - Core Area	198,095	4.26	194,211	4.18	3,884	0.08	2.00%
3.700	Septage Disposal	5,293	0.11	5,189	0.11	104	0.00	2.00%
1.128	Greater Victoria Police Victim Services	85,600	1.84	83,390	1.79	2,210	0.05	2.65%
3.701	Millstream Remediation	24,756	0.53	39,979	0.86	(15,224)	(0.33)	-38.08%
1.126	Victoria Family Court Committee	4,418	0.10	4,418	0.10	-	-	0.00%
1.290	Royal Theatre	280,397	6.03	278,826	6.00	1,571	0.03	0.56%
1.230	Traffic Safety Commission	19,683	0.42	19,299	0.42	385	0.01	1.99%
1.297	Arts Grants	1,177,110	25.31	1,154,271	24.82	22,839	0.49	1.98%
1.311	Regional Housing Trust Fund	315,406	6.78	330,439	7.11	(15,033)	(0.32)	-4.55%
1.330	Regional Growth Strategy	81,385	1.75	81,385	1.75	-	-	0.00%
1.912B	Call Answer - Municipalities	(301,861)	(6.49)	(301,769)	(6.49)	(92)	(0.00)	-0.03%
3.707	On Site System Management Program	52,219	1.12	53,085	1.14	(865)	(0.02)	-1.63%
3.750	LWMP	101,216	2.18	100,352	2.16	864	0.02	0.86%
3.752	Stage 3 Harbour Studies	129,626	2.79	127,084	2.73	2,542	0.05	2.00%
3.755	Regional Source Control Program	355,213	7.64	348,248	7.49	6,965	0.15	2.00%
	Total Sub Regional	**$2,528,557**	**$54.38**	**$2,518,408**	**$54.16**	**$10,149**	**$0.22**	**0.40%**
	Total Capital Regional District	**$11,024,981**	**$237.10**	**$10,369,345**	**$223.00**	**$655,636**	**$14.10**	**6.32%**
	% Change					**6.32%**		
	Cost/average residential property	$237.10		$223.00		$14.10		
1.15X	Debt Service - M.F.A.	5,037,396	108.33	4,445,410	95.60	591,986	12.73	13.32%
CRHD	Capital Regional Hospital District	6,867,335	147.69	7,304,390	157.09	(437,055)	(9.40)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$22,929,712**	**$493.12**	**$22,119,146**	**$475.69**	**$810,566**	**$17.43**	**3.66%**
	Average residential assessment - 2021			**867,210**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	10.52	2.21%
Regional Parks	24.57	5.16%
Regional Parks - Land Acquisition	(22.04)	-4.63%
Debt Service - M.F.A.	12.73	2.68%
Capital Regional Hospital District	(9.40)	-1.98%
Various	1.05	0.22%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$17.43**	**3.66%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	10.52	4.72%
Regional Parks	24.57	11.02%
Regional Parks - Land Acquisition	(22.04)	-9.88%
Various	1.05	0.47%
TOTAL CRD	**$14.10**	**6.32%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Saanich	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,618,405	27,714,901	96,496	8,286,198	30%
(Invoice)	Sewer Operating	27,618,405	27,714,901		8,286,198	

Sewers Debt - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Saanich	Municipality's Share Share of Budget
3.772	NWT Upgrade	(22,439)	-	22,439	-	0%
3.770	NET & ECI Upgrade	208,447	-	(208,447)	-	0%
3.770A	NET & ECI Upgrade	858,825	626,631	(232,194)	140,804	22%
3.798	Core - Sewage Integrated T.F.	781,466	784,304	2,838	244,410	31%
3.798B	Core - Sewage Integrated T.F.	491,224	770,896	279,672	243,308	32%
3.798C	Core - Wastewater Treatment Program	19,979,118	20,346,629	367,511	6,341,916	31%
(Invoice)	Sewer Debt	22,296,641	22,528,460		6,970,438	

	SIDNEY	2022 SIDNEY	Cost per Avg. Residential Assessment	2021 SIDNEY	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	374,988	48.24	308,097	39.63	66,891	8.60	21.71%
1.101	G.I.S.	4,268	0.55	2,304	0.30	1,964	0.25	85.27%
1.224	Community Health	21,976	2.83	21,140	2.72	836	0.11	3.95%
1.280	Regional Parks	548,522	70.56	392,311	50.47	156,211	20.09	39.82%
1.280A	Regional Parks - Land Acquisition	2,840	0.37	142,991	18.39	(140,151)	(18.03)	-98.01%
1.309	Climate Action and Adaptation	15,540	2.00	14,804	1.90	736	0.09	4.97%
1.310	Land Banking & Housing	51,273	6.60	47,479	6.11	3,795	0.49	7.99%
1.324	Regional Planning Services	42,298	5.44	41,468	5.33	829	0.11	2.00%
1.335	Geo-Spatial Referencing System	5,625	0.72	5,817	0.75	(192)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	4,257	0.55	4,174	0.54	83	0.01	2.00%
1.375	Hazardous Material Incident response	10,436	1.34	10,232	1.32	205	0.03	2.00%
1.911	Call Answer	5,130	0.66	4,461	0.57	669	0.09	14.99%
1.921	Regional CREST Contribution	48,483	6.24	47,551	6.12	932	0.12	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	5,345	0.69	(5,345)	(0.69)	-100.00%
	Total Regional	**$1,135,636**	**$146.09**	**$1,048,174**	**$134.84**	**$87,462**	**$11.25**	**8.34%**
1.126	Victoria Family Court Committee	528	0.07	528	0.07	-	-	0.00%
1.128	Greater Victoria Police Victim Services	11,705	1.51	11,403	1.47	302	0.04	2.65%
1.230	Traffic Safety Commission	2,692	0.35	2,639	0.34	53	0.01	1.99%
1.311	Regional Housing Trust Fund	36,605	4.71	38,350	4.93	(1,745)	(0.22)	-4.55%
1.330	Regional Growth Strategy	11,129	1.43	11,129	1.43	-	-	0.00%
1.44X	Panorama Recreation Center	1,528,692	196.65	1,500,193	192.98	28,499	3.67	1.90%
1.537	Stormwater Quality Management - Peninsula	27,750	3.57	27,206	3.50	544	0.07	2.00%
1.538	Source - Stormwater Quality - Peninsula	15,656	2.01	15,350	1.97	306	0.04	1.99%
3.700	Septage Disposal	716	0.09	702	0.09	14	0.00	2.00%
3.701	Millstream Remediation	1,815	0.23	2,931	0.38	(1,116)	(0.14)	-38.08%
3.720	L.W.M.P. (Peninsula) - Implementation	48,652	6.26	21,629	2.78	27,023	3.48	124.94%
3.755	Regional Source Control Program	47,880	6.16	46,941	6.04	939	0.12	2.00%
3.756	Harbours Environmental Action	19,234	2.47	18,856	2.43	377	0.05	2.00%
3.775	Debt - Saanich Pen. Waste Water System	-	-	-	-	-	-	0.00%
	Total Sub Regional	**$1,753,053**	**$225.51**	**$1,697,857**	**$218.41**	**$55,196**	**$7.10**	**3.25%**
	Total Capital Regional District	**$2,888,689**	**$371.60**	**$2,746,030**	**$353.25**	**$142,659**	**$18.35**	**5.20%**
	% Change					**5.20%**		
	Cost/average residential property	$371.60		$353.25		$18.35		
1.15X	Debt Service - M.F.A.	544,794	70.08	613,739	78.95	(68,945)	(8.87)	-11.23%
CRHD	Capital Regional Hospital District	939,056	120.80	998,821	128.49	(59,764)	(7.69)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,372,540**	**$562.48**	**$4,358,590**	**$560.69**	**$13,950**	**$1.79**	**0.32%**
	Average residential assessment - 2021			**709,333**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	8.60	1.53%
Regional Parks	20.09	3.58%
Regional Parks - Land Acquisition	(18.03)	-3.22%
Panorama Recreation Center	3.67	0.65%
L.W.M.P. (Peninsula) - Implementation	3.48	0.62%
Debt Service - M.F.A.	(8.87)	-1.58%
Capital Regional Hospital District	(7.69)	-1.37%
Various	0.54	0.10%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$1.79**	**0.32%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	8.60	2.44%
Regional Parks	20.09	5.69%
Regional Parks - Land Acquisition	(18.03)	-5.10%
Panorama Recreation Center	3.67	1.04%
L.W.M.P. (Peninsula) - Implement	3.48	0.98%
Various	$0.54	0.15%
TOTAL CRD	**$18.35**	**5.20%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Sidney	Share of Budget
3.718	Peninsula Wastewater	4,117,958	4,336,038	218,080	1,715,770	40%
(Invoice)	Sewer Operating	4,117,958	4,336,038		1,715,770	

	SOOKE	2022 SOOKE	Cost per Avg. Residential Assessment	2021 SOOKE	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	Change in Cost per Avg. Household %
1.010	Legislative & General Government	259,920	37.17	213,555	30.54	46,365	6.63	21.71%
1.101	G.I.S.	2,958	0.42	1,597	0.23	1,362	0.19	85.27%
1.224	Community Health	15,232	2.18	14,653	2.10	580	0.08	3.95%
1.280	Regional Parks	380,203	54.36	271,927	38.88	108,276	15.48	39.82%
1.280A	Regional Parks - Land Acquisition	1,968	0.28	99,113	14.17	(97,145)	(13.89)	-98.01%
1.309	Climate Action and Adaptation	14,495	2.07	13,809	1.97	686	0.10	4.97%
1.310	Land Banking & Housing	35,540	5.08	32,910	4.71	2,630	0.38	7.99%
1.324	Regional Planning Services	29,318	4.19	28,743	4.11	575	0.08	2.00%
1.335	Geo-Spatial Referencing System	3,899	0.56	4,032	0.58	(133)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	3,971	0.57	3,893	0.56	78	0.01	2.00%
1.375	Hazardous Material Incident response	9,734	1.39	9,544	1.36	191	0.03	2.00%
1.911	Call Answer	6,284	0.90	5,465	0.78	819	0.12	14.99%
1.921	Regional CREST Contribution	59,395	8.49	58,253	8.33	1,142	0.16	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,705	0.53	(3,705)	(0.53)	-100.00%
	Total Regional	**$822,917**	**$117.67**	**$761,197**	**$108.84**	**$61,720**	**$8.83**	**8.11%**
1.126	Victoria Family Court Committee	455	0.06	455	0.06	-	-	0.00%
1.230	Traffic Safety Commission	1,866	0.27	1,829	0.26	36	0.01	1.99%
1.297	Arts Grant	38,319	5.48	37,576	5.37	743	0.11	1.98%
1.311	Regional Housing Trust Fund	34,283	4.90	35,917	5.14	(1,634)	(0.23)	-4.55%
1.313	Animal Care Services	97,404	13.93	94,110	13.46	3,294	0.47	3.50%
1.330	Regional Growth Strategy	7,714	1.10	7,714	1.10	-	-	0.00%
1.40X	SEAPARC	2,388,969	341.59	2,229,834	318.84	159,135	22.75	7.14%
1.913	Fire Dispatch	96,042	13.73	120,995	17.30	(24,953)	(3.57)	-20.62%
3.700	Septage Disposal	4,275	0.61	4,192	0.60	84	0.01	2.00%
3.701	Millstream Remediation	7,538	1.08	12,174	1.74	(4,636)	(0.66)	-38.08%
	Total Sub Regional	**$2,676,865**	**$382.76**	**$2,544,795**	**$363.87**	**$132,070**	**$18.88**	**5.19%**
1.121	Sooke Regional Museum	126,966	18.15	124,482	17.80	2,484	0.36	2.00%
1.531	Stormwater Quality Management	38,200	5.46	37,470	5.36	730	0.10	1.95%
	Total Local	**$165,166**	**$23.62**	**$161,952**	**$23.16**	**$3,214**	**$0.46**	**1.98%**
	Total Capital Regional District	**$3,664,948**	**$524.04**	**$3,467,944**	**$495.87**	**$197,004**	**$28.17**	**5.68%**
	% Change					**5.68%**		
	Cost/average residential property	$524.04		$495.87		$28.17		
1.15X	Debt Service - M.F.A.	464,767	66.46	484,127	69.22	(19,360)	(2.77)	-4.00%
CRHD	Capital Regional Hospital District	650,898	93.07	692,323	98.99	(41,425)	(5.92)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4,780,613**	**$683.57**	**$4,644,394**	**$664.09**	**$136,219**	**$19.48**	**2.93%**
	Average residential assessment - 2021			**546,506**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	6.63	1.00%
Regional Parks	15.48	2.33%
Regional Parks - Land Acquisition	(13.89)	-2.09%
SEAPARC	22.75	3.43%
Fire Dispatch	(3.57)	-0.54%
Debt Service - M.F.A.	(2.77)	-0.42%
Capital Regional Hospital District	(5.92)	-0.89%
Various	0.76	0.11%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$19.48**	**2.93%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	6.63	1.34%
Regional Parks	15.48	3.12%
Regional Parks - Land Acquisition	(13.89)	-2.80%
SEAPARC	22.75	4.59%
Fire Dispatch	(3.57)	-0.72%
Various	$0.76	0.15%
TOTAL CRD	**$28.17**	**5.68%**

	VICTORIA	2022 VICTORIA	Cost per Avg. Residential Assessment	2021 VICTORIA	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	2,739,492	57.56	2,250,817	47.29	488,675	10.27	21.71%
1.101	G.I.S.	31,181	0.66	16,830	0.35	14,351	0.30	85.27%
1.224	Community Health	160,543	3.37	154,436	3.24	6,108	0.13	3.95%
1.280	Regional Parks	4,007,246	84.20	2,866,042	60.22	1,141,204	23.98	39.82%
1.280A	Regional Parks - Land Acquisition	20,746	0.44	1,044,627	21.95	(1,023,882)	(21.51)	-98.01%
1.309	Climate Action and Adaptation	116,069	2.44	110,575	2.32	5,494	0.12	4.97%
1.310	Land Banking & Housing	374,580	7.87	346,859	7.29	27,721	0.58	7.99%
1.324	Regional Planning Services	309,007	6.49	302,948	6.37	6,059	0.13	2.00%
1.335	Geo-Spatial Referencing System	41,093	0.86	42,493	0.89	(1,399)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	31,799	0.67	31,176	0.66	623	0.01	2.00%
1.375	Hazardous Material Incident response	77,950	1.64	76,422	1.61	1,529	0.03	2.00%
1.911	Call Answer	39,339	0.83	34,211	0.72	5,128	0.11	14.99%
1.921	Regional CREST Contribution	371,794	7.81	364,647	7.66	7,147	0.15	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	39,048	0.82	(39,048)	(0.82)	-100.00%
	Total Regional	**$8,320,839**	**$174.83**	**$7,681,130**	**$161.39**	**$639,708**	**$13.44**	**8.33%**
1.126	Victoria Family Court Committee	3,893	0.08	3,893	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	85,513	1.80	83,305	1.75	2,208	0.05	2.65%
1.230	Traffic Safety Commission	19,663	0.41	19,279	0.41	384	0.01	1.99%
1.290	Royal Theatre	245,980	5.17	248,370	5.22	(2,389)	(0.05)	-0.96%
1.295	McPherson Theatre	750,000	15.76	750,000	15.76	-	-	0.00%
1.297	Arts Grants	1,022,735	21.49	1,002,891	21.07	19,844	0.42	1.98%
1.311	Regional Housing Trust Fund	273,501	5.75	286,536	6.02	(13,036)	(0.27)	-4.55%
1.330	Regional Growth Strategy	81,301	1.71	81,301	1.71	-	-	0.00%
1.536	Stormwater Quality Management - Core Area	183,893	3.86	180,287	3.79	3,606	0.08	2.00%
1.912B	Call Answer - Municipalities	(227,807)	(4.79)	(227,737)	(4.78)	(69)	(0.00)	-0.03%
3.700	Septage Disposal	13,620	0.29	13,352	0.28	267	0.01	2.00%
3.701	Millstream Remediation	14,621	0.31	23,612	0.50	(8,991)	(0.19)	-38.08%
3.752	Stage 3 Harbour Studies	97,825	2.06	95,907	2.02	1,918	0.04	2.00%
3.755	Regional Source Control Program	474,341	9.97	465,040	9.77	9,301	0.20	2.00%
	Total Sub Regional	**$3,039,080**	**$63.85**	**$3,026,038**	**$63.58**	**$13,042**	**$0.27**	**0.43%**
	Total Capital Regional District	**$11,359,919**	**$238.68**	**$10,707,169**	**$224.97**	**$652,751**	**$13.71**	**6.10%**
	% Change					**6.10%**		
	Cost/average residential property	$238.68		$224.97		$13.71		
1.15X	Debt Service - M.F.A.	5,634,264	118.38	5,634,265	118.38	(1)	(0.00)	0.00%
CRHD	Capital Regional Hospital District	6,860,314	144.14	7,296,923	153.31	(436,609)	(9.17)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$23,854,497**	**$501.20**	**$23,638,356**	**$496.66**	**$216,141**	**$4.54**	**0.91%**
	Average residential assessment - 2021			**846,391**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.27	2.07%
Regional Parks	23.98	4.83%
Regional Parks - Land Acquisition	(21.51)	-4.33%
Capital Regional Hospital District	(9.17)	-1.85%
Various	0.98	0.20%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**$4.54**	**0.91%**

TOTAL CRD	Increase in $/ Avg. Hshld	% of Total Increase
Legislative & General Government	10.27	4.56%
Regional Parks	23.98	10.66%
Regional Parks - Land Acquisition	(21.51)	-9.56%
Various	$0.98	0.44%
TOTAL CRD	**$13.71**	**6.10%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Victoria	Municipality's Share Share of Budget
3.717	Core Area Wastewater Operations	27,618,405	27,714,901	96,496	11,067,240	40%
	Total Sewer Operating	27,618,405	27,714,901	96,496	11,067,240	
(Invoice)	Sewer Operating	-	-		11,067,240	
	Net Sewer Operating	27,618,405	27,714,901		-	

L.W.M.P. - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Victoria	Municipality's Share Share of Budget
3.750	LWMP	343,296	346,251	2,955	135,163	39%
	Total L.W.M.P.	343,296	346,251	2,955	135,163	
(Invoice)	L.W.M.P.	-	-		135,163	
	Net L.W.M.P.	343,296	346,251		-	

Sewers Debt - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total Victoria	Municipality's Share Share of Budget
3.772	NWT Upgrade	(22,439)	-	22,439	-	0%
3.770	NET & ECI Upgrade	208,447	-	(208,447)	-	0%
3.770A	NET & ECI Upgrade	858,825	626,631	(232,194)	384,689	61%
3.798	Core - Sewage Integrated T.F.	781,466	784,304	2,838	329,934	42%
3.798B	Core - Sewage Integrated T.F.	491,224	770,896	279,672	326,313	42%
3.798C	Core - Wastewater Treatment Program	19,979,118	20,346,629	367,511	7,514,565	37%
	Total Sewer Debt	22,296,641	22,528,460	231,819	8,555,500	
(Invoice)	Sewer Debt	-	-		8,555,500	
	Net Sewer Debt	22,296,641	22,528,460		-	

	VIEW ROYAL	2022 VIEW ROYAL	Cost per Avg. Residential Assessment	2021 VIEW ROYAL	Cost per Avg. Residential Assessment	Difference Increase/ (Decrease)	Change in Cost per Avg. Household $	%
1.010	Legislative & General Government	248,186	51.68	203,914	42.46	44,272	9.22	21.71%
1.101	G.I.S.	2,825	0.59	1,525	0.32	1,300	0.27	85.27%
1.224	Community Health	14,545	3.03	13,991	2.91	553	0.12	3.95%
1.280	Regional Parks	363,039	75.60	259,651	54.07	103,388	21.53	39.82%
1.280A	Regional Parks - Land Acquisition	1,879	0.39	94,639	19.71	(92,759)	(19.32)	-98.01%
1.309	Climate Action and Adaptation	12,377	2.58	11,792	2.46	586	0.12	4.97%
1.310	Land Banking & Housing	33,935	7.07	31,424	6.54	2,511	0.52	7.99%
1.324	Regional Planning Services	27,995	5.83	27,446	5.72	549	0.11	2.00%
1.335	Geo-Spatial Referencing System	3,723	0.78	3,850	0.80	(127)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	3,391	0.71	3,325	0.69	66	0.01	2.00%
1.375	Hazardous Material Incident response	8,313	1.73	8,150	1.70	163	0.03	2.00%
1.911	Call Answer	4,929	1.03	4,286	0.89	642	0.13	14.99%
1.921	Regional CREST Contribution	46,581	9.70	45,686	9.51	895	0.19	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,538	0.74	(3,538)	(0.74)	-100.00%
	Total Regional	**$771,718**	**$160.70**	**$713,215**	**$148.52**	**$58,503**	**$12.18**	**8.20%**
1.126	Victoria Family Court Committee	406	0.08	406	0.08	-	-	0.00%
1.128	Greater Victoria Police Victim Services	7,747	1.61	7,547	1.57	200	0.04	2.65%
1.230	Traffic Safety Commission	1,781	0.37	1,747	0.36	35	0.01	1.99%
1.297	Arts Grants	109,070	22.71	106,954	22.27	2,116	0.44	1.98%
1.311	Regional Housing Trust Fund	29,234	6.09	30,628	6.38	(1,393)	(0.29)	-4.55%
1.330	Regional Growth Strategy	7,366	1.53	7,366	1.53	-	-	0.00%
1.536	Stormwater Quality Management - Core Area	41,929	8.73	41,107	8.56	822	0.17	2.00%
3.700	Septage Disposal	148	0.03	145	0.03	3	0.00	2.00%
3.701	Millstream Remediation	3,146	0.66	5,081	1.06	(1,935)	(0.40)	-38.08%
3.707	On Site System Management Program	1,390	0.29	1,413	0.29	(23)	(0.00)	-1.63%
3.750	LWMP	9,061	1.89	8,984	1.87	77	0.02	0.86%
3.752	Stage 3 Harbour Studies	12,256	2.55	12,016	2.50	240	0.05	2.00%
3.755	Regional Source Control Program	31,800	6.62	31,177	6.49	624	0.13	2.00%
	Total Sub Regional	**$255,335**	**$53.17**	**$254,569**	**$53.01**	**$766**	**$0.16**	**0.30%**
	Total Capital Regional District	**$1,027,053**	**$213.87**	**$967,784**	**$201.53**	**$59,269**	**$12.34**	**6.12%**
	% Change					**6.12%**		
	Cost/average residential property	$213.87		$201.53		$12.34		
1.15X	Debt Service - M.F.A.	532,727	110.93	567,103	118.09	(34,376)	(7.16)	-6.06%
CRHD	Capital Regional Hospital District	621,515	129.42	661,070	137.66	(39,555)	(8.24)	-5.98%
	TOTAL CRD, CRHD & MUNICIPAL DEBT	**$2,181,295**	**$454.22**	**$2,195,957**	**$457.28**	**($14,661)**	**($3.05)**	**-0.67%**
	Average residential assessment - 2021			**759,961**				

Major Impacts

TOTAL CRD, CRHD & MUNICIPAL DEBT	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	9.22	2.02%
Regional Parks	21.53	4.71%
Regional Parks - Land Acquisition	(19.32)	-4.22%
Debt Service - M.F.A.	(7.16)	-1.57%
Capital Regional Hospital District	(8.24)	-1.80%
Various	0.91	0.20%
TOTAL CRD, CRHD & MUNICIPAL DEBT	**($3.05)**	**-0.67%**

TOTAL CRD	**Increase in $/ Avg. Hshld**	**% of Total Increase**
Legislative & General Government	9.22	4.57%
Regional Parks	21.53	10.68%
Regional Parks - Land Acquisition	(19.32)	-9.58%
Various	0.91	0.45%
TOTAL CRD	**$12.34**	**6.12%**

Capital Regional District
Sewers Operating - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total View Royal	Share of Budget
3.717	Core Area Wastewater Operations	27,618,405	27,714,901	96,496	742,940	3%
	Total Sewer Operating	27,618,405	27,714,901	96,496	742,940	
(Invoice)	Sewer Operating	-	-		742,940	
	Net Sewer Operating	27,618,405	27,714,901		-	

Sewers Debt - 2022

	Service	2021 Requisition	2022 Requisition	Increase (Decrease)	Municipality's Share 2022 Total View Royal	Share of Budget
3.772	NWT Upgrade	(22,439)	-	22,439	-	0%
3.792	Craigflower PS	20,462	3,514	(16,948)	1,650	47%
3.798	Core - Sewage Integrated T.F.	781,466	784,304	2,838	38,476	5%
3.798B	Core - Sewage Integrated T.F.	491,224	770,896	279,672	21,224	3%
3.798C	Core - Wastewater Treatment Program	19,979,118	20,346,629	367,511	664,710	3%
	Total Sewer Debt	21,249,831	21,905,343	655,512	726,060	
(Invoice)	Sewer Debt	-	-		726,060	
	Net Sewer Debt	21,249,831	21,905,343		-	

	Electoral Area Juan de Fuca	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	175,499	42.53	144,193	34.94	31,306	7.59	21.71%
1.101	G.I.S.	1,998	0.48	1,078	0.26	919	0.22	85.27%
1.224	Community Health - Homeless Sec.	10,285	2.49	9,894	2.40	391	0.09	3.95%
1.280	Regional Parks	256,714	62.21	183,606	44.49	73,108	17.72	39.82%
1.280A	Regional Parks - Land Acquisition	1,329	0.32	66,921	16.22	(65,592)	(15.89)	-98.01%
1.309	Climate Action and Adaptation	7,092	1.72	6,756	1.64	336	0.08	4.97%
1.310	Land Banking & Housing	23,997	5.81	22,221	5.38	1,776	0.43	7.99%
1.324	Regional Planning Service	19,796	4.80	19,408	4.70	388	0.09	2.00%
1.335	Geo-Spatial Referencing System	2,633	0.64	2,722	0.66	(90)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	1,943	0.47	1,905	0.46	38	0.01	2.00%
1.375	Hazardous Material Incident Response	4,763	1.15	4,670	1.13	93	0.02	2.00%
1.911	Call Answer	2,268	0.55	1,973	0.48	296	0.07	14.99%
1.921	Regional CREST Contribution	21,438	5.19	21,026	5.09	412	0.10	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	2,502	0.61	(2,502)	(0.61)	-100.00%
	Total Regional	**$529,754**	**$128.37**	**$488,873**	**$118.46**	**$40,880**	**$9.91**	**8.36%**
1.126	Victoria Family Court Committee	229	0.06	229	0.06	-	-	0.00%
1.128	Greater Victoria Police Victim Services	775	1.58	755	1.53	20	0.04	2.65%
1.230	Traffic Safety Commission	1,260	0.31	1,235	0.30	25	0.01	1.99%
1.313	Animal Care Services	65,768	15.94	63,544	15.40	2,224	0.54	3.50%
1.330	Regional Growth Strategy	5,208	1.26	5,208	1.26	-	-	0.00%
1.913	Fire Dispatch	34,665	8.40	43,672	10.58	(9,007)	(2.18)	-20.62%
3.701	Millstream Remediation	4,470	1.08	7,220	1.75	(2,749)	(0.67)	-38.08%
	Total Sub-Regional	**$112,375**	**$28.62**	**$121,862**	**$30.88**	**($9,487)**	**($2.26)**	**-7.33%**
1.103	Elections	14,707	3.56	5,614	1.36	9,093	2.20	161.98%
1.104	U.B.C.M.	2,697	0.65	1,758	0.43	939	0.23	53.40%
1.318	Building Inspection	104,606	25.35	100,777	24.42	3,830	0.93	3.80%
1.320	Noise Control	9,153	2.22	8,962	2.17	192	0.05	2.14%
1.322	Nuisances & Unsightly Premises	12,230	2.96	11,912	2.89	318	0.08	2.67%
1.372	Electoral Area Emergency Program	34,068	8.26	33,400	8.09	668	0.16	2.00%
	Total Joint Electoral Area	**$177,461**	**$43.00**	**$162,422**	**$39.36**	**$15,039**	**$3.64**	**9.26%**
1.109	Electoral Area Admin Exp-JDF	54,842	13.29	56,682	13.74	(1,840)	(0.45)	-3.25%
1.317	JDF Building Numbering	13,038	3.16	12,789	3.10	249	0.06	1.95%
1.319	Soil Deposit Removal	5,682	1.38	5,621	1.36	61	0.01	1.09%
1.325	Electoral Area Services - Planning	697,706	169.07	684,025	165.75	13,681	3.32	2.00%
1.340	JDF Livestock Injury Compensation	3,150	0.76	-	-	3,150	0.76	0.00%
1.370	Juan de Fuca Emergency Program	88,593	21.47	86,603	20.99	1,990	0.48	2.30%
1.377	JDF Search and Rescue	69,952	16.95	68,663	16.64	1,289	0.31	1.88%
1.405	JDF EA - Community Parks	193,301	46.84	190,175	46.08	3,126	0.76	1.64%
1.924	Emergency Comm - Crest - J.D.F.	123,582	29.95	121,249	29.38	2,333	0.57	1.92%
	Total JDF Electoral Area	**$1,249,846**	**$302.86**	**$1,225,807**	**$297.04**	**$24,039**	**$5.83**	**1.96%**
	Total Capital Regional District	**$2,069,436**	**$502.85**	**$1,998,965**	**$485.74**	**$70,471** **3.5%**	**$17.11**	**3.52%**
	Cost/average residential property	$502.85		$485.74		$17.11		
CRHD	Capital Regional Hospital District	439,489	106.50	467,460	113.27	(27,970)	(6.78)	-5.98%
	Total CRD and CRHD	**$2,508,925**	**$609.35**	**$2,466,424**	**$599.01**	**$42,501**	**$10.33**	**1.73%**

Average residential assessment - 2021 **$625,349**

Major Impacts **Change in Cost per Average Household**

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	7.59	1.27%
Regional Parks	17.72	2.96%
Regional Parks - Land Acquisition	(15.89)	-2.65%
SUB-REGIONAL		
Fire Dispatch	(2.18)	-0.36%
JOINT EA		
Elections	2.20	0.37%
JDF EA		
Electoral Area Services - Planning	3.32	0.55%
Capital Regional Hospital District	(6.78)	-1.13%
Other	4.37	0.73%
Total	**$10.33**	**1.73%**

	Juan de Fuca Local/Specified/Defined Services	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.119	Vancouver Island Regional Library	317,088	87.19	310,394	85.35	6,694	1.84	2.16%
1.121	Sooke Regional Museum	73,166	20.12	71,735	19.73	1,431	0.39	2.00%
1.133	Langford E.A. - Greater Victoria Public Library	31,502	64.05	30,985	63.00	517	1.05	1.67%
1.232	Port Renfrew Street Lighting	3,644	43.59	3,321	39.72	323	3.86	9.73%
1.350	Willis Point Fire Protection	135,748	577.37	136,054	578.67	(307)	(1.30)	-0.23%
1.353	Otter Point Fire Protection	539,791	482.03	520,055	464.41	19,736	17.62	3.79%
1.354	Malahat Fire Protection	65,601	691.94	63,810	673.05	1,791	18.89	2.81%
1.355	Durrance Road Fire Protection	3,020	353.17	2,990	349.66	30	3.51	1.00%
1.357	East Sooke Fire Protection	479,537	547.84	429,942	491.18	49,595	56.66	11.54%
1.358	Port Renfrew Fire Protection	94,802	245.33	92,301	238.86	2,501	6.47	2.71%
1.360	Shirley Fire Protection	164,317	497.65	162,040	490.75	2,277	6.90	1.41%
1.40X	SEAPARC	736,347	224.95	687,297	209.97	49,050	14.98	7.14%
1.408	JDF EA - Community Recreation	69,508	19.11	68,310	18.78	1,198	0.33	1.75%
1.523	Port Renfrew Refuse Disposal	33,865	87.45	33,324	86.06	541	1.40	1.62%
2.650	Port Renfrew Water	70,008	373.88	60,016	320.52	9,992	53.36	16.65%
2.691	Wilderness Mountain	69,981	898.23	59,520	763.96	10,461	134.27	17.58%
3.700	Septage Disposal - JDF Service Area	303	0.08	297	0.08	6	0.00	2.00%
3.755	Regional Source Control - Port Renfrew Sewer	712	7.77	698	7.62	14	0.15	2.00%
3.850	Port Renfrew Sewer	62,525	748.63	59,456	711.88	3,069	36.75	5.16%
	Total JdF Local/Specified/Defined Requisition	**$2,951,464**		**$2,792,545**		**$158,920**		
	Average residential assessment - 2021			**$625,349**				

	Electoral Area Salt Spring Island	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	337,980	50.44	277,690	41.45	60,289	9.00	21.71%
1.101	G.I.S.	3,847	0.57	2,076	0.31	1,771	0.26	85.27%
1.224	Community Health - Homeless Sec.	19,807	2.96	19,053	2.84	754	0.11	3.95%
1.280	Regional Parks	494,387	73.79	353,593	52.77	140,794	21.01	39.82%
1.280A	Regional Parks - Land Acquisition	2,559	0.38	128,879	19.24	(126,319)	(18.85)	-98.01%
1.309	Climate Action and Adaptation	14,138	2.11	13,469	2.01	669	0.10	4.97%
1.310	Land Banking & Housing	46,213	6.90	42,793	6.39	3,420	0.51	7.99%
1.324	Regional Planning Service	38,123	5.69	37,376	5.58	748	0.11	2.00%
1.335	Geo-Spatial Referencing System	5,070	0.76	5,242	0.78	(173)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	3,873	0.58	3,798	0.57	76	0.01	2.00%
1.375	Hazardous Material Incident Response	9,495	1.42	9,309	1.39	186	0.03	2.00%
1.911	Call Answer	4,720	0.70	4,105	0.61	615	0.09	14.99%
1.921	Regional CREST Contribution	44,612	6.66	43,755	6.53	858	0.13	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	4,818	0.72	(4,818)	(0.72)	-100.00%
	Total Regional	**$1,024,825**	**$152.96**	**$945,955**	**$141.18**	**$78,869**	**$11.77**	**8.34%**
1.230	Traffic Safety Commission	2,426	0.36	2,378	0.35	47	0.01	1.99%
1.311	Regional Housing Trust Fund	33,308	4.97	34,896	5.21	(1,588)	(0.24)	-4.55%
1.313	Animal Care Services	126,657	18.90	122,374	18.26	4,283	0.64	3.50%
1.913	Fire Dispatch	72,138	10.77	90,881	13.56	(18,743)	(2.80)	-20.62%
	Total Sub-Regional	**$234,529**	**$35.00**	**$250,529**	**$37.39**	**($16,000)**	**($2.39)**	**-6.39%**
1.103	Elections	28,323	4.23	10,811	1.61	17,512	2.61	161.98%
1.104	U.B.C.M.	5,193	0.78	3,385	0.51	1,808	0.27	53.40%
1.318	Building Inspection	201,453	30.07	194,078	28.97	7,375	1.10	3.80%
1.320	Noise Control	17,628	2.63	17,259	2.58	369	0.06	2.14%
1.322	Nuisances & Unsightly Premises	23,553	3.52	22,940	3.42	613	0.09	2.67%
1.372	Electoral Area Emergency Program	65,609	9.79	64,323	9.60	1,286	0.19	2.00%
	Total Joint Electoral Area	**$341,759**	**$51.01**	**$312,796**	**$46.69**	**$28,963**	**$4.32**	**9.26%**
1.111	Electoral Area Admin Exp-SSI	517,459	77.23	517,576	77.25	(117)	(0.02)	-0.02%
1.116	Grants in Aid - Salt Spring Island	50,052	7.47	50,052	7.47	-	-	0.00%
1.124	SSI Economic Development Commission	98,232	14.66	77,008	11.49	21,224	3.17	27.56%
1.141	Salt Spring Island Public Library	663,579	99.04	661,352	98.71	2,227	0.33	0.34%
1.236	Salt Spring Island Fernwood Dock	25,677	4.63	31,283	5.64	(5,606)	(1.01)	-17.92%
1.238A	Community Transit (S.S.I.)	197,332	29.45	182,252	27.20	15,080	2.25	8.27%
1.238B	Community Transportation (S.S.I.)	171,036	25.53	170,232	25.41	804	0.12	0.47%
1.299	Salt Spring Island Arts	120,120	17.93	118,512	17.69	1,608	0.24	1.36%
1.316	SSI House Numbering	9,567	1.43	9,458	1.41	109	0.02	1.15%
1.342	SSI Livestock Injury Compensation	3,150	0.47	-	-	3,150	0.47	0.00%
1.371	S.S.I. Emergency Program	127,913	19.09	127,913	19.09	-	-	0.00%
1.378	SSI Search and Rescue	24,955	3.72	23,336	3.48	1,619	0.24	6.94%
1.455	Salt Spring Island Community Parks	458,070	68.37	417,511	62.31	40,559	6.05	9.71%
1.458	Salt Spring Island Community Rec	54,580	8.15	53,511	7.99	1,069	0.16	2.00%
1.459	Salt Spring Island Park, Land & Rec Prog	1,547,913	231.03	1,468,919	219.24	78,994	11.79	5.38%
1.535	Stormwater Quality Management - S.S.I.	27,940	4.17	27,500	4.10	440	0.07	1.60%
1.925	Emergency Comm - Crest - S.S.I.	145,874	21.77	141,771	21.16	4,103	0.61	2.89%
3.705	S.S.I. Liquid Waste Disposal	375,745	67.94	356,696	64.50	19,049	3.44	5.34%
	Total SSI Electoral Area	**$4,619,194**	**$702.08**	**$4,434,882**	**$674.14**	**$184,312**	**$27.94**	**4.14%**
	Total Capital Regional District	**$6,220,307**	**$941.04**	**$5,944,162**	**$899.40**	**$276,144 4.6%**	**$41.64**	**4.63%**
	Cost/average residential property	$941.04		$899.40		$41.64		
CRHD	Capital Regional Hospital District	846,378	126.32	900,244	$134.36	(53,866)	(8.04)	-5.98%
	Total CRD and CRHD	**$7,066,685**	**$1,067.37**	**$6,844,407**	**$1,033.76**	**$222,278**	**$33.60**	**3.25%**

Average residential assessment - 2021 **$741,764**

Major Impacts

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	9.00	0.87%
Regional Parks	21.01	2.03%
Regional Parks - Land Acquisition	(18.85)	-1.82%
SUB-REGIONAL		
Fire Dispatch	(2.80)	-0.27%
JOINT EA		
Elections	2.61	0.25%
Building Inspection	1.10	0.11%
SSI EA		
SSI Economic Development Commission	3.17	0.31%
Salt Spring Island Fernwood Dock	(1.01)	-0.10%
Community Transit (S.S.I.)	2.25	0.22%
Salt Spring Island Community Parks	6.05	0.59%
Salt Spring Island Park, Land & Rec Prog	11.79	1.14%
S.S.I. Liquid Waste Disposal**	3.44	0.33%
Capital Regional Hospital District	(8.04)	-0.78%
Other	3.87	0.37%
Total	**$33.60**	**3.25%**

	Salt Spring Island Local/Specified/Defined Services	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.234	Salt Spring Island Street Lighting	25,912	3.97	22,527	3.45	3,385	0.52	15.03%
2.620	SSI Highland Water System	30,861	127.88	31,119	128.95	(258)	(1.07)	-0.83%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	-	0.00%
2.624	Beddis Water	74,960	575.88	73,470	564.43	1,490	11.45	2.03%
2.626	Fulford Water	47,500	490.16	37,500	386.97	10,000	103.19	26.67%
2.628	Cedar Lane Water	15,000	426.69	10,024	285.14	4,976	141.55	49.64%
2.660	Fernwood Water	14,427	192.21	13,493	179.76	934	12.44	6.92%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,395	15.04	6,270	*14.75*	125	0.29	2.00%
3.810	Ganges Sewer	58,140	146.74	57,000	143.86	1,140	2.88	2.00%
3.820	Maliview Estates Sewer System	4,760	50.49	4,670	49.54	90	0.95	1.93%
	Total Local/Specified/Defined Services	**352,955**		**331,073**		**21,882**		
	Average residential assessment - 2021			**$741,764**				

	Electoral Area Southern Gulf Islands	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	248,001	35.74	203,762	29.37	44,239	6.38	21.71%
1.101	G.I.S.	2,823	0.41	1,524	0.22	1,299	0.19	85.27%
1.224	Community Health - Homeless Sec.	14,534	2.09	13,981	2.01	553	0.08	3.95%
1.280	Regional Parks	362,768	52.28	259,457	37.39	103,311	14.89	39.82%
1.280A	Regional Parks - Land Acquisition	1,878	0.27	94,568	13.63	(92,690)	(13.36)	-98.01%
1.309	Climate Action and Adaptation	8,467	1.22	8,066	1.16	401	0.06	4.97%
1.310	Land Banking & Housing	33,910	4.89	31,400	4.53	2,510	0.36	7.99%
1.324	Regional Planning Service	27,974	4.03	27,425	3.95	549	0.08	2.00%
1.335	Geo-Spatial Referencing System	3,720	0.54	3,847	0.55	(127)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	2,320	0.33	2,274	0.33	45	0.01	2.00%
1.375	Hazardous Material Incident Response	5,686	0.82	5,575	0.80	112	0.02	2.00%
1.911	Call Answer	2,066	0.30	1,797	0.26	269	0.04	14.99%
1.921	Regional CREST Contribution	19,524	2.81	19,149	2.76	375	0.05	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,535	0.51	(3,535)	(0.51)	-100.00%
	Total Regional	**$733,669**	**$105.74**	**$676,359**	**$97.48**	**$57,310**	**$8.26**	**8.47%**
1.230	Traffic Safety Commission	1,780	0.26	1,745	0.25	35	0.01	1.99%
1.297	Arts Grants	22,380	3.23	21,945	3.16	434	0.06	1.98%
1.311	Regional Housing Trust Fund	19,876	2.86	20,824	3.00	(947)	(0.14)	-4.55%
1.313	Animal Care Services	92,938	13.39	89,795	12.94	3,143	0.45	3.50%
1.913	Fire Dispatch	31,570	4.55	39,773	5.73	(8,203)	(1.18)	-20.62%
	Total Sub-Regional	**$168,544**	**$24.29**	**$174,082**	**$25.09**	**($5,538)**	**($0.80)**	**-3.18%**
1.103	Elections	20,783	3.00	7,933	1.14	12,850	1.85	161.98%
1.104	U.B.C.M.	3,810	0.55	2,484	0.36	1,327	0.19	53.40%
1.318	Building Inspection	147,821	21.30	142,409	20.52	5,412	0.78	3.80%
1.320	Noise Control	12,935	1.86	12,664	1.83	271	0.04	2.14%
1.322	Nuisances & Unsightly Premises	17,282	2.49	16,833	2.43	450	0.06	2.67%
1.372	Electoral Area Emergency Program	48,142	6.94	47,199	6.80	944	0.14	2.00%
	Total Joint Electoral Area	**$250,773**	**$36.14**	**$229,522**	**$33.08**	**$21,252**	**$3.06**	**9.26%**
1.110	Electoral Area Admin Exp-SGI	388,395	55.98	341,564	49.23	46,831	6.75	13.71%
1.117	Grants in Aid - Southern Gulf Islands	105,023	15.14	102,981	14.84	2,042	0.29	1.98%
1.125	SGI Economic Development Commission	119,324	17.20	116,984	16.86	2,340	0.34	2.00%
1.138	Southern Gulf Islands - Public Library	228,928	32.99	224,053	32.29	4,875	0.70	2.18%
1.235	SGI Small Craft Harbour Facilities**	296,980	50.67	291,104	49.67	5,876	1.00	2.02%
1.314	SGI House Numbering	9,375	1.35	9,203	1.33	172	0.02	1.87%
1.341	SGI Livestock Injury Compensation	3,150	0.45	-	-	3,150	0.45	0.00%
1.373	Southern Gulf Islands. Emergency Program	247,378	35.65	242,608	34.96	4,770	0.69	1.97%
1.533	Stormwater Quality Management - Southern Gulf Is.	38,630	5.57	37,875	5.46	755	0.11	1.99%
1.923	Emergency Comm - Crest - S.G.I.	181,397	26.14	178,188	25.68	3,209	0.46	1.80%
	Total SGI Electoral Area	**$1,618,580**	**$241.14**	**$1,544,560**	**$230.32**	**$74,020**	**$10.82**	**4.70%**
	Total Capital Regional District	**$2,771,566**	**$407.31**	**$2,624,522**	**$385.97**	**$147,044 5.6%**	**$21.35**	**5.53%**
	Cost/average residential property	$407.31		$385.97		$21.35		
CRHD	Capital Regional Hospital District	621,050	89.51	660,575	95.20	(39,525)	(5.70)	-5.98%
	Total CRD and CRHD	**$3,392,617**	**$496.82**	**$3,285,097**	**$481.17**	**$107,519**	**$15.65**	**3.25%**
	Average residential assessment - 2021			**$525,581**				

Major Impacts

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	6.38	1.33%
Regional Parks	14.89	3.09%
Regional Parks - Land Acquisition	(13.36)	-2.78%
SUB-REGIONAL		
Fire Dispatch	(1.18)	-0.25%
JOINT EA		
Elections	1.85	0.38%
SGI EA		
Electoral Area Admin Exp-SGI	6.75	1.40%
SGI Small Craft Harbour Facilities**	1.00	0.21%
Capital Regional Hospital District	(5.70)	-1.18%
Other	5.02	1.04%
Total	**$15.65**	**3.25%**

	Southern Gulf Islands Local/Specified/Defined Services	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.137	Galiano Island Community Use Building	62,952	41.14	61,715	40.33	1,237	0.81	2.00%
1.170	Gossip Island Electric Power Supply	56,728	1,066.18	56,848	1,068.44	(120)	(2.26)	-0.21%
1.227	Saturna Island Medical Clinic	33,168	50.73	32,180	49.22	988	1.51	3.07%
1.228	Galiano Health Service	135,658	88.65	129,029	84.32	6,629	4.33	5.14%
1.352	South Galiano Fire Protection	493,454	533.22	443,298	479.02	50,155	54.20	11.31%
1.356	Pender Fire Protection	1,064,067	425.27	1,035,943	414.03	28,124	11.24	2.71%
1.359	N. Galiano Fire Protection	210,182	523.20	206,197	513.28	3,985	9.92	1.93%
1.363	Saturna Is. Fire Protection	169,305	257.62	157,672	239.92	11,633	17.70	7.38%
1.465	Saturna Is Community Parks	23,705	36.07	22,866	34.79	839	1.28	3.67%
1.468	Saturna Is Community Recreation	13,458	20.48	12,971	19.74	487	0.74	3.75%
1.475	Mayne Is Community Parks	85,403	49.85	83,215	48.57	2,188	1.28	2.63%
1.478	Mayne Is Community Rec	34,890	20.37	34,209	19.97	681	0.40	1.99%
1.485	N & S Pender Community Parks	158,741	62.94	155,349	61.60	3,392	1.34	2.18%
1.488	N & S Pender Community Rec	65,295	25.89	64,157	25.44	1,138	0.45	1.77%
1.495	Galiano Parks	94,753	71.43	92,073	69.41	2,680	2.02	2.91%
1.498	Galiano Community Recreation	37,440	28.22	36,705	27.67	735	0.55	2.00%
2.630	Magic Lakes Estate Water System	579,890	507.34	568,517	497.39	11,373	9.95	2.00%
2.640	Lyall Harbour/Boot Cove Water	130,290	788.10	127,738	772.67	2,552	15.44	2.00%
2.642	Skana Water	24,000	346.03	22,885	329.95	1,115	16.08	4.87%
2.665	Sticks Allison Water	5,000	138.49	5,000	138.49	-	-	0.00%
2.667	Surfside Park Estates Water	23,100	231.55	22,000	220.52	1,100	11.03	5.00%
3.755	Regional Source Control - Magic Lake Estates	3,704	5.19	3,631	5.09	73	0.10	2.00%
3.830	Magic Lake Estates Sewer System	588,368	868.52	576,831	851.49	11,537	17.03	2.00%
3.830D	Magic Lake Estates Sewer Debt	204,954	319.38	79,210	123.43	125,744	195.94	158.75%
	Total Local/Specified/Defined Services	**$4,298,504**		**$4,030,239**		**$268,265**		
	Average residential assessment - 2021			**$525,581**				

Captial Regional District
2022 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE
Parks & Recreation		
REGIONAL PARKS		
Potential Land Acquisition Transactions	5.0	Debt
Mayne Island Regional Trail	1.0	Capital Funds on Hand
Construct E&N Rail Trail Phases 3 & 4	1.0	Capital Funds on Hand, Debt
Purchase and Install Elk Lake Remediation Systems	0.7	Capital Funds on Hand
Repair GGRT Bridges (5)	0.6	Reserves
PANORAMA RECREATION		
Heat Recovery Plant	2.5	Debt, Grants
Environmental Services		
ENVIRONMENTAL RESOURCE MANAGEMENT		
Landfill Gas Utilization	10.6	Reserves
Aggregate Production for Internal Use	3.8	Reserves
Lower Lagoon Bank Emergency Repairs	0.8	Reserves
Facilities		
CRD HEADQUARTERS		
Interior Renovations	1.5	Reserves
McPherson Theatre		
Repair East Elevation Wall	2.1	Reserves
Royal Theatre		
Repair Building Envelope	0.8	Reserves, Other
Integrated Water Services		
SAANICH PENINSULA WATER SUPPLY		
SPW System Upgrade and Expansion	1.8	Reserves
Keating Cross Road Water Main	1.0	Reserves
Hamsterly Pump Station Backup Power Generator	0.8	Reserves
REGIONAL WATER SUPPLY		
Goldstream IWS Field Office	3.4	Capital Funds on Hand, Other
Replacement of UV System	3.1	Capital Funds on Hand
Butchart Dam No. 5 Remediation	2.0	Capital Funds on Hand
Replace Gatehouse at Goldstream Entrance	1.7	Capital Funds on Hand
RWS Supply Main No. 4 Upgrade	1.5	Capital Funds on Hand
Vehicle & Equipment Replacement	1.2	ERF
Integrate Dam Performance and Hydromet to SCADA	1.0	Capital Funds on Hand
Main No.3 Segment Replacement	0.6	Capital Funds on Hand
Sooke Lake Dam - Instrumentation System Improvements	0.6	Capital Funds on Hand
JDF WATER DISTRIBUTION		
Rocky Point Upgrades	8.9	Capital Funds on Hand, Other
Goldstream AC Replacement	4.0	Capital Funds on Hand, Debt
AC Pipe Replacement Program	3.0	Capital Funds on Hand, Debt
Residential Service & Meter Replacement	1.3	Capital Funds on Hand, Debt
Vehicle & Equipment Replacement	1.1	ERF
Sun River Reservoir Replacement	0.9	Capital Funds on Hand, Debt
Comprehensive Pump Station Upgrades	0.7	Capital Funds on Hand, Debt
JDF Reservoir Upgrades	0.7	Capital Funds on Hand, Debt
William Head & VGH Meter Replacement	0.6	Capital Funds on Hand, Debt

Continued on next page

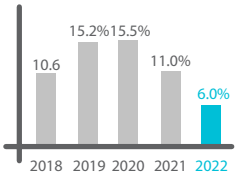
Captial Regional District
2022 Capital Projects Greater than $500,000

SERVICE AREA	$M	FUNDING SOURCE
Integrated Water Services (continued)		
JDF WATER DISTRIBUTION (DCC)		
McCallum Pump Station and Tank 4	6.0	Reserves
Bear Mountain Parkway Extension Supply Mains	1.5	Reserves
Sooke Henlyn Supply & Distribution Mains	1.0	Reserves
REGIONAL WATER SUPPLY & JDF WATER DISTRIBUTION		
Voice Radio Upgrade	1.3	Capital Funds on Hand, Debt
Portable Pump Station	0.6	Capital Funds on Hand, Debt
SAANICH PENINSULA TREATMENT PLANT		
SPWWTP Concrete Tank Repairs	1.1	Reserves
Trunk Sewer Relining	1.1	Reserves
CORE AREA WASTEWATER		
Wastewater Treatment Plant	16.4	Capital Funds on Hand, Grant
Bowker Sewer Rehabilitation	8.5	Debt
Marigold Electrical and Building Upgrades	2.2	Debt
Annual Provisional Emergency Repairs	1.0	Debt
SCADA and Radio Assessment	0.8	Debt
Salt Spring Island (SSI)		
COMMUNITY PARKS (SSI)		
Centennial Park Upgrades	0.6	Grant
PARKS AND RECREATION (SSI)		
Recreation Centre Expansion	1.2	Grant, Reserves
Southern Gulf Island (SGI)		
MAGIC LAKE SEWER SYSTEM		
Wastewater Improvements - Pump Station and Treatment Plant Upgrades	3.0	Debt, Grant
Wastewater Improvements - Sewer Replacement	1.1	Debt

Total Projects > $500K	**117.2**
Total Projects < $500K	**51.6**
Total 2021 Capital Projects	**168.8**

CRD 2022 Financial Indicators

BUILDING INFRASTRUCTURE

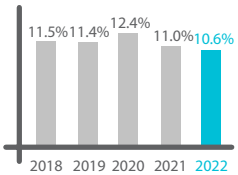


Investment on capital is **6.0x** the rate of depreciation

This is the amount of capital invested in infrastructure for every dollar that assets depreciate each year. In 2022, the investment in capital will be $168.8M* compared to an amortization of $28.3M*.

**Amortization based on net book value as per the audited financial statements from the preceding year*

MANAGING DEBT



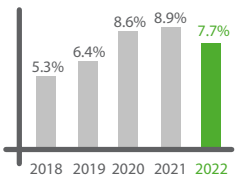
Debt servicing costs are **10.6%** of revenue

This is the amount of annual revenue committed to debt repayment for existing and new capital. In 2022, debt servicing costs will account for $25.5M* out of total revenue of $239.9M.**

**This excludes municipal borrowing.*

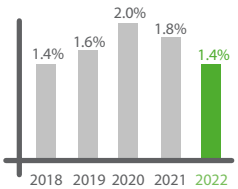
***This excludes municipal debt (15.4M), internal allocations (47.3M), and surplus carryforward (6.6M).*

SAVING FOR THE FUTURE



Reserve transfers make up **7.7%** of the operating budget

This is the amount of total reserve contributions compared to the total CRD operating budget. In 2022, reserve transfers will total $23.9M while the operating budget will total $309.2M.



Reserve transfers make up **1.4%** of the depreciated value of assets

This is the amount of total reserve contributions compared to the total net book value of CRD assets. In 2022, reserve transfers will total $23.9M while the net book value will total $1,694.1M.*

**Based on net book value as per the audited statements from the preceding year.*

APPENDIX G

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 27, 2021
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part A

*Click on the **Department name** below to access budget package*

1. Introduction/Overview

1.0 Budget Report

2. Executive Services

2.1 C.A.O. & Executive Office
2.2 Human Resources
2.3 Corporate Communications

3. Corporate Services

3.1 Corporate Services
3.2 Board Expenditures
3.3 Real Estate
3.4 First Nation Relations
3.5 Victoria Family Court Committee
3.6 Greater Victoria Police Victims Services

4. Finance and Technology

4.1 Financial Services
4.1.1 Finance

4.2 Technology and Initiatives
4.2.1 Regional Grant in Aid
4.2.2 Information Technology
4.2.3 GIS Information Systems
4.2.4 Geo-Spatial Referencing

4.3 Arts and Other Finance Budgets
4.3.1 Royal Theatre
4.3.2 McPherson Theatre
4.3.3 Arts Grants and Development
4.3.4 Feasibility Study Reserve

CAPITAL REGIONAL DISTRICT

2022 BUDGET

EXECUTIVE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2021

COMMITTEE OF THE WHOLE
October 27, 2021
TABLE OF CONTENTS

Click on the service area name below to access selected budgets

Executive Services			Page
2.1	1.014	C.A.O. & Executive Office	**3 - 6**
2.2	1.016	Human Resources	**7 - 13**
2.3	1.118	Corporate Communications	**14 - 20**

CAPITAL REGIONAL DISTRICT

2022 BUDGET

CAO & Executive Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.014 CAO & Executive Services **Committee:** Governance & Finance

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition

Change in Budget 2021 to 2022 Service: 1.014 CAO & EXECUTIVE SERVICES	Total Expenditure	Comments
2021 Budget	**763,785**	
Change in Salaries:		
Base salary change	3,300	Inclusive of estimated collective agreement changes
Step increase / paygrade change	(2,410)	
1.0 Executive Assistant	84,699	2022 IBC 15f-1.24: Executive Services Departmental Support
Total Change in Salaries	85,589	
Other Changes:		
Intergovernment Allocation	(36,388)	Cessation of Intergovernment allocation in 2022
	7,500	Office costs associated with new ongoing FTEs
Other Costs	4,695	
Total Other Changes	(24,193)	
2022 Budget	**825,181**	
% expense increase from 2021:	***8.0%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $59,100 (7.7%) due to temporary staff vacancies and pay level variances ($43,500); reduced use of travel and training budgets ($9,000).

CAO & Executive Services	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	663,593	620,000	664,483	84,699	-	749,182	765,322	781,807	798,644	815,850
Building Occupancy	14,990	14,990	18,873	-	-	18,873	18,867	19,201	19,543	19,892
Intergovernment Allocation	36,388	36,388	-	-	-	-	-	-	-	-
Legal Expenses	1,800	-	1,840	-	-	1,840	1,880	1,920	1,960	2,000
Software Licenses	5,000	5,000	5,100	-	-	5,100	5,200	5,300	5,410	5,520
Other Operating Expenses	40,824	27,104	41,476	5,000	2,500	48,976	47,508	48,560	49,652	50,774
TOTAL OPERATING COSTS	**762,595**	**703,482**	**731,772**	**89,699**	**2,500**	**823,971**	**838,777**	**856,788**	**875,209**	**894,036**
*Percentage Increase over prior year						8.0%	1.8%	2.1%	2.1%	2.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,190	1,190	1,210	-	-	1,210	1,230	1,250	1,280	1,310
TOTAL CAPITAL / RESERVES	1,190	1,190	1,210	-	-	1,210	1,230	1,250	1,280	1,310
TOTAL COSTS	**763,785**	**704,672**	**732,982**	**89,699**	**2,500**	**825,181**	**840,007**	**858,038**	**876,489**	**895,346**
Internal Recovery from CAWTP	-	-	-	-	-	-	-	-	-	-
Transfer from Internal Reserve	-	-	-	-	-	-	-	-	-	-
NET COSTS	**763,785**	**704,672**	**732,982**	**89,699**	**2,500**	**825,181**	**840,007**	**858,038**	**876,489**	**895,346**
*Percentage increase over prior year Net Costs			-4.0%			8.0%	1.8%	2.1%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	4.0	4.0	4.0	1.0	-	5.0	5.0	5.0	5.0	5.0

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Human Resources

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.016 Human Resources **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide Human Resources services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2021 to 2022 Service: 1.016 Human Resources	Total Expenditure	Comments
2021 Budget	**2,577,313**	
Change in Salaries:		
Base salary change	9,226	
Step Increase/Paygrade change	40,110	
1.0 FTE Safety Management	159,900	2022 IBC 15c-1.5: Safety Management System
Auxiliary support	24,000	2022 IBC 15c-1.4: Human Resources Information System
Auxiliary support	25,000	2022 IBC 6g-1: Regional Parks Service support
Other Adjustments	430	
Total Change in Salaries	258,666	
Other Changes:		
Contract for Services	100,000	IBC: 15c-1.4: Human Resources Information System
Other costs	(29,271)	
Total Other Changes	70,729	
2022 Budget	**2,906,708**	
% expense increase from 2021:	***12.8%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one-time favourable variance of $243,900 (54.9%) due largely to temporary staff vacancies ($167,000) and reduced face-to-face training and development programming (eg. iLead) during COVID-19 ($91,700).

1.016 - Human Resources	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Salaries and Wages	1,866,753	1,700,000	1,916,519	184,900	24,000	2,125,419	2,322,037	2,372,483	2,241,048	2,289,272
Allocations	62,453	62,464	74,866	1,000	-	75,866	75,205	76,579	77,982	79,416
Legal Expenses	15,910	10,000	16,230	-	-	16,230	16,550	16,880	17,220	17,560
Staff Training and Membership Dues	111,840	123,000	126,840	3,000	-	129,840	132,440	135,090	137,790	140,540
Contract for Services	296,947	191,000	197,393	-	160,000	357,393	351,340	303,360	309,420	220,610
Software Licenses	4,150	4,000	4,230	-	-	4,230	4,310	4,400	4,490	4,580
Other Operating Expenses	210,260	203,060	174,230	2,000	12,500	188,730	183,644	187,310	188,047	190,826
			-	-	-	-				
TOTAL OPERATING COSTS	**2,568,313**	**2,293,524**	**2,510,308**	**190,900**	**196,500**	**2,897,708**	**3,085,526**	**3,096,101**	**2,975,998**	**2,942,804**
*Percentage Increase over prior year						12.8%	6.5%	0.3%	-3.9%	-1.1%
CAPITAL / RESERVE										
Equipment Purchases	-	-	-	-	-		-	-	-	-
Transfer to Equipment Replacement Fund	9,000	24,000	9,000	-	-	9,000	9,000	9,000	9,000	9,000
TOTAL CAPITAL / RESERVE	**9,000**	**24,000**	**9,000**	**-**	**-**	**9,000**	**9,000**	**9,000**	**9,000**	**9,000**
TOTAL COSTS	**2,577,313**	**2,317,524**	**2,519,308**	**190,900**	**196,500**	**2,906,708**	**3,094,526**	**3,105,101**	**2,984,998**	**2,951,804**
						12.8%	6.5%	0.3%	-3.9%	-1.1%
INTERNAL RECOVERIES										
Recovery Costs	(20,000)	(20,000)	(20,000)	-	-	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
First Aid Recovery	(5,600)	(5,600)	(5,713)	-	-	(5,713)	(5,781)	(5,896)	(6,015)	(6,137)
Transfer from Internal Reserve	(150,000)	(90,000)	-	-	(194,000)	(194,000)	(330,384)	(279,137)	(97,000)	(1,000)
Safety Officer Recovery	(157,582)	(157,582)	-	-	-	-	-	-	-	-
Human Resources	(1,800,453)	(1,800,453)	(1,949,917)	(190,900)	(2,500)	(2,143,317)	(2,186,186)	(2,229,908)	(2,274,505)	(2,319,995)
TOTAL INTERNAL RECOVERIES	**(2,133,635)**	**(2,073,635)**	**(1,975,630)**	**(190,900)**	**(196,500)**	**(2,363,030)**	**(2,542,351)**	**(2,534,941)**	**(2,397,520)**	**(2,347,132)**
NET COSTS	**443,678**	**243,889**	**543,678**	**-**	**-**	**543,678**	**552,175**	**570,160**	**587,478**	**604,672**
*Percentage increase over prior year Net Costs						22.5%	1.6%	3.3%	3.0%	2.9%
AUTHORIZED POSITIONS: Salaried	13.0	13.0	13.0	1.0	-	14.0	15.0	15.0	14.0	14.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.016 Human Resources		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$3,130	$4,695	$6,260	$0	$1,033	$15,118
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$3,130**	**$4,695**	**$6,260**	**$0**	**$1,033**	**$15,118**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$3,130	$4,695	$6,260	$0	$1,033	$15,118
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$3,130**	**$4,695**	**$6,260**	**$0**	**$1,033**	**$15,118**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.016

Service Name: Human Resources

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer	Computer Replacement	$3,130	E	ERF	$0	$3,130	$0	$0	$0	$0	$3,130
23-01	Replacement	Computer	Computer Replacement	$4,695	E	ERF	$0	$0	$4,695	$0	$0	$0	$4,695
24-01	Replacement	Computer	Computer Replacement	$6,260	E	ERF	$0	$0	$0	$6,260	$0	$0	$6,260
26-01	Replacement	Computer	Computer Replacement	$1,033	E	ERF	$0	$0	$0	$0	$0	$1,033	$1,033
			GRAND TOTAL	**$15,118**			**$0**	**$3,130**	**$4,695**	**$6,260**	**$0**	**$1,033**	**$15,118**

Reserve Schedule

Reserve Fund: 1.016 Human Resources

Reserve Cash Flow

Fund: 1022 Fund Center: 101419 ERF Group: HR.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	21,970	23,644	29,514	33,819	36,559	45,559
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(22,326)	(3,130)	(4,695)	(6,260)	-	(1,033)
Transfer from Operating Budget	24,000	9,000	9,000	9,000	9,000	9,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**23,644**	**29,514**	**33,819**	**36,559**	**45,559**	**53,526**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Corporate Communications

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.118 Corporate Communications **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide administrative services to the Board of the Capital Regional District.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2021 to 2022

Service: 1.118 Corporate Communications	**Total Expenditure**	**Comments**
2021 Budget	**1,031,272**	
Change in Salaries:		
Base salary change	3,048	Inclusive of estimated collective agreement changes
Step increase/paygrade change	8,691	
1.0 FTE Manager of Marketing and Social Media	113,261	2022 IBC 15f-1.14 Digital Communications Governance and Support (10 months)
Auxiliary Wages	(50,000)	One-time auxiliary costs in 2021
Other Adjustments	780	
Total Change in Salaries	75,780	
Other Changes:		
Office Costs	8,500	One-time and on-going office costs associated with new FTEs
Building Occupancy	5,644	
Human Resources Allocation	4,332	Increase in 2021 salary budget; corporate safety resourcing
Contract for Services	(7,500)	One-time contractor costs in 2021
Other Costs	(1,283)	
Total Other Changes	9,693	
2022 Budget	**1,116,745**	
% expense increase from 2021:	***8.3%***	
% Requisition increase from 2021 (if applicable):	***21.5%***	*Requisition funding is 52% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one-time variance of $46,000 (10%) primarily related to auxiliary staffing and the 2020 carry-forward for corporate website work.

1.118 - CORPORATE COMMUNICATIONS	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	889,650	860,420	852,170	113,261	-	965,431	1,128,994	1,167,415	1,141,429	1,165,958
Allocations	43,862	43,862	53,844	-	-	53,844	54,369	55,394	56,441	57,510
Contract for Services	35,000	35,000	28,050	(3,000)	-	25,050	25,550	26,060	26,580	27,110
Printing & Copying	7,480	2,400	7,630	-	-	7,630	7,780	7,930	8,090	8,250
Other Operating Expenses	50,280	38,370	51,290	5,700	2,800	59,790	66,660	65,140	66,430	67,760
TOTAL OPERATING COSTS	**1,026,272**	**980,052**	**992,984**	**115,961**	**2,800**	**1,111,745**	**1,283,353**	**1,321,939**	**1,298,970**	**1,326,588**
*Percentage Increase over prior year			-3.2%			8.3%	15.4%	3.0%	-1.7%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,500	6,000	6,500	7,000
Transfer to General Capital Fund	-	-	-	-	-	-	225,000	175,000	-	-
TOTAL CAPITAL / RESERVES	5,000	5,000	5,000	-	-	5,000	230,500	181,000	6,500	7,000
TOTAL COSTS	**1,031,272**	**985,052**	**997,984**	**115,961**	**2,800**	**1,116,745**	**1,513,853**	**1,502,939**	**1,305,470**	**1,333,588**
*Percentage increase over prior year Total Costs			-3.2%			8.3%	35.6%	-0.7%	-13.1%	2.2%
Funding from Internal Reserves	(57,500)	(57,500)	-	-	-	-	(275,000)	(225,000)	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**973,772**	**927,552**	**997,984**	**115,961**	2,800	**1,116,745**	**1,238,853**	**1,277,939**	**1,305,470**	**1,333,588**
REVENUE										
Interest Income	(200)	-	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUES	**(200)**	**-**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
NET COSTS	**973,572**	**927,552**	**997,784**	**115,961**	**2,800**	**1,116,545**	**1,238,653**	**1,277,739**	**1,305,270**	**1,333,388**
*Percentage increase over prior year Net Costs			2.5%			14.7%	10.9%	3.2%	2.2%	2.2%
AUTHORIZED POSITIONS:										
Salaried	6.0	6.0	6.0	1.0	-	7.0	8.0	8.0	8.0	8.0

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.118**
Service Name: **Corporate Communications**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer	Computer Replacement	$6,229	E	ERF		$6,229	$0	$0	$0		$6,229
23-01	Replacement	Computer	Computer Replacement	$2,066	E	ERF		$0	$2,066	$0	$0		$2,066
24-01	Replacement	Computer	Computer Replacement	$3,130	E	ERF		$0	$0	$3,130	$0		$3,130
25-01	Replacement	Computer	Computer Replacement	$1,033	E	ERF		$0	$0	$0	$1,033		$1,033
26-01	Replacement	Computer	Computer Replacement	$6,229	E	ERF		$0	$0	$0	$0	$6,229	$6,229
22-01	Replacement	CRD Public Website	CRD Public Website	$400,000	E	Res		$0	$225,000	$175,000	$0	$0	$400,000
													$0
													$0
													$0
			GRAND TOTAL	**$418,687**			**$0**	**$6,229**	**$227,066**	**$178,130**	**$1,033**	**$6,229**	**$418,687**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.118 Corporate Communications		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$6,229	$227,066	$178,130	$1,033	$6,229	$418,687
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$6,229**	**$227,066**	**$178,130**	**$1,033**	**$6,229**	**$418,687**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$6,229	$2,066	$3,130	$1,033	$6,229	$18,687
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$225,000	$175,000	$0	$0	$400,000
			$0	**$6,229**	**$227,066**	**$178,130**	**$1,033**	**$6,229**	**$418,687**

Reserve Schedule

Reserve Fund: 1.118 Corporate Communications

Assets held by Corporate Communications consists of computers and equipment to support service delivery.

Reserve Cash Flow

Fund: 1022 Fund Center: 101518 ERF Group: COMREL.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	11,609	8,710	7,481	10,915	13,785	19,252
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(7,899)	(6,229)	(2,066)	(3,130)	(1,033)	(6,229)
Transfer from Operating Budget	5,000	5,000	5,500	6,000	6,500	7,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**8,710**	**7,481**	**10,915**	**13,785**	**19,252**	**20,023**

Assumptions/Background:

2022 - 3 standard desktops & 2 standard laptops
2023 - 2 standard desktops
2024 - 2 standard laptops
2025 - 1 standard desktop
2026 - 3 standard desktops & 2 standard laptops

CAPITAL REGIONAL DISTRICT

2022 BUDGET

CORPORATE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2021

COMMITTEE OF THE WHOLE
October 27, 2021
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CAPITAL REGIONAL DISTRICT

2022 BUDGET

Corporate Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.014 Corporate Services **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Risk management including insurance claims, loss control and tender call/contract review.
Corporate administrative support including reception, mail, printing and Freedom of Information requests.
Support for electoral area volunteer services and fire departments.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2021 to 2022 Service: 1.014 CORPORATE SERVICES	Total Expenditure	Comments
2021 Budget	**2,066,540**	
Change in Salaries:		
Base salary change	7,740	Inclusive of estimated collective agreement changes
Step increase / paygrade change	58,324	
0.6 FTE Information Technician	40,079	2022 IBC 15f-1.15: FOI & Privacy Role Conversion (Auxiliary to Regular)
2.0 FTE Information Technician	89,065	2022 IBC 15f-1.3: EDRMS (6 months)
1.0 Administrative Clerk	81,274	2022 IBC 15f-1.23: Legislative Services Support
1.0 FTE Manager, Legal Services	124,181	2022 IBC 15f-1.21: Associate Legal Counsel (9 months)
Reduction in auxiliary wages	(33,000)	Offset for 2022 IBC 15f-1.15: FOI & Privacy Role Conversion (Auxiliary to Regular)
Other Adjustments	2,000	
Total Change in Salaries	369,663	
Other Changes:		
Contract for Services	(100,000)	Reduction for 2021 one-time project Commission Review
	(75,000)	Reduction for 2021 one-time costs for EDRMS: $75k carry forward into 2022, net of $75k estimated spend in 2021
	169,000	2022 IBC 15f-1.3: EDRMS - 2022 Contractor Costs
	26,000	Office costs associated with new ongoing FTEs
Building Occupancy	26,307	
Other Costs	2,858	
Total Other Changes	49,165	
2022 Budget	**2,485,368**	
% expense increase from 2021:	***20.3%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $182,450 (10.0%) due to temporary staff vacancies and pay level variances ($109,000); reduced use of auxiliary budget ($60,000).

CORPORATE SERVICES	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	1,648,897	1,480,250	1,716,961	301,599	-	2,018,560	2,208,882	2,256,384	2,304,904	2,354,454
Building Occupancy	80,998	80,998	103,305	4,000	-	107,305	103,268	105,099	106,968	108,883
Legal Expenses	7,280	5,000	7,430	-	-	7,430	7,580	7,730	7,880	8,040
Contract for Services	250,000	125,000	-	-	244,000	244,000	-	-	-	-
Software Licenses	12,470	13,000	12,720	-	-	12,720	12,970	13,230	13,490	13,760
Other Operating Expenses	60,075	50,845	61,273	20,000	10,000	91,273	82,891	84,529	86,227	87,946
TOTAL OPERATING COSTS	**2,059,720**	**1,755,093**	**1,901,689**	**325,599**	**254,000**	**2,481,288**	**2,415,591**	**2,466,972**	**2,519,469**	**2,573,083**
*Percentage Increase over prior year						20.5%	-2.6%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	4,000	4,000	4,080	-	-	4,080	4,160	4,240	4,320	4,410
Transfer to Operating Reserve Fund	2,820	-	-	-	-	-	-	-	-	-
Transfer to Climate Action Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**6,820**	**4,000**	**4,080**	**-**	**-**	**4,080**	**4,160**	**4,240**	**4,320**	**4,410**
TOTAL COSTS	**2,066,540**	**1,759,093**	**1,905,769**	**325,599**	**254,000**	**2,485,368**	**2,419,751**	**2,471,212**	**2,523,789**	**2,577,493**
*Percentage increase over prior year						20.3%	-2.6%	2.1%	2.1%	2.1%
REVENUE										
FOI Revenue	-	-	-	-	-	-	-	-	-	-
Climate Action Grant	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(250,000)	(125,000)	-	(101,000)	(244,000)	(345,000)	-	-	-	-
TOTAL REVENUE	**(250,000)**	**(125,000)**	**-**	**(101,000)**	**(244,000)**	**(345,000)**	**-**	**-**	**-**	**-**
NET COSTS	**1,816,540**	**1,634,093**	**1,905,769**	**224,599**	**10,000**	**2,140,368**	**2,419,751**	**2,471,212**	**2,523,789**	**2,577,493**
*Percentage increase over prior year Net Costs						17.8%	13.1%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	11.0	11.0	11.0	4.6	-	15.6	15.6	15.6	15.6	15.6
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.014 CAO / Corporate Services		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$4,132	$9,328	$5,728	$4,132	$4,132	$27,452
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$4,132**	**$9,328**	**$5,728**	**$4,132**	**$4,132**	**$27,452**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$4,132	$9,328	$5,728	$4,132	$4,132	$27,452
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$4,132**	**$9,328**	**$5,728**	**$4,132**	**$4,132**	**$27,452**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.014

Service Name: CAO / Corporate Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer	Computer Replacement	$4,132	E	ERF	$0	$4,132	$0	$0	$0	$0	$4,132
23-01	Replacement	Computer	Computer Replacement	$6,198	E	ERF	$0	$0	$9,328	$0	$0	$0	$9,328
24-01	Replacement	Computer	Computer Replacement	$1,033	E	ERF	$0	$0	$0	$5,728	$0	$0	$5,728
25-01	Replacement	Computer	Computer Replacement	$4,132	E	ERF	$0	$0	$0	$0	$4,132	$0	$4,132
26-01	Replacement	Computer	Computer Replacement	$4,132	E	ERF	$0	$0	$0	$0	$0	$4,132	$4,132
			GRAND TOTAL	**$19,627**			**$0**	**$4,132**	**$9,328**	**$5,728**	**$4,132**	**$4,132**	**$27,452**

Reserve Schedule

Reserve Fund: 1.014 CAO / Corporate Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101366 ERF Group: CAO.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	78,147	78,502	79,660	75,722	75,484	76,952
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	(4,835)	(4,132)	(9,328)	(5,728)	(4,132)	(4,132)
Transfer from Operating Budget	5,190	5,290	5,390	5,490	5,600	5,720
Interest Income	-	-	-	-	-	-
Ending Balance $	**78,502**	**79,660**	**75,722**	**75,484**	**76,952**	**78,540**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Board Expenditures

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.011 **Board Expenditures** **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for the remuneration and expenses of the Capital Regional District members of the Board. One-half of the remuneration paid to the electoral area directors is charged to the Electoral Area Administrative Budgets (starting with the year 2003 budget).

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Native Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition

Change in Budget 2021 to 2022 Service: 1.011 BOARD EXPENDITURES	Total Expenditure	Comments
2021 Budget	**1,192,409**	
Change in Director's Remuneration		
Base salary change	14,600	Inclusive of estimated inflationary changes
	(55,000)	Adjustment to First Nations representation, based on current estimates
Other Adjustments	4,341	
Total Change in Director's Remuneration	(36,059)	
Other Changes:		
Contract for Services	70,000	2022 CAO Recruitment & Selection costs
	48,000	2022 IBC 15d-1 Board Orientation and Strategic Plan 2023-2026
Meetings & Printing	10,000	2022 IBC 15d-1 Board Orientation and Strategic Plan 2023-2026
Other Costs	7,976	
Total Other Changes	135,976	
2022 Budget	**1,292,326**	
% expense increase from 2021:	***8.4%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $141,700 (11.9%) due largely to variance on First Nations representation ($65,000); reduced meeting expenses ($15,000) and reduced travel, training and contractor costs ($31,000).

1.011 - Board Expenditures	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Directors' Remuneration	838,041	770,000	801,982	-	-	801,982	853,302	868,868	884,745	900,940
Standard Overhead Allocation	62,106	62,106	57,620	-	-	57,620	58,773	59,948	61,147	62,370
Building Occupancy	71,942	71,942	91,884	-	-	91,884	91,853	93,480	95,144	96,845
Legal Expenses	15,260	5,000	15,000	-	-	15,000	15,300	15,610	15,920	16,240
Contract for Services	19,640	5,000	10,000	-	118,000	128,000	15,200	10,500	10,710	10,920
Software Licenses	51,530	50,000	52,560	-	-	52,560	53,610	54,680	55,770	56,890
Meetings & Printing	26,690	11,400	27,220	-	10,000	37,220	27,760	28,320	28,890	29,470
Scholarship Programs	16,320	15,700	15,700	-	-	15,700	16,010	16,330	16,650	16,980
Other Operating Expenses	50,880	19,560	51,560	-	-	51,560	52,680	53,830	55,010	56,230
TOTAL OPERATING COSTS	**1,152,409**	**1,010,708**	**1,123,526**	**-**	**128,000**	**1,251,526**	**1,184,488**	**1,201,566**	**1,223,986**	**1,246,885**
*Percentage Increase over prior year						8.6%	-5.4%	1.4%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	40,000	40,000	40,800	-	-	40,800	41,620	42,450	43,300	44,170
TOTAL CAPITAL / RESERVE	**40,000**	**40,000**	**40,800**	**-**	**-**	**40,800**	**41,620**	**42,450**	**43,300**	**44,170**
TOTAL COSTS	**1,192,409**	**1,050,708**	**1,164,326**	**-**	**128,000**	**1,292,326**	**1,226,108**	**1,244,016**	**1,267,286**	**1,291,055**
						8.4%	-5.1%	1.5%	1.9%	1.9%
INTERNAL RECOVERIES										
Transfer from Internal Reserve	-	-	-	-	(128,000)	(128,000)	-	-	-	-
NET COSTS	**1,192,409**	**1,050,708**	**1,164,326**	**-**	**-**	**1,164,326**	**1,226,108**	**1,244,016**	**1,267,286**	**1,291,055**
*Percentage increase over prior year Total Costs						-2.4%	5.3%	1.5%	1.9%	1.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.011 Board Expenditures		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$170,000	$21,500	$37,000	$96,500	$50,000	$375,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$170,000**	**$21,500**	**$37,000**	**$96,500**	**$50,000**	**$375,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$170,000	$21,500	$37,000	$96,500	$50,000	$375,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$170,000**	**$21,500**	**$37,000**	**$96,500**	**$50,000**	**$375,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.011
Service Name: Board Expenditures

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Replacement of all existing video switching equipment	Replacement of all existing video switching equipment	$56,000	E	ERF	$0	$0	$0	$15,000	$10,000	$0	$25,000
19-02	Replacement	Replace projector and screen in Main office boardroom	Replace projector and screen in Main office boardroom	$10,000	E	ERF	$0	$0	$0	$0	$60,000	$0	$60,000
19-03	Replacement	Replace boardroom chairs	Replace boardroom chairs	$30,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
20-01	Replacement	Replace boardroom audio system	Replace boardroom audio system	$21,700	E	ERF	$0	$0	$0	$10,000	$10,000	$0	$20,000
20-02	Replacement	Replace video storage and power equipment	Replace video storage and power equipment	$3,000	E	ERF	$0	$0	$1,500	$0	$1,500	$0	$3,000
21-01	Replacement	Replace control system equipment	Replace control system equipment	$6,200	E	ERF	$0	$0	$0	$0	$0	$0	$0
21-02	Replacement	Replace video streaming equipment	Replace video streaming equipment	$17,500	E	ERF	$0	$0	$0	$12,000	$5,000	$0	$17,000
21-03	Replacement	Refurbishment of the Board Chair Office	Refurbishment of the Board Chair Office	$15,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
22-01	Replacement	Replace director iPads and tablets	Replace director iPads and tablets	$25,000	E	ERF	$0	$50,000	$0	$0	$0	$50,000	$100,000
22-02	Replacement	Replace microphone system	Replace microphone system	$70,000	E	ERF	$0	$120,000	$0	$0	$0	$0	$120,000
23-01	Replacement	Replace Video Display and Switching	Replace Video Display and Switching	$20,000	E	ERF	$0	$0	$20,000	$0	$10,000	$0	$30,000
			GRAND TOTAL	**$274,400**			**$0**	**$170,000**	**$21,500**	**$37,000**	**$96,500**	**$50,000**	**$375,000**

Reserve Schedule

Reserve Fund: 1.011 Board

Boardroom Technology - The Board of Director assets include IPADs, computers, equipment and furniture used to support the Board and for activities held in the Boardroom.

Reserve Cash Flow

Fund: 1022 Fund Center: 101413 ERF Group: BOARD.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	189,861	168,341	114,831	135,651	141,821	88,621
Actual Purchases	-	-	-	-	-	
Planned Purchases (Based on Capital Plan)	(62,200)	(170,000)	(21,500)	(37,000)	(96,500)	(50,000)
Transfer from Operating Budget	40,000	40,800	41,620	42,450	43,300	44,170
Transfer from Operating Reserve	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-
Ending Balance $	**167,661**	**39,141**	**134,951**	**141,101**	**88,621**	**82,791**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Real Estate

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.015 Real Estate **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for administrative expenditures of the Capital Regional District Board.

SERVICE DESCRIPTION:

Acquisition, disposal and management of real estate interests on behalf of CRD departments and commissions/committees.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Internal recoveries and requisition

1.015 - Real Estate Services	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	395,684	390,123	403,235	-	-	403,235	411,916	420,779	429,828	439,076
Allocations	55,021	55,021	61,210	-	-	61,210	61,962	63,150	64,360	65,596
Legal Expenses	41,120	41,120	1,940	-	-	1,940	1,980	2,020	2,060	2,100
Software Licenses	9,160	6,000	9,340	-	-	9,340	9,530	9,720	9,910	10,110
Other Operating Expenses	21,210	14,340	22,630	-	-	22,630	23,080	23,531	23,993	24,475
TOTAL OPERATING COSTS	**522,195**	**506,604**	**498,355**	**-**	**-**	**498,355**	**508,468**	**519,200**	**530,151**	**541,357**
*Percentage Increase over prior year						-4.6%	2.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	1,000	1,000	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVE	**1,000**	**1,000**	**1,000**	**-**	**-**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
TOTAL COSTS	**523,195**	**507,604**	**499,355**	**-**	**-**	**499,355**	**509,468**	**520,200**	**531,151**	**542,357**
*Percentage increase over prior year Total Costs						-4.6%	2.0%	2.1%	2.1%	2.1%
Internal Recoveries	(387,156)	(387,156)	(398,684)	-	-	(398,684)	(406,774)	(415,360)	(424,121)	(433,086)
Transfers from operating reserve	(40,000)	(40,000)	-	-	-	-	-	-	-	-
NET COSTS	**96,039**	**80,448**	**100,671**	**-**	**-**	**100,671**	**102,694**	**104,840**	**107,030**	**109,271**
*Percentage increase over prior year Net Costs						**4.8%**	2.0%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	0	0	3.0	3.0	3.0	3.0	3.0
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.015 Real Estate		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$0	$2,066	$1,033	$0	$3,099
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$0**	**$2,066**	**$1,033**	**$0**	**$3,099**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$2,066	$1,033	$0	$3,099
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$0**	**$2,066**	**$1,033**	**$0**	**$3,099**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.015**

Service Name: **Real Estate**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer	Computer Replacement	$0	E	ERF		$0	$0	$0	$0		$0
23-01	Replacement	Computer	Computer Replacement	$0	E	ERF		$0	$0	$0	$0		$0
24-01	Replacement	Computer	Computer Replacement	$2,066	E	ERF		$0	$0	$2,066	$0		$2,066
25-01	Replacement	Computer	Computer Replacement	$1,033	E	ERF		$0	$0	$0	$1,033		$1,033
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$3,099**			**$0**	**$0**	**$0**	**$2,066**	**$1,033**	**$0**	**$3,099**

Reserve Schedule

Reserve Fund: 1.015 Real Estate

Reserve Cash Flow

Fund: 1022 Fund Center: 101418 ERF Group: PRPSRV.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	23,057	23,090	24,090	25,090	24,024	23,991
Actual Purchases	-					
Planned Purchases (Based on Capital Plan)	(967)	-	-	(2,066)	(1,033)	-
Transfer from Operating Budget	1,000	1,000	1,000	1,000	1,000	1,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**23,090**	**24,090**	**25,090**	**24,024**	**23,991**	**24,991**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

First Nations Relations

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.027 First Nations Relations **Committee: First Nations Relations**

DEFINITION:

To provide for the management of intergovernmental relations between the CRD and the First Nations.

SERVICE DESCRIPTION:

This service was created to provide for 1) the management of intergovernmental relations, primarily First Nations, through a process of consultation, and 2) the coordination of various CRD First Nations initiatives to ensure the alignment of interests and to build positive working relationships between the CRD and First Nations communities within the Region.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

First Nations Relations

FUNDING:

Requisition

Change in Budget 2021 to 2022 Service: 1.027 First Nations Relations	Total Expenditure	Comments
2021 Budget	**686,083**	
Change in Salaries:		
Base salary change	1,763	Inclusinve of estimated collective agreement changes
Step increase/paygrade change	(15,608)	Net savings due to staffing changes
1.0 FTE Archeologist	114,600	2022 IBC 3a-3: Protection and Conservation Heritage Sites
Total Change in Salaries	100,755	
Other Changes:		
Contract for Services	93,000	2022 IBC 3a-5: Reconciliation Action Plan ($45k) and carry-forward ($48k) for 2020/2021 archeology initiatives
	(115,840)	Completion of prior-year initiatives in 2021
Office and Equipment Costs	11,000	Costs associated with new on-going FTE
Standard Overhead Allocation	4,717	Increase in 2021 operating costs
Transfer to equipment replacement reserve	2,000	Resumed annual contributions to equipment replacement fund
Human Resources Allocation	1,709	Increase in 2021 salary budget; corporate safety resourcing
Other	2,700	
Total Other Changes	(714)	
2022 Budget	**786,124**	
% expense increase from 2021:	***14.6%***	
% Requisition increase from 2021 (if applicable):	***120.1%***	*Requisition funding is (88)% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of $73,750 due mainly to hiring and Covid-19 challenges. Surplus funds are generally transferred to the corporate operating reserve, however it is proposed a portion of the 2021 surplus ($55,000) be used to fund one-time costs associated with the 2022 Reconciliation Action Plan IBC initiative (3a-5).

1.027 - First Nations Relations	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries and Wages	357,700	307,700	343,855	114,600	-	458,455	468,325	478,405	488,709	499,232
Allocations	38,493	38,493	44,919	-	-	44,919	45,817	46,734	47,669	48,622
Meetings, Programs & Special Events	41,580	40,580	42,410	-	-	42,410	43,260	44,130	45,010	45,910
Contract for Services	225,490	177,490	109,650	-	93,000	202,650	111,840	114,080	116,360	118,690
Legal Expenses	1,560	1,000	1,590	-	-	1,590	1,620	1,650	1,680	1,710
Other Operating Expenses	21,260	16,960	21,600	4,700	7,800	34,100	26,840	27,382	27,945	28,520
TOTAL OPERATING COSTS	**686,083**	**582,223**	**564,024**	**119,300**	**100,800**	**784,124**	**697,702**	**712,381**	**727,373**	**742,684**
*Percentage Increase over prior year			-17.8%			14.3%	-11.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	-	-	2,000	-	-	2,000	2,000	2,000	2,000	2,000
TOTAL COSTS	**686,083**	**582,223**	**566,024**	**119,300**	**100,800**	**786,124**	**699,702**	**714,381**	**729,373**	**744,684**
*Percentage Increase over prior year Total Costs			-17.50%			14.6%	-11.0%	2.1%	2.1%	2.1%
Internal Recoveries	(244,140)	(244,140)	-	-	-	-	-	-	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**441,943**	**338,083**	**566,024**	**119,300**	**100,800**	**786,124**	**699,702**	**714,381**	**729,373**	**744,684**
SOURCES OF FUNDING										
Transfer from Internal Reserve Account	(127,000)	(24,000)	-	-	(93,000)	(93,000)	(10,000)	-	-	-
Other Income	-	(17,890)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(127,000)**	**(41,890)**	**-**	**-**	**(93,000)**	**(93,000)**	**(10,000)**	**-**	**-**	**-**
NET COSTS	**314,943**	**296,193**	**566,024**	**119,300**	**7,800**	**693,124**	**689,702**	**714,381**	**729,373**	**744,684**
*Percentage Increase over prior year Net Costs			79.7%			120.1%	-0.5%	3.6%	2.1%	2.1%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	1.0	-	4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No. 1.027 First Nations Relations	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$1,033	$3,631	$1,565	$0	$1,033	$7,262
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$0	$0	$0	$0	$0	$0
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$0	**$1,033**	**$3,631**	**$1,565**	**$0**	**$1,033**	**$7,262**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	$0	$1,033	$3,631	$1,565	$0	$1,033	$7,262
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$0	**$1,033**	**$3,631**	**$1,565**	**$0**	**$1,033**	**$7,262**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.027**

Service Name: **First Nations Relations**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$1,033	E	ERF	$0	$1,033	$0	$0	$0	$0	$1,033
23-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$3,631	E	ERF	$0	$0	$3,631	$0	$0	$0	$3,631
24-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$1,565	E	ERF	$0	$0	$0	$1,565	$0	$0	$1,565
26-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$1,033	E	ERF	$0	$0	$0	$0	$0	$1,033	$1,033
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$7,262**			**$0**	**$1,033**	**$3,631**	**$1,565**	**$0**	**$1,033**	**$7,262**

Reserve Schedule

Reserve Fund: 1.027 FIRST NATIONS RELATIONS

Reserve Cash Flow

Fund: 1022 Fund Center: 102157 ERF Group: INTGOV.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	4,325	4,325	5,292	3,661	4,096	6,096
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	-	(1,033)	(3,631)	(1,565)	-	(1,033)
Transfer from Operating Budget	-	2,000	2,000	2,000	2,000	2,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**4,325**	**5,292**	**3,661**	**4,096**	**6,096**	**7,063**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Victoria Family Court Committee

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.126 Vic Family Court & Youth Justice Committee **Committee: Planning and Protective Services**

DEFINITION:

To fund the operation of the Victoria Family Court Committee & Juvenile Justice Issues as appointed under the Provincial Court Act. (Division VI, Supplementary Letters Patent issued March 16, 1967, amended September 10, 1987).

SERVICE DESCRIPTION:

This service provides funding for the operating of the Victoria Family Court and Youth Justice Committee. The committee has been given authority are under the federal Youth Criminal Justice Act. A family court committee is a requirement of the Provincial Court Act, which states that a municipality operating a family court must have a committee

- to monitor the proceedings of the court and address issues pertaining to resources and legislation concerning families and youth and advocate changes.
- to provide funding for Board-approved committees whose purpose is related to juvenile justice issues. Currently the only Board-approved committee is the Capital Region Action Team (CRAT), which deals with teenagers involved in the sex trade.
- to promote and examine extra-legal options in justice.
- to liaise with governmental and non-governmental bodies around youth justice.

PARTICIPATION:

On the basis of the net taxable value of land and improvements as fixed for taxation in the immediately preceding year for Hospital District purposes as to one half of such cost, and the other one half shall be apportioned on the basis of population based on the last census established by Census Canada prior to year of apportionment.

MAXIMUM LEVY:

$15,000 (Bylaw No. 3048)

MAXIMUM CAPITAL DEBT:

Nil

METHOD OF AUTHORIZATION:

Supplementary Letters Patent - March 16, 1967; amended September 10, 1987.

FUNDING:

Service: 1.126 Vic Family Court & Youth Justice Committee	Committee: Planning and Protective Services

Member Municipality	ASSESSMENTS 2020 Previous Yr (50%) Converted	Previous Year Actual	2016 (50%) Census Populations	
City of Colwood	481,566,458	4,376,278,815	16,859	4.01%
City of Victoria	4,016,398,746	30,082,961,727	85,792	25.96%
District of Central Saanich	657,985,149	5,446,784,895	16,814	4.63%
District of Highlands	83,558,649	769,857,750	2,225	0.60%
District of Langford	1,338,030,651	10,919,092,082	35,342	9.57%
District of Metchosin	140,177,990	1,368,320,842	4,708	1.14%
District of North Saanich	615,251,368	5,493,557,267	11,249	3.72%
District of Saanich	3,906,061,746	35,161,271,712	114,148	29.45%
District of Sooke	353,006,866	3,230,727,435	13,001	3.03%
District of Oak Bay	931,252,281	9,000,862,259	18,094	5.77%
Town of Sidney	543,992,242	4,544,259,546	11,672	3.52%
Town of View Royal	362,104,799	3,130,354,407	10,408	2.71%
Township of Esquimalt	456,083,497	4,050,747,456	17,655	4.03%
Subtotal	**13,885,470,442**	**117,575,076,193**	**357,967**	**98.15%**
Electoral Area				
Juan de Fuca EA	244,178,800	2,059,785,495	4,860	1.53%
Subtotal	**244,178,800**	**2,059,785,495**	**4,860**	**1.53%**
First Nations Taxation				
Songhees	19,001,544	158,461,000	1,842	0.32%
Subtotal	**19,001,544**	**158,461,000**	**1,842**	**0.32%**
TOTAL	**14,148,650,786**	**119,793,322,688**	**364,669**	**100.00%**

1.126 Vic Family Court &Youth Justice Committee	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Internal Allocation	268	268	318	-	-	318	324	331	338	344
Third Party Payments	15,636	15,636	15,555	-	-	15,555	15,549	15,542	15,535	15,529
TOTAL OPERATING COSTS	**15,904**	**15,904**	**15,873**	**-**	**-**	**15,873**	**15,873**	**15,873**	**15,873**	**15,873**
*Percentage Increase		0.0%	-0.19%			-0.19%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(31)	(31)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(873)	(873)	(873)	-	-	(873)	(873)	(873)	(873)	(873)
TOTAL REVENUE	(904)	(904)	(873)	-	-	(873)	(873)	(873)	(873)	(873)
REQUISITION	**(15,000)**	**(15,000)**	**(15,000)**	**-**	**-**	**(15,000)**	**(15,000)**	**(15,000)**	**(15,000)**	**(15,000)**
*Percentage Increase		0.0%	0.00%			0.00%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Greater Victoria Police Victims Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.128 Greater Victoria Police Victims Services **Committee: Planning and Protective Services**

DEFINITION:

To make Grants-In-Aid to the Greater Victoria Police Victims Services on behalf of participating members.
Extended service Bylaw No. 1998 (May 27, 1992).

SERVICE DESCRIPTION:

Greater Victoria Police Victims Services is contracted by the provincial gov't (Solicitor General who provide partial funding of $170,000) to provide the following services under the Victims of Crime Act to those impacted by crime or trauma : Emotional support/Service referral including at scene triage and referral to Sexual Assault, Spousal Assault, Child Abuse and Men's Trauma centres; Public Education on victim's rights and support services, justice system and court orientation; Court Support for Crown Counsel in Victoria and West Shore including orientation and ongoing support through judicial process for victims, witnesses, friends and family; Safety planning assistance for ongoing safety following criminal victimization; Emotional support for next-of-kin sudden death notification (police accompaniment); Convicted Criminal updates to victims regarding court dates, sentencing, parole hearings and decisions and release dates/ conditions; Victim Impact Statement guidance on content of statement; Victims of Crime Assistance applications for lost income from criminal victimization.

PARTICIPATION:

All municipalities except the District of North Saanich and the District of Sooke and a portion of the electoral Area of Juan de Fuca (former small Langford Electoral Area).

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Service: 1.128 Greater Victoria Police Victims Services **Committee: Planning and Protective Services**

Member Municipality	ASSESSMENTS 2020 Converted		ASSESSMENTS 2020 Actual	ASSESSMENTS 2021 Converted		ASSESSMENTS 2021 Actual
City of Colwood	481,566,458	3.71%	4,376,278,815	522,210,174	3.89%	4,768,669,615
City of Victoria	4,016,398,746	30.91%	30,082,961,727	4,028,366,938	29.98%	30,648,677,888
District of Central Saanich	657,985,149	5.06%	5,446,784,895	682,091,870	5.08%	5,678,630,043
Township of Esquimalt	456,083,497	3.51%	4,050,747,456	494,698,049	3.68%	4,348,601,306
District of Langford	1,338,030,651	10.30%	10,919,092,082	1,439,488,822	10.71%	11,871,422,812
District of Saanich	3,906,061,746	30.06%	35,161,271,712	4,032,489,613	30.01%	36,475,617,059
District of Oak Bay	931,252,281	7.17%	9,000,862,259	976,933,117	7.27%	9,480,747,659
District of Metchosin	140,177,990	1.08%	1,368,320,842	152,964,252	1.14%	1,496,710,894
Town of Sidney	543,992,242	4.19%	4,544,259,546	551,412,679	4.10%	4,630,400,405
Town of View Royal	362,104,799	2.79%	3,130,354,407	364,952,707	2.72%	3,193,922,057
District of Highland	83,558,649	0.64%	769,857,750	93,126,687	0.69%	827,588,306
Subtotal	**12,917,212,208**	**99.40%**	**108,850,791,491**	**13,338,734,908**	**99.28%**	**113,420,988,044**
Electoral Area						
JDF - Langford - R(761) ESA # 36	1,012,424	0.01%	3,353,200	1,040,587	0.01%	3,445,300
JDF - Langford - R(762) ESA # 36	11,783,108	0.09%	116,213,625	14,752,301	0.11%	145,027,022
JDF - Langford - R(763) ESA # 36	20,304,980	0.16%	202,117,600	20,701,375	0.15%	206,328,500
Subtotal	**33,100,512**	**0.25%**	**321,684,425**	**36,494,263**	**0.27%**	**354,800,822**
First Nations Taxation						
Songhees	19,001,544	0.15%	158,461,000	29,701,753	0.22%	260,577,100
Tsawout	26,083,283	0.20%	221,937,200	30,014,150	0.22%	258,759,300
Subtotal	**45,084,827**	**0.35%**	**380,398,200**	**59,715,903**	**0.44%**	**519,336,400**
TOTAL	**12,995,397,547**	**100.00%**	**109,552,874,116**	**13,434,945,074**	**100.00%**	**114,295,125,266**

1.128 Greater Victoria Police Victims Services	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Internal Allocation	5,401	5,401	5,850	-	-	5,850	5,967	6,086	6,208	6,332
Third Party Payments	286,800	286,800	292,500	-	-	292,500	298,350	304,317	310,403	316,611
Interest Charge	285	1,000	750	-	-	750	750	750	750	750
TOTAL OPERATING COSTS	**292,486**	**293,201**	**299,100**	**-**	**-**	**299,100**	**305,067**	**311,153**	**317,361**	**323,693**
*Percentage Increase		0.2%	2.26%			2.26%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year	-	(715)	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	76	76	715	-	-	715	-	-	-	-
Grants in Lieu	(14,622)	(14,622)	(14,622)	-	-	(14,622)	(14,622)	(14,622)	(14,622)	(14,622)
Interest Income	(110)	(110)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(14,656)	(15,371)	(13,907)	-	-	(13,907)	(14,622)	(14,622)	(14,622)	(14,622)
REQUISITION	**(277,830)**	**(277,830)**	**(285,193)**	**-**	**-**	**(285,193)**	**(290,445)**	**(296,531)**	**(302,739)**	**(309,071)**
*Percentage Increase		0.0%	2.65%			2.65%	1.8%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT

2022 BUDGET

FINANCE & TECHNOLOGY

COMMITTEE OF THE WHOLE

OCTOBER 2021

COMMITTEE OF THE WHOLE
October 27, 2021
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CAPITAL REGIONAL DISTRICT

2022 BUDGET

Finance

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.017 Finance **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide financial services to the Board of the Capital Regional District.

SERVICE DESCRIPTION:

Financial services and systems including budget preparation, financial accounting and reporting, financial analysis, accounts payable and payments, revenue billing and collection, payroll, financial systems support, banking, investments, long term debt and bylaw preparation.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2021 to 2022 Service: 1.017 Finance	Total Expenditure	Comments
2021 Budget - Financial Services	**6,198,003**	
Change in Salaries:		
Base salary change	24,025	Inclusive of estimated collective agreement changes and decrease in pay period
Reposition of 1.0 FTE Information Technician 5	114,430	Reposition of Grants Coordinator position from Asset Management
Step increase/paygrade change	27,794	
Annualization of 2021 positions	114,074	Annualization of 2021 Support IBC Financial Services
0.5 FTE Financial Analyst	44,532	2022 IBC: 15b-2.2 Grant Support
1.0 FTE Financial Analyst	62,793	2022 IBC: 15f-1.17 Corporate Accounting Standard Compliance (7 months)
1.0 FTE Financial Analyst	60,956	2022 IBC Support: 15f-1.3 ERDMS (9 months)
1.0 FTE Financial Analyst	53,822	2022 IBC Support: 6g-1 Regional Parks Service (6 months)
1.0 FTE Financial Analyst	45,976	2022 IBC Support: 15c-1.4 HRIS (0.5 FTE) and 1a-2 Housing Planning & CRHC Operations (0.5 FTE) (7 months)
0.55 FTE Financial Analyst	22,988	2022 IBC Support: multiple initiatives (7 months)
Other adjustments	(6,940)	
Total Change in Salaries	564,450	
Other Changes:		
Office & Equipment Costs	41,875	Costs associated with new on-going and term FTEs
Building Occupancy	41,073	
Transfer to Equipment Replacement Fund	20,000	
Contract for Services	(50,000)	2021 included a one-time cost for project initiatives
Transfer to General Capital Fund	(125,000)	Financial Services transfer to capital fund/SAP S4 Hana in 2021
Other	4,480	
Total Other Changes	(67,572)	
2022 Budget: Financial Services Subtotal	**6,694,881**	
2021 Budget - Asset Management	**324,811**	
Change in Salaries:		
Step increase/paygrade change	13,464	
Reposition of 1.0 FTE Information Technician 5	(114,430)	Reposition of Grants Coordinator position under Financial Services cost center
2.0 FTE Financial Analyst	229,199	2022 IBC: 15b-2.1 Asset Management
Total Change in Salaries	128,234	
Other Changes:		
Contract for Services	60,000	2020 IBC: 5b-2 Asset Management/CAMS Life-Cycle Costing initiative
Office & Equipment Costs	11,000	Costs associated with new on-going FTEs
Other	240	
Total Other Changes	71,240	
2022 Budget: Asset Management Subtotal	**524,285**	
2022 Budget Grand Total	**7,219,166**	
% expense increase from 2021:	***10.7%***	
% Requisition increase from 2021 (if applicable):	***20.7%***	*Requisition funding is 42% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a estimated one-time favourable variance of $12,404 (0.2%) primarily due to temporary staff vacancies, and offset by one-time capital fund transfer towards SAP S4 Hana capital costs.

1.017 - FINANCE	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	5,292,921	4,928,592	5,465,339	520,266	-	5,985,605	6,358,959	6,375,228	6,512,333	6,652,377
Allocations	247,653	260,653	289,116	-	-	289,116	288,888	294,311	299,853	305,518
Auditing Expense	61,020	75,000	75,000	-	-	75,000	76,500	78,030	79,590	81,180
Contract for Services	170,180	115,000	179,180	-	-	179,180	180,660	199,170	217,710	80,280
Consulting	-	-	-	-	-	-	-	-	-	-
Postage & Freight	234,670	233,060	239,360	-	-	239,360	244,150	249,030	254,010	259,090
Supplies	118,880	113,595	121,260	14,100	14,100	149,460	142,140	142,670	145,530	148,440
Other Operating Expenses	257,490	169,395	241,770	19,035	5,640	266,445	266,190	271,680	277,280	282,980
TOTAL OPERATING COSTS	**6,382,814**	**5,895,295**	**6,611,025**	**553,401**	**19,740**	**7,184,166**	**7,557,487**	**7,610,119**	**7,786,306**	**7,809,865**
*Percentage Increase over prior year			3.6%			12.6%	5.2%	0.7%	2.3%	0.3%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	15,000	15,000	35,000	-	-	35,000	40,000	40,000	40,000	40,000
Transfer to General Capital Fund	125,000	500,000	-	-	-	-	100,000	100,000	100,000	100,000
TOTAL CAPITAL / RESERVES	**140,000**	**515,000**	**35,000**	**-**	**-**	**35,000**	**140,000**	**140,000**	**140,000**	**140,000**
TOTAL COSTS	**6,522,814**	**6,410,295**	**6,646,025**	**553,401**	**19,740**	**7,219,166**	**7,697,487**	**7,750,119**	**7,926,306**	**7,949,865**
			1.9%			10.7%	6.6%	0.7%	2.3%	0.3%
REVENUE										
US Bank Rebate	(57,000)	(56,866)	(58,140)	-	-	(58,140)	(59,300)	(60,490)	(61,700)	(62,930)
Provincial Grants	(60,000)	(60,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Sales of Services	(214,000)	(214,000)	(218,280)	-	-	(218,280)	(222,650)	(227,110)	(231,650)	(236,280)
Other	(84,540)	(84,559)	(85,023)	-	-	(85,023)	(84,958)	(86,783)	(88,644)	(90,542)
Allocation Recoveries	(100,000)	(100,000)	(102,000)	-	-	(102,000)	(104,040)	(106,120)	(108,240)	(110,400)
Transfer from Reserve	(140,000)	(40,000)	-	-	-	-	(124,650)	(127,330)	-	-
TOTAL REVENUES	**(655,540)**	**(555,425)**	**(523,443)**	**-**	**-**	**(523,443)**	**(655,598)**	**(667,833)**	**(550,234)**	**(560,152)**
NET COSTS	**5,867,274**	**5,854,870**	**6,122,582**	**553,401**	**19,740**	**6,695,723**	**7,041,889**	**7,082,286**	**7,376,072**	**7,389,713**
*Percentage increase over prior year Net Costs			4.4%			14.1%	5.2%	0.6%	4.1%	0.2%
AUTHORIZED POSITIONS:										
Salaried	42.7	42.7	42.7	7.05	-	49.75	49.95	49.95	49.95	49.95
Term	-	-	-	-	-	-	1.00	1.00	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.017 Finance		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$100,000	$315,557	$237,421	$155,949	$22,386	$15,557	$746,870
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$100,000	**$315,557**	**$237,421**	**$155,949**	**$22,386**	**$15,557**	**$746,870**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$100,000	$300,000	$200,000	$100,000	$0	$0	$600,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$15,557	$37,421	$55,949	$22,386	$15,557	$146,870
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$100,000	**$315,557**	**$237,421**	**$155,949**	**$22,386**	**$15,557**	**$746,870**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.017**

Service Name: **Finance**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer	Computer and Office Equipment Replacement	$15,557	E	ERF	$0	$15,557	$0	$0	$0	$0	$15,557
23-01	Replacement	Computer	Computer and Office Equipment Replacement	$37,421	E	ERF	$0	$0	$37,421	$0	$0	$0	$37,421
24-01	Replacement	Computer	Computer and Office Equipment Replacement	$55,949	E	ERF	$0	$0	$0	$55,949	$0	$0	$55,949
25-01	Replacement	Computer	Computer and Office Equipment Replacement	$22,386	E	ERF	$0	$0	$0	$0	$22,386	$0	$22,386
26-01	Replacement	Computer	Computer and Office Equipment Replacement	$15,557	E	ERF	$0	$0	$0	$0	$0	$15,557	$15,557
21-01	New	Enterprise Asset Management	SAP Software & Hardware costs for IBC 15b-2 "Asset Management and Risk Analysis"	$625,000	E	Cap	$100,000	$300,000	$200,000	$100,000	$0	$0	$600,000
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$771,870**			**$100,000**	**$315,557**	**$237,421**	**$155,949**	**$22,386**	**$15,557**	**$746,870**

Reserve Schedule

Reserve Fund: 1.017 Finance

Reserve Cash Flow

Fund: 1022 Fund Center: 101420 ERF Group: FIN.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	156,390	73,410	92,853	95,432	79,483	97,097
Actual Purchases	-	-	-	-		
Planned Purchases (Based on Capital Plan)	(99,075)	(15,557)	(37,421)	(55,949)	(22,386)	(15,557)
Transfer from Operating Budget	15,000	35,000	40,000	40,000	40,000	40,000
Interest Income	1,095	-	-	-	-	-
Ending Balance $	**73,410**	**92,853**	**95,432**	**79,483**	**97,097**	**121,540**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Regional Grants in Aid

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.112 Regional Grant in Aid **Committee: Governance & Finance Committee**

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest of the Capital Region. (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services of the Regional District.

PARTICIPATION:

All member municipalities and electoral areas.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

1.112 - Regional Grants in Aid	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Grants in Aid	1,457,513	-	1,475,513	-	-	1,475,513	-	-	-	-
TOTAL OPERATING COSTS	**1,457,513**	**-**	**1,475,513**	**-**	**-**	**1,475,513**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year						1.2%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	1,455,513	(1,455,513)	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(1,435,513)	(1,435,513)	-	-	-	(1,455,513)	-	-	-	-
Interest Income	(22,000)	(20,000)	(20,000)	-	-	(20,000)	-	-	-	-
TOTAL REVENUE	(1,457,513)	-	(1,475,513)	-	-	(1,475,513)	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Information Technology

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.022 Information Technology **Committee: Governance & Finance**

DEFINITION:

Support services to the departments of the Capital Regional District.

SERVICE DESCRIPTION:

Corporate information system development and support, telecommunications & phone systems, desktop support, networking, 911 systems, data communications, emergency systems, radio systems design & support, corporate web site, social media, application analysis & development, data management, Geographic Information Systems, web mapping, geospatial services, mapping and property information.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries

Change in Budget 2021 to 2022

Service: 1.022 Information Technology	**Total Expenditure**	**Comments**
2021 Budget	**7,199,314**	
Change in Salaries:		
Base salary change	21,925	Inclusive of estimated collective agreement changes amd decrease in budgeted pay period
Step increase/paygrade change	31,295	Inclusive of annualization and reclassification of 2021 IBC positions
Annualization of 2021 positions	434,782	Annualization of various 2021 IBCs
1.0 FTE IT Analyst	113,933	2022 IBC: 15f-1.17 Corp. Accounting Std Compliance (9 months)
1.0 FTE Technical Specialist	113,933	2022 IBC: 15b-2.1 Asset Management (9 months)
1.0 FTE Successfactors Support	151,911	2022 IBC: 15c-1.4 HRIS
1.0 FTE Business Systems Analyst	109,525	2022 IBC: 15f-1.3 EDRMS (9 months)
1.0 FTE IT Analyst	75,956	2022 IBC: 6g-1 Regional Parks Service (6 months)
1.03 FTE System Officer	139,096	2022 IBC Support: multiple initiatives (9 months)
2.0 FTE IT Analyst	227,867	2022 IBC Support: multiple initiatives (9 months)
Other adjustments	4,060	
Total Change in Salaries	1,424,283	
Other Changes:		
Software Licenses & Computer Mtce	640,985	2022 IBC initiatives; primarily 15f-1.3 ERDMS, 15c-1.4 HRIS, 15f-1.14 Comms
Contract for Services	45,000	2022 IBC initiatives: 15c-1.4 HRIS, 15f-1.3 ERDMS
Technology	154,500	2022 IBC: multiple initiatives (primarily 15f-1.3 ERDMS)
Office and Equipment Costs	60,025	Costs associated with new on-going and term FTEs
Building Occupancy	73,009	
Human Resouces Allocation	34,287	Increase in 2021 salary budget; corporate safety resourcing
Operating Supplies	10,530	Increase due to departmental growth in support of multiple 2022 IBC initiatives
Contribution Recovery	100,000	One-time contribution recovery in 2021
Other	3,145	
Total Other Changes	1,121,481	
2022 Budget	**9,745,078**	
% expense increase from 2021:	***35.4%***	
% Requisition increase from 2021 (if applicable):	***47.9%***	*Requisition funding is 24% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of $20,370 (0.3%) primarily due to temporary staff vacancies, and offset by one-time capital fund transfer towards S4 Hana capital costs.

1.022 INFORMATION TECHNOLOGY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	4,588,995	3,802,836	5,081,057	932,221	-	6,013,278	7,087,036	7,239,425	6,853,142	7,000,450
Allocations	231,729	231,729	339,040	-	-	339,040	341,711	348,084	354,593	361,240
Consulting	44,940	80,600	45,470	-	-	45,470	46,380	47,300	48,240	49,210
Contract for Services	510,870	634,350	527,180	-	45,000	572,180	687,720	701,470	565,500	576,820
Software Licenses & Computer Mtce	1,051,070	1,075,270	1,089,180	593,185	47,800	1,730,165	1,830,670	1,844,280	1,881,170	1,918,800
Other Operating Expenses	336,430	398,880	378,690	61,369	149,156	589,215	537,295	484,006	482,000	491,960
TOTAL OPERATING COSTS	**6,764,034**	**6,223,665**	**7,460,617**	**1,586,775**	**241,956**	**9,289,348**	**10,530,812**	**10,664,565**	**10,184,645**	**10,398,480**
*Percentage Increase over prior year			10.3%			37.3%	13.4%	1.3%	-4.5%	2.1%
CAPITAL / RESERVE										
Transfer to General Capital Fund	335,140	860,140	343,840	-	-	343,840	1,452,720	2,161,770	1,471,010	481,010
Transfer to Equipment Replacement Fund	100,140	100,140	107,890	4,000	-	111,890	114,130	116,410	118,750	121,120
TOTAL CAPITAL / RESERVES	**435,280**	**960,280**	**451,730**	**4,000**	**-**	**455,730**	**1,566,850**	**2,278,180**	**1,589,760**	**602,130**
TOTAL COSTS	**7,199,314**	**7,183,945**	**7,912,347**	**1,590,775**	**241,956**	**9,745,078**	**12,097,662**	**12,942,745**	**11,774,405**	**11,000,610**
*Percentage increase over prior year Total Costs			9.9%			35.4%	24.1%	7.0%	-9.0%	-6.6%
Funding from Internal Reserves	-	-	-	(236,100)	(195,600)	(431,700)	(760,876)	(684,572)	-	-
TOTAL COSTS LESS INTERNAL RECOVERIES	**7,199,314**	**7,183,945**	**7,912,347**	**1,354,675**	**46,356**	**9,313,378**	**11,336,786**	**12,258,173**	**11,774,405**	**11,000,610**
Service Fees	(40,000)	(45,000)	(40,000)	-	-	(40,000)	(40,000)	(40,000)	(40,000)	(40,000)
TOTAL REVENUES	**(40,000)**	**(45,000)**	**(40,000)**	**-**	**-**	**(40,000)**	**(40,000)**	**(40,000)**	**(40,000)**	**(40,000)**
NET COSTS	**7,159,314**	**7,138,945**	**7,872,347**	**1,354,675**	**46,356**	**9,273,378**	**11,296,786**	**12,218,173**	**11,734,405**	**10,960,610**
*Percentage increase over prior year Net Costs			10.0%			29.5%	21.8%	8.2%	-4.0%	-6.6%
AUTHORIZED POSITIONS:										
Salaried	39.0	39.0	39.0	9.3	-	48.3	49.3	49.3	49.3	49.3
Term	-	-	-	-	-	-	3.0	3.0	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.022 Information Technology		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$375,000	$689,446	$1,654,136	$1,992,084	$1,300,272	$47,746	$5,683,684
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$80,000	$0	$0	$0	$0	$80,000
			$375,000	**$769,446**	**$1,654,136**	**$1,992,084**	**$1,300,272**	**$47,746**	**$5,763,684**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$375,000	$664,000	$1,640,000	$1,945,000	$1,270,000	$0	$5,519,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$105,446	$14,136	$47,084	$30,272	$47,746	$244,684
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$375,000	**$769,446**	**$1,654,136**	**$1,992,084**	**$1,300,272**	**$47,746**	**$5,763,684**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
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Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
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V - Vehicles

Funding Source Codes
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Carryforward from 2021
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Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
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Cost Estimate Class
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.022

Service Name: Information Technology

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	Replacement	Data Centre Replacements	Corporate Firewall	$68,000	E	CAP	$0	$0	$0	$100,000	$0	$0	$100,000
19-04	Replacement	Data Centre Replacements	Additional Storage	$455,000	E	CAP	$0	$40,000	$20,000	$300,000	$25,000	$0	$385,000
18-06	Replacement	Data Centre Replacements	Replace Backup	$100,000	E	CAP	$0	$0	$50,000	$0	$75,000	$0	$125,000
18-07	Replacement	Data Centre Replacements	Server Replacements	$285,000	E	CAP	$0	$125,000	$75,000	$50,000	$50,000	$0	$300,000
19-05	Replacement	Data Centre Replacements	Router & Switch Network Data Centre	$114,000	E	CAP	$0	$54,000	$20,000	$20,000	$15,000	$0	$109,000
19-06	Replacement	Data Centre Replacements	Wi-Fi Network System	$150,000	E	CAP	$0	$50,000	$0	$50,000	$0	$0	$100,000
22-01	Replacement	Data Centre Replacements	SPAM Email Appliance	$40,000	E	CAP	$0	$40,000	$0	$0	$30,000	$0	$70,000
20-02	Replacement	Data Centre Replacements	Vitual Server Hosts	$345,000	E	CAP	$0	$150,000	$40,000	$40,000	$25,000	$0	$255,000
20-03	Replacement	Data Centre Replacements	Application Load Balancer	$60,000	E	CAP	$0	$0	$0	$50,000	$0	$0	$50,000
20-04	Replacement	Data Centre Replacements	Network Data/Voice Switches (Fisgard)	$305,000	E	CAP	$0	$50,000	$65,000	$35,000	$20,000	$0	$170,000
20-05	Replacement	Data Centre Replacements	uninterruptible power supply	$82,000	E	CAP	$0	$30,000	$0	$50,000	$0	$0	$80,000
20-06	Replacement	Data Centre Replacements	Fisgard Phone System	$40,000	E	CAP	$0	$10,000	$20,000	$0	$20,000	$0	$50,000
20-07	Replacement	Meeting Room Equipment Replacement	Replacement of A/V technology components	$81,250	E	ERF	$0	$12,350	$4,650	$19,600	$25,000	$34,650	$96,250
17-01	Replacement	SAP	Business Warehouse	$75,000	E	CAP	$0	$25,000	$25,000	$0	$25,000	$0	$75,000
18-01	Replacement	SAP	SAP Migration from ECC to S4	$3,560,000	E	CAP	$375,000	$0	$1,325,000	$1,250,000	$985,000	$0	$3,560,000
18-04	Replacement	SAP	S4 HANA Business Suite	$90,000	E	CAP	$0	$90,000	$0	$0	$0	$0	$90,000
22-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$13,096	E	ERF	$0	$13,096	$0	$0	$0	$0	$13,096
23-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$9,486	E	ERF	$0	$0	$9,486	$0	$0	$0	$9,486
24-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$27,484	E	ERF	$0	$0	$0	$27,484	$0	$0	$27,484

Service #: 1.022

Service Name: Information Technology

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
25-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$5,272	E	ERF	$0	$0	$0	$0	$5,272	$0	$5,272
26-01	Replacement	Computer Equipment	Staff Computer Equipment Replacements	$13,096	E	ERF	$0	$0	$0	$0	$0	$13,096	$13,096
22-01	Replacement	Truck	Replace fully depreciated truck	$80,000	V	ERF	$0	$80,000	$0	$0	$0	$0	$80,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$5,930,684**			**$375,000**	**$769,446**	**$1,654,136**	**$1,992,084**	**$1,300,272**	**$47,746**	**$5,763,684**

Reserve Schedule

Reserve Fund: 1.022 Information Technology

Reserve Cash Flow

Fund: 1022 Fund Center: 101421 ERF Group: INFOTECH.ERF (ITG.ERF)	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	149,485	249,625	268,419	373,063	461,989	575,467
Actual Purchases	-					
Planned Purchases (Based on Capital Plan)	-	(93,096)	(9,486)	(27,484)	(5,272)	(13,096)
Transfer from Operating Budget	100,140	111,890	114,130	116,410	118,750	121,120
Interest Income	-	-	-	-	-	-
Ending Balance $	**249,625**	**268,419**	**373,063**	**461,989**	**575,467**	**683,491**

Assumptions/Background:

Planned purchases include computer equipment replacements for staff (2022-2026) and replacement of the department truck in 2022.

Reserve Schedule

Reserve Fund: 1.022 Fisgard Meeting Room ERF

Fisgard Meeting Room Technology - Funding for replacement of IT equipment and infrastructure in the various meeting rooms at the 625 Fisgard St location.

Reserve Cash Flow

Fund: 1022 Fund Center: 102217 ERF Group: ITMTGROOM.ERF (ITG.ERF)	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	49,521	46,271	53,921	69,271	69,671	61,671
Actual Purchases	-	-	-	-	-	-
Planned Purchases (Based on Capital Plan)	(20,250)	(12,350)	(4,650)	(19,600)	(25,000)	(34,650)
Transfer from Operating Budget	17,000	20,000	20,000	20,000	17,000	17,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**46,271**	**53,921**	**69,271**	**69,671**	**61,671**	**44,021**

Assumptions/Background:

Replacement of meeting room audio/video components.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

GIS Information Systems

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.101 GIS Information Systems **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent under the general administrative provisions of the Local Government Act.
Provides GIS Services to CRD departments, municipalities and Electoral Areas.

PARTICIPATION:

All CRD departments, municipalities and Electoral Areas.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Governance & Finance

FUNDING:

Requisition and internal recoveries.

Change in Budget 2021 to 2022
Service: 1.101 GIS Information Systems

	Total Expenditure	Comments
2021 Budget	**559,343**	
Change in Salaries:		
Base salary change	3,445	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	3,445	
Other Changes:		
Transfer to Operating Reserve	50,000	2022 IBC: 15f-1.18 Regional Orthophotography Data Acquisition Program
Human Resources Allocation	1,692	Increase in 2021 salary budget; corporate safety resourcing
Other	3,463	
Total Other Changes	55,155	
2022 Budget	**617,943**	
% expense increase from 2021:	***10.5%***	
% Requisition increase from 2021 (if applicable):	***85.3%***	*Requisition funding is 19% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Estimated one-time favourable variance of $7,387. This surplus will be transferred to the 1.022 IT equipment replacement reserve.

1.101 GIS INFORMATION SYSTEMS	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	375,324	391,300	378,810	-	-	378,810	386,964	395,302	403,818	412,515
Allocations	9,529	9,529	11,223	-	-	11,223	11,448	11,677	11,911	12,149
Data Processing Services	93,110	85,000	94,970	-	-	94,970	96,870	98,810	100,790	102,810
Supplies	44,020	45,660	44,900	-	-	44,900	45,800	46,710	47,640	48,580
Other Operating Expenses	14,330	10,980	14,550	-	-	14,550	14,850	15,160	15,470	15,790
TOTAL OPERATING COSTS	**536,313**	**542,469**	**544,453**	**-**	**-**	**544,453**	**555,932**	**567,659**	**579,629**	**591,844**
*Percentage Increase over prior year			1.5%			1.5%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	23,030	23,030	23,490	-	-	23,490	23,960	24,440	24,930	25,430
Transfer to Operating Reserve Fund	-	1,231	-	50,000	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL / RESERVES	23,030	24,261	23,490	50,000	-	73,490	73,960	74,440	74,930	75,430
TOTAL COSTS	**559,343**	**566,730**	**567,943**	**50,000**	**-**	**617,943**	**629,892**	**642,099**	**654,559**	**667,274**
						10.5%	1.9%	1.9%	1.9%	1.9%
Internal Recoveries	(491,222)	(491,222)	(494,422)	-	-	(494,422)	(504,310)	(514,396)	(524,684)	(535,178)
TOTAL COSTS LESS INTERNAL RECOVERIES	**68,121**	**75,508**	**73,521**	**50,000**	-	**123,521**	**125,582**	**127,703**	**129,875**	**132,096**
SOURCES OF FUNDING										
PILT Revenue	(3,220)	(3,220)	(3,280)	-	-	(3,280)	(3,340)	(3,400)	(3,460)	(3,520)
TOTAL REVENUE	(3,220)	(3,220)	(3,280)	-	-	(3,280)	(3,340)	(3,400)	(3,460)	(3,520)
REQUISITION	**(64,901)**	**(72,288)**	**(70,241)**	**(50,000)**	**-**	**(120,241)**	**(122,242)**	**(124,303)**	**(126,415)**	**(128,576)**
*Percentage increase over prior year requisition			8.2%			85.3%	1.7%	1.7%	1.7%	1.7%
AUTHORIZED POSITIONS:										
Salaried	3.0	3.0	3.0	-	-	3.0	3.0	3.0	3.0	3.0

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Geo-Spatial Referencing

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.335 Geo-Spatial Referencing **Committee: Governance & Finance**

DEFINITION:

To replace the network of permanent survey control monuments in the Capital Regional District with a reference system based on Differential Global Positioning System (DGPS) technology. The Province will no longer support the current permanent monument system. The CRD will assume responsibility for acquiring and operating the new system on behalf of its member municipalities. This information is required to effectively deal with development infrastructure issues as well as the ongoing infrastructure works.

PARTICIPATION:

All municipalities and electoral areas.

MAXIMUM LEVY:

None stated.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Governance & Finance

FUNDING:

Requisition

AUTHORITY:

General Services under the Municipal Act.

1.335 GEOSPATIAL REFERENCING	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Allocations	32,823	32,823	24,145	-	-	24,145	24,627	25,120	25,622	26,135
Contract for Services	21,280	10,000	21,280	-	-	21,280	21,710	22,140	22,580	23,030
Consulting	14,270	5,000	14,270	-	-	14,270	14,560	14,850	15,150	15,450
Facilities Rental	14,650	9,000	14,940	-	-	14,940	15,240	15,540	15,850	16,170
Software Licenses & Fees	20,600	20,600	22,400	-	-	22,400	22,850	23,310	23,770	24,250
Other Operating Expenses	17,100	8,890	17,460	-	-	17,460	17,820	18,190	18,570	18,960
TOTAL OPERATING COSTS	**120,723**	**86,313**	**114,495**	**-**	**-**	**114,495**	**116,807**	**119,150**	**121,542**	**123,995**
*Percentage Increase over prior year			-5.2%			-5.2%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	58,876	58,876	60,050	-	-	60,050	61,250	62,480	63,730	65,000
TOTAL CAPITAL / RESERVES	58,876	58,876	60,050	-	-	60,050	61,250	62,480	63,730	65,000
TOTAL COSTS	**179,599**	**145,189**	**174,545**	**-**	**-**	**174,545**	**178,057**	**181,630**	**185,272**	**188,995**
						-2.8%	2.0%	2.0%	2.0%	2.0%
SOURCES OF FUNDING										
PILT Revenue	(8,248)	(8,248)	(8,410)	-	-	(8,410)	(8,570)	(8,740)	(8,910)	(9,080)
Sale of Services	(7,970)	(9,600)	(8,130)	-	-	(8,130)	(8,290)	(8,460)	(8,630)	(8,800)
Interest Income	(150)	(400)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(16,368)**	**(18,248)**	**(16,690)**	**-**	**-**	**(16,690)**	**(17,010)**	**(17,350)**	**(17,690)**	**(18,030)**
REQUISITION	**(163,231)**	**(126,941)**	**(157,855)**	**-**	**-**	**(157,855)**	**(161,047)**	**(164,280)**	**(167,582)**	**(170,965)**
*Percentage increase over prior year requisition			-3.3%			-3.3%	2.0%	2.0%	2.0%	2.0%
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.335 Geo-Spatial Referencing		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$40,000	$70,000	$45,000	$40,000	$0	$0	$155,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$40,000	**$70,000**	**$45,000**	**$40,000**	**$0**	**$0**	**$155,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$40,000	$70,000	$45,000	$40,000	$0	$0	$155,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$40,000	**$70,000**	**$45,000**	**$40,000**	**$0**	**$0**	**$155,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.335**

Service Name: **Geo-Spatial Referencing**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
17-01	Replacement	RTK Monitor Computers	RTK Monitor Computers	$30,000	E	ERF	$0	$30,000	$0	$0	$0	$0	$30,000
18-01	Replacement	Data Radio Backhaul H/Ware	Data Radio Backhaul H/Ware	$40,000	E	ERF	$0	$0	$0	$0	$0	$0	$0
19-01	Replacement	Survey grade rover kit	Survey grade rover kit	$40,000	E	ERF	$40,000	$40,000	$0	$0	$0	$0	$40,000
20-01	Replacement	V10 Rover Receiver	V10 Rover Receiver	$45,000	E	ERF	$0	$0	$45,000	$0	$0	$0	$45,000
22-01	Replacement	4 Net R9 ACP site receivers	4 Net R9 ACP site receivers	$40,000	E	ERF	$0	$0	$0	$40,000	$0	$0	$40,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	$195,000			$40,000	$70,000	$45,000	$40,000	$0	$0	$155,000

Reserve Schedule

Reserve Fund: 1.335 Geospatial

Reserve Cash Flow

Fund: 1022 Fund Center: 101726 ERF Group: GEOSPA.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	153,572	212,448	202,498	218,748	241,228	304,958
Actual Purchases	-	-	-	-		-
Planned Purchases (Based on Capital Plan)	-	(70,000)	(45,000)	(40,000)	-	-
Transfer from Operating Budget	58,876	60,050	61,250	62,480	63,730	65,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**212,448**	**202,498**	**218,748**	**241,228**	**304,958**	**369,958**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Royal Theatre

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.290 Royal Theatre **Committee: Administration**

DEFINITION:

The function of purchasing, maintaining, equipping, operating and selling the Royal Theatre in Victoria to the Capital Regional District. The function is for the purpose of pleasure, recreation and community use and includes all facilities and concessions associated with the Royal Theatre and a parking lot. Local Services Establishment Bylaw No. 2587, March 25, 1998.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the Royal Theatre in the City of Victoria as a community centre of art and education. Ownership was transferred to the CRD in 1998. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support.

PARTICIPATION:

City of Victoria, District of Saanich, and District of Oak Bay, apportioned 50% on converted value of land and improvements and 50% on the basis of population (see bylaw for details).

MAXIMUM LEVY:

Capital Expenditures	$480,000
Annual Operating Expenditures	$100,000

Note: Grants in Lieu of Taxes paid to the Regional District will be held to the credit of the participant.

MAXIMUM CAPITAL DEBT:

NIL

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Governance and Finance Committee.

FUNDING:

ROYAL THEATRE	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Third Party Payment	45,773	45,773	42,633	-	-	42,633	40,286	37,832	35,271	32,592
Insurance Costs	32,540	32,540	39,960	-	-	39,960	41,960	44,060	46,260	48,570
Internal Allocation	21,087	21,087	16,807	-	-	16,807	17,154	17,508	17,869	18,238
Operating Cost - Other (Interest)	600	600	600	-	-	600	600	600	600	600
TOTAL OPERATING COSTS	**100,000**	**100,000**	**100,000**	**-**	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**
*Percentage Increase		0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchase	100,000	100,000	102,000	-	-	102,000	101,000	105,000	105,000	105,000
Transfer to Capital Reserve Fund	380,000	380,000	378,000	-	-	378,000	379,000	375,000	375,000	375,000
TOTAL CAPITAL / RESERVES	480,000	480,000	480,000	-	-	480,000	480,000	480,000	480,000	480,000
Debt Charges	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL COSTS	**480,000**	**480,000**	**480,000**	**-**	**-**	**480,000**	**480,000**	**480,000**	**480,000**	**480,000**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year		-								
Balance C/F from Prior to Current year			-	-	-	-				
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**(580,000)**	**(580,000)**	**(580,000)**	**-**	**-**	**(580,000)**	**(580,000)**	**(580,000)**	**(580,000)**	**(580,000)**
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.290 Royal Theatre		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$610,000	$1,755,000	$730,000	$750,000	$1,793,000	$0	$5,028,000
Equipment		E	$0	$26,000	$0	$0	$0	$0	$26,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$610,000	**$1,781,000**	**$730,000**	**$750,000**	**$1,793,000**	**$0**	**$5,054,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$125,000	$125,000	$0	$0	$0	$0	$125,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$485,000	$860,000	$350,000	$375,000	$1,700,000	$0	$3,285,000
Reserve Fund		Res	$0	$796,000	$380,000	$375,000	$93,000	$0	$1,644,000
			$610,000	**$1,781,000**	**$730,000**	**$750,000**	**$1,793,000**	**$0**	**$5,054,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.290

Service Name: Royal Theatre

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-03	New	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort	$75,000	B	Cap	$75,000	$75,000	$0	$0	$0	$0	$75,000
21-01	Replacement	HVAC Upgrade	Replace 1994 HVAC main unit in audience chamber.	$500,000	B	Other	$485,000	$485,000	$0	$0	$0	$0	$485,000
21-02	Replacement	Replace House Light System - Phase 2	Replace House Light System with upgraded LED technology	$90,000	B	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-05	Replacement	Replace Extendable Scissor Lift	Replace existing scissor lift that is past end of life for safety & reliability	$26,000	E	Res	→	$26,000	$0	$0	$0	$0	$26,000
21-06	Renewal	COVID-19 Safety Improvements	Prepare the theatre for opening with COVID-19 safety protocols in place	$86,000	E	Grant		$0	$0	$0	$0	$0	$0
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.	$2,293,000	B	Res	→	$375,000	$350,000	$375,000	$93,000	$0	$1,193,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.		B	Other		$375,000	$350,000	$375,000	$0	$0	$1,100,000
21-13	Renewal	Plan, Rebuild and Expand Orchestra Pit	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers	$115,000	B	Res	→	$115,000	$0	$0	$0	$0	$115,000
22-01	Replacement	Replace Theatre Doors Phase 2	Replace house doors in balcony and mezzanine with automated soundproof doors	$230,000	B	Res		$230,000	$0	$0	$0	$0	$230,000
22-03	Defer	Emergency Repairs	Unforeseen Emergency Repairs	$50,000	B	Res		$50,000	$0	$0	$0	$0	$50,000
23-01	Study	Study and Plan rebpouring and refinishing of concrete main floor and replacement of seats and aisle lights	Study and Plan rebpouring and refinishing of concrete main floor and replacement of seats and aisle lights	$30,000	B	Res		$0	$30,000	$0	$0	$0	$30,000
24-01	Replacement	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights	$700,000	B	Other	→	$0	$0	$0	$700,000	$0	$700,000
24-02	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell	$750,000	B	Other					$750,000	$0	$750,000
25-01	Replacement	Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony	$250,000	B	Other		$0	$0	$0	$250,000	$0	$250,000
													$0
													$0
													$0
			GRAND TOTAL	**$5,195,000**			**$610,000**	**$1,781,000**	**$730,000**	**$750,000**	**$1,793,000**	**$0**	**$5,054,000**

Service:	1.290	Royal Theatre

Project Number	Capital Project Title	Capital Project Description
20-03	Add Balcony & Pit Railings	Add railings to ensure patron safety and comfort

Project Rationale The addition of railings will ensure patron safety and comfort while moving to and from seats in the balcony area of the theatre.

Project Number	Capital Project Title	Capital Project Description
21-01	HVAC Upgrade	Replace 1994 HVAC main unit in audience chamber.

Project Rationale Replace main HVAC unit in the audience chamber for audience comfort. Current HVAC unit at end of useful life.

Project Number	Capital Project Title	Capital Project Description
21-02	Replace House Light System - Phase 2	Replace House Light System with upgraded LED technology

Project Rationale Phase 2 will improve illumination in the audience chamber with the installation of new lighting fixtures, in new positions in the ceiling created by architectural intervention. The improved illumination will assist in maintaining appropriate COVID-19 cleaning standards.

Project Number	Capital Project Title	Capital Project Description
21-05	Replace Extendable Scissor Lift	Replace existing scissor lift that is past end of life for safety & reliability

Project Rationale The current scissor lift has reached the end of its useful life as it is 25+ years.

Project Number	Capital Project Title	Capital Project Description
21-12	Repair Building Envelope	Repairing building envelope of the 1914 structure.

Project Rationale Flagged as IMMEDIATE priority in Royal Theatre – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1914 structure will remain stable and will reduce energy consumption

Project Number	Capital Project Title	Capital Project Description
21-13	Plan, Rebuild and Expand Orchestra Pit	Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers

Project Rationale Plan, rebuild and expand orchestra pit to align with professional standards of performing arts organizations.

Project Number	Capital Project Title	Capital Project Description
22-01	Replace Theatre Doors Phase 2	Replace house doors in balcony and mezzanine with automated soundproof doors

Project Rationale Replace house and mezzanine doors with touchless automated soundproof doors.

Service:	1.290	Royal Theatre

Project Number	Capital Project Title	Capital Project Description
22-03	Emergency Repairs	Unforeseen Emergency Repairs

Project Rationale Capital funds to accommodate any emergency repairs to the building.

Project Number	Capital Project Title	Capital Project Description
23-01	Study and Plan rebpouring and refinishing of concrete main floor and replacement of seats and aisle lights	Study and Plan rebpouring and refinishing of concrete main floor and replacement of seats and aisle lights

Project Rationale Study to plan the repouring of the concrete main floor and replacement of seats and aisle lights.

Project Number	Capital Project Title	Capital Project Description
24-01	Repour and refinish concrete main floor and replacement of seats and aisle lights	Repour and refinish concrete main floor and replacement of seats and aisle lights

Project Rationale Repouring and refinishing concrete main floor for improved safety, hygiene and cleaning protocols. Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats reaching end of useful life.

Project Number	Capital Project Title	Capital Project Description
24-02	Replace Orchestra Shell	Replace 40 year old orchestra shell

Project Rationale Replace 40 year old inappropriate orchestra shell with custom designed shell for professional symphony orchestra to provide the best quality product for patrons and clients.

Project Number	Capital Project Title	Capital Project Description
25-01	Replace Seats and Aisle Lights in balcony	Replace 20 year old seats in balcony

Project Rationale Replacing the seats and lights for patrons comfort and safety. New seating will improve cleaning protocols. Current seats are reaching end of useful life.

1.290 Royal Theatre
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

Royal Theatre

Assets held by the Royal Theatre service consist of land, Royal Theatre built in 1913 as well as various equipment. Royal Theatre was renovated in 2003 and 2005.

Capital Reserve Fund Schedule

Reserve Fund: 1.290 Royal Theatre Capital Reserve Fund (Bylaw No. 2855)

Cost Centre: 101607 (PLO)

Capital Reserve Fund	Est Actual	Budget				
Projected year end balance	2021	2022	2023	2024	2025	2026
Beginning Balance	1,042,317	826,317	415,317	414,317	414,317	696,317
Planned Capital Expenditure (Based on Capital Plan)	(611,000)	(796,000)	(380,000)	(375,000)	(93,000)	-
Transfer from Operating Budget	380,000	378,000	379,000	375,000	375,000	375,000
Interest Income**	15,000	7,000				
Total projected year end balance	**826,317**	**415,317**	**414,317**	**414,317**	**696,317**	**1,071,317**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.290 Royal Theatre
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

Royal Theatre

Assets held by the Royal Theatre service consist of land, Royal Theatre built in 1913 as well as various equipment. Royal Theatre was renovated in 2003 and 2005.

Capital Reserve Fund Schedule

Reserve Fund: 1.290 Royal Theatre Capital Reserve Fund (Bylaw No. 2855)

Cost Centre: 101607 (PLO)

Capital Reserve Fund	Est Actual	Budget				
Projected year end balance	2021	2022	2023	2024	2025	2026
Beginning Balance	1,042,317	826,317	417,317	417,317	422,317	709,317
Planned Capital Expenditure (Based on Capital Plan)	(611,000)	(796,000)	(380,000)	(375,000)	(93,000)	-
Transfer from Operating Budget	380,000	380,000	380,000	380,000	380,000	380,000
Interest Income**	15,000	7,000				
Total projected year end balance	**826,317**	**417,317**	**417,317**	**422,317**	**709,317**	**1,089,317**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

McPherson Theatre

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.295 McPherson Theatre **Committee: Administration**

DEFINITION:

A local service established for the purpose of purchasing, maintaining, equipping and operating the McPherson Playhouse in Victoria, British Columbia. Local Services Establishment Bylaw No. 2685, March 10, 1999.

SERVICE DESCRIPTION:

This is a service to provide funding for the support of the McPherson Theatre in the City of Victoria. The building is owned by the City of Victoria. The service operates under an agreement with the Royal and McPherson Theatres Society Board who manage the theatre in return for financial support. This building operation was transferred to the CRD for ease of administration with the Royal & McPherson Theatres Society and to recognize the benefits of one organization operating the two theatres (one ticket system, ability to move acts between if financially beneficial, etc.)

PARTICIPATION:

The City of Victoria is the only participant.

MAXIMUM LEVY:

The maximum amount that may be requisitioned under section 816(1) of the Municipal Act (Section 803 of the Local Government Act) for the annual cost of the local service will be:

(a) for capital expenditures including but not limited to, the renovation, reconstruction or rebuilding of a performing arts theatre, machinery and equipment, reserve fund transfer and annual debt servicing payments. The maximum amount will be $400,000.

(b) for annual operating expenditures which may also include expenditures of a nature referred to in (a) above, the maximum amount will be $350,000.

MAXIMUM CAPITAL DEBT:

None

COMMISSION:

Royal and McPherson Theatre Society reporting to a sub-committee of the Governance and Finance Committee.

FUNDING:

McPHERSON THEATRE	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Third Party Payments	309,214	309,214	307,893	-	-	307,893	307,046	306,182	305,301	304,401
Internal Allocations	40,486	40,486	41,807	-	-	41,807	42,654	43,518	44,399	45,299
Interest Charge	300	300	300	-	-	300	300	300	300	300
TOTAL OPERATING COSTS	**350,000**	**350,000**	**350,000**	**-**	**-**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**
*Percentage Increase	0.00%	0.00%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%
CAPITAL / RESERVE										
Capital Equipment Purchases	92,000	92,000	88,000	-	-	88,000	88,000	90,000	90,000	90,000
Transfer to Reserve Fund	342,851	342,851	346,851	-	-	346,851	346,851	344,851	344,851	344,851
TOTAL CAPITAL / RESERVES	**434,851**	**434,851**	**434,851**	**-**	**-**	**434,851**	**434,851**	**434,851**	**434,851**	**434,851**
TOTAL COSTS	**784,851**	**784,851**	**784,851**	**-**	**-**	**784,851**	**784,851**	**784,851**	**784,851**	**784,851**
FUNDING SOURCES (REVENUE)										
Grants In Lieu of Taxes	(34,851)	(34,851)	(34,851)	-	-	(34,851)	(34,851)	(34,851)	(34,851)	(34,851)
TOTAL REVENUE	(34,851)	(34,851)	(34,851)	-	-	(34,851)	(34,851)	(34,851)	(34,851)	(34,851)
REQUISITION	**(750,000)**	**(750,000)**	**(750,000)**	**-**	**-**	**(750,000)**	**(750,000)**	**(750,000)**	**(750,000)**	**(750,000)**
*Percentage increase over prior year requisition		0.0%	0.00%			0.00%	0.00%	0.00%	0.00%	0.00%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.295 McPherson Theatre		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$10,000	$2,267,000	$325,000	$300,000	$300,000	$238,000	$3,430,000
Equipment		E	$0	$26,000	$0	$0	$0	$0	$26,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$10,000	**$2,293,000**	**$325,000**	**$300,000**	**$300,000**	**$238,000**	**$3,456,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$10,000	$10,000	$0	$0	$0	$0	$10,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$2,283,000	$325,000	$300,000	$300,000	$238,000	$3,446,000
			$10,000	**$2,293,000**	**$325,000**	**$300,000**	**$300,000**	**$238,000**	**$3,456,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.295

Service Name: McPherson Theatre

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Replacement	Replace Lobby Windows	Replacing the current single pane leaking windows	$350,000	B	Cap		$0	$0	$0	$0	$0	$0
20-05	Study	Railing Study	Study to assess the upgrades to interior railings necessary for health and safety	$20,000	B	Cap	$10,000	$10,000	$0	$0	$0	$0	$10,000
21-04	Replacement	Replace Extendable Scissor Lift	Replace current scissor lift that has reached the end of its useful life.	$26,000	E	Res	→	$26,000	$0	$0	$0	$0	$26,000
21-09	Replacement	Replace and Add FOH Directional Signage	Replace and add directional signage to improve safety, access, audience flow and crowd management.	$20,000	B	Res	→	$20,000	$0	$0	$0	$0	$20,000
21-10	Replacement	Balcony Rail Fabrication and Installation	Install interior railings for patron and staff safety	$25,000	B	Res	→	$25,000	$0	$0	$0	$0	$25,000
21-13	Renewal	Repair Building Envelope and Restore Façade	Repair building envelope and restore facade	$1,163,000	B	Res	→	$0	$325,000	$300,000	$300,000	$238,000	$1,163,000
22-02	New	Add New Storage Closet in Mezzanine	Construct storage closet in mezzanine level	$10,000	B	Res		$10,000	$0	$0	$0	$0	$10,000
22-04	Renewal	Restore Lobby Floor	Restore terrazzo lobby floor	$25,000	B	Res		$25,000	$0	$0	$0	$0	$25,000
22-05	Renewal	Repair East Elevation Wall	Repair east elevation wall	$2,109,000	B	Res		$2,109,000	$0	$0	$0	$0	$2,109,000
22-06	Renewal	Recoating of Fibreglass Façade	Recoating of fibreglass façade	$13,000	B	Res		$13,000	$0	$0	$0	$0	$13,000
22-07	Renewal	Repair Stand-alone canopies	Repair stand-alone canopies	$5,000	B	Res		$5,000	$0	$0	$0	$0	$5,000
22-08	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res		$50,000	$0	$0	$0	$0	$50,000
													$0
													$0
													$0
			GRAND TOTAL	**$3,816,000**			**$10,000**	**$2,293,000**	**$325,000**	**$300,000**	**$300,000**	**$238,000**	**$3,456,000**

Service:	1.295	McPherson Theatre

Project Number	18-01	**Capital Project Title**	Replace Lobby Windows	**Capital Project Description**	Replacing the current single pane leaking windows
Project Rationale	Replace the current single pane leaking windows with better more energy efficient windows				

Project Number	20-05	**Capital Project Title**	Railing Study	**Capital Project Description**	Study to assess the upgrades to interior railings necessary for health and safety
Project Rationale	Study to assess the upgrades to interior railings necessary for health and safety				

Project Number	21-04	**Capital Project Title**	Replace Extendable Scissor Lift	**Capital Project Description**	Replace current scissor lift that has reached the end of its useful life.
Project Rationale	Replace existing 25+ year old scissor lift which has reached the end of its useful life.				

Project Number	21-09	**Capital Project Title**	Replace and Add FOH Directional Signage	**Capital Project Description**	Replace and add directional signage to improve safety, access, audience flow and crowd management.
Project Rationale	Replacing and adding directional signage will improve safety, access, audience flow and crowd management.				

Project Number	21-10	**Capital Project Title**	Balcony Rail Fabrication and Installation	**Capital Project Description**	Install interior railings for patron and staff safety
Project Rationale	Install upgrades to interior railings for safety of patrons and staff.				

Project Number	21-13	**Capital Project Title**	Repair Building Envelope and Restore Façade	**Capital Project Description**	Repair building envelope and restore façade
Project Rationale	Flagged as IMMEDIATE priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing building envelope will ensure the 1913 structure will remain stable and will reduce energy consumption. Restoring the 1913 façade will include point work on the bricks, gutter replacement and refinishing the fiberglass stonework around the historic wooden doors.				

Project Number	22-02	**Capital Project Title**	Add New Storage Closet in Mezzanine	**Capital Project Description**	Construct storage closet in mezzanine level
Project Rationale	Adding a storage closet between the balcony entrances on the mezzanine level will keep assets secure and maintain clear patron pathways.				

Service: 1.295 McPherson Theatre

Project Number	22-04	**Capital Project Title**	Restore Lobby Floor	**Capital Project Description**	Restore terrazzo lobby floor
Project Rationale	Restoring the lobby terrazzo floor by removing the old product will reduce cleaning and maintenance costs and will improve efficiencies.				

Project Number	22-05	**Capital Project Title**	Repair East Elevation Wall	**Capital Project Description**	Repair east elevation wall
Project Rationale	Flagged as IMMEDIATE priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing the east elevation wall to prevent future water damage to the basement and preserve the structural integrity of the wall.				

Project Number	22-06	**Capital Project Title**	Recoating of Fibreglass Façade	**Capital Project Description**	Recoating of fibreglass façade
Project Rationale	Flagged as IMMEDIATE priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Recoating the fibreglass façade will reduce shredding and breaking down.				

Project Number	22-07	**Capital Project Title**	Repair Stand-alone canopies	**Capital Project Description**	Repair stand-alone canopies
Project Rationale	Flagged as IMMEDIATE priority in McPherson Playhouse – Building Envelope Assessment Report prepared for the CRD Dec. 8, 2020 by Stantec Architecture Ltd. Repairing the stand-alone canopies with the installation of stainless steel wire ropes will improve safety.				

Project Number	22-08	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale	Capital funds to accommodate any emergency repairs to the building.				

1.295 McPherson Theatre
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

McPherson Theatre

Assets held by the McPherson Theatre service consist of new upgrades to McPherson Theatre built in 1914 as well as various equipment.

Capital Reserve Fund Schedule

Reserve Fund: 1.295 McPherson Playhouse Capital Reserve Fund (Bylaw No. 3270)

Cost Centre: 101899 (PLO)

Capital Reserve Fund	Est Actual	Budget				
Projected year end balance	2021	2022	2023	2024	2025	2026
Beginning Balance	1,857,580	1,967,423	41,274	63,125	107,976	152,827
Planned Capital Expenditure (Based on Capital Plan)	(250,000)	(2,283,000)	(325,000)	(300,000)	(300,000)	(238,000)
Transfer from Operating Budget	343,843	346,851	346,851	344,851	344,851	344,851
Interest Income*	16,000	10,000				
Total projected year end balance	**1,967,423**	**41,274**	**63,125**	**107,976**	**152,827**	**259,678**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Arts Grants and Development

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.297 Arts Grants and Development **Commission: Arts**

DEFINITION:

To establish a service for the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community. Bylaw No. 2884, July 3, 2001.

SERVICE DESCRIPTION:

CRD municipalities invest in the arts for the economic impact and employment they provide, for their contribution to the quality of life, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Committee. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support three types of smaller organizations: those that work on a Project-to-Project basis, new and emerging arts organizations, those undertaking special, one-time initiatives or development projects. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

PARTICIPATION:

Municipalities of Victoria, Saanich, Oak Bay, Esquimalt, and View Royal (Group 1 participating area) and Highlands, Metchosin and Sooke (Group 2 participating area).

MAXIMUM LEVY:

Greater of $1,980,000 or $0.102 / $1,000 for hospital assessed values of Group 1 participating area.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

ARTS GRANTS	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
ARTS GRANTS:										
Operating Grants	2,236,500	2,236,500	2,281,230	-	-	2,281,230	2,326,855	2,373,392	2,420,860	2,469,277
Project Grants	310,000	318,500	310,000	-	-	310,000	316,200	322,524	328,974	335,553
Total Grants Payment	**2,546,500**	**2,555,000**	**2,591,230**	**-**	**-**	2,591,230	**2,643,055**	**2,695,916**	**2,749,834**	**2,804,830**
		0.3%	1.8%			1.8%	2.0%	2.0%	2.0%	2.0%
ADMINISTRATION COSTS:										
Salaries and Wages	296,642	296,642	297,973	-	-	297,973	304,395	310,955	317,656	324,500
Internal Allocations	67,536	67,536	77,473	-	-	77,473	78,825	80,380	81,966	83,584
Insurance Cost	700	700	580	-	-	580	610	640	670	700
Opearting Cost - Other	30,696	25,811	31,400	-	2,500	33,900	32,028	32,668	33,322	33,989
Total Administration Costs	**395,574**	**390,689**	**407,426**	**-**	**2,500**	409,926	**415,858**	**424,643**	**433,614**	**442,773**
		-1.2%	3.0%			3.6%	1.4%	2.1%	2.1%	2.1%
						-				
TOTAL OPERATING COSTS	**2,942,074**	**2,945,689**	**2,998,656**	**-**	**2,500**	3,001,156	**3,058,913**	**3,120,559**	**3,183,448**	**3,247,603**
		0.1%	1.9%			2.0%	1.9%	2.0%	2.0%	2.0%
CAPITAL / RESERVE TRANSFER										
Transfer to Operating Reserve Fund	-	20,310	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES TRANSFER	**-**	**20,310**	**-**	**-**		**-**	**-**	**-**	**-**	**-**
Internal Recoveries	(13,552)	(47,432)	(13,614)	-	-	(13,614)	(13,908)	(14,208)	(14,514)	(14,828)
TOTAL COSTS	**2,928,522**	**2,918,567**	**2,985,042**	**-**	**2,500**	**2,987,542**	**3,045,005**	**3,106,351**	**3,168,934**	**3,232,775**
		-0.3%	1.9%			2.0%	1.9%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Revenue - Other	-	(10,000)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(19,955)	-	(25,000)	-	-	(25,000)	-	-	-	-
Payments In Lieu of Taxes	(180,710)	(180,710)	(180,710)	-	-	(180,710)	(180,710)	(180,710)	(180,710)	(180,710)
					-	-				
TOTAL REVENUE	**(200,665)**	**(190,710)**	**(205,710)**	**-**	**-**	(205,710)	**(180,710)**	**(180,710)**	**(180,710)**	**(180,710)**
		-5.0%	2.5%			2.5%	-12.2%	0.0%	0.0%	0.0%
REQUISITION	**(2,727,857)**	**(2,727,857)**	**(2,779,332)**	**-**	**(2,500)**	**(2,781,832)**	**(2,864,295)**	**(2,925,641)**	**(2,988,224)**	**(3,052,065)**
			1.9%			2.0%	3.0%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS:	2.8	2.8	2.8		0.0	2.8	2.8	2.8	2.8	2.8

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.297 Arts Grants and Development	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$1,550	$0	$0	$0	$0	$1,550
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$1,550**	**$0**	**$0**	**$0**	**$0**	**$1,550**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$1,550	$0	$0	$0	$0	$1,550
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
SOURCE OF FUNDS		**$0**	**$1,550**	**$0**	**$0**	**$0**	**$0**	**$1,550**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.297**

Service Name: **Arts Grants and Development**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	$1,550	E	ERF		$1,550	$0	$0	$0	$0	$1,550
													$0
													$0
			GRAND TOTAL	**$1,550**			**$0**	**$1,550**	**$0**	**$0**	**$0**	**$0**	**$1,550**

Service:	1.297	Arts Grants and Development

Project Number	22-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

1.297 Arts grants and Development
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

Arts grants and Development

Assets held by the Arts grants and Development service consist of computers and office equipment.

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Est Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	7,269	7,269	5,769	5,769	5,769	5,769
Planned Purchase (Based on Capital Plan)	(1,036)	(1,550)		-	-	-
Transfer from Ops Budget						
Interest Income*	50	50				
Ending Balance $	**6,283**	**5,769**	**5,769**	**5,769**	**5,769**	**5,769**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.297 Arts and Cultural Grants
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Arts and Cultural Grants

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2021	2022	2023	2024	2025	2026
Beginning Balance	269,535	292,345	269,345	269,345	269,345	269,345
Planned Purchase	-	(25,000)				
Transfer from Ops Budget	20,310					
Interest Income*	2,500	2,000				
Total projected year end balance	**292,345**	**269,345**	**269,345**	**269,345**	**269,345**	**269,345**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Feasibility Reserve Fund

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 21.1 Feasibility Study Reserve **Committee: Governance & Finance**

DEFINITION:

Capital Regional District Bylaw No. 79 to establish a Feasibility Study Reserve Fund to be used for the possible adoption of a service.

SERVICE DESCRIPTION:

Funding to be used for conducting research on possible new services.

PARTICIPATION:

All member municipalities on the basis of converted hospital assessments. Pursuant to Section 804 of the Local Government Act in the case of feasibility studies in relation to proposed services, the costs are apportioned among the electoral areas.

MAXIMUM LEVY:

$0.10/1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

Service: 21.1 Feasibility Study Reserve **Committee: Governance & Finance**

Member Municipality	ASSESSMENTS 2020 Converted		ASSESSMENTS 2020 Actual	ASSESSMENTS 2021 Converted		ASSESSMENTS 2021 Actual
City of Colwood	481,566,458	3.22%	4,376,278,815	522,210,174	3.37%	4,768,669,615
District of Langford	1,338,030,651	8.96%	10,919,092,082	1,439,488,822	9.30%	11,871,422,812
District of Highland	83,558,649	0.56%	769,857,750	93,126,687	0.60%	827,588,306
City of Victoria	4,016,398,746	26.88%	30,082,961,727	4,028,366,938	26.03%	30,648,677,888
District of Central Saanich	657,985,149	4.40%	5,446,784,895	682,091,870	4.41%	5,678,630,043
Township of Esquimalt	456,083,497	3.05%	4,050,747,456	494,698,049	3.20%	4,348,601,306
District of Saanich	3,906,061,746	26.14%	35,161,271,712	4,032,489,613	26.06%	36,475,617,059
District of Oak Bay	931,252,281	6.23%	9,000,862,259	976,933,117	6.31%	9,480,747,659
District of North Saanich	615,251,368	4.12%	5,493,557,267	633,855,362	4.10%	5,760,450,825
District of Metchosin	140,177,990	0.94%	1,368,320,842	152,964,252	0.99%	1,496,710,894
Town of Sidney	543,992,242	3.64%	4,544,259,546	551,412,679	3.56%	4,630,400,405
District of Sooke	353,006,866	2.36%	3,230,727,435	382,206,437	2.47%	3,524,216,633
Town of View Royal	362,104,799	2.42%	3,130,354,407	364,952,707	2.36%	3,193,922,057
Subtotal	**13,885,470,442**	**92.94%**	**117,575,076,193**	**14,354,796,707**	**92.76%**	**122,705,655,502**
Electoral Area						
Juan de Fuca EA	244,178,800	1.63%	2,059,785,495	258,067,513	1.67%	2,197,265,549
Salt Spring Island (F)	467,369,988	3.13%	4,402,932,233	496,992,287	3.21%	4,708,542,425
Southern Gulf Islands	342,990,218	2.30%	3,324,241,936	364,679,725	2.36%	3,533,442,288
Subtotal	**1,054,539,006**	**7.06%**	**9,786,959,664**	**1,119,739,525**	**7.24%**	**10,439,250,262**
TOTAL	**14,940,009,448**	**100.00%**	**127,362,035,857**	**15,474,536,232**	**100.00%**	**133,144,905,764**

FEASIBILITY STUDY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 CORE BUDGET	2024 CORE BUDGET	2025 CORE BUDGET	2026 CORE BUDGET
OPERATING COSTS:										
Regional Studies (un-allocated)	21,749	-	25,761	-	-	25,761	-	-	-	-
EA Studies (un-allocated)	10,000	-	10,000	-	-	10,000	-	-	-	-
- IBC 12a-1: Study regional art facility needs	150,000	33,880	116,120	-	-	116,120	-	-	-	-
Establish Regional Arts Facility Service					-	-				
Total Regional	181,749	33,880	151,881	-	-	151,881	-	-	-	-
Electoral Area										
Southern Gulf Islands	-	-	-	-	-	-	-	-	-	-
Juan de Fuca	-	-	-	-	-	-	-	-	-	-
Salt Spring Island	-	-	-	-	-	-	-	-	-	-
Total Electoral Area	**-**	**-**	**-**	**-**	**-**		**-**	**-**	**-**	**-**
TOTAL OPERATING COSTS	**181,749**	**33,880**	**151,881**	**-**	**-**	**151,881**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year						-16.4%				
REVENUES										
Estimated balance c/fwd	-	149,869	-	-	-	-	-	-	-	-
Balance c/fwd from 2021 to 2022			(149,869)	-	-	(149,869)				
Balance c/fwd from 2020 to 2021	(29,737)	(29,737)					-	-	-	-
Interest Income	-	(2,000)	-	-	-	-	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Feasibility Study Funding	-	-	-	-	-	-	-	-	-	-
Grant Provincial	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	(2,012)	(2,012)	(2,012)	-	-	(2,012)	-	-	-	-
	-	-	-	-	-	-	-	-	-	-
Transfer from Revenue Fund	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	**(31,749)**	**116,120**	**(151,881)**	**-**	**-**	**(151,881)**	**-**	**-**	**-**	**-**
REQUISITION	**(150,000)**	**(150,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

APPENDIX G

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 27, 2021
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part B

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5. Parks and Recreation

5.1		Regional Parks
5.2		Panorama Recreation
5.3		SEAPARC - Facilities and Recreation

6. Environmental Services

6.1	6.1.1	GM - Parks & Environmental Services
	6.1.2	Environmental Administration Services
6.2	**Environmental Protection and Water Quality**	
	6.2.1	Other Legislative & General - Climate
	6.2.2	Environmental Protection & Water Quality
	6.2.3	Regional Source Control Program
	6.2.4	Septage Disposal Agreement
	6.2.5	Millstream Site Remediation
	6.2.6	L.W.M.P - On Site Systems Management Program
	6.2.7	L.W.M.P. Peninsula Programs
	6.2.8	L.W.M.P. - Core and West Shore
	6.2.9	L.W.M.P. - Harbour Studies
	6.2.10	Harbours Environmental
	6.2.11	Climate Action and Adaptation
	6.2.12	Sooke Stormwater Quality Management
	6.2.13	Core and West Shore Stormwater Quality Management
	6.2.14	Saanich Peninsula - Stormwater Quality Management
	6.2.15	Saanich Peninsula - Source Control Stormwater
6.3	**Environmental Resource Management**	
	6.3.1	Environmental Resource Management
6.4	**Facilities Management & Engineering**	
	6.4.1	Environmental Engineering Services
	6.4.2	Facility Management
	6.4.3	CRD Headquarters Building
	6.4.4	Corporate Satellite Facilities
	6.4.5	Family Court Building
	6.4.6	Health Facilities - VIHA
	6.4.7	I & I Enhancement Program

CAPITAL REGIONAL DISTRICT

2022 BUDGET

PARKS & RECREATION

COMMITTEE OF THE WHOLE

OCTOBER 2021

COMMITTEE OF THE WHOLE
October 27, 2021
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Click on the service area name below to access selected budgets

Parks and Recreation			Page
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5.2	1.44X	Panorama Recreation	**37 - 62**
5.3	1.40X	SEAPARC - Recreation and Facilities	**63 - 84**

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Parks

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.280 Regional Parks **Committee: Regional Parks**

DEFINITION:

To establish an extended service of Regional Parks for all of the Regional District for the purpose of operating Regional Parks.
Bylaw No. 1749 (November 1989); Amended Bylaw No. 2419 (October 1996).

Land Acquisition Fund: 2000 to 2009 Requisition increase equates to $10 per average household each year.
2010 increased requisition equates to $12 per average household.
2011-2014 increased requisition further $2 per average household in each year.
2015-2019 requisition equates to $20 per average household in each year.
2020 requisition equates to $20 per average household in each year.
2021-2025 increased requisition further $1 per average household in each year

SERVICE DESCRIPTION:

This is a service to administer and coordinate the provision of regional parks and trails systems for residents and visitors to the Capital Region. Services include planning and developing strategies for growth and protection of parks and trails, project management of capital facilities, environmental interpretation, conservation, education, security and parks operations of all regional parks and trails. The land acquisition fund acquires regionally significant natural areas to achieve the vision for future regional parks and trails systems. Land acquisition contributes to environmental, social and economic regional sustainability.

PARTICIPATION:

All member municipalities and electoral areas participate.

MAXIMUM LEVY:

Based on converted hospital assessed values for land and improvements.

CAPITAL BORROWING:

Bylaw.4142 for Construction of E&N Trail Phase 3&4	$ 6,100,000
BORROWED:	$ (5,600,000)
REMAINING	$ 500,000

Service: 1.280 Regional Parks **Committee: Regional Parks**

	BASIS FOR COST APPORTIONMENT				BASIS FOR MAXIMUM LEVY	
	Converted 2020		Converted 2021		Actual 2020	Actual 2021
Member Municipality						
City of Colwood	481,566,458	3.21%	522,210,174	3.36%	4,376,278,815	4,768,669,615
City of Victoria	4,016,398,746	26.80%	4,028,366,938	25.93%	30,082,961,727	30,648,677,888
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District of Oak Bay	931,252,281	6.21%	976,933,117	6.29%	9,000,862,259	9,480,747,659
District of North Saanich	615,251,368	4.11%	633,855,362	4.08%	5,493,557,267	5,760,450,825
District of Metchosin	140,177,990	0.94%	152,964,252	0.98%	1,368,320,842	1,496,710,894
Town of Sidney	543,992,242	3.63%	551,412,679	3.55%	4,544,259,546	4,630,400,405
Town of View Royal	362,104,799	2.42%	364,952,707	2.35%	3,130,354,407	3,193,922,057
District of Highland	83,558,649	0.56%	93,126,687	0.60%	769,857,750	827,588,306
District of Sooke	353,006,866	2.36%	382,206,437	2.46%	3,230,727,435	3,524,216,633
Subtotal	**13,885,470,442**	**92.66%**	**14,354,796,707**	92.41%	**117,575,076,193**	**122,705,655,502**
Electoral Area						
Juan de Fuca EA	244,178,800	1.63%	258,067,513	1.66%	2,059,785,495	2,197,265,549
Salt Spring Island (F)	467,369,988	3.12%	496,992,287	3.20%	4,402,932,233	4,708,542,425
Southern Gulf Islands	342,990,218	2.29%	364,679,725	2.35%	3,324,241,936	3,533,442,288
Subtotal	**1,054,539,006**	**7.04%**	**1,119,739,525**	7.21%	**9,786,959,664**	**10,439,250,262**
First Nations Taxation						
Songhees	19,001,544	0.13%	29,701,753	0.19%	158,461,000	260,577,100
Tsawout	26,083,283	0.17%	30,014,150	0.19%	221,937,200	258,759,300
Subtotal	**45,084,827**	**0.30%**	**59,715,903**	0.38%	**380,398,200**	**519,336,400**
TOTAL	**14,985,094,275**	**100.00%**	**15,534,252,135**	**100.00%**	**127,742,434,057**	**133,664,242,164**

Change in Budget 2021 to 2022 Service: 1.280 Regional Parks	Total Expenditure	Comments
2021 Budget	**16,437,241**	
Change in Salaries:		
Base salary change	48,424	Inclusive of estimated collective agreement changes
Step increase/paygrade change	1,682	
Other (explain as necessary)	1,646,437	IBC 6g-1 Regional Parks Service Level 2022
Total Change in Salaries	1,696,543	
Other Changes:		
Standard Overhead Allocation	150,728	IBC 6g-1 Regional Parks Service Level 2022
Human Resources Allocation	27,067	
Vehicles and equipment	36,268	
Contract Services	425,761	IBC 6a-18 Accessibility Study ($30,000); 6a-13 Elk/Beaver Lake Aerator Maintenance ($100,000)
Utilites	20,608	
Insurance	5,780	
Park maintenance and repairs	126,321	
Operating supplies	69,699	
Infrastructure reserve transfers	1,507,908	Increase to fund capital needs of IBC 6g-1, and general infrastructure
Annual capital expenditure	107,520	
ERF transfer	55,610	
Debt charges	104,573	New debt
Other	122,734	
LAF reserve transfer	(4,028,308)	Revised funding model
Total Other Changes	(1,267,731)	
2022 Budget	**16,866,053**	
% expense increase from 2021:	***2.6%***	
% Requisition increase from 2021 (if applicable):	***3.0%***	*Requisition funding is 92.1% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time net favourable variance of $40,938 (0.25%) due mainly due to higher fee for service revenues. Net favourable variance of $40,938 will be moved to the CRF.

REGIONAL PARKS SUMMARY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	6,408,455	6,264,537	6,478,618	1,626,380		8,104,998	9,365,036	9,564,158	9,767,515	9,975,185
Internal Allocations	950,885	990,840	1,021,529	117,033		1,138,562	1,214,591	1,237,839	1,261,555	1,285,745
Insurance Cost	54,140	54,140	59,920	-	-	59,920	61,215	64,075	66,297	68,602
Consultant and Contract for Services	265,980	325,632	268,741	393,000	30,000	691,741	712,865	634,115	650,435	667,085
Vehicles and Equipment	354,800	385,532	361,656	29,412	-	391,068	398,301	405,679	413,204	420,880
Parks Maintenance and Repairs	255,997	244,857	249,648	92,670	40,000	382,318	349,488	354,924	360,469	366,125
Utilities & Disposal Costs	188,380	182,660	187,318	21,670	-	208,988	213,168	217,431	221,780	226,215
Operating Supplies	369,660	392,677	372,556	66,803	-	439,359	447,901	456,613	465,502	474,566
Legal/Licences/Surveys Cost	37,170	25,650	37,170	-	-	37,170	37,810	38,464	39,130	39,809
Telecommunications&Training	129,270	131,916	130,089	-	-	130,089	132,691	135,345	138,051	140,813
Operating Cost - Other	284,050	297,257	285,353	110,730	-	396,083	401,789	407,611	413,547	419,602
TOTAL OPERATING COSTS	**9,298,787**	**9,295,698**	**9,452,598**	**2,457,698**	**70,000**	**11,980,296**	**13,334,856**	**13,516,254**	**13,797,483**	**14,084,628**
*Percentage increase over prior year		0.0%	1.65%			28.84%	11.31%	1.4%	2.1%	2.1%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	7,000	7,000	7,000	-	-	7,000	2,000	7,000	5,000	5,000
Transfer to Capital Fund	114,670	114,670	117,190	-	105,000	222,190	119,770	122,400	125,100	127,602
Land Acquisition Levy	4,028,308	4,028,308	4,200,000	(4,200,000)	-	-	-	-	-	-
Transfer to ERF Reserve	280,500	280,500	336,110	-	-	336,110	341,832	347,669	353,622	359,695
Transfer to Capital Reserve Fund	2,208,081	2,249,019	2,765,989	-	950,000	3,715,989	2,555,935	2,480,693	2,380,767	2,300,665
TOTAL CAPITAL / RESERVE TRNSFER	**6,638,559**	**6,679,497**	**7,426,289**	**(4,200,000)**	**1,055,000**	**4,281,289**	**3,019,537**	**2,957,762**	**2,864,489**	**2,792,962**
*Percentage increase over prior year		0.6%	11.87%			-35.51%	-29.47%	-2.0%	-3.2%	-2.5%
LAF Debt				80,000		80,000	362,000	666,000	970,000	1,274,000
Infrastructure Debt				15,500		524,468	661,468	737,468	813,468	889,468
Debt Charges	499,895	499,895	508,968	95,500	-	604,468	1,023,468	1,403,468	1,783,468	2,163,468
TOTAL COSTS	**16,437,241**	**16,475,090**	**17,387,855**	**(1,646,802)**	**1,125,000**	**16,866,053**	**17,377,861**	**17,877,483**	**18,445,441**	**19,041,058**
*Percentage increase over prior year			5.78%			2.61%	3.03%	2.9%	3.2%	3.2%
Internal Recoveries	(112,783)	(112,783)	(77,913)	-	-	(77,913)	(78,501)	(79,095)	(79,694)	(80,310)
OPERATING LESS RECOVERIES	**16,324,458**	**16,362,307**	**17,309,942**	**(1,646,802)**	**1,125,000**	**16,788,140**	**17,299,360**	**17,798,388**	**18,365,747**	**18,960,748**
FUNDING SOURCES (REVENUE)			6.04%			2.84%	3.05%	2.9%	3.2%	3.2%
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year										
Fee Income	(448,080)	(484,861)	(470,403)	-	-	(470,403)	(476,141)	(482,693)	(489,377)	(496,195)
Rental Income	(45,130)	(45,130)	(33,000)	-	-	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	(20,000)	-	(8,000)	-
Payments - In Lieu of Taxes	(750,862)	(751,930)	(751,930)	-	-	(751,930)	(774,488)	(797,723)	(821,654)	(846,303)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(1,244,072)	(1,281,921)	(1,255,333)	-	-	(1,255,333)	(1,303,629)	(1,313,416)	(1,352,031)	(1,375,498)
REQUISITION	**(15,080,386)**	**(15,080,386)**	**(16,054,609)**	**1,646,802**	**(1,125,000)**	**(15,532,807)**	**(15,995,731)**	**(16,484,972)**	**(17,013,716)**	**(17,585,250)**
*Percentage increase over prior year requisition			6.46%			3.00%	2.98%	3.06%	3.21%	3.36%
PARTICIPANTS: Regional. AUTHORIZED POSITIONS:	54.00	54.00	54.00	24.00	-	78.00	78.00	78.00	78.00	78.00

REGIONAL PARKS - 2022 BUDGET

REGIONAL PARKS SUMMARY

MISSION: To establish and protect a network of regional parks in perpetuity that represent and help maintain the diverse range of natural environments in the Capital Regional District. To provide opportunities for outdoor experiences and activities that foster enjoyment of and appreciation and respect for the region's natural environments.

FINANCIAL SUMMARY:	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOATL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
Headquarters and Admin Services	1,289,094	1,254,666	1,307,511	170,286	(53,253)	1,424,544	1,508,414	1,541,217	1,573,996	1,607,480
Visitor Services	495,305	495,889	511,162	124,065	30,000	665,227	648,732	662,523	676,604	690,986
Environmental Interpretative Prgm	400,480	388,009	410,195	-	-	410,195	418,934	427,858	436,972	446,278
Volunteed Services Program	111,010	117,372	111,633	119,065	-	230,698	234,997	239,387	243,872	248,452
Social Science Research Program	105,100	76,815	141,406	97,903	(81,818)	157,491	269,460	249,723	255,044	260,480
Planning & Facility Development	844,300	898,812	852,746	948,464	(444,347)	1,356,863	1,650,189	1,621,995	1,654,478	1,687,651
Resource Management	234,760	207,915	230,816	222,022	-	452,838	666,839	678,925	691,270	703,878
Parks Operations North	934,620	889,092	933,164	140,400	-	1,073,564	1,095,250	1,115,517	1,136,210	1,157,344
Parks Operations West	913,490	890,116	919,578	39,500	40,000	999,078	979,073	999,490	1,020,339	1,041,630
Parks Operations Central	912,580	910,483	927,885	43,170	-	971,055	990,673	1,010,706	1,031,165	1,052,056
Parks Operations New				759,954	(370,864)	389,090	775,841	792,066	808,635	825,555
HQ Maintenance and Equipment	2,236,020	2,303,960	2,265,271	548,419	(8,850)	2,804,840	2,869,213	2,925,868	2,983,679	3,042,671
Compliance and Enforcement	577,945	572,485	627,482	240,733	(128,668)	739,547	886,327	904,815	923,698	942,978
Mount McDonald	72,880	85,384	74,925	-	-	74,925	75,564	76,222	86,896	97,777
TOTAL OPERATING COST	**9,127,584**	**9,090,998**	**9,313,774**	**3,453,981**	**(1,017,800)**	**11,749,955**	**13,069,507**	**13,246,312**	**13,522,858**	**13,805,216**
Percentage change over prior year			2.04%			28.73%	11.23%	1.35%	2.09%	2.09%
Land Acquisition Levy	4,028,308	4,028,308	4,200,000	(4,200,000)	-					
Land Acquisition (planning costs)	58,420	91,917	60,911	122,022	(30,505)	152,428	186,848	190,847	194,931	199,102
Transfer to Operating Reserves Fund	7,000	7,000	7,000	-	-	7,000	2,000	7,000	5,000	5,000
Transfer to ERF and Capital	2,603,251	2,644,189	3,219,289	-	1,055,000	4,274,289	3,017,537	2,950,762	2,859,489	2,787,962
Debt Servicing Cost LAF				80,000	-	80,000	452,500	832,500	1,212,500	1,592,500
Debt Servicing Cost	499,895	499,895	508,968	15,500	-	524,468	570,968	570,968	570,968	570,968
TOTAL LAND, RESERVE AND DEBT	**7,196,874**	**7,271,309**	**7,996,168**	**(3,982,478)**	**1,024,495**	**5,038,185**	**4,229,854**	**4,552,077**	**4,842,888**	**5,155,532**
Percentage change over prior year			11.11%			-29.99%	-16.04%	7.62%	6.39%	6.46%
Transfer from Operating Reserve				-	-		(20,000)		(8,000)	
Fee Income	(448,080)	(484,861)	(470,403)	-	-	(470,403)	(476,141)	(482,693)	(489,377)	(496,195)
Rental Income	(45,130)	(45,130)	(33,000)	-	-	(33,000)	(33,000)	(33,000)	(33,000)	(33,000)
Payments - In Lieu of Taxes	(750,862)	(751,930)	(751,930)	-	-	(751,930)	(774,488)	(797,723)	(821,654)	(846,303)
TOTAL REVENUE	**(1,244,072)**	**(1,281,921)**	**(1,255,333)**			**(1,255,333)**	**(1,303,629)**	**(1,313,416)**	**(1,352,031)**	**(1,375,498)**
TOTAL REQUISITION	**(15,080,386)**	**(15,080,386)**	**(16,054,609)**	**528,497**	**(6,695)**	**(15,532,807)**	**(15,995,731)**	**(16,484,972)**	**(17,013,716)**	**(17,585,250)**
Percentage change over prior year requisition			6.46%			3.00%	2.98%	3.06%	3.21%	3.36%
Participants: All municipalities and electoral areas										
AUTHORIZED POSITIONS:										
Salaried	54.00	54.00	54.00	24.00	-	78.00	78.00	78.00	78.00	78.00

REGIONAL PARKS - 2022 BUDGET

PROGRAM:	HEADQUARTERS AND ADMINISTRATIVE SERVICES
DESCRIPTION:	Headquarters and Administrative Services provide management leadership, general division coordination, administrative and financial support services to Regional Parks.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	390,910	367,857	381,231	-	-	381,231	389,447	397,841	406,413	415,169
Other Operating Expenditures	898,184	886,809	926,280	170,286	(53,253)	1,043,313	1,118,966	1,143,376	1,167,583	1,192,311
TOTAL EXPENDITURES	1,289,094	1,254,666	1,307,511	170,286	(53,253)	1,424,544	1,508,414	1,541,217	1,573,996	1,607,480
Requisition	**(1,289,094)**	**(1,254,666)**	**(1,307,511)**	**(170,286.00)**	**53,253.00**	**(1,424,544)**	**(1,508,414)**	**(1,541,217)**	**(1,573,996)**	**(1,607,480)**
Percentage Change			1.43%			10.51%	5.89%	2.17%	2.13%	2.13%

PROGRAM:	LAND ACQUISITION

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Capital	4,028,308	4,028,308	4,200,000	(4,200,000)	-					
Debt Servicing				80,000	-	80,000	452,500	832,500	1,212,500	1,592,500
Salaries & Wages	41,200	30,902	43,691	122,022	(30,505)	135,208	169,284	172,931	176,657	180,463
Other Operating Expenditures	17,220	61,015	17,220	-	-	17,220	17,564	17,916	18,274	18,639
TOTAL EXPENDITURES	4,086,728	4,120,225	4,260,911	(3,997,978)	(30,505)	232,428	639,348	1,023,347	1,407,431	1,791,602
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	**(4,086,728)**	**(4,120,225)**	**(4,260,911)**	**3,997,978.00**	**30,505.00**	**(232,428)**	**(639,348)**	**(1,023,347)**	**(1,407,431)**	**(1,791,602)**
Percentage Change			**4.26%**			**-94.31%**	**175.07%**	**60.06%**	**37.53%**	**27.30%**

REGIONAL PARKS - 2022 BUDGET

PROGRAM: TRANSFER TO RESERVES AND DEBT SERVICING

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Debt Servicing	499,895	499,895	508,968	15,500.00	-	524,468	570,968	570,968	570,968	570,968
Transfer to Capital Reserve Fund	1,928,940	1,928,940	2,481,695	-	950,000.00	3,431,695	2,266,375	2,185,754	2,080,336	1,995,125
Total Expenditures	2,428,835	2,428,835	2,990,663	15,500.00	950,000.00	3,956,163	2,837,343	2,756,722	2,651,304	2,566,093
REVENUE										
Transfer from Operating Reserve				-	-					
MFA Debt Reserve Fund Earning	(1,080)	(1,080)	(1,190)	-	-	(1,190)	(1,190)	(1,190)	(1,190)	(1,190)
Requisition	**(2,427,755)**	**(2,427,755)**	**(2,989,473)**	**(15,500)**	**(950,000)**	**(3,954,973)**	**(2,836,153)**	**(2,755,532)**	**(2,650,114)**	**(2,564,903)**
Percentage Change			23.14%			62.91%	-28.29%	-2.84%	-3.83%	-3.22%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2022 BUDGET

PROGRAM:	VISITOR INFORMATION SERVICES
DESCRIPTION:	Develops, coordinates and delivers strategic communications to inform, promote and educate visitors about regional parks and trails, and to provide internal communications support to the CRD board, committees and staff.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	425,745	420,158	441,602	89,065	-	530,667	542,080	553,738	565,644	577,807
Other Operating Expenditures	69,560	75,731	69,560	35,000	30,000	134,560	106,652	108,785	110,961	113,180
TOTAL EXPENDITURES	495,305	495,889	511,162	124,065	30,000	665,227	648,732	662,523	676,604	690,986
Other Revenue										
TOTAL REVENUE										
Requisition	**(495,305)**	**(495,889)**	**(511,162)**	**(124,065)**	**(30,000.00)**	**(665,227)**	**(648,732)**	**(662,523)**	**(676,604)**	**(690,986)**
Percentage Change			3.20%			34.31%	-2.48%	2.13%	2.13%	2.13%

PROGRAM:	ENVIRONMENTAL INTERPRETIVE PROGRAM
DESCRIPTION:	Environmental Interpretation provides a variety of educational experiences and opportunities for visitors to learn about regional parks and trails, park values and issues, and conservation.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	378,840	374,869	390,055	-	-	390,055	398,391	406,904	415,599	424,478
Other Operating Expenditures	21,640	13,140	20,140	-	-	20,140	20,543	20,954	21,373	21,800
Internal Recoveries				-	-					
TOTAL EXPENDITURES	400,480	388,009	410,195	-	-	410,195	418,934	427,858	436,972	446,278
Program Fees and Donations	(14,400)	(12,150)	(14,150)	-	-	(14,150)	(14,350)	(14,554)	(14,762)	(14,974)
TOTAL REVENUE	**(14,400)**	**(12,150)**	**(14,150)**	**-**	**-**	**(14,150)**	**(14,350)**	**(14,554)**	**(14,762)**	**(14,974)**
Requisition	**(386,080)**	**(375,859)**	**(396,045)**	**-**	**-**	**(396,045)**	**(404,584)**	**(413,304)**	**(422,210)**	**(431,304)**
Percentage Change			2.58%			2.58%	2.16%	2.16%	2.15%	2.15%

REGIONAL PARKS - 2022 BUDGET

PROGRAM:	VOLUNTEER SERVICES PROGRAM
DESCRIPTION:	The partnership development and volunteer services program provide opportunities for residents and community organizations of the Capital Regional District to become involved in the stewartship of regional parks and trails.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	102,990	110,296	103,613	114,065	-	217,678	221,817	226,044	230,361	234,771
Other Operating Expenditures	8,020	7,076	8,020	5,000.00	-	13,020	13,180	13,344	13,511	13,681
TOTAL EXPENDITURES	111,010	117,372	111,633	119,065	-	230,698	234,997	239,387	243,872	248,452
Other Revenue				-	-					
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	**(111,010)**	**(117,372)**	**(111,633)**	**(119,065)**	**-**	**(230,698)**	**(234,997)**	**(239,387)**	**(243,872)**	**(248,452)**
Percentage Change			0.56%			107.82%	1.86%	1.87%	1.87%	1.88%

PROGRAM:	SOCIAL SCIENCE RESEARCH PROGRAM
DESCRIPTION:	Social Science Research Program would lead the research and analysis of data related to regional parks and trails, residents and visitors, and contributes to the understanding of visitors' needs and views.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	137,400	109,115	138,266	97,903	(81,818)	154,351	241,208	246,354	251,608	256,976
Other Operating Expenditures	3,140	3,140	3,140	-	-	3,140	28,252	3,369	3,436	3,504
Internal Recovery	(35,440)	(35,440)		-	-					
TOTAL EXPENDITURES	105,100	76,815	141,406	97,903	(81,818)	157,491	269,460	249,723	255,044	260,480
Transfer to Operating Reserve	5,000	5,000	5,000	-	-	5,000		5,000	5,000	5,000
Recovery Cost	(2,900)	(2,900)	(2,900)	-	-	(2,900)	(2,958)	(3,017)	(3,078)	(3,139)
Transfer From Own Funds				-	-		(20,000)			
TOTAL REVENUE	(2,900)	(2,900)	(2,900)	-	-	(2,900)	(22,958)	(3,017)	(3,078)	(3,139)
Requisition	**(107,200)**	**(78,915)**	**(143,506)**	**(97,903)**	**81,818.00**	**(159,591)**	**(246,502)**	**(251,706)**	**(256,966)**	**(262,341)**
Percentage Change			33.87%			48.87%	54.46%	2.11%	2.09%	2.09%

REGIONAL PARKS - 2022 BUDGET

PROGRAM:	PLANNING & FACILITY DEVELOPMENT
DESCRIPTION:	The goal of planning is to address the protection of a park and trail's natural environment and to identify appropriate outdoor recreational activities and experiences and the facilities for these services.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	662,570	695,553	670,416	808,464	(444,347)	1,034,533	1,304,212	1,332,300	1,360,988	1,390,292
Other Operating Expenditures	181,730	203,259	182,330	140,000		322,330	345,977	289,696	293,490	297,360
TOTAL OPS EXPENDITURES	844,300	898,812	852,746	948,464	(444,347)	1,356,863	1,650,189	1,621,995	1,654,478	1,687,651
Transfer to Capital Reserve Fund	208,080	208,080	212,660			212,660	217,340	222,120	227,000	231,540
TOTAL TRANSFERS	208,080	208,080	212,660			212,660	217,340	222,120	227,000	231,540
Other Revenue										
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
Requisition	(1,052,380)	(1,106,892)	(1,065,406)	(948,464)	444,347.00	(1,569,523)	(1,867,529)	(1,844,115)	(1,881,478)	(1,919,191)
Percentage Change			1.24%			49.14%	18.99%	-1.25%	2.03%	2.00%

PROGRAM:	RESOURCE MANAGEMENT
DESCRIPTION:	Resource management provides leadership, guidance and information to Regional Parks staff on the conservation of the natural environment in regional parks and trails and works with other CRD departments, other levels of government, and non-governmental organizations. Resource management is responsible for scientific and technical work related to environmental management, conservation and restoration in regional parks and trails. The key areas of responsibility are; (1) environmental conservation policy; (2) conservation and restoration plans, programs and projects; (3) ecological inventories and assessments; and (4) environmental impact assessments.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	155,810	126,205	151,866	122,022		273,888	486,311	496,785	507,488	518,420
Other Operating Expenditures	78,950	81,710	78,950	100,000		178,950	180,529	182,140	183,782	185,458
TOTAL EXPENDITURES	234,760	207,915	230,816	222,022	-	452,838	666,839	678,925	691,270	703,878
Grant Revenue										
TOTAL REVENUE				-	-					
Requisition	(234,760)	(207,915)	(230,816)	(222,022)	-	(452,838)	(666,839)	(678,925)	(691,270)	(703,878)
Percentage Change			-1.68%			92.89%	47.26%	1.81%	1.82%	1.82%

Participants: All municipalities and electoral areas

PROGRAM:	HEADQUARTERS MAINTENANCE AND EQUIPMENT
DESCRIPTION:	This program is made up of three functions: (1) headquarters maintenance, (2) vehicles and equipment (3) equipment maintenance & operations. Headquarters maintenance includes janitorial services and the maintenance of the structural components of the buildings and ancillary equipment. Vehicles and Equipment is the purchase, repair and preventative maintenance of small equipment, fleet vehicles and heavy construction equipment. Equipment maintenance & operations is the day to day project and park maintenance tasks assigned to equipment operators.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	1,398,390	1,403,791	1,419,198	454,137	(8,850)	1,864,485	1,911,937	1,951,332	1,991,538	2,032,571
Other Operating Expenditures	837,630	900,169	846,073	94,282		940,355	957,277	974,536	992,140	1,010,100
TOTAL OPS EXPENDITURES	2,236,020	2,303,960.00	2,265,271	548,419.00	(8,850)	2,804,840	2,869,213	2,925,868	2,983,679	3,042,671
Transfer to Capital and ERF	421,231	421,231	479,934		105,000	584,934	488,822	497,888	507,153	516,297
TOTAL CAP EXPENDITURES	421,231	421,231.00	479,934	-	105,000	584,934	488,822	497,888	507,153	516,297
Other Revenue		(3,338)								
TOTAL REVENUE	-	(3,338.00)	-	-	-	-	-	-	-	-
Requisition	(2,657,251)	(2,721,853)	(2,745,205)	(548,419)	(96,150)	(3,389,774)	(3,358,036)	(3,423,756)	(3,490,832)	(3,558,967)
Percentage Change			3.31%			27.57%	-0.94%	1.96%	1.96%	1.95%

PROGRAM:	COMPLIANCE AND ENFORCEMENT
DESCRIPTION:	This program is made up of two functions: (1) Security, (2) Bylaw Enforcement. Security includes emergency responses in the parks. The major part of this program is Regional Parks' response to fire, liaising with local fire departments, CRD Water Services and the Ministry of Forests to provide fire protection for Regional Parks. Bylaw Enforcement provides park resource protection and public safety. This is carried out with the cooperation of CRD Bylaw and local police departments.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	448,830	443,370	450,962	230,003	(128,668)	552,297	695,607	710,561	725,838	741,437
Bylaw Enforcement	114,725	114,725	122,860			122,860	125,257	127,696	130,185	132,728
Other Operating Expenditures	14,390	14,390	53,660	10,730		64,390	65,463	66,558	67,675	68,813
TOTAL OPS EXPENDITURES	577,945	572,485	627,482	240,733	(128,668)	739,547	886,327	904,815	923,698	942,978
Transfer to Operating Reserve										
TOTAL CAP EXPENDITURES	-	-	-	-	-	-	-	-	-	-
Other Revenue										
TOTAL REVENUE										
Requisition	(577,945)	(572,485)	(627,482)	(240,733)	128,668	(739,547)	(886,327)	(904,815)	(923,698)	(942,978)
Percentage Change			8.57%			27.96%	19.85%	2.09%	2.09%	2.09%

PROGRAM:	MOUNT MCDONALD
DESCRIPTION:	In Sooke Hills Wilderness Regional Park Reserve, Regional Parks operates and maintains the Mount McDonald communications tower site which includes the mountain access road leading to the site.

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages										
Other Operating Expenditures	101,163	113,667	103,708			103,708	104,865	106,047	117,250	128,677
Internal Recoveries	(28,283)	(28,283)	(28,783)			(28,783)	(29,301)	(29,825)	(30,354)	(30,900)
TOTAL OPS EXPENDITURES	72,880	85,384	74,925			74,925	75,564	76,222	86,896	97,777
Transfer to Operating Reserve	2,000	2,000	2,000			2,000	2,000	2,000		
Transfer to Capital Reserve	45,000	45,000	45,000			45,000	45,000	45,000	45,000	45,000
TOTAL CAP EXPENDITURES	47,000	47,000	47,000			47,000	47,000	47,000	45,000	45,000
Lease Revenue	(107,200)	(129,663)	(129,663)			(129,663)	(129,663)	(129,663)	(129,663)	(129,663)
Transfer from Operating Reserve									(8,000)	
TOTAL REVENUE	(107,200)	(129,663)	(129,663)			(129,663)	(129,663)	(129,663)	(137,663)	(129,663)
Requisition	(12,680)	(2,721)	7,738			7,738	7,099	6,441	5,767	(13,114)
Percentage Change			-161.03%			-161.03%	-8.26%	-9.27%	-10.46%	-327.40%

Participants: All municipalities and electoral areas

REGIONAL PARKS - 2022 BUDGET

PROGRAM:	PARKS OPERATIONS NORTH, WEST, CENTRAL & NEW
DESCRIPTION:	The CRD operates and maintains regional parks utilizing best park management practices with a focus on protecting the natural environment and providing outdoor recreation opportunities. The regional park system is divided into geographic areas in order to efficiently deploy operational resources. The North Service Area manages parks and trails from the downtown core, up the Saanich Peninsula and over to the Gulf Islands. The Central Service Area manages parks in the Highlands, the Westshore and Metchosin. The West Service Area manages all parks buffering the Greater Victoria Watershed, south to East Sooke and West to Jordan River.

PARKS OPERATIONS NORTH

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	754,900	709,372	758,652			758,652	774,971	791,639	808,664	826,054
Other Operating Expenditures	179,720	179,720	174,512	140,400		314,912	320,279	323,877	327,546	331,290
TOTAL EXPENDITURES	934,620	889,092	933,164	140,400	-	1,073,564	1,095,250	1,115,517	1,136,210	1,157,344
Fee and Rental Revenue	(315,130)	(321,323)	(303,000)			(303,000)	(308,480)	(314,069)	(319,770)	(325,587)
TOTAL REVENUE	(315,130)	(321,323)	(303,000)	-	-	(303,000)	(308,480)	(314,069)	(319,770)	(325,587)
Requisition	(619,490)	(567,769)	(630,164)	(140,400)	-	(770,564)	(786,770)	(801,448)	(816,440)	(831,757)
Percentage Change			1.72%			24.39%	2.10%	1.87%	1.87%	1.88%

PARKS OPERATIONS WEST

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	755,340	734,616	759,128			759,128	775,457	792,135	809,171	826,572
Other Operating Expenditures	180,980	178,330	183,280	39,500	40,000	262,780	226,446	230,185	233,998	237,888
Internal Recoveries	(22,830)	(22,830)	(22,830)			(22,830)	(22,830)	(22,830)	(22,830)	(22,830)
TOTAL EXPENDITURES	913,490	890,116	919,578	39,500	40,000	999,078	979,073	999,490	1,020,339	1,041,630
Fee and Rental Revenue										
TOTAL REVENUE										
Requisition	(913,490)	(890,116)	(919,578)	(39,500)	(40,000)	(999,078)	(979,073)	(999,490)	(1,020,339)	(1,041,630)
Percentage Change			0.67%			9.37%	-2.00%	2.09%	2.09%	2.09%

Participants: All municipalities and electoral areas

PARKS OPERATIONS CENTRAL

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages	755,530	738,433	769,938			769,938	786,500	803,416	820,696	838,344
Other Operating Expenditures	157,050	172,050	157,947	43,170		201,117	204,173	207,290	210,469	213,712
Internal Recoveries										
TOTAL EXPENDITURES	912,580	910,483	927,885	43,170		971,055	990,673	1,010,706	1,031,165	1,052,056
Fee and Rental Revenue										
TOTAL REVENUE										
Requisition	(912,580)	(910,483)	(927,885)	(43,170)		(971,055)	(990,673)	(1,010,706)	(1,031,165)	(1,052,056)
Percentage Change			1.68%			6.41%	2.02%	2.02%	2.02%	2.03%

Participants: All municipalities and electoral areas

PARKS OPERATIONS New

FINANCIAL SUMMARY:	2021 Budget	2021 Actual	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 Total	2024 Total	2025 Total	2026 Total
Salaries & Wages				653,751	(370,864)	282,887	667,814	682,178	696,849	711,834
Other Operating Expenditures				106,203		106,203	108,027	109,888	111,785	113,721
Internal Recoveries										
TOTAL EXPENDITURES				759,954	(370,864)	389,090	775,841	792,066	808,635	825,555
Fee and Rental Revenue										
TOTAL REVENUE										
Requisition				(759,954)	370,864	(389,090)	(775,841)	(792,066)	(808,635)	(825,555)
Percentage Change			#DIV/0!			#DIV/0!	99.40%	2.09%	2.09%	2.09%

Participants: All municipalities and electoral areas

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.280 Regional Parks		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$300,000	$860,000	$0	$0	$385,000	$0	$1,245,000
Equipment		E	$700,000	$810,000	$107,000	$61,000	$63,000	$69,000	$1,110,000
Land		L	$75,000	$5,075,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,075,000
Engineered Structures		S	$2,111,488	$4,778,425	$5,322,000	$2,718,063	$5,417,000	$2,477,000	$20,712,488
Vehicles		V	$0	$345,000	$507,000	$555,000	$370,000	$230,000	$2,007,000
			$3,186,488	**$11,868,425**	**$10,936,000**	**$8,334,063**	**$11,235,000**	**$7,776,000**	**$50,149,488**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$3,186,488	$3,070,425	$0	$56,063	$0	$60,000	$3,186,488
Debenture Debt (New Debt Only)		Debt	$0	$5,500,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,500,000
Equipment Replacement Fund		ERF	$0	$405,000	$554,000	$616,000	$433,000	$299,000	$2,307,000
Grants (Federal, Provincial)		Grant	$0	$125,000	$2,303,000	$2,000,000	$2,000,000	$0	$6,428,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$2,768,000	$3,079,000	$662,000	$3,802,000	$2,417,000	$12,728,000
LAF Reserve Fund		LAF Res	$0	$0	$0	$0	$0	$0	$0
			$3,186,488	**$11,868,425**	**$10,936,000**	**$8,334,063**	**$11,235,000**	**$7,776,000**	**$50,149,488**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.280
Service Name: Regional Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.	$3,960,000	S	Cap	$1,014,425	$1,014,425	$0	$0	$0	$0	$1,014,425
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.		S	Res		$0	$497,000	$0	$0	$0	$497,000
15-02	New	Mayne Island Regional Trail	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.		S	Grant		$0	$2,203,000	$0	$0	$0	$2,203,000
16-02	Renewal	Upgrade Durrance Lake Dam	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.	$1,125,290	S	Cap	$116,063	$0	$0	$56,063	$0	$60,000	$116,063
16-02	Renewal	Upgrade Durrance Lake Dam	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.		S	Res	→	$0	$0	$0	$0		$0
17-01	New	Construct E&N Rail Trail Phases 3 & 4	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.	$7,100,000	S	Cap	$500,000	$500,000	$0	$0	$0	$0	$500,000
17-01	New	Construct E&N Rail Trail Phases 3 & 4	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.		S	Debt		$500,000	$0	$0	$0	$0	$500,000
18-01b	New	Trail improvements S2S and SHW	Construct trails in parks	$241,896	S	Cap	$76,000	$76,000	$0	$0	$0	$0	$76,000
18-02	Replacement	Implement Kiosk Strategy	Implement kiosk strategy for the purpose of replacing ageing information kiosks.	$175,000	S	Res		$25,000	$25,000	$25,000	$0	$0	$75,000
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban,	$1,824,000	S	Cap	$0	$0	$0	$0	$0	$0	$0
19-05	Renewal	Repair GGRT Bridges (5)	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban,		S	Res		$600,000	$800,000	$0	$0	$0	$1,400,000
20-03	New	Construct Park Facilities at St. John Point and Mill Farm	Construct new facilities identified in management plans for these two parks.	$170,000	S	Cap	$60,000	$60,000	$0	$0	$0	$0	$60,000
20-08	New	Develop Matthew's Point Facilities	Develop visitor facilities at Matthews Point Regional Park as identified in the management plan.	$55,000	S	Cap	$20,000	$20,000	$0	$0	$0	$0	$20,000
20-09	Renewal	Design & Expand East Sooke Aylard Farm Parking	Developing and constructing an engineered long term solution to meet on-going parking demands.	$383,000	S	Cap	$0	$0	$0	$0	$0	$0	$0
	Renewal	Design & Expand East Sooke Aylard Farm Parking	Developing and constructing an engineered long term solution to meet on-going parking demands.		S	Res	$0	$0	$350,000	$0	$0	$0	$350,000
21-01	Study	Humpback Reservoir Dam Safety Review/DEP/OMS	Design, Development and Implementation of Humpback Reservoir Dam safety review as per provincial regulations.	$170,000	S	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
	Study	Humpback Reservoir Dam Safety Review/DEP/OMS	Design, Development and Implementation of Humpback Reservoir Dam safety review as per provincial regulations.		S	Res		$95,000	$0	$0	$0	$0	$95,000
21-02	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.	$4,400,000	S	Cap	$200,000	$200,000	$0	$0	$0	$0	$200,000
	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.		S	Res	→	$0	$0	$100,000	$100,000	$0	$200,000
	New	Design & Construct E&N Rail Trail Phase 5	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.		S	Grant	→	$0	$0	$2,000,000	$2,000,000	$0	$4,000,000
21-03	Replacement	Construct Hamsterly Beach Washroom	Construct Hamsterly Beach washroom to replace the current washroom.	$800,000	B	Cap	$300,000	$300,000	$0	$0	$0	$0	$300,000
	Replacement	Construct Hamsterly Beach Washroom	Construct Hamsterly Beach washroom to replace the current washroom.		B	Res	$0	$200,000	$0	$0	$0	$0	$200,000
21-06	New	Purchase and Install Elk Lake Remediation Systems	In-lake remediation systems (structures, oxygen-tanks, etc.) will be purchased and installed at Elk and Beaver Lakes	$1,417,000	E	Cap	$700,000	$700,000	$0	$0	$0	$0	$700,000
21-07	Replacement	Replace Picnic Shelter at Aylard Farm - East Sooke Regional Park	Current structure at end of useful life cycle.	$175,000	S	Cap	$75,000	$75,000	$0	$0	$0	$0	$75,000
21-08	Renewal	Implement Environmental Restoration at Sooke Potholes & Gonzales Contaminated Sites	Clean-up/Restoration work associated with contamination site.	$150,000	L	Cap	$75,000	$75,000	$0	$0	$0	$0	$75,000

Service #: 1.280

Service Name: Regional Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-16	Renewal	Design & Construct Improvements to Tower Point Parking Area	Busy site receives high use, parking can be optimized for high capacity.	$65,000	S	Res		$50,000	$0	$0	$0	$0	$50,000
22-01	New	Design & Connect Regional Parks HQ to Municipal Sewer	Sewer connection to eliminate reliance on septic field	$500,000	S	Res	←	$500,000	$0	$0	$0	$0	$500,000
22-02	Renewal	Design & Construct Elk/Beaver Lake Dams Upgrades (Dams 1, 2 & 3)	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.	$1,500,000	S	Res	→	$50,000	$250,000	$0	$1,200,000	$0	$1,500,000
22-03	Renewal	Repair Paving at Matheson Lake Parking Lot	Repair parking lot surface to enhance visitor experience and provide safe access to the park.	$90,000	S	Res		$90,000	$0	$0	$0	$0	$90,000
22-04	Decommission	Sooke Potholes Lodge Site Demolition	This project will focus on the removal and rehabilitation of the old lodgesite.	$385,000	B	Res	→	$0	$0	$0	$385,000	$0	$385,000
22-07	Replacement	Replace Coles Bay Toilet Building	Replace and standardize Coles Bay toilet building that has exceeded its serviceable life span.	$0	B	Res		$0	$0	$0	$0	$0	$0
22-08	Replacement	Replace Elk Lake Fishing Pier	Provide improved access, safety and capacity for the many anglers that use this facility.	$250,000	S	Res		$125,000	$0	$0	$0	$0	$125,000
22-08	Replacement	Replace Elk Lake Fishing Pier	Provide improved access, safety and capacity for the many anglers that use this facility.		S	Grant		$125,000	$0	$0	$0	$0	$125,000
22-09	Decommission	Demolish Witty's Lagoon Nature Center	The temporary portable trailer is beyond it's serviceable lifespan.	$20,000	B	Res		$20,000	$0	$0	$0	$0	$20,000
22-10	Replacement	Replace Matheson Creek Bridge	This project is to replace the footbridge on the Matheson Creek Trail.	$70,000	S	Res		$70,000	$0	$0	$0	$0	$70,000
22-11	Renewal	Demolish Francis/King Residence and Upgrade Parking Area	This project is to remove the old residence at Francis King and use the footprint to increase parking capacity.	$40,000	S	Res		$40,000	$0	$0	$0	$0	$40,000
22-12	Replacement	Vehicle Replacement	Vehicle replacement based on a schedule for fleet vehicles.	N/A	V	ERF		$345,000	$507,000	$555,000	$370,000	$230,000	$2,007,000
22-13	Replacement	Equipment Replacement	Equipment replacement of outdoor and indoor eqiupment and furniture.	N/A	E	ERF		$60,000	$47,000	$61,000	$63,000	$69,000	$300,000
22-14	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.	N/A	L	LAF Res		$0	$0	$0	$0	$0	$0
22-14	New	Potential Land Acquisition Transactions	Potential land acquisition transactions.	N/A	L	Debt		$5,000,000	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$25,000,000
22-15	Study	Geotechnical Assessment Thetis Lake Dams	Geotechnical assessment of Thetis Lake (Dams 1 & 2) to evaluate geotechnical performance	$40,000	S	Res		$40,000	$0	$0	$0	$0	$40,000
22-16	New	Structural Assessment Humpback Dam Valve	Humpback dam value structural assessment and valve improvements	$50,000	S	Res		$50,000	$0	$0	$0	$0	$50,000
22-17	New	Portal Signs	Replace portal Signs or install new portal signs at main regional park and trail access points to allign with new Corporate Sign Strategy	$605,000	S	Res		$137,000	$117,000	$117,000	$117,000	$117,000	$605,000
22-18	Study	Feasibility Study Sooke Hills Wilderness Trail	Explore options for re-routing section of the Trans Canada Trail at Waugh that is under an unstable embankment.	$25,000	S	Res		$25,000	$0	$0	$0	$0	$25,000
22-19	Study	Repair Lochside Trail at Borden	Repair slumped section of the Lochside Trail at Borden Road including new drainage, slope stabilization and re-paving.	$120,000	S	Res		$120,000	$0	$0	$0	$0	$120,000
22-20	Renewal	Repair Suspension Bridge Sooke Hills Wilderness Trail	Repair or replace suspension bridge deck surface aluminum that is separating.	$50,000	S	Res		$50,000	$0	$0	$0	$0	$50,000
22-21	New	Purchase side by side storage-Thetis Lake	Purchase of an 8 foot storage bin that can be placed behind the existing boat storage area and a two person side by side with a dump box on the back and a downhill descent package (use of engine to slow for Mill Hill)	$31,000	S	Res		$31,000	$0	$0	$0	$0	$31,000
22-22	New	Site development plan - Mill Hill & 728	Capital plan needs associated with new FTE positions	$796,000	B	Res		$100,000	$0	$0	$0	$0	$100,000
22-23	New	Purchase & installation of office trailer	Capital plan needs associated with new FTE positions		B	Res		$240,000	$0	$0	$0	$0	$240,000
22-24	New	Purchase of equipment (IT & office equipment) for new site	Capital plan needs associated with new FTE positions		E	Res		$50,000	$0	$0	$0	$0	$50,000
22-25	New	Design sewer line for site at Elk Lake	Capital plan needs associated with new FTE positions		S	Res		$25,000	$350,000	$0	$0	$0	$375,000
23-01	New	Purchase of New Genset for Mt. McDonald	New backup power supply required for emergency communication equipment on Mt. McDonald.	$60,000	E	Res		$0	$60,000	$0	$0	$0	$60,000
23-05	Study	Design Salt Spring Island Regional Trail	Engineering design and cost estimate for 5 km of regional trail on Salt Spring Island	$200,000	S	Res		$0	$100,000	$0	$0	$0	$100,000
23-05	Study	Design Salt Spring Island Regional Trail	Engineering design and cost estimate for 5 km of regional trail on Salt Spring Island		S	Grant		$0	$100,000	$0	$0	$0	$100,000
23-07	Renewal	Repair Paving on Lochside Trail in Sidney	Paving to improve surface of trail and enhance user safety.	$35,000	S	Res	←	$35,000	$0	$0	$0	$0	$35,000
23-08	New	Construct Eagle Beach Retaining Wall	Project to mitigate erosion on Eagle Beach at Elk Lake.	$50,000	S	Res		$0	$50,000	$0	$0	$0	$50,000
23-10	Replacement	Assess, Design & Replace Swan and Brett Trestles	Project to replace critical assets on the Lochside Regional Trail as identified in engineering report.	$4,450,000	S	Res		$0	$150,000	$0	$2,000,000	$2,300,000	$4,450,000
23-11	Renewal	Repair Witty's Lagoon Bridge	Replace Witty's Lagoon Footbridge over Sitting Lady Falls.	$300,000	S	Res		$0	$300,000	$0	$0	$0	$300,000
23-12	New	Site Characterization - Killarney Lake Dam	Preliminary site characterization and assessment of consequence classification.	$30,000	S	Res		$0	$30,000	$0	$0	$0	$30,000
24-01	Renewal	Upgrade Humpback Dam Spalling	Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.	$250,000	S	Res		$0	$0	$250,000	$0	$0	$250,000
24-03	Renewal	Upgrade Sooke Potholes Campground Road	Improvements to road between parking lot #3 and Spring Salmon Place Campground.	$100,000	S	Res		$0	$0	$100,000	$0	$0	$100,000
24-04	Renewal	Design Brookleigh Boat Launch	Improving the boat launch at Brookleigh Beach on Elk Lake.	$20,000	S	Res		$0	$0	$20,000	$0	$0	$20,000
24-05	Study	Hydrotechnical Assessment (IDF) - Humpback Dam	Hydrotechnical safety assessment (inflow design flood and spillway capacity assessment).	$50,000	S	Res		$0	$0	$50,000	$0	$0	$50,000
													$0
													$0
			GRAND TOTAL	**$32,328,186**			**$3,186,488**	**$11,868,425**	**$10,936,000**	**$8,334,063**	**$11,235,000**	**$7,776,000**	**$50,149,488**

Service: **1.280** **Regional Parks**

Project Number	15-02	**Capital Project Title**	Mayne Island Regional Trail	**Capital Project Description**	Construct 2.3 km of multi-use trail from ferry to Miner's Bay; Grant dependent.
Project Rationale	Construct 2.3 km of multi-use trail from ferry to Miner's Bay.				

Project Number	16-02	**Capital Project Title**	Upgrade Durrance Lake Dam	**Capital Project Description**	Durrance Lake Dam alteration plan and design based on public engagement process outcomes.
Project Rationale	A site characterization study by TetraTech Engineers for this dam indicated that upgrades to the dam are recommended to improve the seismic stability of the structure and to improve the functionality of the spillway to ensure it is able to adequately discharge water from Durrance Lake during periods of high inflows. This project is divided into phases, engineering and environmental assessment options for the structure and potential design, and implementation of recomendations.				

Project Number	17-01	**Capital Project Title**	Construct E&N Rail Trail Phases 3 & 4	**Capital Project Description**	Construct E&N Rail Trail Phases 3 & 4 to design & construct a new trail from Atkins Rd. to Savory School & from Esquimalt Rd. to Tyee Rd.
Project Rationale	The CRD is in the midst of building a 17 km paved pedestiran & cycling trail from the Johnson St. bridge in Victoria to Humpback Road in Langford. This project is being constructed in phases as funding is identified. Construction of Phase 4 from Esquimalt Road to the Blue Bridge in Victoria is targeted to occur in 2021-22.				

Project Number	18-01b	**Capital Project Title**	Trail improvements S2S and SHW	**Capital Project Description**	Construct trails in parks
Project Rationale	Plan, design and construct visitor facilities in these two parks, including trails, bridges, washrooms, parking, information kiosks, directional signs and mapping as appropriate to accommodate visitor use.				

Project Number	18-02	**Capital Project Title**	Implement Kiosk Strategy	**Capital Project Description**	Implement kiosk strategy for the purpose of replacing ageing information kiosks.
Project Rationale	This is a continuing project to replace ageing information kiosk structures in Regional Parks, project is anticipated to continue through to 2023.				

Project Number	19-05	**Capital Project Title**	Repair GGRT Bridges (5)	**Capital Project Description**	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban,
Project Rationale	Repairs/replacement Veitch Creek, Bilsten (2), Charters and Interurban, bridges on the Galloping Goose Trail.				

Service:	1.280	Regional Parks

Project Number	20-03	**Capital Project Title**	Construct Park Facilities at St. John Point and Mill Farm	**Capital Project Description**	Construct new facilities identified in management plans for these two parks.
Project Rationale	Management plans are scheduled to be completed for these two parks by 2020. Facilities need to be developed to accommodate visitor use and protect the environment, including trails, washrooms, parking and signage.				

Project Number	20-08	**Capital Project Title**	Develop Matthew's Point Facilities	**Capital Project Description**	Develop visitor facilities at Matthews Point Regional Park as identified in the management plan.
Project Rationale	This project is to install facilities at Matthews Point including trail work, signs, kiosk, and toilet building.				

Project Number	20-09	**Capital Project Title**	Design & Expand East Sooke Aylard Farm Parking	**Capital Project Description**	Developing and constructing an engineered long term solution to meet on-going parking demands.
Project Rationale	Developing and constructing an engineered long term solution to meet on-going parking demands in busy park, in place of in-the-field temporary dirt lot parking location.				

Project Number	21-01	**Capital Project Title**	Humpback Reservoir Dam Safety Review/DEP/OMS	**Capital Project Description**	Design, Development and Implementation of Humpback Reservoir Dam safety review as per provincial regulations.
Project Rationale	A dam safety review is required by provincial dam safety regulations every ten years.				

Project Number	21-02	**Capital Project Title**	Design & Construct E&N Rail Trail Phase 5	**Capital Project Description**	Design & construct E&N Rail Trail Phase 5 to create 4 kms of new trail.
Project Rationale	The CRD is in the midst of building a 17 km paved pedestrian & cycling trail from the Johnson St. bridge in Victoria to Humpback Road in Langford. Phase 5 consists of approximately 4 km of trail from Jacklin Road to Humpback Reservoir in Langford. Completion of this project will be dependent on securing funding.				

Project Number	21-03	**Capital Project Title**	Construct Hamsterly Beach Washroom	**Capital Project Description**	Construct Hamsterly Beach washroom to replace the current washroom.
Project Rationale	This project will replace the 1950's era washroom at Hamsterly Beach in Elk Beaver Lake Regional Park. This facility has passed its expected life span and is in need of replacement to ensure adequate visitor experience.The building will be similar to the washrooms replaced in 2019 at Filter Beds, Beaver Beach and Eagle Beach.				

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Project Number	21-06	**Capital Project Title**	Purchase and Install Elk Lake Remediation Systems	**Capital Project Description**	In-lake remediation systems (structures, oxygen-tanks, etc.) will be purchased and installed at Elk and Beaver Lakes
Project Rationale	In-lake remediation systems (structures, oxygen-tanks, etc.) will be purchased and installed at Elk and Beaver Lakes to provide managed oxygen/aeration flows to improve water quality.				

Project Number	21-07	**Capital Project Title**	Replace Picnic Shelter at Aylard Farm - East Sooke Regional Park	**Capital Project Description**	Current structure at end of useful life cycle.
Project Rationale	Current structure at end of useful life cycle, not repairable, high use location.				

Project Number	21-08	**Capital Project Title**	Implement Environmental Restoration at Sooke Potholes & Gonzales Contaminated Sites	**Capital Project Description**	Clean-up/Restoration work associated with contamination site.
Project Rationale	Clean-up/Restoration work associated with contamination site in old hanger structure in park.				

Project Number	21-16	**Capital Project Title**	Design & Construct Improvements to Tower Point Parking Area	**Capital Project Description**	Busy site receives high use, parking can be optimized for high capacity.
Project Rationale	Busy site receives high use, parking can be optimized for high capacity.				

Project Number	22-01	**Capital Project Title**	Design & Connect Regional Parks HQ to Municipal Sewer	**Capital Project Description**	Sewer connection to eliminate reliance on septic field
Project Rationale	The septic system at Mill Hill Regional Park HQ is an aging facility and will require replacement. Langford bylaws indicate that septic systems are to be phased out. This project will connect the Mill Hill HQ with the Langford sewer system.				

Project Number	22-02	**Capital Project Title**	Design & Construct Elk/Beaver Lake Dams Upgrades (Dams 1, 2 & 3)	**Capital Project Description**	Conduct geotechnical & hydrotechnical safety assessment for Elk/Beaver Lake dams and design & implement improvements at south dam on Beaver Lake.
Project Rationale	Improvements include re-enforcement of the downstream face, tie-in to the existing spillway control and vegetation management are required for the main dam at the southern outlet of Beaver Lake.Design in 2022 and construction in 2024.				

Service:	1.280	Regional Parks

Project Number	22-03	**Capital Project Title**	Repair Paving at Matheson Lake Parking Lot	**Capital Project Description**	Repair parking lot surface to enhance visitor experience and provide safe access to the park.
Project Rationale	Repair parking lot surface to enhance visitor experience and provide safe access to the park.				

Project Number	22-04	**Capital Project Title**	Sooke Potholes Lodge Site Demolition	**Capital Project Description**	This project will focus on the removal and rehabilitation of the old lodgesite.
Project Rationale	This project will focus on the removal and rehabilitation of the old lodgesite that was abandoned in the 1980's.				

Project Number	22-08	**Capital Project Title**	Replace Elk Lake Fishing Pier	**Capital Project Description**	Provide improved access, safety and capacity for the many anglers that use this facility.
Project Rationale	This project is grant dependant and seeks to replace and improve on the very popular Elk Lake Fishing Pier. Provide improved access, safety and capacity for the many anglers that use this facility.				

Project Number	22-09	**Capital Project Title**	Demolish Witty's Lagoon Nature Center	**Capital Project Description**	The temporary portable trailer is beyond it's serviceable lifespan.
Project Rationale	The temporary portable trailer that serves as Nature Center at Witty's Lagoon has been in place for over 20 years and is beyond it's serviceable lifespan.				

Project Number	22-10	**Capital Project Title**	Replace Matheson Creek Bridge	**Capital Project Description**	This project is to replace the footbridge on the Matheson Creek Trail.
Project Rationale	This project is to replace the footbridge on the Matheson Creek Trail.				

Project Number	22-11	**Capital Project Title**	Demolish Francis/King Residence and Upgrade Parking Area	**Capital Project Description**	This project is to remove the old residence at Francis King and use the footprint to increase parking capacity.
Project Rationale	This project is to remove the old residence at Francis King and use the footprint to increase parking capacity. The residence requires significant work and the parking capacity at Francis King does not meet the demand.				

Service: **1.280** **Regional Parks**

Project Number	22-12	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle replacement based on a schedule for fleet vehicles.
Project Rationale	Regional Parks maintains a vehicle replacement fund to replace vehicles as they reach the end of their serviceable life.				

Project Number	22-13	**Capital Project Title**	Equipment Replacement	**Capital Project Description**	Equipment replacement of outdoor and indoor eqiupment and furniture.
Project Rationale	Regional Parks maintains an equipment replacement fund in order to replace equipment that is not captured within the vehicle replacement program. This includes office eqiupment and operational field equipment.				

Project Number	22-14	**Capital Project Title**	Potential Land Acquisition Transactions	**Capital Project Description**	Potential land acquisition transactions.
Project Rationale	Potential Land Acquisition transactions estimated at $5 million per year.				

Project Number	22-15	**Capital Project Title**	Geotechnical Assessment Thetis Lake Dams	**Capital Project Description**	Geotechnical assessment of Thetis Lake (Dams 1 & 2) to evaluate geotechnical performance
Project Rationale	Geotechnical assessment of Thetis Lake (Dams 1 & 2) to evaluate geotechnical performance				

Project Number	22-16	**Capital Project Title**	Structural Assessment Humpback Dam Valve	**Capital Project Description**	Humpback dam value structural assessment and valve improvements
Project Rationale	Humpback dam value structural assessment and valve improvements				

Project Number	22-17	**Capital Project Title**	Portal Signs	**Capital Project Description**	Replace portal Signs or install new portal signs at main regional park and trail access points to allign with new Corporate Sign Strategy
Project Rationale	Remove old signs and replace with portal signs that align with CRD Corporate Sign Strategy				

Service:	1.280	Regional Parks

Project Number	22-18	**Capital Project Title**	Feasibility Study Sooke Hills Wilderness Trail	**Capital Project Description**	Explore options for re-routing section of the Trans Canada Trail at Waugh that is under an unstable embankment.
Project Rationale	Slide has occurred and has blocked a portion of the trail				

Project Number	22-19	**Capital Project Title**	Repair Lochside Trail at Borden	**Capital Project Description**	Repair slumped section of the Lochside Trail at Borden Road including new drainage, slope stabilization and re-paving.
Project Rationale	Repair slumped section of the Lochside Trail at Borden Road including new drainage, slope stabilization and re-paving.				

Project Number	22-20	**Capital Project Title**	Repair Suspension Bridge Sooke Hills Wilderness Trail	**Capital Project Description**	Repair or replace suspension bridge deck surface aluminum that is separating.
Project Rationale	Repair or replace suspension bridge deck surface aluminum that is separating.				

Project Number	22-21	**Capital Project Title**	Purchase side by side storage-Thetis Lake	**Capital Project Description**	Purchase of an 8 foot storage bin that can be placed behind the existing boat storage area and a two person side by side with a dump box on the back and a downhill descent package (use of engine to slow for Mill Hill)
Project Rationale	Purchase of an 8 foot storage bin that can be placed behind the existing boat storage area and a two person side by side with a dump box on the back and a downhill descent package (use of engine to slow for Mill Hill)				

Project Number	22-22	**Capital Project Title**	Site development plan - Mill Hill & 728	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, purchase of an office trailer with plumbing and electrical hooked up, purchase of office furniture and IT equipment and connecting site 728 to a sewer line at Elk Lake				

Project Number	22-23	**Capital Project Title**	Purchase & installation of office trailer	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, purchase of an office trailer with plumbing and electrical hooked up, purchase of office furniture and IT equipment and connecting site 728 to a sewer line at Elk Lake				

Service:	1.280	Regional Parks

Project Number	22-24	**Capital Project Title**	Purchase of equipment (IT & office equipment) for new site	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, purchase of an office trailer with plumbing and electrical hooked up, purchase of office furniture and IT equipment and connecting site 728 to a sewer line at Elk Lake				

Project Number	22-25	**Capital Project Title**	Design sewer line for site at Elk Lake	**Capital Project Description**	Capital plan needs associated with new FTE positions
Project Rationale	Capital plan needs associated with new FTE positions for determining the office needs for Regional Parks staff, the parking, sewer, storage, electrical, and operational works yard needs, purchase of an office trailer with plumbing and electrical hooked up, purchase of office furniture and IT equipment and connecting site 728 to a sewer line at Elk Lake				

Project Number	23-01	**Capital Project Title**	Purchase of New Genset for Mt. McDonald	**Capital Project Description**	New backup power supply required for emergency communication equipment on Mt. McDonald.
Project Rationale	A new backup power supply is required for the emergency communication equipment located on Mount McDonald.				

Project Number	23-05	**Capital Project Title**	Design Salt Spring Island Regional Trail	**Capital Project Description**	Engineering design and cost estimate for 5 km of regional trail on Salt Spring Island
Project Rationale	This project continues implementation of the Gulf Islands Regional Trail Plan to construct regional trails on each of the Gulf Islands. Grant dependent.				

Project Number	23-07	**Capital Project Title**	Repair Paving on Lochside Trail in Sidney	**Capital Project Description**	Paving to improve surface of trail and enhance user safety.
Project Rationale	Paving to improve surface of trail and enhance user safety. Addresses root heaves and cracking on paved trail surface.				

Project Number	23-08	**Capital Project Title**	Construct Eagle Beach Retaining Wall	**Capital Project Description**	Project to mitigate erosion on Eagle Beach at Elk Lake.
Project Rationale	Project to mitigate erosion on Eagle Beach at Elk Lake. roject to mitigate erosion on Eagle Beach at Elk Lake.				

Project Number	23-10	**Capital Project Title**	Assess, Design & Replace Swan and Brett Trestles	**Capital Project Description**	Project to replace critical assets on the Lochside Regional Trail as identified in engineering report.
Project Rationale	Project to replace critical assets on the Lochside Regional Trail as identified in engineering report.				

Service:	1.280	Regional Parks

Project Number	23-11	**Capital Project Title**	Repair Witty's Lagoon Bridge	**Capital Project Description**	Replace Witty's Lagoon Footbridge over Sitting Lady Falls.
Project Rationale	Replace Witty's Lagoon Footbridge over Sitting Lady Falls.				

Project Number	23-12	**Capital Project Title**	Site Characterization - Killarney Lake Dam	**Capital Project Description**	Preliminary site characterization and assessment of consequence classification.
Project Rationale	Preliminary site characterization and assessment of consequence classification.				

Project Number	24-01	**Capital Project Title**	Upgrade Humpback Dam Spalling	**Capital Project Description**	Upgrade Humpback Dam spalling with repairs to the concrete face of the dam to arrest deterioration.
Project Rationale	The concrete on the face of Humpback Reservoir dam is spalling (pitting). Repairs are required to arrest this process and remediate the dam. This is required regardless of the outcome of the Dam Safety Review planned in 2021.				

Project Number	24-03	**Capital Project Title**	Upgrade Sooke Potholes Campground Road	**Capital Project Description**	Improvements to road between parking lot #3 and Spring Salmon Place Campground.
Project Rationale	Improve visitor experience and enhance safe access through improvements to road between parking lot #3 and Spring Salmon Place Campground.				

Project Number	24-04	**Capital Project Title**	Design Brookleigh Boat Launch	**Capital Project Description**	Improving the boat launch at Brookleigh Beach on Elk Lake.
Project Rationale	Improve visitor experience and enhance safe access through improving the boat launch at Brookleigh Beach on Elk Lake so it more easily accommodates the type of boats that frequent the facility.				

Project Number	24-05	**Capital Project Title**	Hydrotechnical Assessment (IDF) - Humpback Dam	**Capital Project Description**	Hydrotechnical safety assessment (inflow design flood and spillway capacity assessment).
Project Rationale	Hydrotechnical safety assessment (inflow design flood and spillway capacity assessment).				

1.280 Regional Parks
Asset and Reserve Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Regional Parks

Regional Parks and Trails consists of 31 parks and reserves with 400 km of hiking trails and 3 regional trails (100 km). Assets held by the Regional park service consist of lands, buildings, public washrooms as well as various park equipment and vehicles.

Summary

Regional Parks Reserve/Fund Summary	**Est Actual**	**Budget**				
Projected year end balance	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
- Land Acquisition Levy	6,102,166	6,152,166	6,152,166	6,152,166	6,152,166	6,152,166
- Infrastructure/SSI&SGI Trail/Dams	1,309,004	2,286,993	1,763,928	3,582,621	2,161,388	2,045,053
Total Capital Reserve Fund	**7,411,171**	**8,439,160**	**7,916,095**	**9,734,788**	**8,313,555**	**8,197,220**
Parks Statutory Land Acquisition Reserve	**1,097,386**	**1,107,386**	**1,107,386**	**1,107,386**	**1,107,386**	**1,107,386**
Equipment Replacement Fund	**709,402**	**643,512**	**431,344**	**163,013**	**83,635**	**144,330**
Total projected year end balance	**9,217,959**	**10,190,058**	**9,454,825**	**11,005,187**	**9,504,576**	**9,448,936**

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Capital Reserve Fund Schedule
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Capital Reserve Fund (Bylaw No. 2313)

- Capital Reserve Fund for Regional Parks Service was established in 1995 under Bylaw No. 2313.
- These reserves can only be used to fund capital expenditure.
- Funding for this reserve may be paid from "the current revenue or, as available, from general revenue surplus, or as otherwise provided in the Municipal Act".

Cost Centre: 101469 (PLO)

Land Acquisition Levy Portion	**Est Actual**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	8,023,858	6,102,166	6,152,166	6,152,166	6,152,166	6,152,166
Land Acquisition Expenditure	(6,000,000)	-	-	-	-	-
LAF Levy Net Contribution	4,028,308	-	-	-	-	-
Other proceeds						
Interest Income*	50,000	50,000				
Ending Balance $ - Land Acquisition Levy Portion	**6,102,166**	**6,152,166**	**6,152,166**	**6,152,166**	**6,152,166**	**6,152,166**
Restricted	1,250,000	1,500,000	1,750,000	2,000,000	2,250,000	2,500,000
Unrestricted Balance	**4,852,166**	**4,652,166**	**4,402,166**	**4,152,166**	**3,902,166**	**3,652,166**

Assumptions/Background:

- A Regional Park Land Acquisition Requisition was established in 2000 for a ten year period (2000-2009) at a rate of $10 per average residential household assessment. In 2010, the requisition was extended for another ten years(2010-2019) at a rate of $12 per average residential household assessment starting in 2010 and increasing by $2 per year to a maximum of $20 in 2015 and then remaining at this rate until 2019. Program renewed for an additional 10 year 2020-2029 at $20 per average residential household assessment. Beginning in 2021 the rate is to increase by $1 per year until 2025.

1.280 Regional Parks
Capital Reserve Fund Schedule
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule

Infrastructure Portion	Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	2,496,923	1,309,004	2,286,993	1,763,928	3,582,621	2,161,388
Planned Capital Expenditure (Based on Capital Plan)	(3,426,000)	(2,768,000)	(3,079,000)	(662,000)	(3,802,000)	(2,417,000)
Transfer from Operating Budget						
--Other Infrastructure	875,001	2,378,329	1,213,595	1,133,573	1,028,767	944,125
--SSI/SGI Trails	208,080	212,660	217,340	222,120	227,000	231,540
--Dam/Bridge/Trestle	200,000	200,000	200,000	200,000	200,000	200,000
--Infrastructure Renewal Special	925,000	925,000	925,000	925,000	925,000	925,000
Interest Income*	30,000	30,000	-	-	-	-
Ending Balance $ - Infrastructure Portion	**1,309,004**	**2,286,993**	**1,763,928**	**3,582,621**	**2,161,388**	**2,045,053**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks
Capital Reserve Fund Schedule
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.280 Regional Parks Land Acquisition Reserve Fund (Bylaw No. 1831)

Cost Centre: 101375 (PLO)

Parks Statutory Land Acquisition Reserve	Est Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	1,087,386	1,097,386	1,107,386	1,107,386	1,107,386	1,107,386
Park Land Acquisition	-	-	-	-	-	-
Proceeds from Sale of Surplus Park Land						
Interest Income	10,000	10,000				
Ending Balance $ - Parks Statutory Land Acquisition Reserve	**1,097,386**	**1,107,386**	**1,107,386**	**1,107,386**	**1,107,386**	**1,107,386**

1.280 Regional Parks
Equipment Replacement Fund Schedule (ERF)
2022 - 2026 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.280 Regional Parks ERF (Bylaw No. 945)

Cost Centre: 101423 (PLO)
Equipment Replacement Fund

	Est Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	634,902	709,402	643,512	431,344	163,013	83,635
Planned Purchase (Based on Capital Plan)	(209,000)	(405,000)	(554,000)	(616,000)	(433,000)	(299,000)
Transfer from Operating Budget	280,500	336,110	341,832	347,669	353,622	359,695
Disposal Proceeds	-	-	-	-	-	-
Interest Income*	3,000	3,000				
Ending Balance $	**709,402**	**643,512**	**431,344**	**163,013**	**83,635**	**144,330**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Regional Parks

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Summary

Reserve/Fund Summary	Est Actual	Budget				
Projected year end balance	2021	2021	2022	2023	2024	2025
Operating Reserve	101,085	108,885	90,885	97,885	102,885	107,885
Operating Reserve - Legacy Fund	15,800	15,900	15,900	15,900	15,900	15,900
Total projected year end balance	**116,884**	**124,784**	**106,784**	**113,784**	**118,784**	**123,784**

See attached reserve schedules for projected annual cash flows.

1.280 Regional Parks
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Regional Parks

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105500

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2021	2022	2023	2024	2025	2026
Beginning Balance	93,285	101,085	108,885	90,885	97,885	102,885
Planned Purchase	-	-	(20,000)		-	-
Transfer from Ops Budget	7,000	7,000	2,000	7,000	5,000	5,000
Interest Income*	800	800				
Total projected year end balance	**101,085**	**108,885**	**90,885**	**97,885**	**102,885**	**107,885**

Assumptions/Background:

2023: $20,000 to fund Visitor Survey

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.280 Regional Parks Legacy Fund
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Regional Parks Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105102

Operating Reserve Schedule Projected year end balance	Est Actual 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	15,150	15,800	15,900	15,900	15,900	15,900
Planned Purchase						
Donation Received	500					
Interest Income*	150	100				
Total projected year end balance	**15,800**	**15,900**	**15,900**	**15,900**	**15,900**	**15,900**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Panorama Recreation

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.44X Panorama Recreation **Commission:** Peninsula Recreation

DEFINITION:

To operate an ice arena, swimming pool and recreation and community use service for the Municipalities of Sidney, North Saanich and Central Saanich combined as Saanich Peninsula Recreation Service (Bylaw No. 3008 - October 9, 2002).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation opportunities for Central Saanich, North Saanich, and Sidney through the operation, maintenance, and programming of: Panorama Recreation Centre (2 hockey arenas, 2 pools, 6 tennis courts, 2 squash courts, fitness rooms, weight room, multi-purpose rooms), Greenglade Community Centre in Sidney, Central Saanich Community and Cultural Centre and North Saanich Middle School.

PARTICIPATION:

50% by population and 50% on hospital assessments. North Saanich and Sidney.
Central Saanich added as a participant in 1996, Bylaw No. 2363.

MAXIMUM LEVY:

The greater of $11,220,000 or $1.134 / $1,000 on net taxable value of land and improvements.

CAPITAL DEBT:

Bylaw No. 3388 - $8,998,000 (for construction of Second Pool, $8,998,000 issued).
Bylaw No. 4116 - $1,080,000 (for replacement of Arena Floor, $1,080,000 issued).

COMMISSION:

Peninsula Recreation Commission
Established by Bylaw # 2397 (May 1996), amended by Bylaw # 2480 (1997), Bylaw # 2759 (2000) and Bylaw # 3142 (2004).
Originally established in 1976 (Bylaw # 314).

FUNDING:

Service: 1.44X Panorama Recreation **Commission: Peninsula Recreation**

Participants	Converted Assessment	Census Population	%	Actual Assessment
2017		**2016 Census**		
Central Saanich	513,275,231	16,814	39.42%	4,280,858,520
North Saanich	490,428,238	11,249	31.60%	4,488,740,615
Sidney	401,865,172	11,672	28.98%	3,315,203,726
TOTAL 2017	**1,405,568,641**	**39,735**	**100.00%**	**12,084,802,861**
2018		**2016 Census**		
Central Saanich	585,416,808	16,814	39.12%	4,919,870,905
North Saanich	571,557,103	11,249	31.69%	5,189,160,212
Sidney	472,356,552	11,672	29.18%	3,950,613,739
TOTAL 2018	**1,629,330,463**	**39,735**	**100.00%**	**14,059,644,856**
2019		**2016 Census**		
Central Saanich	632,044,321	16,814	38.97%	5,303,510,888
North Saanich	611,260,076	11,249	31.38%	5,506,158,117
Sidney	530,718,725	11,672	29.65%	4,468,134,589
TOTAL 2019	**1,774,023,122**	**39,735**	**100.00%**	**15,277,803,594**
2020		**2016 Census**		
Central Saanich	657,985,149	16,814	39.26%	5,446,784,895
North Saanich	615,251,368	11,249	31.08%	5,493,557,267
Sidney	543,992,242	11,672	29.65%	4,544,259,546
TOTAL 2020	**1,817,228,759**	**39,735**	**100.00%**	**15,484,601,708**
2021		**2016 Census**		
Central Saanich	682,091,870	16,814	39.42%	5,678,630,043
North Saanich	633,855,362	11,249	31.13%	5,760,450,825
Sidney	551,412,679	11,672	29.45%	4,630,400,405
TOTAL 2021	**1,867,359,911**	**39,735**	**100.00%**	**16,069,481,273**

Change in Budget 2021 to 2022 Service: 1.44X Panorama	Total Expenditure	Comments
2021 Budget	**8,071,561**	
Change in Salaries:		
Base salary change	33,125	Inclusive of estimated collective agreement changes
Step increase/paygrade change	1,547	
Return staffing to pre-pandemic levels	1,452,240	2022 is being planned for operations without pandemic restrictions.
Other (explain as necessary)	54,545	IBC 13a-1.6 Preschool Program
Total Change in Salaries	1,541,457	
Other Changes:		
Standard Overhead Allocation	(32,805)	
Human Resources Allocation	(13,136)	
Operating supplies and promotions	100,661	2022 is being planned for operations without pandemic restrictions.
Utilites	9,714	
Insurance	3,060	
Maintenace	10,129	
Reserve transfers	107,380	Return ERF reserve transfer to pre-pandemic level
Debt charges	14,860	Project new debt
Other	40,374	
Total Other Changes	240,237	
2022 Budget	**9,853,255**	
% expense increase from 2021:	***22.1%***	
% Requisition increase from 2021 (if applicable):	***1.9%***	*Requisition funding is 52.7% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time net favourable variance of $5,179 (0.06%) due mainly due to higher fee for service revenues. Net favourable variance of $5,179 will be moved to the CRF.

PANORAMA RECREATION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	4,075,145	4,632,279	5,562,057	54,545	-	5,616,602	5,760,867	5,881,601	6,004,855	6,130,687
Utilities	629,978	629,978	639,692	-	-	639,692	649,569	659,606	669,806	680,179
Recreation Programs and Special Events	393,554	354,179	409,574	-	-	409,574	417,767	426,121	434,643	443,338
Operating Supplies & Promotion	267,777	279,108	330,004	-	-	330,004	331,506	344,132	344,895	357,796
Maintenance and Repairs	387,696	387,696	397,825	-	-	397,825	406,931	414,268	421,756	429,390
Internal Allocations	513,422	513,422	477,784	-	-	477,784	487,346	497,109	507,068	517,227
Licences/Surveys/Legal/Meeting	170,459	189,647	193,551	-	-	193,551	197,423	201,371	205,399	209,506
Advertising/Printing/Brouchures/Signs	35,285	34,761	57,699	-	-	57,699	58,849	60,024	61,221	62,443
Telephone/IT & Network Systems	54,779	55,899	56,977	-	-	56,977	58,904	60,164	60,426	61,921
Vehicles and Travel	68,889	68,889	73,670	-	-	73,670	75,140	76,639	78,170	79,725
Insurance	42,760	42,760	45,820	-	-	45,820	47,080	48,393	49,740	51,142
Contingency	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL OPERATING COSTS	**6,689,744**	**7,238,618**	**8,294,653**	**54,545**	**-**	**8,349,198**	**8,541,381**	**8,719,430**	**8,887,978**	**9,073,354**
*Percentage increase over prior year			14.59%			15.34%	2.30%	2.1%	1.9%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	7,805	7,805	7,961	-	-	7,961	8,120	8,283	8,448	8,617
Transfer to Capital Reserve Fund	382,008	387,187	308,402	-	-	308,402	411,204	890,831	1,025,330	1,025,330
Transfer to Equipment Replacement Fund	215,170	215,170	396,000	-	-	396,000	396,000	396,000	396,000	396,000
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**604,983**	**610,162**	**712,363**	**-**	**-**	**712,363**	**815,324**	**1,295,114**	**1,429,778**	**1,429,947**
*Percentage increase over prior year			16.75%			16.75%	14.45%	58.85%	10.40%	0.01%
DEBT CHARGES	776,834	774,184	774,164	17,530	-	791,694	857,367	377,740	243,241	243,241
TOTAL COSTS	**8,071,561**	**8,622,964**	**9,781,180**	**72,075**	**-**	**9,853,255**	**10,214,073**	**10,392,284**	**10,560,998**	**10,746,542**
*Percentage increase over prior year		6.83%	13.43%			14.27%	3.66%	1.74%	1.62%	1.76%
Internal Recoveries										
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING LESS RECOVERIES	**8,071,561**	**8,622,964**	**9,781,180**	**72,075**	**-**	**9,853,255**	**10,214,073**	**10,392,284**	**10,560,998**	**10,746,542**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year	(259,421)	(259,421)	-	-	-	-				
Fee Income	(1,689,149)	(2,082,666)	(3,431,601)	-	-	(3,431,601)	(3,502,312)	(3,570,453)	(3,647,727)	(3,725,213)
Rental Income	(806,300)	(852,306)	(964,334)	-	-	(964,334)	(983,208)	(1,002,461)	(1,022,098)	(1,042,128)
Sponsorships	(12,610)	(12,610)	(35,298)	-	-	(35,298)	(35,948)	(36,610)	(37,285)	(37,975)
Transfer from Operating Reserve Fund	(51,000)	(51,000)	-	-	-	-	-	-	-	(51,000)
Payments - In Lieu of Taxes	(159,359)	(159,359)	(159,359)	-	-	(159,359)	(159,359)	(159,359)	(159,359)	(159,359)
Grants - Other	-	(111,880)	(72,177)	-	-	(72,177)	(72,177)	(72,177)	(72,177)	(72,177)
TOTAL REVENUE	**(2,977,839)**	**(3,529,242)**	**(4,662,769)**	**-**	**-**	**(4,662,769)**	**(4,753,004)**	**(4,841,060)**	**(4,938,646)**	**(5,087,852)**
*Percentage increase over prior year		18.52%	32.12%			32.12%	1.94%	1.85%	2.02%	3.02%
REQUISITION	**(5,093,722)**	**(5,093,722)**	**(5,118,411)**	**(72,075)**	**-**	**(5,190,486)**	**(5,461,069)**	**(5,551,224)**	**(5,622,352)**	**(5,658,690)**
*Percentage increase over prior year			0.48%			1.90%	5.21%	1.65%	1.28%	0.65%
PARTICIPANTS: North Saanich. Sidney,Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	34.85	34.85	34.85	2.00	0.00	36.85	36.85	36.85	36.85	36.85
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS										
Arena	1,635,584	1,746,324	1,860,582	-	-	1,860,582	1,898,653	1,937,466	1,959,845	2,017,215
Pool	1,899,673	2,208,440	2,548,458	-	-	2,548,458	2,595,535	2,654,034	2,684,679	2,762,901
Recreation - Community Recreation	3,032,884	3,156,189	3,734,811	54,545	-	3,789,356	3,894,196	3,973,055	4,035,484	4,134,126
Administration	79,408	85,470	108,763	-	-	108,763	111,118	113,158	166,419	117,729
Contingency	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
	6,697,549	**7,246,423**	**8,302,614**	**54,545**	**-**	**8,357,159**	**8,549,502**	**8,727,713**	**8,896,427**	**9,081,971**
*Percentage increase over prior year			23.96%			24.78%				
CAPITAL / RESERVE										
Arena	262,727	262,727	286,201	-	-	286,201	337,602	337,602	337,602	337,602
Pool	262,728	267,907	286,201	-	-	286,201	337,602	817,229	951,728	951,728
Community Recreation	71,723	71,723	132,000	-	-	132,000	132,000	132,000	132,000	132,000
	597,178	**602,357**	**704,402**	**-**	**-**	**704,402**	**807,204**	**1,286,831**	**1,421,330**	**1,421,330**
DEBT CHARGES										
Arena	90,958	88,308	88,548	17,530	-	106,078	240,651	240,651	240,651	240,651
Pool	685,876	685,876	685,616	-	-	685,616	616,716	137,089	2,590	2,590
	776,834	**774,184**	**774,164**	**17,530**		**791,694**	**857,367**	**377,740**	**243,241**	**243,241**
TOTAL OPERATING, CAPITAL AND DEBT COSTS	**8,071,561**	**8,622,964**	**9,781,180**	**72,075**	**-**	**9,853,255**	**10,214,073**	**10,392,284**	**10,560,998**	**10,746,542**
						22.07%				
FUNDING SOURCES (REVENUE)										
Arena	(611,608)	(724,209)	(902,168)	-	-	(902,168)	(920,206)	(938,606)	(957,373)	(976,515)
Pool	(333,882)	(782,850)	(1,131,459)	-	-	(1,131,459)	(1,154,038)	(1,177,065)	(1,200,554)	(1,224,515)
Community Recreation	(1,534,169)	(1,406,053)	(2,288,843)	-	-	(2,288,843)	(2,336,286)	(2,380,695)	(2,433,764)	(2,486,557)
Administration	(79,400)	(85,470)	(108,763)	-	-	(108,763)	(110,938)	(113,158)	(115,419)	(168,729)
TOTAL REVENUE	**(2,559,059)**	**(2,998,582)**	**(4,431,233)**	**-**		**(4,431,233)**	**(4,521,468)**	**(4,609,524)**	**(4,707,110)**	**(4,856,316)**
Estimated balance C/F current to Next year						-				
Balance C/F from Prior to Current year	(259,421)	(259,421)	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(159,359)	(159,359)	(159,359)	-	-	(159,359)	(159,359)	(159,359)	(159,359)	(159,359)
Grants - Other	-	(111,880)	(72,177)	-	-	(72,177)	(72,177)	(72,177)	(72,177)	(72,177)
REQUISITION	**(5,093,722)**	**(5,093,722)**	**(5,118,411)**	**(72,075)**	**-**	**(5,190,486)**	**(5,461,069)**	**(5,551,224)**	**(5,622,352)**	**(5,658,690)**
*Percentage increase			0.48%			1.90%	5.21%	1.65%	1.28%	0.65%
AUTHORIZED POSITIONS: Salaried	34.85	34.85	34.85	2.00	0.00	36.85	36.85	36.85	36.85	36.85
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	31.70%		45.30%			44.97%	44.27%	44.36%	44.57%	45.19%
User Funding excluding debt%	35.08%		49.20%			48.90%	48.32%	46.03%	45.62%	46.24%

PANORAMA RECREATION - ADMINISTRATION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
ADMINISTRATION COSTS										
Salaries and Wages	404,457	424,369	432,137	-	-	432,137	441,442	450,947	460,656	470,572
Other Internal Allocations	502,394	502,394	466,561	-	-	466,561	475,909	485,443	495,168	505,088
Operating - Other	123,914	129,128	139,298	-	-	139,298	142,082	144,925	147,823	150,780
Telephone Rent & Installation	37,827	37,827	38,584	-	-	38,584	39,355	40,142	40,945	41,764
Operating - Supplies	21,557	16,557	21,988	-	-	21,988	22,428	22,876	23,334	23,800
Contract for Services & fees for service	149,462	162,462	97,212	-	-	97,212	99,156	101,140	103,163	105,225
Insurance	42,760	42,760	45,820	-	-	45,820	47,080	48,393	49,740	51,142
Allocation - System Services	11,028	11,028	11,223	-	-	11,223	11,437	11,666	11,900	12,139
Transfer to Operating Reserve Fund	7,805	7,805	7,961	-	-	7,961	8,120	8,283	8,448	8,617
TOTAL ADMINISTRATION COSTS	**1,301,204**	**1,334,330**	**1,260,784**	**-**	**-**	**1,260,784**	**1,287,010**	**1,313,816**	**1,341,178**	**1,369,127**
MAINTENANCE COSTS										
Salaries and Wages	1,564,050	1,564,176	1,645,698	-	-	1,645,698	1,680,561	1,716,162	1,752,514	1,789,634
Maintenance	105,904	105,904	108,022	-	-	108,022	110,182	112,386	114,634	116,926
Operating - Other	65,940	65,940	66,643	-	-	66,643	67,975	69,335	70,722	72,135
Utility	553,226	553,226	562,010	-	-	562,010	570,947	580,032	589,268	598,666
Operating - Supplies	87,412	90,882	92,661	-	-	92,661	94,514	96,403	98,331	100,299
Travel and Vehicles	22,276	22,276	22,722	-	-	22,722	23,176	23,639	24,112	24,595
TOTAL MAINTENANCE COSTS	**2,398,808**	**2,402,404**	**2,497,756**	**-**	**-**	**2,497,756**	**2,547,355**	**2,597,957**	**2,649,581**	**2,702,255**
PROGRAM ADMINISTRATION COSTS										
Salaries and Wages	542,543	610,262	780,543	-	-	780,543	797,053	813,911	831,125	848,702
Operating - Other	49,474	31,974	72,480	-	-	72,480	74,430	75,918	76,914	78,453
Operating - Supplies	5,499	9,899	5,609	-	-	5,609	5,721	5,836	5,952	6,072
Staff Training	2,400	2,400	2,448	-	-	2,448	2,497	2,547	2,598	2,650
TOTAL PROGRAM COSTS	**599,916**	**654,535**	**861,080**	**-**	**-**	**861,080**	**879,701**	**898,212**	**916,589**	**935,877**
TOTAL COSTS	**4,299,928**	**4,391,269**	**4,619,620**	**-**	**-**	**4,619,620**	**4,714,066**	**4,809,985**	**4,907,348**	**5,007,259**
Transfers to Capital						-				
TOTAL COSTS	**4,299,928**	**4,391,269**	**4,619,620**	**-**	**-**	**4,619,620**	**4,714,066**	**4,809,985**	**4,907,348**	**5,007,259**
RECOVERED FROM ARENA, POOL, PARKS, RECREATION AND MULTI-PURPOSE ROOM										
Internal Recovery - Administration	(1,221,810)	(1,248,860)	(1,152,021)	-	-	(1,152,021)	(1,175,892)	(1,200,658)	(1,174,759)	(1,251,398)
Internal Recovery - Maintenance	(2,398,800)	(2,402,404)	(2,497,754)	-	-	(2,497,754)	(2,547,355)	(2,597,957)	(2,649,581)	(2,702,255)
Internal Recovery - Programs Administration	(599,910)	(654,535)	(861,082)	-	-	(861,082)	(879,701)	(898,212)	(916,589)	(935,877)
OPERATING COSTS LESS INTERNAL RECOVERIES	**79,408**	**85,470**	**108,763**	**-**	**-**	**108,763**	**111,118**	**113,158**	**166,419**	**117,729**
FUNDING SOURCES (REVENUE)										
Other Income	(79,400)	(85,470)	(108,763)	-	-	(108,763)	(110,938)	(113,158)	(115,419)	(168,729)
TOTAL REVENUE	(79,400)	(85,470)	(108,763)	-	-	(108,763)	(110,938)	(113,158)	(115,419)	(168,729)
REQUISITION	**(8)**	**-**	**-**	**-**	**-**	**-**	**(180)**	**0**	**(51,000)**	**51,000**
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	24.85	24.85	24.85	0.00	0.00	24.85	24.85	24.85	24.85	24.85
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION - ICE ARENA	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS										
Salaries and Wages	115,741	178,141	217,872	-	-	217,872	222,462	227,147	231,930	236,815
Internal Allocations - Administration	407,270	416,287	384,007	-	-	384,007	391,964	400,219	391,586	417,133
Internal Allocations - Maintenance	799,600	800,801	832,585	-	-	832,585	849,118	865,986	883,194	900,752
Internal Allocations - Program Administration	199,970	218,178	287,027	-	-	287,027	293,234	299,404	305,530	311,959
Operating - Supplies	36,078	37,484	44,723	-	-	44,723	45,619	46,529	47,460	48,409
Maintenance	46,156	46,156	47,079	-	-	47,079	48,021	48,981	49,961	50,960
Instructional Services and Travel	30,769	49,277	47,289	-	-	47,289	48,235	49,200	50,184	51,187
Contingency						-				
TOTAL OPERATING COSTS	**1,635,584**	**1,746,324**	**1,860,582**	**-**	**-**	**1,860,582**	**1,898,653**	**1,937,466**	**1,959,845**	**2,017,215**
*Percentage Increase		6.8%	13.76%			13.76%	2.0%	2.0%	1.2%	2.9%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	71,723	71,723	132,000	-	-	132,000	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	191,004	191,004	154,201	-	-	154,201	205,602	205,602	205,602	205,602
TOTAL CAPITAL / RESERVES	**262,727**	**262,727**	**286,201**	**-**	**-**	**286,201**	**337,602**	**337,602**	**337,602**	**337,602**
DEBT CHARGES	90,958	88,308	88,548	17,530	-	106,078	240,651	240,651	240,651	240,651
TOTAL COSTS	**1,989,269**	**2,097,359**	**2,235,331**	**17,530**	**-**	**2,252,861**	**2,476,906**	**2,515,719**	**2,538,098**	**2,595,468**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(611,608)	(724,209)	(902,168)	-	-	(902,168)	(920,206)	(938,606)	(957,373)	(976,515)
TOTAL REVENUE	**(611,608)**	**(724,209)**	**(902,168)**	**-**	**-**	**(902,168)**	**(920,206)**	**(938,606)**	**(957,373)**	**(976,515)**
REQUISITION	**(1,377,661)**	**(1,373,150)**	**(1,333,163)**	**(17,530)**	**-**	**(1,350,693)**	**(1,556,700)**	**(1,577,113)**	**(1,580,725)**	**(1,618,953)**
*Percentage Increase		-0.3%	-3.23%			-1.96%	15.3%	1.3%	0.2%	2.4%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	30.75%		40.36%			40.05%	37.15%	37.31%	37.72%	37.62%
User Funding excluding debt%	32.22%		42.02%			42.02%	41.15%	41.26%	41.67%	41.47%

PANORAMA RECREATION - SWIMMING POOL	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS										
Salaries and Wages	354,742	630,083	866,563	-	-	866,563	884,189	902,172	920,523	939,245
Internal Allocations - Administration	407,270	416,287	384,007	-	-	384,007	391,964	400,219	391,586	417,133
Internal Allocations - Maintenance	799,600	800,801	832,585	-	-	832,585	849,118	865,986	883,194	900,752
Internal Allocations - Program Administration	199,970	218,178	287,027	-	-	287,027	293,234	299,404	305,530	311,959
Maintenance	65,990	65,990	67,310	-	-	67,310	68,656	70,029	71,430	72,859
Operating - Supplies	62,700	67,700	86,286	-	-	86,286	82,912	90,570	86,262	93,987
Instructional Services	9,401	9,401	24,680	-	-	24,680	25,462	25,654	26,154	26,966
Contingency						-				
TOTAL OPERATING COSTS	**1,899,673**	**2,208,440**	**2,548,458**	**-**	**-**	**2,548,458**	**2,595,535**	**2,654,034**	**2,684,679**	**2,762,901**
*Percentage Increase		16.3%	34.15%			34.15%	1.8%	2.3%	1.2%	2.9%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	71,724	71,724	132,000	-	-	132,000	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	191,004	196,183	154,201	-	-	154,201	205,602	685,229	819,728	819,728
TOTAL CAPITAL / RESERVES	**262,728**	**267,907**	**286,201**	**-**	**-**	**286,201**	**337,602**	**817,229**	**951,728**	**951,728**
DEBT CHARGES	685,876	685,876	685,616	-	-	685,616	616,716	137,089	2,590	2,590
TOTAL COSTS	**2,848,277**	**3,162,223**	**3,520,275**	**-**	**-**	**3,520,275**	**3,549,853**	**3,608,352**	**3,638,997**	**3,717,219**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(333,882)	(782,850)	(1,131,459)	-	-	(1,131,459)	(1,154,038)	(1,177,065)	(1,200,554)	(1,224,515)
Grants - Other	-	(15,504)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(333,882)**	**(798,354)**	**(1,131,459)**	**-**	**-**	**(1,131,459)**	**(1,154,038)**	**(1,177,065)**	**(1,200,554)**	**(1,224,515)**
REQUISITION	**(2,514,395)**	**(2,363,869)**	**(2,388,816)**	**-**	**-**	**(2,388,816)**	**(2,395,815)**	**(2,431,287)**	**(2,438,443)**	**(2,492,704)**
*Percentage Increase		-6.0%	-4.99%			-4.99%	0.3%	1.5%	0.3%	2.2%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	11.72%		32.14%			32.14%	32.51%	32.62%	32.99%	32.94%
User Funding excluding debt%	15.44%		39.92%			39.92%	39.34%	33.91%	33.01%	32.96%

PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
COMMUNITY RECREATION COSTS										
Salaries and Wages	1,093,612	1,225,248	1,619,244	54,545	-	1,673,789	1,735,160	1,771,262	1,808,107	1,845,719
Internal Allocations - Administration	407,270	416,286	384,007	-	-	384,007	391,964	400,220	391,587	417,132
Internal Allocations - Maintenance	799,600	800,802	832,584	-	-	832,584	849,119	865,985	883,193	900,751
Internal Allocations - Program Administration	199,970	218,179	287,028	-	-	287,028	293,233	299,404	305,529	311,959
Instructional Service	325,953	285,640	384,529	-	-	384,529	394,166	402,440	410,077	418,268
Operating - Supplies	121,183	124,738	141,217	-	-	141,217	143,428	145,676	147,962	150,287
Leasehold Improvements	85,296	85,296	86,202	-	-	86,202	87,126	88,068	89,029	90,010
TOTAL COMMUNITY RECREATION COSTS	**3,032,884**	**3,156,189**	**3,734,811**	**54,545**	**-**	**3,789,356**	**3,894,196**	**3,973,055**	**4,035,484**	**4,134,126**
*Percentage Increase		4.1%	23.14%			24.94%	2.8%	2.0%	1.6%	2.4%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	71,723	71,723	132,000	-	-	132,000	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**71,723**	**71,723**	**132,000**	**-**	**-**	**132,000**	**132,000**	**132,000**	**132,000**	**132,000**
TOTAL COSTS	**3,104,607**	**3,227,912**	**3,866,811**	**54,545**	**-**	**3,921,356**	**4,026,196**	**4,105,055**	**4,167,484**	**4,266,126**
FUNDING SOURCES (REVENUE)										
Revenue - Community Recreation	(1,534,169)	(1,406,053)	(2,288,843)	-	-	(2,288,843)	(2,336,286)	(2,380,695)	(2,433,764)	(2,486,557)
Grants - Other	-	(96,376)	(72,177)	-	-	(72,177)	(72,177)	(72,177)	(72,177)	(72,177)
TOTAL REVENUE	**(1,534,169)**	**(1,502,429)**	**(2,361,020)**	**-**	**-**	**(2,361,020)**	**(2,408,463)**	**(2,452,872)**	**(2,505,941)**	**(2,558,734)**
REQUISITION	**(1,570,438)**	**(1,725,483)**	**(1,505,791)**	**(54,545)**	**-**	**(1,560,336)**	**(1,617,733)**	**(1,652,183)**	**(1,661,543)**	**(1,707,392)**
*Percentage Increase		9.9%	-4.12%			-0.64%	3.7%	2.1%	0.6%	2.8%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	7.00	7.00	7.00	2.00	0.00	9.00	9.00	9.00	9.00	9.00
User Funding %	49.42%		59.19%			58.37%	58.03%	57.99%	58.40%	58.29%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.44X Panorama Recreation		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$664,159	$3,743,159	$70,000	$136,000	$250,000	$305,000	$4,504,159
Equipment		E	$0	$1,009,000	$283,832	$346,172	$533,262	$432,630	$2,604,896
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$183,600	$0	$0	$0	$0	$183,600
Vehicles		V	$0	$38,000	$26,000	$0	$0	$0	$64,000
			$664,159	**$4,973,759**	**$379,832**	**$482,172**	**$783,262**	**$737,630**	**$7,356,655**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$664,159	$684,159	$0	$0	$0	$0	$684,159
Debenture Debt (New Debt Only)		Debt	$0	$1,753,000	$0	$0	$0	$0	$1,753,000
Equipment Replacement Fund		ERF	$0	$647,000	$309,832	$346,172	$398,262	$432,630	$2,133,896
Grants (Federal, Provincial)		Grant	$0	$785,000	$0	$0	$0	$0	$785,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$1,104,600	$70,000	$136,000	$385,000	$305,000	$2,000,600
			$664,159	**$4,973,759**	**$379,832**	**$482,172**	**$783,262**	**$737,630**	**$7,356,655**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.44X

Service Name: Panorama Recreation

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
15-01	Study	Inspection - asbestos inventory	Inspection - asbestos inventory	$20,925	B	Cap	$20,925	$20,925	$0	$0	$0	$0	$20,925
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	$350,000	B	Cap	$310,607	$310,607	$0	$0	$0	$0	$310,607
17-08	Renewal	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage	$85,000	B	Cap	$80,730	$80,730	$0	$0	$0	$0	$80,730
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	$150,000	E	Res	→	$150,000	$0	$0	$0	$0	$150,000
18-03	Replacement	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	$112,000	B	Res	→	$112,000	$0	$0	$0	$0	$112,000
18-08	New	Install Welcome Figure (Aboriginal Art) (grant)	Installation Welcome Figure at Panorama site	$15,000	S	Grant		$15,000	$0	$0	$0	$0	$15,000
18-09	Replacement	Replace Pool room HVAC Air handling Unit	Replace Pool room HVAC Air handling Unit due to end of life	$50,000	B	Res	→	$50,000	$0	$0	$0	$0	$50,000
18-14	New	Install roof safety guide wires - arenas, tennis buildings	Install roof safety guide wires, arenas, tennis buildings for safety of workers	$168,000	B	Cap	$151,897	$151,897	$0	$0	$0	$0	$151,897
19-08	Replacement	Replace weight room (stretching area) HVAC	Replace weight room (stretching area) HVAC due to end of life	$9,000	B	Res	→	$9,000	$0	$0	$0	$0	$9,000
19-13	Renewal	Accessibility Upgrades	Upgrades throughout facility for increased accessibility	$20,000	B	Grant		$0	$0	$0	$0	$0	$0
19-15	New	Heat Recovery Plant	Construct heat recovery plant	$2,453,000	B	Debt	→	$1,753,000	$0	$0	$0	$0	$1,753,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant		B	Grant	→	$700,000	$0	$0	$0	$0	$700,000
20-08	Renewal	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	$33,600	S	Res	→	$33,600	$0	$0	$0	$0	$33,600
20-10	New	Level 3 Electric Vehicle charging station	Level 3 Electric car charging station in parking area	$65,000	S	Res	→	$65,000	$0	$0	$0	$0	$65,000
20-10	New	Level 3 Electric Vehicle charging station	Level 3 Electric car charging station in parking area		S	Grant		$0	$0	$0	$0	$0	$0
21-01	Renewal	Roof - Arena A, B & Tennis	Renewal Roof on both arenas and tennis building	$120,000	B	Cap	$100,000	$120,000	$0	$0	$0	$0	$120,000
22-01	Replacement	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	$110,000	B	Res		$55,000	$0	$0	$0	$0	$55,000
22-01	Replacement	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	$0	B	Grant		$55,000	$0	$0	$0	$0	$55,000
22-02	Replacement	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life	$70,000	S	Res		$70,000	$0	$0	$0	$0	$70,000
22-05	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$459,000	E	ERF		$459,000	$0	$0	$0	$0	$459,000
22-06	Replacement	Turstiles	Replacement of turnstiles due to end of life and technology upgrades	$150,000	E	ERF		$150,000	$0	$0	$0	$0	$150,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	$325,000	B	Res	→	$310,000	$0	$0	$0	$0	$310,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)		B	Grant	→	$15,000	$0	$0	$0	$0	$15,000
23-04	Replacement	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	$50,000	B	Res		$0	$50,000	$0	$0	$0	$50,000
23-05	Replacement	Swirl pool boiler	Replace Swirl Pool boiler due to end of life	$30,000	E	ERF		$0	$30,000	$0	$0	$0	$30,000
23-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$150,500	E	ERF		$0	$253,832	$0	$0	$0	$253,832
23-07	Replacement	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	$38,000	V	ERF	→	$38,000	$0	$0	$0	$0	$38,000
23-08	Replacement	Replace Utility trailer	Replace Utility trailer due to end of life	$15,000	V	ERF		$0	$15,000	$0	$0	$0	$15,000
23-09	Replacement	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	$11,000	V	ERF		$0	$11,000	$0	$0	$0	$11,000
23-13	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #2	$20,000	B	Res		$0	$20,000	$0	$0	$0	$20,000
24-01	Replacement	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	$110,000	B	Res		$0	$0	$110,000	$0	$0	$110,000
24-02	Replacement	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	$30,000	E	ERF		$0	$0	$30,000	$0	$0	$30,000
24-04	Replacement	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	$26,000	B	Res		$0	$0	$26,000	$0	$0	$26,000
24-05	Replacement	Greenglade Playground	Replace Greenglade playground due to end of life	$250,000	E	Res	←	$250,000	$0	$0	$0	$0	$250,000

Service #: 1.44X

Service Name: Panorama Recreation

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
24-05	Replacement	Greenglade Playground	Replace Greenglade playground due to end of life		E	Grant		$0	$0	$0	$0	$0	$0
24-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$324,525	E	ERF		$0	$0	$274,172	$0	$0	$274,172
24-07	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #1	$20,000	E	ERF		$0	$0	$20,000	$0	$0	$20,000
24-08	Renewal	Water supply system upgrade	upgrade water supply system	$22,000	E	ERF		$0	$0	$22,000	$0	$0	$22,000
25-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$334,061	E	ERF		$0	$0	$0	$338,262	$0	$338,262
25-03	Renewal	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	$25	E	Res		$0	$0	$0	$25,000	$0	$25,000
25-04	Replacement	Replace lap pool heater	replacement of lap pool heater	$50,000	E	Res		$0	$0	$0	$50,000	$0	$50,000
25-05	Replacement	Replacement of underwater lighting	Replacement of undrewater lighting in pool	$50,000	B	Res		$0	$0	$0	$50,000	$0	$50,000
25-06	Renewal	Re-tile pool	Re-tile pool	$200,000	B	Res		$0	$0	$0	$200,000	$0	$200,000
25-07	Replacement	Replace heating sustem in tennis courts	Replace heating sustem in tennis courts	$60,000	E	Res		$0	$0	$0	$60,000	$0	$60,000
25-09	Replacement	Phone system	upgrade main phone system	$60,000	E	ERF		$0	$0	$0	$60,000	$0	$60,000
26-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$344,430	E	ERF		$0	$0	$0	$0	$345,630	$345,630
26-02	Replacement	Replace Ford F250 4x4	Replace Ford F250 4x4 due to end of life	$55,000	E	ERF		$0	$0	$0	$0	$55,000	$55,000
26-03	Replacement	Replace sound system in Areana A&B	Replace sound system in Areana A&B	$32,000	E	ERF		$0	$0	$0	$0	$32,000	$32,000
26-04	Renewal	Building improvements	improvements to Arena A & B and pool areas	$142,000	B	Res		$0	$0	$0	$0	$142,000	$142,000
26-05	Replacement	HVAC equipment replacement	HVAC equipment replacement link building, weight room, and courts	$123,000	B	Res		$0	$0	$0	$0	$123,000	$123,000
26-06	Replacement	Replace diving board stands	Replace diving board stand due to end of life	$20,000	B	Res		$0	$0	$0	$0	$20,000	$20,000
26-07	Replacement	Replace squash court floors	Replace squash court floors	$20,000	B	Res		$0	$0	$0	$0	$20,000	$20,000
		Emergency repairs											$0
													$0
			GRAND TOTAL	**$7,353,066**			**$664,159**	**$4,973,759**	**$379,832**	**$482,172**	**$783,262**	**$737,630**	**$7,356,655**

Service:	1.44X	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description
15-01	Inspection - asbestos inventory	Inspection - asbestos inventory

Project Rationale Absebestos Inventory has not been completed for Panorama Recreation and Greenglade Community Centre. Inventory inspection will limit the possibility associated with potential exposure risks. ***2021 Update*** Inventory on Panorama and Greenglade complete, exposure control to be completed early 2022

Project Number	Capital Project Title	Capital Project Description
17-04	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging

Project Rationale Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas *** 2019 Update*** awaiting energy recovery project approval. Current unit condition does not pose a high potential of failure in the 2019-2020 ice season ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update*** waiting on decision on ICIP grant

Project Number	Capital Project Title	Capital Project Description
17-08	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage

Project Rationale ***2020 Update*** Roof is at end of life. Project on hold due until energy recovery project is complete as dehumification equipment will be relocated from this roof. ***2021 Update*** waiting on heat recovery project

Project Number	Capital Project Title	Capital Project Description
18-02	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects

Project Rationale SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availablity and I.T. priorities change *** 2019 Update*** No change ***2020 Update*** No change ***2021 Update*** no change

Project Number	Capital Project Title	Capital Project Description
18-03	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.

Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update*** waiting on decision on ICIP grant

Service:	1.44X	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description
18-08	Install Welcome Figure (Aboriginal Art) (grant)	Installation Welcome Figure at Panorama site

Project Rationale The welcome figure is a proposed community project in partnership with two local aboriginal artists. The welcome figure would serve to welcome all of our community members into our facility.The project would include: purchase of supplies, two aboriginal artists providing carving and education sessions, community carving events, and unveiling event when project is complete. The budget was determined by working with the two aboriginal artists who have completed similar projects on the Peninsula. Total project cost estimated at $15,000. ***2020 Update*** No Update ***2021 Update*** no update

Project Number	Capital Project Title	Capital Project Description
18-09	Replace Pool room HVAC Air handling Unit	Replace Pool room HVAC Air handling Unit due to end of life

Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update*** waiting on decision on ICIP grant

Project Number	Capital Project Title	Capital Project Description
18-14	Install roof safety guide wires - arenas, tennis buildings	Install roof safety guide wires, arenas, tennis buildings for safety of workers

Project Rationale Install roof safety guide wires, arenas, tennis buildings for safety of workers ***2021 Update*** Aral construction has not billed for the work they have done and have yet to complete all of the

Project Number	Capital Project Title	Capital Project Description
19-08	Replace weight room (stretching area) HVAC	Replace weight room (stretching area) HVAC due to end of life

Project Rationale This project should directly follow energy recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update*** wait

Project Number	Capital Project Title	Capital Project Description
19-09	#N/A	#N/A

Project Rationale 2014 Olympia ice resurfacer (A) replaced with electric model $209,000 (trade-in est. $30,000) *** 2020 Update*** both ice resurfacers will be put out for bid together ***2020 Update*** RFP for 2

Project Number	Capital Project Title	Capital Project Description
19-13	Accessibility Upgrades	Upgrades throughout facility for increased accessibility

Project Rationale Grant funded upgrades for accessibliites

Service:	1.44X	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description
19-15	Heat Recovery Plant	Construct heat recovery plant

Project Rationale Total Project Budget 2.8M. assumed 700k grant funded, dehumidifier replacement project (320k) and weight room HVAC (50k) all part of 2.453M. ***2020 Update*** project approved for $2.4M contingent on $700k grant funding. Also to ulitize remaining funding from projects 17-04 and 18-09 ***2021 Update*** waiting on decision on ICIP grant

Project Number	Capital Project Title	Capital Project Description
20-08	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life

Project Rationale The indoor/outdoor tennis courts are repaired and repainted every 5 years. A quote has been obtained from Tomko Sports. Budget includes contingency, hazmat inspection and support. ***2019 Update*** awaiting Geotech assemsnet of the stability of the bank. resurfacing to take place after bank has been determined stable ***2020 Update*** bank assemsent showed movement of ground with no certain cause without investagative excavation and disruption to playing surface. Funding moved to 2022 while we investigate options for surface stabalization prior to resurfacing. ***2021 Update*** investigation with Geotech ended without certain results. Likely to patch and repair surface

Project Number	Capital Project Title	Capital Project Description
20-10	Level 3 Electric Vehicle charging station	Level 3 Electric car charging station in parking area

Project Rationale level 3 charging stations. ***2020 Update*** Project ready to move when we find an appropriate grant ***2021 Update*** joint application with Climate action for large scale level 2 charges in

Project Number	Capital Project Title	Capital Project Description
21-01	Roof - Arena A, B & Tennis	Renewal Roof on both arenas and tennis building

Project Rationale Install a protective coating over the existing metal structure providing an additional 15-20 years of extended service. Budget estimate from Facility Services. ***2019Update*** Project under review. Roof study found from 2017 identified work to be done to extend the life of roofs through traditional methods instead of applying a coating. Budget Price reduced to $120,000.00 ***2020 Update*** no foreseable hold ups ***2021 Update*** in procurement process

Project Number	Capital Project Title	Capital Project Description
22-01	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life

Project Rationale Replacement of Arena B corridors and dressing room floors. Flooring is in need of replacement due to old age and continued patching of the high traffic areas. ***2019 Update*** Flooring in fair condition. Patching from Operation budget and move replacement to 2024 ***2020 Update*** Moved project into 2022 and added 50% grant funding requirement

Project Number	Capital Project Title	Capital Project Description
22-02	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life

Project Rationale Replacement of existing Electric Road Signage due to end of life

Project Number	Capital Project Title	Capital Project Description
22-05	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account

Project Rationale Annual replacement of equipment in pooled account due to end of life cycle

Service:	1.44X	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description
23-01	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)

Project Rationale ***2020 Update*** Pooled LED conversion projects from multiple years ***2021 Update*** project likely to start in 2022

Project Number	Capital Project Title	Capital Project Description
23-04	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life

Project Rationale End of Life

Project Number	Capital Project Title	Capital Project Description
23-05	Swirl pool boiler	Replace Swirl Pool boiler due to end of life

Project Rationale ***2020 Update*** boiler nearing end of life

Project Number	Capital Project Title	Capital Project Description
23-06	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account

Project Rationale Annual replacement of equipment in pooled account due to end of life cycle

Project Number	Capital Project Title	Capital Project Description
23-07	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life

Project Rationale end of lifecycle ***2019 update*** project moved to 2021, for electification ***2021 Update*** waiting on decision on llevel 2 charger grant

Project Number	Capital Project Title	Capital Project Description
23-08	Replace Utility trailer	Replace Utility trailer due to end of life

Project Rationale end of lifecycle, lowered ramp access trailer required

Project Number	Capital Project Title	Capital Project Description
23-09	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life

Project Rationale end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assemsment shows life still remains. Usage has reduced due to COVID19

Project Number	Capital Project Title	Capital Project Description
23-13	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #2

Project Rationale Replace due to end of life cycle

Service:	1.44X	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description
24-01	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life

Project Rationale end of lifecycle and Increase building efficiency

Project Number	Capital Project Title	Capital Project Description
24-02	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life

Project Rationale replace arena lobby HVAC replacement due to end of life

Project Number	Capital Project Title	Capital Project Description
24-04	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life

Project Rationale Refinish indoor tennis surface due to end of life

Project Number	Capital Project Title	Capital Project Description
24-05	Greenglade Playground	Replace Greenglade playground due to end of life

Project Rationale Replace Greenglade Playground due to end of life. And introduction of Licensed daycare.

Project Number	Capital Project Title	Capital Project Description
24-06	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account

Project Rationale Annual replacement of equipment in pooled account due to end of life cycle

Project Number	Capital Project Title	Capital Project Description
24-07	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #1

Project Rationale ***2020 Update*** replacement due to end of life cycle

Project Number	Capital Project Title	Capital Project Description
24-08	Water supply system upgrade	upgrade water supply system

Project Rationale upgrade to water supply system

Project Number	Capital Project Title	Capital Project Description
25-01	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account

Project Rationale Annual replacement of equipment in pooled account due to end of life cycle

Service: 1.44X Panorama Recreation

Project Number	25-03	**Capital Project Title**	Rebuild ice plant compressor	**Capital Project Description**	rebuild ice plant compressors #1 & #2
Project Rationale	2 screw compressor rebuilds				

Project Number	25-04	**Capital Project Title**	Replace lap pool heater	**Capital Project Description**	replacement of lap pool heater
Project Rationale	replace boilers for back up pool heat due to end of life cycle				

Project Number	25-05	**Capital Project Title**	Replacement of underwater lighting	**Capital Project Description**	Replacement of undrewater lighting in pool
Project Rationale	replace due to end of life cycle				

Project Number	25-06	**Capital Project Title**	Re-tile pool	**Capital Project Description**	Re-tile pool
Project Rationale	replace pool tile liner due to end of life				

Project Number	25-07	**Capital Project Title**	Replace heating sustem in tennis courts	**Capital Project Description**	Replace heating sustem in tennis courts
Project Rationale	***2020 Update*** replace gas fired heaters in tennis if needed after energy recovery project				

Project Number	25-09	**Capital Project Title**	Phone system	**Capital Project Description**	upgrade main phone system
Project Rationale	replace due to end of life cycle				

Project Number	26-01	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Project Number	26-02	**Capital Project Title**	Replace Ford F250 4x4	**Capital Project Description**	Replace Ford F250 4x4 due to end of life
Project Rationale	Truck past end of life. Holding pattern for electric options				

Service:	1.44X	Panorama Recreation

Project Number	26-03	**Capital Project Title**	Replace sound system in Areana A&B	**Capital Project Description**	Replace sound system in Areana A&B
Project Rationale	replace due to end of life cycle				

Project Number	26-04	**Capital Project Title**	Building improvements	**Capital Project Description**	improvements to Arena A & B and pool areas
Project Rationale	increase accessiblity accesss to Arena A, replacement of gas fired tub heats in Arena B (to be cancelled if heat recovery project moves forward due to redundancy), replace water heater Arena B due to end of life cycle, roof replacement and electrical upgrades to double car gargae, replace pool exterior doors due to ent of life cycle				

Project Number	26-05	**Capital Project Title**	HVAC equipment replacement	**Capital Project Description**	HVAC equipment replacement link building, weight room, and courts
Project Rationale	replacement due to end of life cycle				

Project Number	26-06	**Capital Project Title**	Replace diving board stands	**Capital Project Description**	Replace diving board stand due to end of life
Project Rationale	replacement due to end of life cycle				

Project Number	26-07	**Capital Project Title**	Replace squash court floors	**Capital Project Description**	Replace squash court floors
Project Rationale	replacement due to end of life cycle				

1.44X Panaroama Recreation
Asset and Reserve Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Saanich Peninsula Recreation

Assets held by the Panaroama Recreation service consist of pools, arenas, administration building, courts (request, squash and tennis) and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary Projected year end balance	Est. Actual 2021	Budget 2022	 2023	 2024	 2025	 2026
Capital Reserve	2,532,930	1,781,732	2,122,936	2,877,767	3,518,097	4,238,427
Equipment Replacement Fund	255,135	5,635	91,803	141,631	139,369	102,739
Total projected year end balance	**2,788,065**	**1,787,367**	**2,214,739**	**3,019,398**	**3,657,466**	**4,341,166**

1.44X Panorama Recreation
Capital Reserve Fund Schedule
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.44X Saanich Peninsula Recreation Service Capital Reserve Fund (Bylaw No. 3038)

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Est Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	3,253,604	2,532,930	1,781,732	2,122,936	2,877,767	3,518,097
Planned Capital Expenditure (Based on Capital Plan)	(1,152,861)	(1,104,600)	(70,000)	(136,000)	(385,000)	(305,000)
Transfer from Operating Budget*	387,187	308,402	411,204	890,831	1,025,330	1,025,330
Donations $ other Sponsorships						
Interest Income**	45,000	45,000	-	-	-	-
Ending Balance $	**2,532,930**	**1,781,732**	**2,122,936**	**2,877,767**	**3,518,097**	**4,238,427**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panaroama Recreation
Equipment Replacement Fund Schedule (ERF)
2022 - 2026 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.44X Saanich Peninsula Recreation Service Equipment Replacement Fund

Equipment Replacement Fund	Est Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	985,065	255,135	5,635	91,803	141,631	139,369
Planned Purchase (Based on Capital Plan)	(952,600)	(647,000)	(309,832)	(346,172)	(398,262)	(432,630)
Transfer to Capital Fund						
Transfer from Operating Budget	215,170	396,000	396,000	396,000	396,000	396,000
Equipment and Vehicle Disposal Proceeds						
Interest Income*	7,500	1,500				
Ending Balance $	**255,135**	**5,635**	**91,803**	**141,631**	**139,369**	**102,739**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panorama Recreation
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. Legacy Fund established by Bylaw 4103 for donations received.

Summary

Reserve/Fund Summary	Actual	Est Actual	Budget				
Projected year end balance	2020	2021	2022	2023	2024	2025	2026
Operating Reserve	63,059	20,364	28,825	36,945	45,228	53,676	11,293
Operating Reserve - Legacy Fund	-	-	-	-	-	-	-
Total projected year end balance	**63,059**	**20,364**	**28,825**	**36,945**	**45,228**	**53,676**	**11,293**

See attached reserve schedules for projected annual cash flows.

1.44X Panorama Recreation
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule	Actual	Est Actual	Budget				
Projected year end balance	2020	2021	2022	2023	2024	2025	2026
Beginning Balance	54,255	63,059	20,364	28,825	36,945	45,228	53,676
Planned Purchase	-	(51,000)	-	-	-	-	(51,000)
Transfer from Ops Budget	7,728	7,805	7,961	8,120	8,283	8,448	8,617
Interest Income*	1,075	500	500				
Total projected year end balance	**63,059**	**20,364**	**28,825**	**36,945**	**45,228**	**53,676**	**11,293**

Assumptions/Background:

2021: 51K for 2021-2025 Panorama Recreation Strategic Planning Cost

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panorama Recreation Legacy Fund
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Panorama Recreation Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105100

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2020	2021	2022	2023	2024	2025
Beginning Balance	-	-	-	-	-	-
Planned Purchase						
Transfer from Ops Budget						
Interest Income*						
Total projected year end balance	-	-	-	-	-	-

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

SEAPARC

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation **Commission: Sooke Electoral Area Parks & Rec**

DEFINITION:

The service provides recreation programs and facilities under the authority of Bylaw No. 4029. This Bylaw No. 4029 was established in order to combine two Sooke and Electoral Area recreation services formerly operating under Bylaw No.152 and No.2598 respectively. Bylaw No.4029 merges the maximum requisitions from the former bylaw No.152 and No.2598 into one.

Bylaw history for reference purposes:

Bylaw No. 4029 (July 13, 2016; replaces Bylaw No. 152 and Bylaw No. 2598) Amended by Bylaw No. 4362 (2020)

Bylaw No. 152 (November 28, 1973); Amended Bylaw No. 195 (1975), Bylaw No. 338 (1977), Bylaw No. 412 (1977), Bylaw No. 1073 (1982), Bylaw No. 1558 (1987) and Bylaw No. 3344 (2006).

Bylaw No. 2598 (June, 1998); Amended by Bylaw No. 3345 (2006).

SERVICE DESCRIPTION:

A service established to provide recreational community programs, to construct, equip, operate and maintain recreation facilities including but not necessarily limited to the ice arena, the swimmig pool, the golf course and mutil-purpose/community use rooms, and to authorize acquisition of recreation-related real property.

PARTICIPATION:

The District of Sooke and the Electoral Area of Juan de Fuca (portions) are the participating area for this service. Cost appointment is 100% by population.

MAXIMUM LEVY:

The greater of $5,158,000 or $1.60/$1000 on the net taxable value of land and improvements.

COMMISSION:

Sooke and Electoral Area Parks and Recreation Commission
Established by bylaw to oversee this function. (Bylaw No. 2788 - April 2000, Amended by Bylaw No. 3242 - 2004, Bylaw No. 3416 - 2007 & Bylaw 4049 - 2015).

CAPITAL DEBT:

Bylaw No. 4052 - $750,000 (for DeMamiel Golf Course Acquisition, $750,000 issued).

Service: 1.40X SEAPARC - Arena and Pool Facilities and Recreation **Commission: Sooke Electoral Area Parks & Rec**

LEVY STATISTICS

Area	Year	Folios	Converted Assessment	Actual Assessment	Max. Levy	Actual Levy	Residential Tax Rate /1000
District of Sooke	2016	5,744	228,344,465	2,065,069,242		1,963,697	
JDF-Sooke Rec - Y(762) SRVA # 52	2016	3,125	139,989,660	1,147,296,930		644,883	
Summary	**2016**	**8,869**	**368,334,125**	**3,212,366,172**	**5,139,786**	**2,608,580**	
District of Sooke	2017	5,788	250,004,193	2,271,057,095		2,009,817	
JDF-Sooke Rec - Y(762) SRVA # 52	2017	3,136	153,100,410	1,259,577,981		657,933	
Summary	**2017**	**8,924**	**403,104,603**	**3,530,635,076**	**5,649,016**	**2,667,750**	
District of Sooke	2018	5,917	294,839,286	2,702,811,506		2,014,506	
JDF-Sooke Rec - Y(762) SRVA # 52	2018	3,185	173,538,125	1,425,245,746		653,484	
Summary	**2018**	**9,102**	**468,377,411**	**4,128,057,252**	**6,604,892**	**2,667,990**	
District of Sooke	2019	6,101	333,993,462	3,065,742,528		2,089,177	
JDF-Sooke Rec - Y(762) SRVA # 52	2019	3,215	196,338,432	1,614,823,137		680,332	
Summary	**2019**	**9,316**	**530,331,894**	**4,680,565,665**	**7,488,905**	**2,769,509**	
District of Sooke	2020	6,234	353,006,866	3,230,727,435		2,159,679	
JDF-Sooke Rec - Y(762) SRVA # 52	2020	3,245	209,766,738	1,733,273,570		700,197	
Summary	**2020**	**9,479**	**562,773,604**	**4,964,001,005**	**7,942,402**	**2,859,876**	
District of Sooke	2021	6,387	382,206,437	3,524,216,633		2,229,834	
JDF-Sooke Rec - M(762) LSA # 33	2021	2,837	208,459,967	1,730,905,327		687,297	
Summary	**2021**	**9,224**	**590,666,404**	**5,255,121,960**	**8,408,195**	**2,917,131**	

Change in Budget 2021 to 2022 Service: 1.40X SEAPARC	Total Expenditure	Comments
2021 Budget	**3,684,094**	
Change in Salaries:		
Base salary change	72,056	Inclusive of estimated collective agreement changes
Step increase/paygrade change	1,702	
Return staffing to pre-pandemic levels	467,898	2022 is being planned for operations without pandemic restrictions.
Other (explain as necessary)	20,000	IBC 13a-2 SunRiver Sport Box
Total Change in Salaries	561,656	
Other Changes:		
Standard Overhead Allocation	(17,434)	
Human Resources Allocation	(5,294)	
Operating supplies and promotions	55,309	2022 is being planned for operations without pandemic restrictions.
Utilites	6,397	
Insurance	5,010	
Maintenace	6,401	
Other	32,426	
Total Other Changes	82,815	
2022 Budget	**4,328,565**	
% expense increase from 2021:	***17.5%***	
% Requisition increase from 2021 (if applicable):	***7.1%***	*Requisition funding is 72.2% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time net favourable variance of $45,600 (1.2%) due mainly due to lower operating costs. Net favourable variance of $45,600 will be moved to the CRF.

SEAPARC - ALL SERVICE AREAS	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	2,120,982	2,166,830	2,662,638	20,000	-	2,682,638	2,730,777	2,776,035	2,824,849	2,873,668
Electricity & Utilities	234,737	216,620	241,134	-	-	241,134	247,338	253,662	258,899	264,310
Operating Supplies & Promotion	204,798	179,720	255,107	5,000	-	260,107	265,911	270,499	275,259	280,062
Maintenance and Repairs	176,910	163,800	183,311	-	-	183,311	186,578	189,632	193,213	179,965
Internal Allocations	245,509	245,065	222,791	-	-	222,791	227,246	231,791	236,427	241,155
Contract for Services	52,050	30,640	61,825	-	-	61,825	63,072	61,132	62,354	63,543
Vehicles and Travel	26,600	20,900	27,410	-	-	27,410	27,954	28,503	29,063	29,583
Operating - Other	57,432	58,480	73,882	-	-	73,882	75,422	76,856	78,351	79,919
Insurance Cost	25,950	25,950	30,960	-	-	30,960	31,579	32,211	32,855	33,512
Contingency	20,000	-	20,400	-	-	20,400	20,808	21,224	21,648	22,041
TOTAL OPERATING COSTS	**3,164,968**	**3,108,005**	**3,779,459**	**25,000**	**-**	**3,804,459**	**3,876,685**	**3,941,546**	**4,012,918**	**4,067,756**
Percentage increase over prior year		-1.8%	19.42%			20.21%	1.90%	1.7%	1.8%	1.4%
CAPITAL / TRANSFER RESERVES										
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	-	-	-
Transfer to Capital Reserve Fund	320,000	365,600	320,000	-	-	320,000	340,000	355,000	375,000	390,000
Transfer to Equipment Replacement Fund	90,000	90,000	95,000	-	-	95,000	110,000	115,000	140,000	165,000
Capital Equipment Purchases	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**415,000**	**460,600**	**420,000**	**-**	**-**	**420,000**	**455,000**	**470,000**	**515,000**	**555,000**
		11.0%	1.20%			1.20%	8.33%	3.3%	9.6%	7.8%
DEBT CHARGES	104,126	104,130	104,106	-	-	104,106	104,106	104,106	54,106	54,106
TOTAL COSTS	**3,684,094**	**3,672,735**	**4,303,565**	**25,000**	**-**	**4,328,565**	**4,435,791**	**4,515,652**	**4,582,024**	**4,676,862**
FUNDING SOURCES (REVENUE)										
Balance C/F from Current to Next year										
Balance C/F from Prior to Current year						-				
Fee Income	(486,482)	(501,763)	(885,338)	-	-	(885,338)	(916,257)	(934,979)	(954,075)	(975,291)
Rental Income	(275,140)	(248,500)	(312,570)	-	-	(312,570)	(318,826)	(325,202)	(331,714)	(338,348)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Payments - In Lieu of Taxes	(5,341)	(5,341)	(5,341)	-	-	(5,341)	(5,341)	(5,341)	(5,341)	(5,341)
TOTAL REVENUE	(766,963)	(755,604)	(1,203,249)	-	-	(1,203,249)	(1,240,424)	(1,265,522)	(1,291,130)	(1,318,979)
			56.88%			56.88%	3.09%	2.0%	2.0%	2.2%
REQUISITION	**(2,917,131)**	**(2,917,131)**	**(3,100,316)**	**(25,000)**	**-**	**(3,125,316)**	**(3,195,367)**	**(3,250,130)**	**(3,290,894)**	**(3,357,883)**
Percentage increase over prior year requisition			6.28%			7.14%	2.24%	1.71%	1.25%	2.04%
PARTICIPANTS: Sooke and JDF										
AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	-	-	19.10	19.10	19.10	19.10	19.10

SEAPARC - ALL SERVICE AREAS	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS										
Arena	1,033,626	981,730	1,073,830	5,000	-	1,078,830	1,101,632	1,123,213	1,145,769	1,169,514
Golf Course	118,183	132,110	141,149	-	-	141,149	143,968	140,908	143,686	146,747
Community Recreation	608,810	519,210	674,191	-	-	674,191	689,218	703,257	717,582	730,827
Fitness Gym	99,440	97,800	152,176	-	-	152,176	155,294	158,645	162,083	165,403
Outdoor Facilities	38,960	34,710	39,380	-	-	39,380	40,220	41,050	41,894	42,605
Multi-Purpose Rooms	37,869	35,170	38,430	-	-	38,430	39,199	39,983	40,782	40,782
Concession	4,840	9,880	50,940	-	-	50,940	51,959	52,998	54,058	55,139
Pool	1,223,240	1,297,395	1,629,363	-	-	1,629,363	1,655,194	1,681,493	1,707,064	1,716,738
TOTAL OPERATION AND OVERHEAD COSTS	**3,164,968**	**3,108,005**	**3,799,459**	**5,000**	**-**	**3,804,459**	**3,876,685**	**3,941,547**	**4,012,918**	**4,067,756**
*Percentage increase over prior year			20.05%			20.21%	1.90%	1.7%	1.8%	1.4%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	320,000	365,600	320,000	-	-	320,000	340,000	355,000	375,000	390,000
Transfer to Equipment Replacement Fund	90,000	90,000	95,000	-	-	95,000	110,000	115,000	140,000	165,000
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	-	-	-
TOTAL CAPITAL/RESERVES	**415,000**	**460,600**	**420,000**	**-**	**-**	**420,000**	**455,000**	**470,000**	**515,000**	**555,000**
DEBT CHARGES										
Fitness Gym	50,000	50,000	50,000	-	-	50,000	50,000	50,000	-	-
Golf Course	54,126	54,130	54,106	-	-	54,106	54,106	54,106	54,106	54,106
TOTAL OPERATING, CAPITAL AND DEBT COSTS	**3,684,094**	**3,672,735**	**4,323,565**	**5,000**	**-**	**4,328,565**	**4,435,791**	**4,515,653**	**4,582,024**	**4,676,862**
FUNDING SOURCES (REVENUE)										
Arena	(279,330)	(231,660)	(296,990)	-	-	(296,990)	(304,516)	(310,602)	(316,818)	(324,072)
Golf Course	(126,530)	(129,000)	(130,150)	-	-	(130,150)	(132,753)	(135,408)	(138,116)	(140,879)
Community Recreation	(166,860)	(138,000)	(261,840)	-	-	(261,840)	(267,079)	(272,422)	(277,871)	(283,519)
Outdoor Facilities						-				
Fitness Gym	(96,502)	(32,998)	(67,728)	-	-	(67,728)	(80,711)	(82,725)	(84,779)	(87,600)
Mult-Purpose Rooms	(1,100)	-	(7,500)	-	-	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Concession	(5,100)	(12,100)	(57,000)	-	-	(57,000)	(58,140)	(59,303)	(60,489)	(61,699)
Pool	(86,200)	(206,505)	(376,700)	-	-	(376,700)	(384,234)	(391,919)	(399,757)	(407,752)
TOTAL REVENUE	**(761,622)**	**(750,263)**	**(1,197,908)**	**-**	**-**	**(1,197,908)**	**(1,235,083)**	**(1,260,181)**	**(1,285,789)**	**(1,313,638)**
Balance C/F from current to Next Year	-		-	-		-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-		-	-	-	-	-
Grants in lieu of Taxes	(5,341)	(5,341)	(5,341)	-	-	(5,341)	(5,341)	(5,341)	(5,341)	(5,341)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
REQUISITION	**(2,917,131)**	**(2,917,131)**	**(3,120,316)**	**(5,000)**	**-**	**(3,125,316)**	**(3,195,367)**	**(3,250,130)**	**(3,290,894)**	**(3,357,882)**
				-						
*Percentage increase over prior year requisition		0.0%	6.97%			7.14%	2.24%	1.71%	1.25%	2.04%
PARTICIPANTS: District of Sooke, Sooke Recreation SA #6										
AUTHORIZED POSITIONS:										
Salaried	19.10	19.10	19.10	-	-	19.10	19.10	19.10	19.10	19.10

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2021 BOARD BUDGET*	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS - ARENA										
Salaries and Wages	132,721	121,400	153,290	-	-	153,290	157,546	159,709	163,018	166,396
Internal Allocations - Maintenance	268,210	268,210	268,699	-	-	268,699	274,041	279,789	285,361	291,657
Internal Allocations - Operations	273,365	263,365	290,931	-	-	290,931	296,750	302,954	309,013	315,360
Utility	94,757	87,600	96,650	-	-	96,650	98,583	100,555	102,566	104,617
Other Internal Allocations & Insurance	168,145	168,145	165,950	-	-	165,950	169,269	172,654	176,107	179,630
Maintenance & Operating Supplies	86,428	73,010	88,110	5,000	-	93,110	95,039	96,940	98,879	100,813
Contingency	10,000	10,000	10,200	-	-	10,200	10,404	10,612	10,824	11,041
	1,033,626	**991,730**	**1,073,830**	**5,000**	**-**	**1,078,830**	**1,101,632**	**1,123,213**	**1,145,769**	**1,169,514**
OPERATING COSTS - GOLF COURSE										
Salaries and Wages	55,123	75,000	74,939	-	-	74,939	76,438	76,438	77,967	79,842
Internal Allocations - Maintenance	14,010	14,010	14,331	-	-	14,331	14,618	14,618	14,910	15,208
Internal Allocations - Operations	12,160	12,160	13,209	-	-	13,209	13,473	13,473	13,742	14,017
Utility	4,200	1,700	2,244	-	-	2,244	2,289	2,289	2,335	2,450
Maintenance & Supplies & Operating Cost	32,690	29,240	36,425	-	-	36,425	37,151	34,090	34,732	35,230
	118,183	**132,110**	**141,149**	**-**	**-**	**141,149**	**143,968**	**140,908**	**143,686**	**146,747**
OPERATING COSTS - RECREATION PROGRAMS										
Salaries and Wages	387,298	326,100	426,280	-	-	426,280	435,203	444,161	453,305	461,401
Internal Allocations - Maintenance	19,930	19,930	19,987	-	-	19,987	20,387	20,795	21,211	21,635
Internal Allocations - Operations	140,380	140,380	149,534	-	-	149,534	152,525	155,576	158,688	161,862
Operating Other	61,202	32,800	78,390	-	-	78,390	81,103	82,725	84,379	85,930
Contingency	-	-	-	-	-	-	-	-	-	-
	608,810	**519,210**	**674,191**	**-**	**-**	**674,191**	**689,218**	**703,257**	**717,582**	**730,827**
OPERATING COSTS - FITNESS GYM										
Salaries and Wages	22,000	27,000	73,216	-	-	73,216	74,755	76,325	77,928	79,565
Internal Allocations - Maintenance	45,900	45,900	46,030	-	-	46,030	46,951	47,890	48,848	49,825
Internal Allocations - Operations	20,400	20,400	21,730	-	-	21,730	22,165	22,608	23,060	23,521
Operating Other	11,140	4,500	11,200	-	-	11,200	11,424	11,822	12,247	12,492
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
	99,440	**97,800**	**152,176**	**-**	**-**	**152,176**	**155,294**	**158,645**	**162,083**	**165,403**

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2021 BOARD BUDGET*	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OUTDOOR FACILITIES	**38,960**	**34,710**	**39,380**	**-**	**-**	**39,380**	**40,220**	**41,050**	**41,894**	**42,605**
MULTI-PURPOSE ROOMS	**37,869**	**35,170**	**38,430**	**-**	**-**	**38,430**	**39,199**	**39,983**	**40,782**	**40,782**
CONCESSION	**4,840**	**9,880**	**50,940**	**-**	**-**	**50,940**	**51,959**	**52,998**	**54,058**	**55,139**
TOTAL OPERATING COSTS	**1,941,728**	**1,810,610**	**2,170,096**	**5,000**	**-**	**2,175,096**	**2,221,491**	**2,260,054**	**2,305,854**	**2,351,017**
Percentage Increase		-6.8%	11.76%			12.02%	2.1%	1.7%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Capital Reserve fund	320,000	320,000	320,000	-	-	320,000	340,000	355,000	375,000	390,000
Transfer to Equipment Replacement Fund	90,000	90,000	95,000	-	-	95,000	110,000	115,000	140,000	165,000
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	-	-	-
TOTAL CAPITAL / RESERVES	**415,000**	**415,000**	**420,000**	**-**	**-**	**420,000**	**455,000**	**470,000**	**515,000**	**555,000**
Golf Debt	54,126	54,130	54,106	-	-	54,106	54,106	54,106	54,106	54,106
Fitness Gym Debt	50,000	50,000	50,000	-	-	50,000	50,000	50,000	-	-
DEBT CHARGES	**104,126**	**104,130**	**104,106**	**-**	**-**	**104,106**	**104,106**	**104,106**	**54,106**	**54,106**
TOTAL COSTS RECREATION SERVICES	**2,460,854**	**2,329,740**	**2,694,202**	**5,000**	**-**	**2,699,202**	**2,780,597**	**2,834,160**	**2,874,960**	**2,960,123**
OPERATION AND OVERHEAD COSTS										
Salaries and Wages	473,410	473,410	517,390	-	-	517,390	527,738	538,293	549,058	560,040
Internal Allocations	58,349	57,900	52,730	-	-	52,730	53,785	54,860	55,958	57,077
Internet Services & Telephone	33,700	37,700	39,790	-	-	39,790	40,586	41,398	42,225	43,070
Advertising	66,560	54,660	65,190	-	-	65,190	66,494	67,824	69,180	70,564
Travel, Training & Consultants	23,640	21,140	25,080	-	-	25,080	25,582	26,093	26,615	27,147
Operating - Other	59,180	54,180	61,310	-	-	61,310	62,536	63,787	65,063	66,364
TOTAL OPERATION AND OVERHEAD COSTS	**714,839**	**698,990**	**761,490**	**-**	**-**	**761,490**	**776,720**	**792,254**	**808,099**	**824,261**
MAINTENANCE COSTS - SALARIES	**742,420**	**742,420**	**747,310**	**20,000**	**-**	**767,310**	**782,656**	**798,309**	**814,276**	**830,561**
TOTAL OVERHEAD & MAINTENANCE COSTS	**1,457,259**	**1,441,410**	**1,508,800**	**20,000**	**-**	**1,528,800**	**1,559,376**	**1,590,564**	**1,622,375**	**1,654,822**
Internal Recovery - Operations	(714,839)	(698,990)	(761,490)	-	-	(761,490)	(776,720)	(792,254)	(808,099)	(824,261)
Internal Recovery - Maintenance	(742,420)	(742,420)	(767,310)	-	-	(767,310)	(782,656)	(798,309)	(814,276)	(830,561)
OPERATING COSTS LESS INTERNAL RECOVERIES	**2,460,854**	**2,329,740**	**2,674,202**	**25,000**	**-**	**2,699,202**	**2,780,597**	**2,834,160**	**2,874,960**	**2,960,123**

SEAPARC - ARENA, GOLF COURSE & RECREATION SERVICES	2021 BOARD BUDGET*	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
FUNDING SOURCES (REVENUE)										
Arena - Fee Charges	(34,280)	(20,660)	(33,390)	-	-	(33,390)	(35,639)	(36,348)	(37,072)	(38,731)
Arena - Rental Income	(245,050)	(211,000)	(263,600)	-	-	(263,600)	(268,877)	(274,254)	(279,746)	(285,341)
Golf Course - Fee Charges	(102,040)	(102,000)	(102,680)	-	-	(102,680)	(104,734)	(106,828)	(108,965)	(111,144)
Golf Course - Rental and Sales Income	(24,490)	(27,000)	(27,470)	-	-	(27,470)	(28,019)	(28,580)	(29,151)	(29,734)
Recreation - Fee Charges	(165,780)	(138,000)	(260,740)	-	-	(260,740)	(265,955)	(271,276)	(276,702)	(282,329)
Recreation - Other Misc Income	(1,080)	-	(1,100)	-	-	(1,100)	(1,124)	(1,146)	(1,169)	(1,190)
Fitness Gym - Fee Charges	(96,502)	(32,998)	(67,728)	-	-	(67,728)	(80,711)	(82,725)	(84,779)	(87,600)
Multi-Purpose Room - Rental Income	(1,100)	-	(7,500)	-	-	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Concession - Sales and Commissions	(5,100)	(12,100)	(57,000)	-	-	(57,000)	(58,140)	(59,303)	(60,489)	(61,699)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(675,422)	(543,758)	(821,208)	-	-	(821,208)	(850,849)	(868,262)	(886,032)	(905,886)
REQUISITION & PILT	**(1,785,432)**	**(1,785,982)**	**(1,852,994)**	**(25,000)**	**-**	**(1,877,994)**	**(1,929,748)**	**(1,965,897)**	**(1,988,928)**	**(2,054,237)**
Percentage Increase		0.0%	3.78%			5.18%	2.8%	1.9%	1.2%	3.3%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	15.45	15.45	15.45	0.00	0.00	15.45	15.45	15.45	15.45	15.45

SEAPARC - SWIMMING POOL	2021 BOARD BUDGET*	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATION COSTS										
Salaries and Wages	303,810	400,000	653,013	-	-	653,013	658,897	664,906	671,044	677,314
Internal Allocations - Maintenance	351,380	351,380	375,163	-	-	375,163	382,666	390,319	398,125	406,088
Internal Allocations - Operations	261,135	255,285	278,206	-	-	278,206	283,770	289,445	295,234	301,139
Utility	135,160	126,700	141,610	-	-	141,610	145,821	150,161	153,327	156,558
Operating - Supplies	60,790	59,060	76,340	-	-	76,340	77,309	78,196	79,099	80,182
Other Internal Allocations & Insurance	44,965	44,970	35,071	-	-	35,071	35,772	36,487	37,217	37,961
Maintenance	56,000	60,000	59,760	-	-	59,760	60,555	61,366	62,194	46,498
Contingency	10,000	-	10,200	-	-	10,200	10,404	10,612	10,824	11,000
TOTAL OPERATING COSTS	**1,223,240**	**1,297,395**	**1,629,363**	**-**	**-**	**1,629,363**	**1,655,194**	**1,681,493**	**1,707,064**	**1,716,738**
*Percentage Increase		6.1%	33.20%			33.20%				
TOTAL COSTS	**1,223,240**	**1,297,395**	**1,629,363**	**-**	**-**	**1,629,363**	**1,655,194**	**1,681,493**	**1,707,064**	**1,716,738**
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recoveries - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECO	**1,223,240**	**1,297,395**	**1,629,363**	**-**	**-**	**1,629,363**	**1,655,194**	**1,681,493**	**1,707,064**	**1,716,738**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(80,100)	(189,905)	(350,600)	-	-	(350,600)	(357,612)	(364,764)	(372,060)	(379,501)
Other Income	(1,100)	(5,100)	(11,100)	-	-	(11,100)	(11,322)	(11,548)	(11,779)	(12,015)
Rental Income	(5,000)	(11,500)	(15,000)	-	-	(15,000)	(15,300)	(15,606)	(15,918)	(16,236)
TOTAL REVENUE	(86,200)	(206,505)	(376,700)	-	-	(376,700)	(384,234)	(391,919)	(399,757)	(407,752)
REQUISITION & PILT	**(1,137,040)**	**(1,090,890)**	**(1,252,663)**	**-**	**-**	**(1,252,663)**	**(1,270,960)**	**(1,289,574)**	**(1,307,307)**	**(1,308,986)**
Percentage Increase		-4.1%	10.17%			10.17%	1.5%	1.5%	1.4%	0.1%
PARTICIPANTS: District of Sooke, Portion of JDF										
AUTHORIZED POSITIONS:										
AUTHORIZED POSITIONS: Salaried	3.65	3.65	3.65	0.00	0.00	3.65	3.65	3.65	3.65	3.65

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.40x SEAPARC		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$520,000	$50,000	$250,000	$100,000	$151,000	$1,071,000
Equipment		E	$0	$145,700	$262,000	$67,000	$87,000	$242,000	$803,700
Land		L	$0	$0	$0	$500,000	$0	$0	$500,000
Engineered Structures		S	$0	$0	$1,025,000	$10,000	$200,000	$25,000	$1,260,000
Vehicles		V	$0	$20,000	$0	$0	$40,000	$0	$60,000
			$0	**$685,700**	**$1,337,000**	**$827,000**	**$427,000**	**$418,000**	**$3,694,700**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$500,000	$0	$0	$500,000
Equipment Replacement Fund		ERF	$0	$85,700	$102,000	$62,000	$122,000	$47,000	$418,700
Grants (Federal, Provincial)		Grant	$0	$0	$750,000	$0	$0	$0	$750,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$600,000	$485,000	$265,000	$305,000	$371,000	$2,026,000
			$0	**$685,700**	**$1,337,000**	**$827,000**	**$427,000**	**$418,000**	**$3,694,700**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.40x

Service Name: SEAPARC

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
16-02	Renewal	Building Renewal	Building assessment and repairs	$189,000	B	Res		$120,000	$0	$0	$0	$0	$120,000
17-06	Replacement	Mechanical Equipment	Replacement of pumps/motors/electrical/hvac	N/A	E	ERF		$25,000	$30,000	$30,000	$0	$0	$85,000
17-08	Replacement	Computer Replacement	Replacement of computers	N/A	E	ERF		$2,700	$0	$0	$0	$0	$2,700
20-05	Replacement	Community Recreation Bus	Replacement community recreation bus	$40,000	V	ERF	→	$0	$0	$0	$40,000	$0	$40,000
20-06	New	Utility Service - Outdoor Facilities	New utility service outdoor facilities	$10,000	S	Res	→	$0	$0	$10,000	$0	$0	$10,000
20-08	Renewal	Electrical Distribution	Renewal electrical distribution	$150,000	E	Res		$50,000	$50,000	$0	$0	$50,000	$150,000
20-09	Replacement	Arena DHW Storage	Replacement of original hot water storage tank	$25,000	E	Res	→	$0	$25,000	$0	$0	$0	$25,000
21-02	New	Outdoor Activity Space Development	New outdoor activity space development	$140,000	E	Res		$0	$0	$0	$0	$140,000	$140,000
21-02	New	Outdoor Activity Space Development	New outdoor activity space development	$0	E	Grant		$0	$0	$0	$0	$0	$0
21-03	Replacement	Grounds Equipment	Mower/Tractor Replacement	$75,000	E	ERF		$0	$0	$30,000	$0	$0	$30,000
22-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	$230,000	B	Res		$230,000	$0	$0	$0	$0	$230,000
22-03	Renewal	Radio Upgrade	Upgrade Radio System	$35,000	E	ERF	→	$0	$35,000	$0	$0	$0	$35,000
22-04	Replacement	Pool Lectronator System	Replacement of lectronator system	$60,000	E	ERF		$25,000	$15,000	$0	$10,000	$10,000	$60,000
22-05	Replacement	Pool Tile Re-Grout	Replacement pool tile grout	$6,000	B	Res		$5,000	$0	$0	$0	$1,000	$6,000
22-06	Renewal	Compressor Drive Motors	Renewal compressor drive motors	$13,000	E	ERF		$13,000	$0	$0	$0	$0	$13,000
22-07	Renewal	Golf Course Irrigaiton Upgrade	Renewal irrigaiton renewal	$30,000	E	Res		$10,000	$5,000	$5,000	$5,000	$5,000	$30,000
22-08	Replacement	Pool Lighting	Replace pool lighting	$100,000	B	Res		$100,000	$0	$0	$0	$0	$100,000
22-09	Replacement	Pool Changeroom Fixtures	Replace wash basins tap sets	$10,000	B	Res		$10,000	$0	$0	$0	$0	$10,000
22-10	Renewal	System balancing	Building systems balancing	$25,000	B	Res		$25,000	$0	$0	$0	$0	$25,000
22-11	Replacement	DDC Panels	Replace version 2 panels 20+ years old	$20,000	E	Res		$20,000	$0	$0	$0	$0	$20,000
23-01	Replacement	Truck	Replace pickup truck with replacement from Water	$20,000	V	ERF	←	$20,000	$0	$0	$0	$0	$20,000
23-02	Replacement	Chiller	Replace Ice plant chiller	$80,000	E	Res		$0	$80,000	$0	$0	$0	$80,000
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal	$1,000,000	S	Res		$0	$250,000	$0	$0	$0	$250,000
23-03	Replacement	Skate Park Renewal	Replacement skate park renewal	$0	S	Grant		$0	$750,000	$0	$0	$0	$750,000
23-04	Renewal	Building Renewal	Building assessment and repairs	$330,000	B	Res		$30,000	$50,000	$0	$100,000	$150,000	$330,000
23-05	Replacement	Computer Replacement	Replacement of computers	$10,000	E	ERF		$0	$2,000	$2,000	$2,000	$2,000	$8,000
23-06	Replacement	Grounds Equipment	Mower/Tractor Replacement	$60,000	E	ERF		$0	$20,000	$0	$40,000	$0	$60,000
23-07	Renewal	Parking Lot Remediation	Renewal parking lot remediation	$50,000	S	Res		$0	$25,000	$0	$0	$25,000	$50,000
24-01	New	Land Aquistion	New land aquistion	$500,000	L	Debt		$0	$0	$500,000	$0	$0	$500,000
24-02	Renewal	Pool Roof Replacement	Pool Roof Replacement	$250,000	B	Res		$0	$0	$250,000	$0	$0	$250,000
25-01	Replacement	Golf Works building	Replacement of work building	$200,000	S	Res		$0	$0	$0	$200,000	$0	$200,000
25-02	Replacement	Mechanical Equipment	Replacement of pumps/motors/electrical/hvac	$65,000	E	ERF		$0	$0	$0	$30,000	$35,000	$65,000
													$0
			GRAND TOTAL	**$3,723,000**			**$0**	**$685,700**	**$1,337,000**	**$827,000**	**$427,000**	**$418,000**	**$3,694,700**

Service:	1.40x	SEAPARC

Project Number	16-02	**Capital Project Title**	Building Renewal	**Capital Project Description**	Building assessment and repairs
Project Rationale	Exterior finishes will have been in service for at least 19 years with no significant alterations. In order to ensure and building envelope integrity, and asthetic appearance, repair and painting are required.				

Project Number	17-06	**Capital Project Title**	Mechanical Equipment	**Capital Project Description**	Replacement of pumps/motors/electrical/hvac
Project Rationale	Detail of replacement schedule of mechanical items is still in progress as part of the maintenance management system implementation. Items scheduled for 2017 include main circulation pump for hot tub, lap pool DX pump, boiler loop circulation pump, hot tub heat exchanger.				

Project Number	20-05	**Capital Project Title**	Community Recreation Bus	**Capital Project Description**	Replacement community recreation bus
Project Rationale	2007 Chevy Express Van will be due for replacement due to vehicle age.				

Project Number	20-06	**Capital Project Title**	Utility Service - Outdoor Facilities	**Capital Project Description**	New utility service outdoor facilities
Project Rationale	Construction of outdoor activity space				

Project Number	20-08	**Capital Project Title**	Electrical Distribution	**Capital Project Description**	Renewal electrical distribution
Project Rationale	Electrical distribution for the arena facility has been in place since 1975. The electical service mast has been identified as an item requiring attention within the next 5 years.				

Project Number	20-09	**Capital Project Title**	Arena DHW Storage	**Capital Project Description**	Replacement of original hot water storage tank
Project Rationale	Tanks service life will be ending				

Project Number	21-02	**Capital Project Title**	Outdoor Activity Space Development	**Capital Project Description**	New outdoor activity space development
Project Rationale	Strategic plan, and user feedback, along with current recreation trends, identify outdoor activity space as a community need and will help create capacity to meet the recreation needs of the growing service area.				

Project Number	21-03	**Capital Project Title**	Grounds Equipment	**Capital Project Description**	Mower/Tractor Replacement
Project Rationale	Mower/Tractor Replacement at end of useful life				

Service: 1.40x SEAPARC

Project Number	22-02	**Capital Project Title**	Pool Roof Replacement	**Capital Project Description**	Pool Roof Replacement
Project Rationale	Building envelope evauluation was conducted and replacement of various sections of roofing was identified to be replaced on a multi year plan based on condition and estmiated remaing life. Continuing project to ensure integrety of building envelope.				

Project Number	22-03	**Capital Project Title**	Radio Upgrade	**Capital Project Description**	Upgrade Radio System
Project Rationale	Radio system has been in service for over 20 years. Intemittent service issues have been experienced and upgrading components and altering system programming was recommended by CRD IT to enhance performance for offsite users and ensure reliable communications. System is used for staff check-ins, first aid and emergancy response.				

Project Number	22-04	**Capital Project Title**	Pool Lectronator System	**Capital Project Description**	Replacement of lectronator system
Project Rationale	The pool disinfection system requries is critical to the provision of safe water for the pool operation. Replacements for the controllers and cells is required and figures are based on previous years requriements and assement of current equipment.				

Project Number	22-05	**Capital Project Title**	Pool Tile Re-Grout	**Capital Project Description**	Replacement pool tile grout
Project Rationale	Regular pool deck, lap and leisure pool tanks, and changerooms tile regrouting				

Project Number	22-06	**Capital Project Title**	Compressor Drive Motors	**Capital Project Description**	Renewal compressor drive motors
Project Rationale	Preventive measure to ensure no interruption of service, motor.				

Project Number	22-07	**Capital Project Title**	Golf Course Irrigaiton Upgrade	**Capital Project Description**	Renewal irrigaiton renewal
Project Rationale	Consultation with TORO Canada has provided some options for enhancing the control of the irrigation system. It is expected that upgrading the control system will allow for more efficient use of the limited water resource and result in better turf conditions as well as some savings in staffing.				

Project Number	22-08	**Capital Project Title**	Pool Lighting	**Capital Project Description**	Replace pool lighting
Project Rationale	Pool lighting is failing. Water intrusion has degraded the wiring and is resulting in ground faults. Original equipment from 2000. Need to ensure sufficient lighting for safe pool operation				

Project Number	22-09	**Capital Project Title**	Pool Changeroom Fixtures	**Capital Project Description**	Replace wash basins tap sets
Project Rationale	Fixtures are corroded and leaking. Original fixture from original pool build. Chlorine and salt environment is hard on fixtures and equipment				

Service: 1.40x SEAPARC

Project Number	22-10	**Capital Project Title**	System balancing	**Capital Project Description**	Building systems balancing
Project Rationale	With the building and HVAC system additions, it is needed to balance the air systems and identify areas for efficiency.				

Project Number	22-11	**Capital Project Title**	DDC Panels	**Capital Project Description**	Replace version 2 panels 20+ years old
Project Rationale	DDC Panels servicing the pool and administration areas are 21 years old. There have been incidents over the last year where the panel is resulting in mechanical systems not working. This will also match all the new panels in the rest of the building to version 3 programming.				

Project Number	23-01	**Capital Project Title**	Truck	**Capital Project Description**	Replace pickup truck with replacement from Water
Project Rationale	Truck is a 2003 model is past general replacement timelines for CRD Fleet vehicle replacments. Given annual mileage is low, and generaly restricted to local area use, replacement with a low mileage vehicle scheduled for replacement from CRD Fleet is pursued over purchasing new.				

Project Number	23-02	**Capital Project Title**	Chiller	**Capital Project Description**	Replace Ice plant chiller
Project Rationale	Arena ice plant chiller was replaced in 2004. Given the critical nature of the equipment to arena ice operations, life and safety risk associated with failure, and age of the equipment, replacement is required.				

Project Number	23-03	**Capital Project Title**	Skate Park Renewal	**Capital Project Description**	Replacement skate park renewal
Project Rationale	Identified during asset management review and user feedback as in need of renewal and upgrades.Concrete surface is exhibiting areas of wear do to age. Numerous cracks throughout the slab and eroded curbs/park features need remediation to ensure contiued usage.				

Project Number	23-04	**Capital Project Title**	Building Renewal	**Capital Project Description**	Building assessment and repairs
Project Rationale	Aging facilties. Arena built in 1975, Pool in 2000. Increasing issues with building envelope and finishings. Pool glazing and Arena exterior office windows are a priority. Interior items floor coverings, doors will also be adressed.				

Project Number	23-05	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of computers
Project Rationale	CRD IT's infrastructure renewal plan for replacement				

Project Number	23-06	**Capital Project Title**	Grounds Equipment	**Capital Project Description**	Mower/Tractor Replacement
Project Rationale	Mower/Tractor Replacement at end of useful life				

Service:	1.40x	SEAPARC

Project Number	23-07	Capital Project Title	Parking Lot Remediation	Capital Project Description	Renewal parking lot remediation
Project Rationale	Sections of the parking lot are starting to show signs of deter aition will require remediation.				

Project Number	24-01	Capital Project Title	Land Aquistion	Capital Project Description	New land aquistion
Project Rationale	Identified in strategic plan as ongiong priority to adress continued growth in the service area and demand for recreational opportunities.				

Project Number	24-02	Capital Project Title	Pool Roof Replacement	Capital Project Description	Pool Roof Replacement
Project Rationale	Building envelope evauluation was conducted and replacement of various sections of roofing was identified to be replaced on a multi year plan based on condition and estmiated remaing life. Continuing project to ensure integrety of building envelope.				

Project Number	25-01	Capital Project Title	Golf Works building	Capital Project Description	Replacement of work building
Project Rationale	Replace building increase space and due to end of useful life				

1.40X SEAPARC Recreation Combined
Asset and Reserve Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

SEAPARC Recreation (1.401 &1.403 Combined)

Assets held by the Sooke Parks and Recreation service consist of a pool, an arena, ball field, skate park and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary Projected year end balance	Est Actual 2021	Budget 2022	 2023	 2024	 2025	 2026
Capital Reserve	844,106	569,106	424,106	514,106	584,106	603,106
Equipment Replacement Fund	97,580	107,380	115,380	168,380	186,380	304,380
Total projected year end balance	**941,686**	**676,486**	**539,486**	**682,486**	**770,486**	**907,486**

1.40X SEAPARC Recreation Combined
Capital Reserve Fund Schedule
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.40X SEAPARC Recreation and Pool Combined Capital Reserve Fund

Capital Reserve Fund	Est Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	601,006	844,106	569,106	424,106	514,106	584,106
Planned Capital Expenditure (Based on Capital Plan)	(129,500)	(600,000)	(485,000)	(265,000)	(305,000)	(371,000)
Transfer from Operating Budget	365,600	320,000	340,000	355,000	375,000	390,000
Interest Income*	7,000	5,000				
Ending Balance $	**844,106**	**569,106**	**424,106**	**514,106**	**584,106**	**603,106**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC Recreation Combined
Equipment Replacement Fund Schedule (ERF)
2022 - 2026 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.40X Combined SEAPARC Recreation and Pool ERF

Equipment Replacement Fund	Est Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	96,280	97,580	107,380	115,380	168,380	186,380
Planned Purchase (Based on Capital Plan)	(89,700)	(85,700)	(102,000)	(62,000)	(122,000)	(47,000)
Transfer from Operating Budget	90,000	95,000	110,000	115,000	140,000	165,000
Equipment Disposal	-					
Interest Income*	1,000	500				
Ending Balance $	**97,580**	**107,380**	**115,380**	**168,380**	**186,380**	**304,380**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

SEAPARC

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. Legacy Fund established by Bylaw 4103 for donations received.

Summary

Reserve/Fund Summary	Est Actual	Budget				
Projected year end balance	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**
Operating Reserve	26,770	31,970	36,970	36,970	36,970	36,970
Operating Reserve - Legacy Fund	1,950	1,970	1,970	1,970	1,970	1,970
Total projected year end balance	**28,721**	**33,941**	**38,941**	**38,941**	**38,941**	**38,941**

See attached reserve schedules for projected annual cash flows.

1.40X Sooke and Electoral Area Recreation and Facilities (SEAPARC)
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Sooke and Electoral Area Recreation and Facilities (SEAPARC)

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105301

Operating Reserve Schedule	Actual	Est Actual	Budget				
Projected year end balance	2020	2021	2022	2023	2024	2025	2026
Beginning Balance	16,224	21,570	26,770	31,970	36,970	36,970	36,970
Planned Purchase	-	-	-	-	-	-	-
Transfer from Ops Budget	5,000	5,000	5,000	5,000		-	-
Interest Income*	347	200	200				
Total projected year end balance	**21,570**	**26,770**	**31,970**	**36,970**	**36,970**	**36,970**	**36,970**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.40X SEAPARC Legacy Fund
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

SEAPARC Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105101

Operating Reserve Schedule	Actual	Est Actual	Budget				
Projected year end balance	2020	2021	2022	2023	2024	2025	2026
Beginning Balance	1,894	1,930	1,950	1,970	1,970	1,970	1,970
Planned Purchase							
Transfer from Ops Budget	-	-					
Interest Income*	36	20	20				
Total projected year end balance	**1,930**	**1,950**	**1,970**	**1,970**	**1,970**	**1,970**	**1,970**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

ENVIRONMENTAL SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2021

COMMITTEE OF THE WHOLE
October 27, 2021
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CAPITAL REGIONAL DISTRICT

2022 BUDGET

GM - Parks & Environmental Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.028 GM - Environmental Services and Regional Parks **Committee: Environmental Services**

DEFINITION:

The oversight of Environmental Services and Regional Parks for the Capital Regional District Board

SERVICE DESCRIPTION:

The General Manager provides overall direction and supporting administrative oversight for all Environmental Services as well as Regional Parks, Local Area Community Parks and 2 recreation centres. The department and its divisions report to the Board, Hospital District Board, the Environmental Services Committee and the Regional Parks Committee.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Requisition

1.028 - GM - Environmental Services & Regional Parks	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries and Wages	385,672	362,672	387,528	-	-	387,528	395,870	404,389	413,098	421,992
Contract for Services	3,000	3,000	3,060	-	-	3,060	3,120	3,180	3,240	3,300
Allocation - Standard Overhead	35,214	35,214	44,894	-	-	44,894	45,792	46,708	47,642	48,595
Allocation - Human Resources	9,705	9,705	11,445	-	-	11,445	11,674	11,907	12,145	12,388
Allocation - Building Occupancy	14,339	14,339	18,006	-	-	18,006	18,000	18,319	18,645	18,978
Allocation - All other	213	213	-	-	-	-	-	-	-	-
Insurance	800	800	750	-	-	750	780	810	840	880
TOTAL OPERATING COSTS	**448,943**	**425,943**	**465,683**	**-**	**-**	**465,683**	**475,236**	**485,313**	**495,610**	**506,133**
*Percentage Increase over prior year	0.0%	-5.1%	3.7%	0.0%	0.0%	3.7%	2.1%	2.1%	2.1%	2.1%
Recovery for First Aid Officer	(92)	(92)	(94)	-	-	(94)	(96)	(98)	(100)	(102)
NET COSTS	**448,851**	**425,851**	**465,589**	**-**	**-**	**465,589**	**475,140**	**485,215**	**495,510**	**506,031**
*Percentage increase over prior year Net Costs	0.0%	-5.1%	3.7%	0.0%	0.0%	3.7%	2.1%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS: Salaried	2.0	2.0	2.0	-	-	2.0	2.0	2.0	2.0	2.0

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Environmental Administration Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.575 **Environmental Administration Services** **Committee: Environmental Services**

DEFINITION:

To provide administrative and clerical support services to the Engineering Services, Protective Programs and Environment Resource Management Divisions.

PARTICIPATION:

All Functions administered by Environmental Sustainability.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Allocations and time charges to Engineering Services, Protective Programs and Environment Resource Management Divisions.

OTHER:

The Legislative and General Government requisition covers costs associated with the General Manager's services to the Board.

1.575 - ENVIRONMENTAL SUSTAINABILITY - ADMIN.	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	85,380	81,149	85,754			85,754	87,592	89,475	91,396	93,356
Allocations	56,046	52,872	56,284			56,284	56,904	57,986	59,091	60,218
Operating - Other Costs - Summary	52,069	47,686	52,290			52,290	52,369	53,315	54,265	55,214
TOTAL OPERATING COSTS	**193,495**	**181,707**	**194,327**	**-**	**-**	**194,327**	196,865	200,776	204,752	208,788
*Percentage Increase over prior year	0.00%	-6.09%	0.43%	0.00%	0.00%	0.43%	1.31%	1.99%	1.98%	1.97%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	193,495	181,707	194,327	-	-	194,327	196,865	200,776	204,752	208,788
*Percentage Increase over prior year	0.00%	-6.09%	0.43%	0.00%	0.00%	0.43%	1.31%	1.99%	1.98%	1.97%
Internal Recoveries	(193,495)	(181,707)	(194,327)			(194,327)	(196,865)	(200,776)	(204,752)	(208,788)
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
FUNDING SOURCES (REVENUE)										
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year										
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.575 Environmental Administration Serv	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$7,000	$10,430	$15,660	$6,000	$6,000	$6,000	$44,090
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$7,000	**$10,430**	**$15,660**	**$6,000**	**$6,000**	**$6,000**	**$44,090**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$7,000	$10,430	$15,660	$6,000	$6,000	$6,000	$44,090
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$7,000	**$10,430**	**$15,660**	**$6,000**	**$6,000**	**$6,000**	**$44,090**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.575

Service Name: Environmental Administration Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	Replacement	Office Furniture	ERF replacement of desks, chairs, shelves	$19,000	E	ERF	$7,000	$7,000	$3,000	$3,000	$3,000	$3,000	$19,000
20-02	Replacement	Office Equipment	ERF replacement of computers, printers	$25,090	E	ERF		$3,430	$12,660	$3,000	$3,000	$3,000	$25,090
			GRAND TOTAL	**$44,090**			**$7,000**	**$10,430**	**$15,660**	**$6,000**	**$6,000**	**$6,000**	**$44,090**

Service:	1.575	Environmental Administration Services

Project Number	20-01	Capital Project Title	Office Furniture	Capital Project Description	ERF replacement of desks, chairs, shelves
Project Rationale	**2022** - possible new office chair (Wanda Gustafson) - $1,000; tall shelving for oversized Environmental Services Department library reports/maps that can't be digitized - $1,000; **2023-2026** - miscellaneous furniture required by ES-HQ, as needed (shelving, chairs, tables, desks).				

Project Number	20-02	Capital Project Title	Office Equipment	Capital Project Description	ERF replacement of computers, printers
Project Rationale	**2022** - Larisa Hutcheson - new desktop computer ($1,050) and new laptop computer ($1,580) = $2,630; **2023** - Wanda Gustafson - new printer $800; 2023 - Cathy's desktop ($1,080) and Wanda's desktop ($1,080); Larisa & Cathy's printer ($1,000); new Multi-Function Printer for 4th floor ES ($9,500); **2024-2026**: computer equipment and GM's iPad - equipment replaced, as needed				

1.575 ES Headquarters Administration
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

ES Headquarters Administration

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105523	2021	2022	2023	2024	2025	2026
Beginning Balance	44,071	44,487	44,487	44,487	44,487	44,487
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	416	-	-	-	-	-
Total projected year end balance	**44,487**	**44,487**	**44,487**	**44,487**	**44,487**	**44,487**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.575 ES Headquarters Administration
Equipment Reserve Summary
2022 - 2026 Financial Plan

ERF Reserve Cash Flow (Equipment Portion)

ERF: Environmental Head Quarter/Administration support Senior Budget - ERF for Equipment

Equipment Replacement Fund Fund: 1022 Fund Center: 101449	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	148,386	148,386	137,956	122,296	116,296	110,296
Planned Purchase (Based on Capital Plan)	-	(10,430)	(15,660)	(6,000)	(6,000)	(6,000)
Transfer from Operating Budget	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Total projected year end balance	**148,386**	**137,956**	**122,296**	**116,296**	**110,296**	**104,296**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Contributions stopped effective 2015 budget given sufficient funds are available.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Other Legislative & General - Climate

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.012 Other Legislative & General - Climate **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent to provide for legislative expenditures of the Board.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

N/A

FUNDING:

Requisition

1.012 OTHER LEGISLATIVE & GENERAL - CLIMATE	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Salaries and Wages	114,081	99,936	114,598	-	-	114,598	117,067	119,589	122,166	124,797
Contributions - projects	-	-	-	-	-	-	-	-	-	-
Other Operating Expenses	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**114,081**	**99,936**	**114,598**	**-**	**-**	**114,598**	**117,067**	**119,589**	**122,166**	**124,797**
*Percentage Increase over prior year		-12.4%	0.5%	-100.0%	0.0%	0.5%	2.2%	2.2%	2.2%	2.2%
CAPITAL / RESERVE										
Transfer to Climate Action Reserve Fund	100,000	100,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
TOTAL CAPITAL / RESERVES	**100,000**	**100,000**	**100,000**	**-**	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**
TOTAL COSTS	**214,081**	**199,936**	**214,598**	**-**	**-**	**214,598**	**217,067**	**219,589**	**222,166**	**224,797**
*Percentage increase over prior year requisition		-6.6%	0.2%	-100.0%	0.0%	0.2%	1.2%	1.2%	1.2%	1.2%
REVENUE										
Climate Action Grant	(55,000)	(85,000)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(55,000)**	**(85,000)**	-	-	-	-	**-**	**-**	**-**	**-**
NET COSTS	**159,081**	**114,936**	**214,598**	**-**	**-**	**214,598**	**217,067**	**219,589**	**222,166**	**224,797**
*Percentage increase over prior year Net Costs		-27.8%	34.9%	-100.0%	0.0%	34.9%	1.2%	1.2%	1.2%	1.2%
AUTHORIZED POSITIONS:										
Salaried	1.0	1.0	1.0	-	-	1.0	1.0	1.0	1.0	1.0

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Environmental Protection and Water Quality

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.578 Environmental Protection **Committee: Environmental Services**

DEFINITION:

To provide Protective Programs (Environmental Assessment and Regulatory Programs) relative to various Operating, Environmental and Capital programs. The cost of this function is allocated to other operating budgets and capital projects using these Services.

SERVICE DESCRIPTION:

The division provides scientific, technical and regulatory support to CRD services to ensure protection of human health and the environment.

PARTICIPATION:

Method of cost allocation is:

* Allocation on an hourly basis for services rendered to Third Party Projects, Capital & Operating functions

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Protective Programs, Partnership, Environment Resource Management, and Environmental Operations.

Change in Budget 2021 to 2022

Service:	**Environmental Protection and WQ**	**Total Expenditure**	**Comments**
2021 Budget		**8,238,988**	
Change in Salaries:			
	Base salary change	-	
	Step increase/paygrade change	-	
	FTE addition to support program (1.0 FTE)	83,737	IBC 8a-1.5 Lab Services CAWTP 2022 One-time FTE
	FTE addition to support program (1.0 FTE)	83,609	IBC 8a-1.4 Biosolids Research Assistant 2022 Two year term FTE. Expected to start in Jan 2022
	FTE addition to support program (0.35 FTE)	25,900	IBC 9b-2.1 Clerk 4, 0.35 FTE top up part time employee On-going
	Total Change in Salaries	193,246	
Other Changes:			
	Building Occupancy Allocation	71,800	
	Transfers to ERF - Vehicles	44,072	Additional capacity in the budget to support increased transfers to reserves for future spending on vehicles which are approaching end of service life
	Human Resources Allocation	29,927	
	Laboratory Supplies	20,000	Increased supplies requirements anticipated.
	Standard Overhead Allocation	9,024	
	Others	4,610	Increased budget needs for Consultants
	Total Other Changes	179,433	
2022 Budget		**8,611,667**	
	% expense increase from 2021:	***4.5%***	
	% Requisition increase from 2021 (if applicable):	***N/A***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Based on performance for the first half of the year it is expected that Salaries and Wages will be $187k (2.97%) under budget. Recoveries from capital projects are estimated to be $167k (61.93%) less than budget. Overall General and Admin expenses are expected to be under budget by $95k (14.59%).

ENVIRONMENTAL SUSTAINABILITY - PROTECTIVE PROGRAMS DIVISION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Protective Program Division Expenditures	6,182,526	5,998,262	6,278,477	25,900	83,609	6,387,986	6,513,106	6,453,847	6,589,327	6,727,667
Water Quality Program Division Expenditures	2,056,462	1,970,491	2,095,871	-	83,737	2,179,608	2,131,436	2,176,509	2,222,553	2,269,546
TOTAL OPERATING COSTS	**8,238,988**	**7,968,753**	**8,374,349**	**25,900**	**167,346**	**8,567,595**	**8,644,542**	**8,630,356**	**8,811,880**	**8,997,213**
*Percentage Increase over prior year	0.00%	-3.28%	1.64%	0.31%	2.03%	3.99%	0.90%	-0.16%	2.10%	2.10%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	72,667	44,072	-	-	44,072	42,085	135,443	131,622	127,589
Transfer to Operating Reserve Fund	-	85,521	-	-	-	-	64,894	66,317	67,777	69,294
Capital Costs	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	158,188	44,072	-	-	44,072	106,979	201,760	199,399	196,883
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	8,238,988	8,126,941	8,418,421	25,900	167,346	8,611,667	8,751,521	8,832,116	9,011,279	9,194,096
*Percentage Increase over prior year	0.00%	-1.36%	2.18%	0.31%	2.03%	4.52%	1.62%	0.92%	2.03%	2.03%
Allocation Recovery - Environmental Services	(6,132,531)	(6,021,130)	(6,322,549)	(25,900)	(83,609)	(6,432,058)	(6,555,191)	(6,589,290)	(6,720,949)	(6,855,256)
Allocation Recovery - Water Quality	(2,056,462)	(2,055,816)	(2,075,458)	-	(83,737)	(2,159,195)	(2,196,330)	(2,242,826)	(2,290,330)	(2,338,840)
OPERATING COSTS LESS INTERNAL RECOVERIES	49,995	49,995	20,413	-	-	20,413	-	-	-	-
*Percentage Increase over prior year	0.00%	0.00%	-59.17%	0.00%	0.00%	-59.17%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	(49,995)	(49,995)	-	-	-	-	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Env. Services	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve - Water Quality	-	-	(20,413)	-	-	(20,413)	-	-	-	-
TOTAL REVENUE	(49,995)	(49,995)	(20,413)	-	-	(20,413)	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	55.95	55.95	55.95	0.00	0.00	55.95	56.30	56.30	56.30	56.30
Term	1.00	1.00	0.00	2.35	1.00	3.35	2.00	0.00	0.00	0.00

ENVIRONMENTAL SUSTAINABILITY - PROTECTIVE PROGRAMS DIVISION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	6,314,558	6,127,163	6,291,506	25,900	167,346	6,484,752	6,530,102	6,571,515	6,712,837	6,857,176
Allocations	1,272,760	1,275,805	1,382,646	-	-	1,382,646	1,402,300	1,429,351	1,456,963	1,485,127
Operating Costs - Other - Summary	651,670	565,785	700,196	-	-	700,196	712,140	629,490	642,080	654,910
TOTAL OPERATING COSTS	**8,238,988**	**7,968,753**	**8,374,349**	**25,900**	**167,346**	**8,567,595**	**8,644,542**	**8,630,356**	**8,811,880**	**8,997,213**
*Percentage Increase over prior year	0.00%	-3.28%	1.64%	0.31%	2.03%	3.99%	0.90%	-0.16%	2.10%	2.10%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	72,667	44,072	-	-	44,072	42,085	135,443	131,622	127,589
Transfer to Operating Reserve Fund	-	85,521	-	-	-	-	64,894	66,317	67,777	69,294
TOTAL CAPITAL / RESERVES	-	158,188	44,072	-	-	44,072	106,979	201,760	199,399	196,883
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	8,238,988	8,126,941	8,418,421	25,900	167,346	8,611,667	8,751,521	8,832,116	9,011,279	9,194,096
*Percentage Increase over prior year	0.00%	-1.36%	2.18%	0.31%	2.03%	4.52%	1.62%	0.92%	2.03%	2.03%
Allocation Recovery - Environmental Services	(8,188,993)	(8,076,946)	(8,398,007)	(25,900)	(167,346)	(8,591,253)	(8,751,521)	(8,832,116)	(9,011,279)	(9,194,096)
OPERATING COSTS LESS INTERNAL RECOVERIES	49,995	49,995	20,413	-	-	20,413	-	-	-	-
*Percentage Increase over prior year	0.00%	0.00%	-59.17%	0.00%	0.00%	-59.17%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
(Surplus) / Deficit		(0)								
Balance C/F from Prior to Current year	(49,995)	(49,995)	-	-	-	-	-	-	-	-
Recovery Cost	-	-	-	-	-	-	-	-	-	-
Transfer From Operating Reserve	-	-	(20,413)	-	-	(20,413)	-	-	-	-
TOTAL REVENUE	(49,995)	(49,995)	(20,413)	-	-	(20,413)	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Costs recovered internally										
AUTHORIZED POSITIONS:										
Salaried	55.95	55.95	55.95	0.00	0.00	55.95	56.30	56.30	56.30	56.30
Term	1.00	1.00	0.00	2.35	1.00	3.35	2.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.578 Environmental Protection	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$340,000	$620,372	$118,487	$141,384	$54,350	$123,372	$1,057,965
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$285,000	$45,000	$43,000	$90,000	$43,000	$506,000
		$340,000	**$905,372**	**$163,487**	**$184,384**	**$144,350**	**$166,372**	**$1,563,965**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$340,000	$905,372	$163,487	$184,384	$144,350	$166,372	$1,563,965
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$340,000	**$905,372**	**$163,487**	**$184,384**	**$144,350**	**$166,372**	**$1,563,965**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.578

Service Name: Environmental Protection

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Replacement	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement & Water Cart	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment & water cart	$525,000	E	ERF	$40,000	$184,000	$77,000	$108,000	$39,000	$77,000	$525,000
18-02	Replacement	Annual Computer equipment replacement	ERF replacement of computer equipment	$157,965	E	ERF		$46,372	$26,487	$23,384	$15,350	$46,372	$157,965
18-03	Replacement	Annual vehicle replacement	ERF replacement of vehicles	$506,000	V	ERF		$285,000	$45,000	$43,000	$90,000	$43,000	$506,000
18-04	Replacement	Furniture replacement	ERF replacement of furniture	$90,000	E	ERF		$70,000	$10,000	$10,000	$0	$0	$90,000
19-01	Replacement	IT Database Programs	Address based database & EQIS	$300,000	E	ERF	$300,000	$300,000	$0	$0	$0	$0	$300,000
20-01	New	Furniture	New furniture	$25,000	E	ERF		$20,000	$5,000	$0	$0	$0	$25,000
			GRAND TOTAL	**$1,603,965**			**$340,000**	**$905,372**	**$163,487**	**$184,384**	**$144,350**	**$166,372**	**$1,603,965**

Service:	1.578	Environmental Protection

Project Number	18-01	**Capital Project Title**	Annual Scientific/Field/Outreach/Printers/Copiers equipment replacement & Water Cart	**Capital Project Description**	ERF replacement of Scientific/Field/Outreach /Printers/Copiers equipment & water cart
Project Rationale	Replacement of routine sampling/outreach/printers/copiers equipment & water cart.				

Project Number	18-02	**Capital Project Title**	Annual Computer equipment replacement	**Capital Project Description**	ERF replacement of computer equipment
Project Rationale	Routine replacement of various computer equipment due to end of calculated lifecycle (4yrs). Note: expense is calculated on 2021 values + 2%. Each year includes a number of standard desktop/laptop replacements scheduled by IT.				

Project Number	18-03	**Capital Project Title**	Annual vehicle replacement	**Capital Project Description**	ERF replacement of vehicles
Project Rationale	2022-Replace F11001(Dodge Caravan), F14005(Jeep Patriot), F11003(Ford Ranger), F11009(Ford Transit), F01111(Chev Colorado) & F01117(Jeep Patriot-CCC). 2023-Replace F14019(Dodge Caravan). 2024-Replace F16007(Kia Soul-CCC). 2025- Replace F18018(Nissan NV200-EMP) & F18019(Nissan NV200-EMP). 2026-Replace F18029(Kia Soul).				

Project Number	18-04	**Capital Project Title**	Furniture replacement	**Capital Project Description**	ERF replacement of furniture
Project Rationale	Replacement for stand-up desks & office chairs				

Project Number	19-01	**Capital Project Title**	IT Database Programs	**Capital Project Description**	Address based database & EQIS
Project Rationale	Database development and maintenance - Address based database & EQIS				

Project Number	20-01	**Capital Project Title**	Furniture	**Capital Project Description**	New furniture
Project Rationale	Office chairs, desks, cubicle walls,, bookshelves and monitor arms.				

1.578 Environmental Protection
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Environmental Protection

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105525 (105522)	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	773,577	780,833	780,833	780,833	780,833	780,833
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	7,257	-	-	-	-	-
Total projected year end balance	**780,833**	**780,833**	**780,833**	**780,833**	**780,833**	**780,833**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Reserve balance retained for charge-out rate stabilization

1.578 Environmental Protection
Equipment Reserve Summary
2022 - 2026 Financial Plan

ERF Reserve Cash Flow

Environmental Protection is responsible for providing scientific and technical expertise in order to protect the region's environmental resources and functions. Key areas of focus are the Climate Action Program, Integrated Watershed Management, Wastewater and Marine Environment Program. The total historical value as of Dec 31, 2019, for vehicles and equipment, was $367K with a replacement value on equipment of $442K*.

Equipment Replacement Fund	Estimate	Budget				
Fund: 1022 Fund Center: 101492	2021	2022	2023	2024	2025	2026
Beginning Balance	1,317,608	1,275,834	414,534	293,132	244,191	231,463
Planned Purchase (Based on Capital Plan)	(90,118)	(905,372)	(163,487)	(184,384)	(144,350)	(166,372)
Transfer to Capital Fund						
Transfer from Operating Budget	72,667	44,072	42,085	135,443	131,622	127,589
Interest Income*	(24,323)	-	-	-	-	-
Total projected year end balance	**1,275,834**	**414,534**	**293,132**	**244,191**	**231,463**	**192,680**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Contributions from Operating budget reduced starting 2016.

1.579 Environmental Sustainability HQ Water Quality
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Environmental Sustainability HQ Water Quality

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105517	Estimate	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	347,455	328,256	307,843	372,737	439,054	506,831
Planned Purchase	(108,000)		-	-	-	-
Transfer from Ops Budget	85,521	(20,413)	64,894	66,317	67,777	69,294
Interest Income*	3,280	-	-	-	-	-
Total projected year end balance	**328,256**	**307,843**	**372,737**	**439,054**	**506,831**	**576,125**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.579 Environmental Sustainability HQ Water Quality
Equipment Reserve Summary
2022 - 2026 Financial Plan

ERF Reserve Cash Flow

Water Quality Senior Budget - Equipment Replacement for Equipment

Equipment Replacement Fund Fund: 1022 Fund Center: 102075	**Estimate**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	21,358	21,358	21,358	21,358	21,358	21,358
Planned Purchase (Based on Capital Plan)		-	-	-	-	-
Transfer from Operating Budget		-	-	-	-	-
Interest Income*		-	-	-	-	-
Total projected year end balance	**21,358**	**21,358**	**21,358**	**21,358**	**21,358**	**21,358**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
ERF Reserve to fund replacement of equipment used by the staff of the Environmental Water Quality Division.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Source Control

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.755 Regional Source Control Program **Committee: Environmental Services**

DEFINITION:

Provides for the control of the direct or indirect discharge of contaminants into or through facilities connected to sewage facilities under the regulatory authority of the Capital Regional District. Est. Bylaw No. 2402, 1996, amended Bylaw No. 3351, December 2006.

SERVICE DESCRIPTION:

Source control is a waste management strategy aimed at reducing contaminants that industries, businesses, institutions and households discharge to sanitary sewers. Source control focuses on point-of-discharge reductions in contaminants in order to protect: sewage collection and treatment systems, the quality of treatment plant sewage sludge and biosolids, the marine receiving environment and public and worker health and safety.

PARTICIPATION:

All municipalities, electoral areas and first nations taxation areas of the Capital Regional District

MAXIMUM LEVY:

Greater of $1,100,000 or $0.037 / $1,000 of actual assessments

COMMITTEE:

Parks and Environment

FUNDING:

Requisition, permit fees and other fees

COST APPORTIONMENT:

(1) Fees.
(2) Based on annual flow of sewage among each municipal and electoral participation area into sewage facilities owned or operated by the CRD.
(3) Remaining balance apportioned to all participating members on the basis of converted net taxable value of land and improvements.

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.755 Regional Source Control Program **Committee: Environmental Services**

	Estimated Yearly Flow	% of Total Flows	
Saanich	9,670,079	26.35%	
Oak Bay	3,069,465	8.11%	
Victoria	12,913,159	35.62%	
Esquimalt	2,204,366	5.72%	
View Royal	865,716	2.38%	
Colwood	1,235,991	3.41%	
Langford	2,872,068	7.21%	88.80%
Sidney	1,303,450	3.71%	
Central Saanich	1,379,908	3.90%	
North Saanich	502,860	1.44%	
Esquimalt Band	25,336	0.07%	
Tseycum Band	11,993	0.03%	
Pauquachin Band	27,618	0.08%	
Songhees Band	224,030	0.64%	
D.N.D.	133,506	0.41%	
Institute of Ocean Sciences (I.O.S.)	4,083	0.02%	
Ganges Sewer	155,257	0.51%	
Maliview Sewer	18,841	0.05%	
Magic Lake Estates Sewer	100,832	0.29%	
Port Renfrew Sewer	19,380	0.06%	11.20%
TOTAL	**36,737,938**	**100.00%**	**100.00%**

3.755 - REGIONAL SOURCE CONTROL PROGRAM	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Allocations - EPro Labour	1,344,687	1,207,226	1,342,112	-	-	1,342,112	1,368,954	1,396,333	1,424,260	1,452,745
Operation - Other Costs	110,276	152,807	149,166	-	-	149,166	152,208	155,311	158,475	161,719
Contract For Services	75,000	92,000	98,000	-	-	98,000	99,960	101,960	104,000	106,080
Consultant Expenses	155,273	50,000	54,469	-	-	54,469	55,560	56,670	57,800	58,960
TOTAL OPERATING COSTS	**1,685,236**	**1,502,033**	**1,643,747**	**-**	**-**	**1,643,747**	**1,676,682**	**1,710,274**	**1,744,535**	**1,779,504**
*Percentage Increase over prior year	0.00%	-10.87%	-2.46%	0.00%	0.00%	-2.46%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	72,096	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	72,096	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	1,685,236	1,574,129	1,643,747	-	-	1,643,747	1,676,682	1,710,274	1,744,535	1,779,504
*Percentage Increase over prior year	0.00%	-6.59%	-2.46%	0.00%	0.00%	-2.46%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	(54,610)	(40,000)	(54,610)	-	-	(54,610)	(55,700)	(56,810)	(57,950)	(59,110)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	1,630,626	1,534,129	1,589,137	-	-	1,589,137	1,620,982	1,653,464	1,686,585	1,720,394
*Percentage Increase over prior year	0.00%	-5.92%	-2.54%	0.00%	0.00%	-2.54%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	(67,096)	(67,096)	-	-	-	-	-	-	-	-
Fees Charged	(53,900)	(53,900)	(54,980)	-	-	(54,980)	(56,080)	(57,200)	(58,340)	(59,510)
Revenue - Other	(2,030)	(500)	(2,070)	-	-	(2,070)	(2,110)	(2,150)	(2,190)	(2,230)
Grants in Lieu of Taxes	(89,593)	(89,593)	(89,593)	-	-	(89,593)	(89,593)	(91,380)	(93,220)	(95,090)
Transfer From Operating Reserve	(94,967)	-	(92,993)	-	-	(92,993)	(96,708)	(98,713)	(100,734)	(102,821)
TOTAL REVENUE	(307,586)	(211,089)	(239,636)	-	-	(239,636)	(244,491)	(249,443)	(254,484)	(259,651)
REQUISITION	**(1,323,040)**	**(1,323,040)**	**(1,349,501)**	**-**	**-**	**(1,349,501)**	**(1,376,491)**	**(1,404,021)**	**(1,432,101)**	**(1,460,743)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Oak Bay, C. Saanich, N. Saanich, Langford; Sewered Local Areas of Ganges, Maliview, Magic Lakes, Pt. Renfrew, DND, Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.755 Regional Source Control Program
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Regional Source Control Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105504	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	483,375	560,034	467,041	370,333	271,620	170,886
Planned Purchase	-	-	-	-	-	-
Transfer to/from Ops Budget	72,096	(92,993)	(96,708)	(98,713)	(100,734)	(102,821)
Interest Income*	4,563	-	-	-	-	-
Total projected year end balance	**560,034**	**467,041**	**370,333**	**271,620**	**170,886**	**68,065**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Septage Disposal Agreement

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.700 Septage Disposal Program **Committee: Core Area Liquid Waste Management**

DEFINITION:

Provision of septage disposal facilities for all areas of the Regional District and to compel persons within all or designated portions of the region to make use of any system established for the disposal of septage and to prescribe the terms and conditions from which persons make use of such system and to impose fines and penalties in respect thereof (Letters Patent - June 1, 1978).

SERVICE DESCRIPTION:

The service provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd.

PARTICIPATION:

All member municipalities except Saltspring Island and Outer Gulf Islands. Operating and debt costs not met by user charges to be recovered by requisition to all participating members based on member percentage of participant septage input. Properties located in municipalities and capable of being drained into a municipal sanitary sewer are exempt from any levy. Properties connected to a sewage collection system within an electoral area may be exempted by by-law. Annual net cost not to exceed $0.63/1000 on taxable school assessment (excluding property that is taxable for school purposes only Special Act.)

NON-PARTICIPANT, in relation to septage, means septage originating from a municipality or electoral area which does not participate in the septage disposal function under Division XXI of the Supplementary Letters Patent of the Regional District, and as such were charged a higher tipping fee before September 1, 1996. The same tipping fee to be charged to participants and non-participants after September 1, 1996.

COST APPORTIONMENT:

(1) Fees:

User charges permitted by Septage Processing Ltd. to its customers.

Mandatory Waste Tipping Fee:	$0.29 per Imperial Gallon	2016
	$0.30 per Imperial Gallon	2017
	$0.31 per Imperial Gallon	2018
	$0.31 per Imperial Gallon	2019
	$0.32 per Imperial Gallon	2020

Septage Processing Ltd. will submit to the CRD an administration fee of $0.015 per Imperial Gallon.
Other wastes have different user charges.

(2) Remaining balance apportioned to all participating members on the basis of percentage of Septage/Sewage delivered to the Septage Facility in 2020.

	2021 Budget
Central Saanich	3.9270%
Colwood	6.8858%
Esquimalt	1.2627%
Highlands	20.7219%
Langford	9.3228%
Metchosin	3.7333%
North Saanich	5.4720%
Oak Bay	0.0813%
Saanich	10.5608%
Sidney	1.4286%
Sooke	8.5306%
Victoria	27.1744%
View Royal	0.2944%
Port Renfrew	0.5850%
Juan de Fuca	0.0194%
	100.00%

MAXIMUM LEVY:

$0.63 / $1,000 on taxable school assessments (excluding property that is taxable for school purposes only).

Service: 3.700 Septage Disposal Program **Committee: Core Area Liquid Waste Management**

SPL Liquid Waste Volumes - 2020

	Septage Vol[1]	FOG Vol[2]	Other Vol[3]	TOTAL	Total %	Septage %[1]	FOG %[2]	Other %[3]
Central Saanich	248,837	27,317	93,268	369,422	3.93%	67.4	7.4	25.2
Colwood	589,907	3,558	54,305	647,770	6.89%	91.1	0.5	8.4
Esquimalt	1,200	10,697	106,892	118,789	1.26%	1.0	9.0	90.0
Highlands	133,541	0	1,815,829	1,949,370	20.72%	6.9	0.0	93.1
Langford	569,197	24,751	283,073	877,021	9.32%	64.9	2.8	32.3
Metchosin	311,193	5,352	34,658	351,203	3.73%	88.6	1.5	9.9
North Saanich	412,839	250	101,673	514,762	5.47%	80.2	0.0	19.8
Oak Bay	690	3,137	3,817	7,644	0.08%	9.0	41.0	49.9
Saanich	605,136	34,435	353,913	993,484	10.56%	60.9	3.5	35.6
Sidney	19,869	2,069	112,453	134,391	1.43%	14.8	1.5	83.7
Sooke	601,668	2,505	198,322	802,495	8.53%	75.0	0.3	24.7
Victoria	34,851	796,888	1,724,627	2,556,366	27.17%	1.4	31.2	67.5
View Royal	14,574	5,542	7,577	27,693	0.29%	52.6	20.0	27.4
Port Renfrew	19,552	1,165	34,319	55,036	0.59%	35.5	2.1	62.4
Juan de Fuca	1,827	0	0	1,827	0.02%	100.0	0.0	0.0
TOTAL	3,564,881	917,666	4,924,726	9,407,273	100%			

Notes:
1. Septage = Institutional, Commercial, and Residential
2. FOG = Fats, Oils and Greases
3. Other = Portable Toilets, San. Sew. Ships, San. Sew. Docks, PIT toilet, Car Wash, Catch Basin, Sew. Sludge, Other (whey, dairy, brewery), and Lift Station

3.700 - SEPTAGE DISPOSAL AGREEMENT	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	125,728	76,460	111,589	-	-	111,589	113,636	116,047	118,380	120,778
Contract For Services	14,901	15,826	18,525	-	-	18,525	18,900	19,285	19,662	20,053
TOTAL OPERATING COSTS	**140,629**	**92,286**	**130,114**	**-**	**-**	**130,114**	132,536	135,332	138,042	140,831
*Percentage Increase over prior year	0.00%	-34.38%	-7.48%	0.00%	0.00%	-7.48%	1.86%	2.11%	2.00%	2.02%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Sewer Capital	65,891	106,456	92,388	-	-	92,388	34,937	35,493	36,197	36,892
	-									
TOTAL CAPITAL / RESERVES	65,891	106,456	92,388	-	-	92,388	34,937	35,493	36,197	36,892
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
	-									
TOTAL COSTS	206,520	198,742	222,502	-	-	222,502	167,473	170,825	174,239	177,723
*Percentage Increase over prior year	0.00%	-3.77%	7.74%	0.00%	0.00%	7.74%	-24.73%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
	-									
OPERATING COSTS LESS INTERNAL RECOVERIES	206,520	198,742	222,502	-	-	222,502	167,473	170,825	174,239	177,723
*Percentage Increase over prior year	0.00%	-3.77%	7.74%	0.00%	0.00%	7.74%	-24.73%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	(0)	(0)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,623)	(2,623)	(2,623)	-	-	(2,623)	(2,623)	(2,675)	(2,729)	(2,784)
Fees Charged	(2,540)	(2,540)	(2,540)	-	-	(2,540)	(2,590)	(2,640)	(2,690)	(2,740)
Sale of Goods and Services	(150,000)	(142,222)	(165,000)	-	-	(165,000)	(160,000)	(163,200)	(166,460)	(169,790)
Revenue - Other	(2,220)	(2,220)	(2,220)	-	-	(2,220)	(2,260)	(2,310)	(2,360)	(2,410)
TOTAL REVENUE	(157,383)	(149,605)	(172,383)	-	-	(172,383)	(167,473)	(170,825)	(174,239)	(177,724)
REQUISITION	**(49,137)**	**(49,137)**	**(50,119)**	**-**	**-**	**(50,119)**	**0**	**0**	**(0)**	**0**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	-100.00%	-69.65%	-169.92%	-223.39%
PARTICIPANTS: All Muniipalities										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Millstream Site Remediation

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.701 Millstream Site Remediation **Committee: Environmental Services**

DEFINITION:

Establishment Bylaw No. 3519, as amended, establishes a service for the purpose of the remediation of lands legally described as Lot A, Section 5, Range 3 West, Highland District, Plan 40349 operated as the Millstream Meadows Sewage Septage Facility (the "**Millstream Site**") and any other lands that may, now or in future, be affected by the operation of the Millstream Site as a sewage septage disposal facility.

SERVICE DESCRIPTION:

The service oversees the investigation and remediation of the former septage disposal site located at Millstream Meadows.

PARTICIPATION:

Municipality	Percentage
City of Colwood	15.58%
City of Victoria	13.34%
District of Central Saanich	4.92%
Township of Esquimalt	2.71%
City of Langford	13.97%
District of Saanich	22.59%
District of Oak Bay	2.45%
District of North Saanich	4.83%
District of Metchosin	3.17%
Town of Sidney	1.66%
Town of View Royal	2.87%
District of Highland	0.95%
District of Sooke	6.88%
Juan de Fuca	4.08%
	100.00%

MAXIMUM LEVY:

Greater of $1,400,000 or the amount equal to the amount that could be raised by a property value tax rate of $0.021 per $1,000 which when applied to the net taxable value of the land and improvements within the Service Area.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3513 (May 14, 2008)	Amended 3662 (Mar 2010)	$7,550,000
Borrowed:	SI Bylaw No. 3547 (July 9, 2008)	5 yr term	($3,850,000)
	SI Bylaw No. 3725	15 yr term	($288,234)
	SI Bylaw No. 3817 (May 2012)	15 yr term	($200,000)
	SI Bylaw No. 3882 (May 2013)	15 yr term	($600,000)
	SI Bylaw No. 3910 (July 2013)	15 yr term	($611,766)
Remaining:	Expired		$2,000,000

COMMITTEE:

Parks & Environment

FUNDING:

Capital Project cost shared:

- Agreement with provincial Ministry of Agriculture and Lands (MAL) – 39% of eligible capital costs
- CRD Share is 61% of eligible costs and 100% of ineligible costs
  - Funds on Hand $1,643,000
  - Debt Servicing – up to $5,550,000 funded from property tax from the above participating areas
  - Effective 2010, 50% of the net annual costs of site remediation of the Millstream Meadows Sewage Septage Facility is funded from the annual Solid Waste Disposal Budget

3.701 - MILLSTREAM SITE REMEDIATION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Allocations	1,441	1,441	382	-	-	382	390	398	406	414
TOTAL OPERATING COSTS	**1,441**	**1,441**	**382**	**-**	**-**	**382**	390	398	406	414
*Percentage Increase over prior year	0.00%	0.00%	-73.49%	0.00%	0.00%	-73.49%	2.09%	2.05%	2.01%	1.97%
CAPITAL / RESERVE										
Transfer to Sewer Capital Fund (Millstream)	233,710	233,710	100,000	-	-	100,000	-	-	-	-
TOTAL CAPITAL / RESERVES	233,710	233,710	100,000	-	-	100,000	-	-	-	-
Debt Expenditures	138,920	138,920	138,920	-	-	138,920	138,920	138,920	138,920	138,920
TOTAL COSTS	374,071	374,071	239,302	-	-	239,302	139,310	139,318	139,326	139,334
*Percentage Increase over prior year	0.00%	0.00%	-36.03%	0.00%	0.00%	-36.03%	-41.78%	0.01%	0.01%	0.01%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	374,071	374,071	239,302	-	-	239,302	139,310	139,318	139,326	139,334
*Percentage Increase over prior year	0.00%	0.00%	-36.03%	0.00%	0.00%	-36.03%	-41.78%	0.01%	0.01%	0.01%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(20,150)	(20,150)	(20,150)	-	-	(20,150)	(20,150)	(20,150)	(20,150)	(20,150)
Transfer From Own Funds	(176,961)	(176,961)	(109,576)	-	-	(109,576)	(59,580)	(59,584)	(59,588)	(59,592)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(197,111)	(197,111)	(129,726)	-	-	(129,726)	(79,730)	(79,734)	(79,738)	(79,742)
REQUISITION	**(176,961)**	**(176,961)**	**(109,576)**	**-**	**-**	**(109,576)**	**(59,580)**	**(59,584)**	**(59,588)**	**(59,592)**
*Percentage Increase over prior year	0.00%	0.00%	-38.08%	0.00%	0.00%	-38.08%	-45.63%	0.01%	0.01%	0.01%
PARTICIPANTS: All Municipalities and JDF Electoral Area										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.701 Millstream Site Remediation	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$433,000	$433,000	$0	$0	$0	$0	$433,000
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$433,000	**$433,000**	**$0**	**$0**	**$0**	**$0**	**$433,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$264,000	$264,000	$0	$0	$0	$0	$264,000
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$169,000	$169,000	$0	$0	$0	$0	$169,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$433,000	**$433,000**	**$0**	**$0**	**$0**	**$0**	**$433,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.701

Service Name: Millstream Site Remediation

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation	$14,705,734	L	Cap	$264,000	$264,000	$0	$0	$0		$264,000
17-01	Renewal	Millstream Meadows Remediation	CRD contaminated site remediation		L	Grant	$169,000	$169,000	$0	$0	$0		$169,000
			GRAND TOTAL	**$14,705,734**			**$433,000**	**$433,000**	**$0**	**$0**	**$0**	**$0**	**$433,000**

Service:	3.701	Millstream Site Remediation

Project Number	17-01	**Capital Project Title**	Millstream Meadows Remediation	**Capital Project Description**	CRD contaminated site remediation
Project Rationale	Millstream Site Remediation: 2017/2018 Detailed Site Investigation (Part 2), 2018/2019 Remediation/Risk Assessment(includes Planning/Estimating), 2019/2020 Finalize Site Investigation and Remediation/Risk Assessment, 2020/2021 Make application for Provincial certification, 2021/2022 Project Completion and site divestment				

CAPITAL REGIONAL DISTRICT

2022 BUDGET

L.W.M.P On-Site Systems Management Program

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.707 LWMP On Site Systems Management Program **Committee: Environmental Services**

DEFINITION:

CRD Bylaw No. 3478 (adopted March 19, 2008) establishing a service for the purpose of developing and implementing a management program for the onsite sewage systems in the service area.
Regulation Bylaw No. 3479 approved April 9, 2008.

SERVICE DESCRIPTION:

To reduce the impacts of failing septic (onsite) systems on human health and the environment through education and regulatory requirements. The Onsite Sewage Management Program (OMP) includes regulatory Bylaw No. 3479, outlining pump-out and maintenance requirements for owners of onsite systems. The program monitors residential compliance with the Bylaw and focuses on education to promote awareness and understanding of onsite system maintenance and care.

PARTICIPATION:

The participating areas are:

	2021 Budget Onsite Systems	%
Colwood	3,298	42.81%
Langford	2,092	27.15%
Saanich	2,254	29.26%
View Royal	60	0.78%
	7,704	100.00%

Note 1: Cost apportionment based on the number of parcels having onsite disposal systems within a participating area as a percentage of the total number of parcels having onsite sewage disposal systems within the service area.

MAXIMUM LEVY:

Greater of $211,070 or the amount that could be raised by a property value tax rate of $0.008 / $1,000 when applied to the net taxable value of land and improvements within the service area.

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Parks & Environment

FUNDING:

Parcel tax area created by each jurisdiction apportioned among all properties other than those parcels that are not connected to an onsite sewage disposal system.

3.707 - LWMP - ON SITE SYSTEM MANAGEMENT PROGRAM	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	200,437	87,927	157,752	-	-	157,752	160,922	164,149	167,435	170,793
Contract For Services	6,000	30,000	30,000	-	-	30,000	30,600	31,210	31,830	32,470
TOTAL OPERATING COSTS	**206,437**	**117,927**	**187,752**	**-**	**-**	**187,752**	191,522	195,359	199,265	203,263
*Percentage Increase over prior year	0.00%	-42.87%	-9.05%	0.00%	0.00%	-9.05%	2.01%	2.00%	2.00%	2.01%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	87,206	175,716	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	87,206	175,716	-	-	-	-	-	-	-	-
TOTAL COSTS	293,643	293,643	187,752	-	-	187,752	191,522	195,359	199,265	203,263
*Percentage Increase over prior year	0.00%	0.00%	-36.06%	0.00%	0.00%	-36.06%	2.01%	2.00%	2.00%	2.01%
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	293,643	293,643	187,752	-	-	187,752	191,522	195,359	199,265	203,263
*Percentage Increase over prior year	0.00%	0.00%	-36.06%	0.00%	0.00%	-36.06%	2.01%	2.00%	2.00%	2.01%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		(0)								
Balance C/F from Prior to Current year	(102,986)	(102,986)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(9,217)	(9,217)	(9,270)	-	-	(9,270)	(9,270)	(9,450)	(9,630)	(9,820)
TOTAL REVENUE	(112,203)	(112,203)	(9,270)	-	-	(9,270)	(9,270)	(9,450)	(9,630)	(9,820)
REQUISITION	**(181,440)**	**(181,440)**	**(178,482)**	**-**	**-**	**(178,482)**	**(182,252)**	**(185,909)**	**(189,635)**	**(193,443)**
*Percentage Increase over prior year	0.00%	0.00%	-1.63%	0.00%	0.00%	-1.63%	2.11%	2.01%	2.00%	2.01%
PARTICIPANTS: Colwood, Langford, Saanich, View Royal										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.707 L.W.M.P. On Site Systems Management Program
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

L.W.M.P. On Site Systems Management Program

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Actuals	Budget				
Fund: 1500 Fund Center: 105526	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	111,502	288,271	288,271	288,271	288,271	288,271
Planned Purchase	-		-	-	-	-
Transfer from Ops Budget	175,716	-	-	-	-	-
Interest Income*	1,053	-	-	-	-	-
Total projected year end balance	**288,271**	**288,271**	**288,271**	**288,271**	**288,271**	**288,271**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

L.W.M.P. (Peninsula)

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Environmental Services**

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

MAXIMUM LEVY:

Greater of $5,663,000 or $1.56 / $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Parks & Environment

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Environmental Services**

	Operating
Central Saanich	43.31%
North Saanich (*see note below)	15.78%
Sidney	40.91%
Total	**100.00%**

Note:
* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

3.720 - LWMP (PENINSULA)	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	82,728	82,807	34,766	-	65,000	99,766	35,460	36,168	36,890	37,624
Contract For Services	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**82,728**	**82,807**	**34,766**	**-**	**65,000**	**99,766**	35,460	36,168	36,890	37,624
*Percentage Increase over prior year	0.00%	0.10%	-57.98%	0.00%	78.57%	20.60%	-64.46%	2.00%	2.00%	1.99%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	19,361	-	-	19,361	19,750	20,146	20,550	20,965
TOTAL CAPITAL / RESERVES	-	-	19,361	-	-	19,361	19,750	20,146	20,550	20,965
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	82,728	82,807	54,127	-	65,000	119,127	55,210	56,314	57,440	58,589
*Percentage Increase over prior year	0.00%	0.10%	-34.57%	0.00%	78.57%	44.00%	-53.65%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	82,728	82,807	54,127	-	65,000	119,127	55,210	56,314	57,440	58,589
*Percentage Increase over prior year	0.00%	0.10%	-34.57%	0.00%	78.57%	44.00%	-53.65%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(200)	(200)	(200)	-	-	(200)	(204)	(208)	(212)	(216)
Transfer From Operating Reserve	(29,658)	(29,737)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(29,858)	(29,937)	(200)	-	-	(200)	(204)	(208)	(212)	(216)
REQUISITION	**(52,870)**	**(52,870)**	**(53,927)**	**-**	**(65,000)**	**(118,927)**	**(55,006)**	**(56,106)**	**(57,228)**	**(58,373)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	122.94%	124.94%	-53.75%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105527	2021	2022	2023	2024	2025	2026
Beginning Balance	40,947	11,597	30,958	50,708	70,854	91,404
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	(29,737)	19,361	19,750	20,146	20,550	20,965
Interest Income*	387	-	-	-	-	-
Total projected year end balance	**11,597**	**30,958**	**50,708**	**70,854**	**91,404**	**112,369**

Assumptions/Background:
Retain reserve balance for future LWMP planning projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

L.W.M.P. - Core and West Shore

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.750 **L.W.M.P. - Core and West Shore** **Committee: Core Area Liquid Waste Management**

DEFINITION:

To provide under authority of Trunk Sewers and Sewer Disposal Letters of Patent for the study, design, monitoring, materials acquisition, construction, equipment acquisition and all works necessary for the preparation of a Liquid Waste Management Plan and any related works within the Capital Regional District. Establishment Bylaw No. 2312 (1995), amended by Bylaw No. 3028 (2002), 3319 (2006), and 4304 (2020).

SERVICE DESCRIPTION:

To manage the Core Area and West Shore Liquid Waste Management Plan (CALWMP) and implement the commitments approved under the plan

- planning, siting, reporting, amendment preparation, implementation of commitments, public communications, liquid and solid resource recovery development

PARTICIPATION:

	Flow Amounts*	Allocation for 2021
Colwood	1,235,991	3.72%
Esquimalt	2,337,872	7.04%
Langford	2,872,068	8.65%
Oak Bay	3,069,465	9.24%
Saanich	9,670,079	29.11%
Victoria	12,913,159	38.88%
View Royal	865,716	2.61%
Esquimalt Nation	25,336	0.08%
Songhees Nation	224,030	0.67%
TOTAL	33,213,716	100.000%

* = Average Annual Flow

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.750 - LWMP - CORE AND WEST SHORE	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	178,461	178,462	178,704	-	-	178,704	182,152	185,808	189,536	193,335
Consultant Expenses	100,000	100,000	102,000	-	-	102,000	104,040	106,120	108,240	110,400
Contract For Services	35,600	35,600	36,312	-	-	36,312	37,038	37,780	38,545	39,312
TOTAL OPERATING COSTS	**314,061**	**314,062**	**317,016**	**-**	**-**	**317,016**	**323,230**	**329,708**	**336,321**	**343,047**
*Percentage Increase over prior year	0.00%	0.00%	0.94%	0.00%	0.00%	0.94%	1.96%	2.00%	2.01%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	50,002	50,002	50,002	-	-	50,002	50,002	50,002	50,002	50,002
TOTAL CAPITAL / RESERVES	50,002	50,002	50,002	-	-	50,002	50,002	50,002	50,002	50,002
TOTAL COSTS	364,063	364,064	367,018	-	-	367,018	373,232	379,710	386,323	393,049
*Percentage Increase over prior year	0.00%	0.00%	0.81%	0.00%	0.00%	0.81%	1.69%	1.74%	1.74%	1.74%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	364,063	364,064	367,018	-	-	367,018	373,232	379,710	386,323	393,049
*Percentage Increase over prior year	0.00%	0.00%	0.81%	0.00%	0.00%	0.81%	1.69%	1.74%	1.74%	1.74%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(20,767)	(20,767)	(20,767)	-	-	(20,767)	(21,182)	(21,610)	(22,040)	(22,480)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(20,767)	(20,767)	(20,767)	-	-	(20,767)	(21,182)	(21,610)	(22,040)	(22,480)
REQUISITION	**(343,296)**	**(343,297)**	**(346,251)**	**-**	**-**	**(346,251)**	**(352,050)**	**(358,100)**	**(364,283)**	**(370,569)**
*Percentage Increase over prior year	0.00%	0.00%	0.86%	0.00%	0.00%	0.86%	1.67%	1.72%	1.73%	1.73%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, Oak Bay, View Royal, and Songhees and Esquimalt Bands										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

3.750 L.W.M.P. Core and West Shore
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

L.W.M.P. Core and West Shore

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105528	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	819,541	494,010	544,012	594,014	644,016	694,018
Planned Purchase	(400,000)	-	-	-	-	-
Transfer from Ops Budget	50,002	50,002	50,002	50,002	50,002	50,002
Interest Income*	24,467	-	-	-	-	-
Total projected year end balance	**494,010**	**544,012**	**594,014**	**644,016**	**694,018**	**744,020**

Assumptions/Background:
Retain reserve balance for future LWMP planning projects

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

L.W.M.P. - Harbour Studies

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.752 L.W.M.P. - Harbour Studies **Committee: Core Area Liquid Waste Management**

DEFINITION:

Core Area Liquid Waste Management Plan program - provides for the CRD to work in partnership with other agencies to protect and improve the environmental quality of Victoria and Esquimalt harbours. Establishment Bylaw No. 3743, February 16, 2011, as amende by Bylaw No. 3837 (2012).

SERVICE DESCRIPTION:

The service coordinates harbour environmental protection and improvement efforts among community, local governments and senior governments under the Core Area LWMP.

PARTICIPATION:

	2021 Allocation
City of Colwood	6.1735%
City of Victoria	30.0869%
Township of Esquimalt	6.0594%
City of Langford	14.0433%
District of Saanich	39.8674%
Town of View Royal	3.7695%
TOTAL	100.000%

MAXIMUM LEVY:

Greater of $350,000 or $0.0064 per $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

3.752 - LWMP - HARBOURS STUDIES	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Allocations - EPro Labour	335,238	21,625	298,773	-	-	298,773	304,748	310,843	317,060	323,402
Consultant Expenses	-	-	25,226	-	-	25,226	25,728	26,257	26,765	27,293
Contract for Services	6,336	-	12,000	-	-	12,000	12,240	12,480	12,730	12,980
Operating - Other Costs	550	320,499	12,500	-	-	12,500	12,760	13,009	13,290	13,570
TOTAL OPERATING COSTS	**342,124**	**342,124**	**348,499**	**-**	**-**	**348,499**	355,476	362,589	369,845	377,245
*Percentage Increase over prior year	0.00%	0.00%	1.86%	0.00%	0.00%	1.86%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	342,124	342,124	348,499	-	-	348,499	355,476	362,589	369,845	377,245
*Percentage Increase over prior year	0.00%	0.00%	1.86%	0.00%	0.00%	1.86%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	342,124	342,124	348,499	-	-	348,499	355,476	362,589	369,845	377,245
*Percentage Increase over prior year	0.00%	0.00%	1.86%	0.00%	0.00%	1.86%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year										
Grants in Lieu of Taxes	(23,356)	(23,356)	(23,356)	-	-	(23,356)	(23,830)	(24,310)	(24,800)	(25,300)
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(23,356)	(23,356)	(23,356)	-	-	(23,356)	(23,830)	(24,310)	(24,800)	(25,300)
REQUISITION	**(318,768)**	**(318,768)**	**(325,143)**	**-**	**-**	**(325,143)**	**(331,646)**	**(338,279)**	**(345,045)**	**(351,945)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Colwood, Victoria, Esquimalt, Langford, Saanich, View Royal, Songhees and Esquimalt Bands (New 2021: North Saanich, Sidney, Central Saanich)										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Harbours Environmental Actions Service - Peninsula

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.756 Harbours Environmental Actions Service - Peninsula **Committee: Saanich Peninsula Wastewater Commission**

DEFINITION:

Harbours Envioronmental Action Service for Saanich Peninsula support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. Establishment Bylaw No. 4391, March 10th, 2021

SERVICE DESCRIPTION:

The service coordinates and implement harbours, waterbodies, and watercourses environmental protection and improvement initiaives on and surrounding the Saanich Peninsula, namely Sidney, North Saanich, and Central Saanich

PARTICIPATION:

	2021
Sidney	28.99%
District of North Saanich	28.15%
District of Central Saanich	42.86%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of $75,000 or $0.0049 per $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

N/A

3.756 - HABOUR ENVIRONMENTAL ACTION PENINSULA	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Allocations	3,100	2,877	46,856	-	-	46,856	47,794	48,750	49,724	50,718
Consultant Expenses	-	-	11,000	-	-	11,000	11,220	11,440	11,670	11,900
Contract For Services	-	-	4,300	-	-	4,300	4,390	4,480	4,570	4,660
Operating - other costs	62,190	62,413	4,440	-	-	4,440	4,524	4,617	4,708	4,807
TOTAL OPERATING COSTS	**65,290**	**65,290**	**66,596**	**-**	**-**	66,596	67,928	69,287	70,672	72,085
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	65,290	65,290	66,596	-	-	66,596	67,928	69,287	70,672	72,085
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	65,290	65,290	66,596	-	-	66,596	67,928	69,287	70,672	72,085
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**(65,290)**	**(65,290)**	**(66,596)**	**-**	**-**	**(66,596)**	**(67,928)**	**(69,287)**	**(70,672)**	**(72,085)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Sidney, District of North Saanich, District of Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Climate Action and Adaptation

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.309 Climate Action and Adaptation **Committee: Environmental Services**

DEFINITION:

Establishment Bylaw No. 3510 (Jan 2009), as amended by Bylaw No. 4058 (Feb 2016), to establish and to operate the service of regional climate action coordination, including:

- Collaboration and cooperation with members on climate action and adaptation, including carbon neutrality commitments
- Information dissemination and public education
- Seek funding from other regional levels of government to support regional climate action programs
- Monitoring and reporting on air quality, energy consumption and greenhouse gas emissions

SERVICE DESCRIPTION:

The service facilitates climate change action throughout the region, provides support for emission reduction and adaptation strategies to the corporation and municipal governments, and delivers outreach and education programs to the public.

PARTICIPATION:

All municipalities and electoral areas

MAXIMUM LEVY:

The greater of $459,873 or $0.0036 / $1,000 of taxable value of land and improvements.

MAXIMUM CAPITAL DEBT:

N/A

FUNDING:

Property value tax
Cost apportionment: 50% RPS population and 50% converted assessments

1.309 - CLIMATE ACTION AND ADAPTATION	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	109,038	109,038	-	117,815	-	117,815	120,353	122,946	125,595	128,300
Allocations - EPro Labour	327,219	329,258	333,763	-	-	333,763	340,439	347,247	354,192	361,276
Contract For Services	20,790	25,000	21,206	-	-	21,206	21,630	22,063	22,504	22,954
Consultant Expenses	23,790	27,075	24,266	-	-	24,266	24,750	25,250	25,760	26,280
Operating - Other Costs	95,665	78,900	46,871	-	-	46,871	44,677	9,673	9,660	9,660
Allocations - Others	10,358	10,358	11,755	-	-	11,755	11,991	12,230	12,475	12,724
Insurance Costs	910	910	860	-	-	860	900	940	990	1,040
TOTAL OPERATING COSTS	**587,770**	**580,539**	**438,721**	**117,815**	**-**	**556,536**	**564,740**	**540,349**	**551,176**	**562,234**
*Percentage Increase over prior year	0.00%	-1.23%	-25.36%	20.04%	0.00%	-5.31%	1.47%	-4.32%	2.00%	2.01%
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	1,048	30,340	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	1,048	30,340	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	588,818	610,879	438,721	117,815	-	556,536	564,740	540,349	551,176	562,234
*Percentage Increase over prior year	0.00%	3.75%	-25.49%	20.01%	0.00%	-5.48%	1.47%	-4.32%	2.00%	2.01%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	**588,818**	**610,879**	**438,721**	**117,815**	**-**	**556,536**	**564,740**	**540,349**	**551,176**	**562,234**
*Percentage Increase over prior year	0.00%	3.75%	-25.49%	20.01%	0.00%	-5.48%	1.47%	-4.32%	2.00%	2.01%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		0								
Balance C/F from Prior to Current year	(45,082)	(45,082)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(25,317)	(25,342)	(25,342)	-	-	(25,342)	(25,317)	(25,317)	(25,317)	(25,317)
Grants - Federal/Provincial/Other	(50,000)	(82,000)	-	(50,000)	-	(50,000)	(35,000)	-	-	-
Transfer From Own Funds	(10,000)	(36)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(130,399)	(152,460)	(25,342)	(50,000)	-	(75,342)	(60,317)	(25,317)	(25,317)	(25,317)
REQUISITION	**(458,419)**	**(458,419)**	**(413,380)**	**(67,815)**	**-**	**(481,195)**	**(504,423)**	**(515,032)**	**(525,859)**	**(536,917)**
*Percentage Increase over prior year	0.00%	0.00%	-9.82%	14.79%	0.00%	4.97%	4.83%	2.10%	2.10%	2.10%
PARTICIPANTS: All Municipalities and Electoral Areas										
AUTHORIZED POSITIONS:										
Regular	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00

1.309 Climate Action and Adaptation
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Climate Action and Adaptation

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center: 105503	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Projected year end balance						
Beginning Balance	53,001	83,841	83,841	83,841	83,841	83,841
Planned Project	-	-	-	-	-	-
Transfer from Ops Budget	30,340	-	-	-	-	-
Interest Income*	500	-	-	-	-	-
Total projected year end balance	**83,841**	**83,841**	**83,841**	**83,841**	**83,841**	**83,841**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Assumptions/Background:
Reserve balance retained for projects to be co-funded by grants

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Sooke Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.531 Sooke Stormwater Quality Management **Committee: Electoral Areas**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. "Stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses. Work is conducted for the District of Sooke by annual letter of agreement.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Sooke Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The District of Sooke.

MAXIMUM LEVY:

None stated

MAXIMUM CAPITAL DEBT:

Nil

FUNDING:

Requisition

1.531 - STORMWATER QUALITY - SOOKE	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	20,223	19,682	23,145	-	-	23,145	23,611	24,084	24,567	25,060
Contract For Services	46,181	46,000	-	-	-	-	-	46,307	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**66,404**	**65,682**	**23,145**	**-**	**-**	**23,145**	23,611	70,391	24,567	25,060
*Percentage Increase over prior year	0.00%	-1.09%	-65.15%	0.00%	0.00%	-65.15%	2.01%	198.13%	-65.10%	2.01%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	(28,855)	(28,133)	15,136	-	-	15,136	15,431	(30,567)	16,049	16,367
TOTAL CAPITAL / RESERVES	(28,855)	(28,133)	15,136	-	-	15,136	15,431	(30,567)	16,049	16,367
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	37,549	37,549	38,281	-	-	38,281	39,042	39,824	40,616	41,427
*Percentage Increase over prior year	0.00%	0.00%	1.95%	0.00%	0.00%	1.95%	1.99%	2.00%	1.99%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	37,549	37,549	38,281	-	-	38,281	39,042	39,824	40,616	41,427
*Percentage Increase over prior year	0.00%	0.00%	1.95%	0.00%	0.00%	1.95%	1.99%	2.00%	1.99%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(79)	(79)	(81)	-	-	(81)	(82)	(84)	(86)	(87)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(79)	(79)	(81)	-	-	(81)	(82)	(84)	(86)	(87)
REQUISITION	**(37,470)**	**(37,470)**	**(38,200)**	**-**	**-**	**(38,200)**	**(38,960)**	**(39,740)**	**(40,530)**	**(41,340)**
*Percentage Increase over prior year	0.00%	0.00%	1.95%	0.00%	0.00%	1.95%	1.99%	2.00%	1.99%	2.00%
PARTICIPANTS: Sooke										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.531 Storm Water Quality - Sooke
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Storm Water Quality - Sooke
Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105518	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Projected year end balance						
Beginning Balance	70,847	43,383	58,519	73,950	43,383	59,432
Planned Purchase	(28,133)	-	-	(30,567)	-	-
Transfer from Ops Budget	-	15,136	15,431	-	16,049	16,367
Interest Income*	669	-	-	-	-	-
Total projected year end balance	**43,383**	**58,519**	**73,950**	**43,383**	**59,432**	**75,799**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Core and West Shore Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.536 Core and West Shore Stormwater Quality Management **Committee: Core Area Liquid Waste Management**

DEFINITION:

This program coordinates the management of stormwater quality and surface water resources in cooperation with the seven core municipalities. The program includes investigations to assess shoreline discharges and contaminant sources and protect the marine environment using a watershed management planning approach. Establishment Bylaw 2567, adopted Feb 25, 1998.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Core Area to coordinate the management of stormwater quality and surface water resources. The program includes investigation to assess shoreline discharges and contaminant sources and protect the marine environment using an integrated watershed management approach.

PARTICIPATION:

The apportionment of annual operating costs among the participants shall be on the basis of:

- one sixth in proportion to population of the participants
- one sixth in proportion to land area of the participants
- one third in proportion to converted assessments of the participants
- one third in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participants, as determined by the Capital Region District Board.

The participants are:

City of Colwood
City of Victoria
Township of Esquimalt
District of Langford
District of Oak Bay
District of Saanich
Town of View Royal
Esquimalt Band
Songhees Band

MAXIMUM LEVY:

None listed in Establishing Bylaw

COMMISSION:

Core Area Liquid Waste Management Committee

FUNDING:

Requisition for Stormwater Program and Direct Agreement for coordinator for the Bowker Creek Initiative.

1.536 - STORMWATER QUALITY MANAGEMENT-CORE	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	570,173	588,566	571,191	-	-	571,191	582,646	594,332	606,255	618,426
Contract For Services	91,111	95,000	115,000	-	-	115,000	117,300	119,650	122,040	124,480
Consultant Expenses	59,075	37,000	47,000	-	-	47,000	47,940	48,900	49,880	50,880
TOTAL OPERATING COSTS	**720,359**	**720,566**	**733,191**	**-**	**-**	**733,191**	747,886	762,882	778,175	793,786
*Percentage Increase over prior year	0.00%	0.03%	1.78%	0.00%	0.00%	1.78%	2.00%	2.01%	2.00%	2.01%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	720,359	720,566	733,191	-	-	733,191	747,886	762,882	778,175	793,786
*Percentage Increase over prior year	0.00%	0.03%	1.78%	0.00%	0.00%	1.78%	2.00%	2.01%	2.00%	2.01%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	(33,769)	(33,769)	(34,152)	-	-	(34,152)	(35,532)	(36,240)	(36,960)	(37,700)
OPERATING COSTS LESS INTERNAL RECOVERIES	686,590	686,797	699,039	-	-	699,039	712,354	726,642	741,215	756,086
*Percentage Increase over prior year	0.00%	0.03%	1.81%	0.00%	0.00%	1.81%	1.90%	2.01%	2.01%	2.01%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-								
Grants in Lieu of Taxes	(55,927)	(55,927)	(55,927)	-	-	(55,927)	(57,050)	(58,190)	(59,360)	(60,550)
Transfer From Operating Reserve	(6,003)	(6,210)	(5,959)	-	-	(5,959)	(5,404)	(5,552)	(5,695)	(5,856)
TOTAL REVENUE	(61,930)	(62,137)	(61,886)	-	-	(61,886)	(62,454)	(63,742)	(65,055)	(66,406)
REQUISITION	**(624,660)**	**(624,660)**	**(637,153)**	**-**	**-**	**(637,153)**	**(649,900)**	**(662,900)**	**(676,160)**	**(689,680)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Victoria, Saanich, Esquimalt, View Royal, Langford, Colwood, Songhees Band, Esquimalt Band										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.536 Stormwater Quality Management - Core
Operating Reserve Summary
2022- 2026 Financial Plan

Profile

Stormwater Quality Management - Core

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Actual	Budget				
Fund: 1500 Fund Center: 105519	2021	2022	2023	2024	2025	2026
Projected year end balance						
Beginning Balance	78,302	72,831	66,872	61,468	55,916	50,221
Planned Purchase	(6,210)	(5,959)	(5,404)	(5,552)	(5,695)	(5,856)
Transfer from Ops Budget						
Interest Income*	739	-	-	-	-	-
Total projected year end balance	**72,831**	**66,872**	**61,468**	**55,916**	**50,221**	**44,365**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula - Stormwater Quality Management

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of $106,017 or $0.0103/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one sixth in proportion to the population of the participating areas, one sixth in proportion to the land area of the participating areas, one sixth in proportion to the length of shoreline in each of the participating areas, and one half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

	Stormwater
Central Saanich	31.79%
North Saanich	33.30%
Sidney	24.33%
Tsawout Band	2.26%
Tsartlip Band	4.70%
Pauquachin Band	2.18%
Tseycum Band	1.44%
Total	**100.00%**

Note:

* Service established effective 2010; previously provided by agreement

1.537 Saanich Peninsula - Stormwater Quality Mgmt	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	75,443	83,615	80,701	-	-	80,701	82,308	83,954	85,628	87,338
Contract For Services	22,500	17,500	22,000	-	-	22,000	22,440	22,890	23,350	23,820
Consultant Expenses	15,000	2,000	15,300	-	-	15,300	15,610	15,920	16,240	16,560
TOTAL OPERATING COSTS	**112,943**	**103,115**	**118,001**	**-**	**-**	**118,001**	120,358	122,764	125,218	127,718
*Percentage Increase over prior year	0.00%	-8.70%	4.48%	0.00%	0.00%	4.48%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	2,822	12,650	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	2,822	12,650	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	115,765	115,765	118,001	-	-	118,001	120,358	122,764	125,218	127,718
*Percentage Increase over prior year	0.00%	0.00%	1.93%	0.00%	0.00%	1.93%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	115,765	115,765	118,001	-	-	118,001	120,358	122,764	125,218	127,718
*Percentage Increase over prior year	0.00%	0.00%	1.93%	0.00%	0.00%	1.93%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(3,945)	(3,945)	(3,945)	-	-	(3,945)	(4,020)	(4,100)	(4,180)	(4,260)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,945)	(3,945)	(3,945)	-	-	(3,945)	(4,020)	(4,100)	(4,180)	(4,260)
REQUISITION	**(111,820)**	**(111,820)**	**(114,056)**	**-**	**-**	**(114,056)**	**(116,338)**	**(118,664)**	**(121,038)**	**(123,458)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.537 Saanich Peninsula - Stormwater Quality Mgmt
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Saanich Peninsula - Stormwater Quality Mgmt
Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105520	2021	2022	2023	2024	2025	2026
Projected year end balance						
Beginning Balance	27,632	40,543	40,543	40,543	40,543	40,543
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	12,650	-	-	-	-	-
Interest Income*	261	-	-	-	-	-
Total projected year end balance	**40,543**	**40,543**	**40,543**	**40,543**	**40,543**	**40,543**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula - Source Control Stormwater

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.538 Saanich Peninsula - Source Control Stormwater **Commission: Saanich Peninsula Waste Water**

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of $51,715 or $0.005/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:
a) The population of the participating areas; and
b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

Service: 1.538 Saanich Peninsula - Source Control Stormwater	Commission: Saanich Peninsula Waste Water

	2021
Central Saanich	43.05%
North Saanich	28.07%
Sidney	28.88%
Total	**100.00%**

Note:
Bylaw No. 3906 (adopted August, 2013).

1.538 San Pen - Source Control Stormwater	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	55,480	45,347	50,724	-	-	50,724	51,614	52,654	53,715	54,787
Contract For Services	7,000	2,500	5,000	-	-	5,000	5,190	5,290	5,390	5,500
TOTAL OPERATING COSTS	**62,480**	**47,847**	**55,724**	**-**	**-**	**55,724**	56,804	57,944	59,105	60,287
*Percentage Increase over prior year	0.00%	-23.42%	-10.81%	0.00%	0.00%	-10.81%	1.94%	2.01%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	6,817	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	6,817	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	62,480	54,664	55,724	-	-	55,724	56,804	57,944	59,105	60,287
*Percentage Increase over prior year	0.00%	-12.51%	-10.81%	0.00%	0.00%	-10.81%	1.94%	2.01%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	62,480	54,664	55,724	-	-	55,724	56,804	57,944	59,105	60,287
*Percentage Increase over prior year	0.00%	-12.51%	-10.81%	0.00%	0.00%	-10.81%	1.94%	2.01%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,514)	(1,514)	(1,514)	-	-	(1,514)	(1,514)	(1,544)	(1,575)	(1,607)
Transfer From Operating Reserve	(7,816)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(9,330)	(1,514)	(1,514)	-	-	(1,514)	(1,514)	(1,544)	(1,575)	(1,607)
REQUISITION	**(53,150)**	**(53,150)**	**(54,210)**	**-**	**-**	**(54,210)**	**(55,290)**	**(56,400)**	**(57,530)**	**(58,680)**
*Percentage Increase over prior year	0.00%	0.00%	1.99%	0.00%	0.00%	1.99%	1.99%	2.01%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, and Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

1.538 San Pen - Source Control Stormwater
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

San Pen - Source Control Stormwater

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule (Fund: 1500 / FC: 105521)	Estimate	Budget				
	2021	2022	2023	2024	2025	2026
Projected year end balance						
Beginning Balance	50,680	57,975	57,975	57,975	57,975	57,975
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	6,817	-	-	-	-	-
Interest Income*	478	-	-	-	-	-
Total projected year end balance	**57,975**	**57,975**	**57,975**	**57,975**	**57,975**	**57,975**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Environmental Resource Management

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.521 Environmental Resource Management **Committee: Parks & Environment**

PARTICIPATION:

All costs recovered through tipping fees.

MAXIMUM LEVY:

No requisition

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 3518	12,270,000
Borrowed:	SI Bylaw 3547	(2,000,000)
	SI Bylaw 3677	(2,500,000)
	SI Bylaw 3769	(2,200,000)
Remaining:	Expired May 14, 2013	$5,570,000

All previous Loan Authorizations have expired. Total debt outstanding at Dec 31, 2020 $1,037,263
Final debt payments in 2026.

COMMISSION:

OPERATING COSTS - REFUSE DISPOSAL:

To be recovered through user fees

RESERVE FUND:

Solid Waste Refuse Disposal Reserve Fund, Bylaw No. 2164 (Sept. 8, 1993).
Waste Reduction Sustainability Operating Reserve Fund Bylaw No. 3867 (Nov 14, 2012).

CAPITAL REGIONAL DISTRICT 2022 BUDGET

PROGRAM GROUP: ERM

SUMMARY: ERM GROUP

	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 Ongoing	2022 One-Time	2022 TOTAL	2023 Budget	2024 BUDGET	2025 BUDGET	2026 BUDGET
GENERAL PROGRAM EXPENDITURES:										
Diversion Services	13,993,697	13,367,904	13,715,648	-	-	13,715,648	13,885,259	13,961,809	14,039,930	14,119,674
Landfilling Services	8,276,424	8,682,788	8,355,025	-	-	8,355,025	8,455,092	8,539,275	8,625,282	8,713,131
Energy Recovery Services	905,226	912,987	879,871	-	-	879,871	894,771	728,953	563,327	572,887
TOTAL OPERATING EXPENDITURES	**23,175,347**	**22,963,679**	**22,950,544**	-	-	**22,950,544**	**23,235,122**	**23,230,037**	**23,228,539**	**23,405,692**
*Percentage Change		-0.9%	-1.0%			-1.0%	1.2%	0.0%	0.0%	0.8%
Sale of Renewable Natural Gas (net revenue)	-	-	-	-	-	-	-	(3,500,000)	(3,865,143)	(3,953,823)
Revenue - Other	(8,291,024)	(8,799,757)	(7,815,823)	-	-	(7,815,823)	(7,815,823)	(7,540,823)	(7,265,823)	(7,265,823)
						-				
NET OPERATING EXPENDITURES	**14,884,323**	**14,163,922**	**15,134,721**	-	-	**15,134,721**	**15,419,299**	**12,189,214**	**12,097,574**	**12,186,045**
CAPITAL EXPENDITURES										
Capital & Equip Replacement - Programs	-	-	-	-	-	-	30,000	30,000	30,000	30,000
						-				
TOTAL CAPITAL EQUIPMENT	**-**	**-**	**-**	-	-	**-**	**30,000**	**30,000**	**30,000**	**30,000**
						-				
Debt Service	202,271	172,240	150,439	-	-	150,439	150,439	150,439	150,439	134,269
Transfer to General Capital Reserve Fund	1,488,189	1,588,470	1,382,950	-	-	1,382,950	607,986	3,288,067	2,829,704	2,757,398
Transfer to Landfill Closure Fund	420,000	446,196	446,196	-	-	446,196	446,196	446,196	446,196	446,196
Transfer to Millstream Remediation Debt	176,961	176,961	109,576	-	-	109,576	59,580	59,584	59,588	59,592
						-				
NET OPERATING & CAPITAL EXPENDITURE	**17,171,744**	**16,547,789**	**17,223,882**	-	-	**17,223,882**	**16,713,500**	**16,163,500**	**15,613,501**	**15,613,500**
*Percentage Change		-3.6%	0.3%			0.3%	-3.0%	-3.3%	-3.4%	0.0%
Transfer (From) or To Sustainability Reserve	-	3,360,721	39,618	-	-	39,618	-	-	-	-
Transfer (From) or To Capital Fund	-	-	-	-	-	-	-	-	-	-
Fund Balance Carry Forward	(1,008,244)	(1,008,244)	-	-	-	-	-	-	-	-
TIPPING FEE (based on inflation)	**(16,163,500)**	**(18,900,266)**	**(17,263,500)**	-	-	**(17,263,500)**	**(16,713,500)**	**(16,163,500)**	**(15,613,500)**	**(15,613,500)**
(Surplus)/deficit	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
$/TONNE TIPPING FEE						**$ 110**	**$ 110**	**$ 110**	**$ 110**	**$ 110**
# FTE's Regular:	23.7	23.7	23.7	2.0	-	25.7	25.7	25.7	25.7	25.7
									-	-
Term (2021-2023) - RNG Project Coordinator	1	1	-	1	-	1	1	-	-	-
Term (2021-2022) - Food Waste Attendant	1	1	-	1	-	1	-	-	-	-

CAPITAL REGIONAL DISTRICT 2022 BUDGET

PROGRAM GROUP: ERM

SUMMARY: ERM GROUP

	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 Ongoing	2022 One-Time	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 BUDGET	2026 BUDGET
PROGRAM EXPENDITURES:										
Diverson Services										
Operating Expenditures	13,993,697	13,367,905	13,715,648	-	-	13,715,648	13,885,259	13,961,809	14,039,931	14,119,674
Fee Revenue (kitchen scraps, recycling fees)	(1,739,000)	(1,785,483)	(1,178,999)	-	-	(1,178,999)	(1,179,000)	(1,179,000)	(1,179,000)	(1,179,000)
EPR Revenue (MMBC, paint, electronics)	(5,836,044)	(6,085,760)	(5,902,723)	-	-	(5,902,723)	(5,902,723)	(5,902,723)	(5,902,723)	(5,902,723)
Sale of Material Revenue (metal, appliances)	(60,100)	(288,576)	(100,000)	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
DIVERSION SERVICES NET COSTS	**6,358,553**	**5,208,086**	**6,533,926**	**-**	**-**	**6,533,925**	**6,703,536**	**6,780,086**	**6,858,208**	**6,937,951**
Landfilling Services										
Operating Expenditures	8,276,424	8,682,788	8,355,025	-	-	8,355,025	8,455,092	8,539,275	8,625,282	8,713,131
Debt Expenditures	202,271	172,240	150,439	-	-	150,439	150,439	150,439	150,439	134,269
Trf to Millstream Remediation Debt	176,961	176,961	109,576	-	-	109,576	59,580	59,584	59,588	59,592
Tipping Fee Revenue (general refuse, controlled waste)	(16,163,500)	(18,900,266)	(17,263,500)	-	-	(17,263,500)	(16,713,500)	(16,163,500)	(15,613,500)	(15,613,500)
Other (permits, fines, cell tower revenue)	(105,880)	(82,180)	(84,100)	-	-	(84,100)	(84,100)	(84,100)	(84,100)	(84,100)
LANDFILLING SERVICES NET REVENUE	**(7,613,724)**	**(9,950,457)**	**(8,732,560)**	**-**	**-**	**(8,732,560)**	**(8,132,489)**	**(7,498,302)**	**(6,862,291)**	**(6,790,608)**
Energy Recovery Services										
Operating Expenditures (electricity)	905,226	912,987	879,871	-	-	879,871	894,771	728,953	563,327	572,887
Other (sale of electricity)	(550,000)	(557,758)	(550,000)	-	-	(550,000)	(550,000)	(275,000)	-	-
Sale of Renewable Natural Gas (net revenue)	-	-	-	-	-	-	-	(3,500,000)	(3,865,143)	(3,953,823)
ENERGY RECOVERY SERVICES NET COSTS	**355,226**	**355,229**	**329,871**	**-**	**-**	**329,871**	**344,771**	**(3,046,047)**	**(3,301,816)**	**(3,380,936)**
TOTAL NET COSTS	**(899,945)**	**(4,387,142)**	**(1,868,763)**	**-**	**-**	**(1,868,763)**	**(1,084,182)**	**(3,764,263)**	**(3,305,899)**	**(3,233,593)**
Transfer (From) or To Sustainability Reserve	-	3,360,721	39,618	-	-	39,618	-	-	-	-
Transfer (From) or To Capital Reserve	1,484,189	1,584,470	1,378,949	-	-	1,378,949	603,986	3,284,067	2,825,704	2,753,398
Transfer (From) or To Capital Fund	-	-	-	-	-	-	-	-	-	-
Transfer (From) or To Recycling Depots	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Transfer (From) or To Landfill Closure	420,000	446,196	446,196	-	-	446,196	446,196	446,196	446,196	446,196
Transfer (From) or To New Supplement for Air Space	-	-	-	-	-	-	-	-	-	-
Transfer (From) or To ERF	-	-	-	-	-	-	30,000	30,000	30,000	30,000
Fund Balance Carry Forward	(1,008,244)	(1,008,244)	-			-	-	-	-	-
(Surplus)/deficit	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Sustainability Reserve Fund Balance	**34,219,152**	**39,701,685**	**25,137,238**			**25,137,238**	**11,289,238**	**5,539,238**	**5,539,238**	**5,539,238**
$/TONNE TIPPING FEE						$ 110	$ 110	$ 110	$ 110	$ 110
# FTE's Regular:	23.7	23.7	23.7	2.0	-	25.7	25.7	25.7	25.7	25.7
Term (2021-2023) - RNG Project Coordinator	1	1	1	-	-	1	1	-	-	-
Term (2021-2022) - Food Waste Attendant	1	1	1	-	-	1	-	-	-	-

1.525 - SOLID WASTE DISPOSAL - DEBT	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
Debt Expenditures	202,270	202,270	150,439	-	-	150,439	150,439	150,439	150,439	134,269
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	202,270	202,270	150,439	-	-	150,439	150,439	150,439	150,439	134,269
*Percentage Increase over prior year	0.00%	0.00%	-25.62%	0.00%	0.00%	-25.62%	0.00%	0.00%	0.00%	-10.75%
Internal Recoveries	(202,270)	(202,270)	(150,439)	-	-	(150,439)	(150,439)	(150,439)	(150,439)	(134,269)
COSTS LESS INTERNAL RECOVERIES	-	-	0	-	-	0	0	0	0	0
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**(0)**	-	**(0)**	**(0)**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Cost recovered internally.										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.521 Environmental Resource Managem	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$350,000	$0	$0	$350,000
Equipment	E	$200,000	$483,000	$283,000	$283,000	$285,000	$350,000	$1,684,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$325,000	$17,790,000	$18,568,000	$10,950,000	$2,700,000	$1,850,000	$51,858,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$525,000	**$18,273,000**	**$18,851,000**	**$11,583,000**	**$2,985,000**	**$2,200,000**	**$53,892,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$325,000	$825,000	$0	$250,000	$0	$150,000	$1,225,000
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$200,000	$483,000	$1,233,000	$283,000	$285,000	$350,000	$2,634,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$16,965,000	$17,618,000	$11,050,000	$2,700,000	$1,700,000	$50,033,000
		$525,000	**$18,273,000**	**$18,851,000**	**$11,583,000**	**$2,985,000**	**$2,200,000**	**$53,892,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.521

Service Name: Environmental Resource Management

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
16-06	Renewal	Replacing of Small Equipments	Replacing of Small Equipments	$1,430,000	E	ERF	$200,000	$440,000	$240,000	$240,000	$240,000	$270,000	$1,430,000
17-01	Renewal	Gas & Leachate Collection Pipe Extension	Gas & Leachate Collection Pipe Extension	$2,350,000	S	Res		$500,000	$450,000	$400,000	$500,000	$500,000	$2,350,000
17-02	Renewal	Aggregate Production for Internal Use	Aggregate Production for Internal Use	$12,250,000	S	Res		$3,750,000	$3,750,000	$3,750,000	$500,000	$500,000	$12,250,000
17-04	Renewal	Progressive Closure of External Faces	Progressive Closure of External Faces	$850,000	S	Res		$200,000	$200,000	$200,000	$0	$250,000	$850,000
17-07	Renewal	Computer Equipment	Computer Equipment	$54,000	E	ERF		$13,000	$13,000	$13,000	$0	$15,000	$54,000
17-09	Renewal	Vehicle Replacements	Vehicle Replacements	$200,000	E	ERF		$30,000	$30,000	$30,000	$45,000	$65,000	$200,000
17-12	Renewal	Hartland Environmental Performance Model	Hartland Environmental Performance Model Scoping /Procurement	$225,000	S	Cap	$225,000	$225,000					$225,000
17-14	New	Landfill Gas Utilization	Landfill Gas Utilization	$23,718,000	S	Res		$10,615,000	$11,468,000	$0	$0		$22,083,000
18-01	New	Interim Covers - West and North Slopes	Interim Covers - West and North Slopes	$1,000,000	S	Res		$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
18-02	Renewal	Paving of Service Roads	Paving of Service Roads	$400,000	S	Cap		$250,000	$0	$0	$0	$150,000	$400,000
18-03	Renewal	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain	$500,000	S	Cap		$250,000	$0	$250,000	$0		$500,000
18-05	Renewal	Controlled Waste & Asbestos Area Development	Controlled Waste & Asbestos Area Development	$50,000	S	Res		$50,000	$0	$0	$0		$50,000
22-01	Renewal	Sedimentation Pond Relining	Sedimentation Pond Relining	$350,000	S	Res		$0	$350,000	$0	$0		$350,000
22-02	New	Cell 4 Liner Installation	Cell 4 Liner Installation	$3,000,000	S	Res		$0	$1,000,000	$2,000,000	$0		$3,000,000
22-03	Decommission	Leachate Line Decommissioning	Leachate Line Decommissioning	$100,000	S	Cap	$100,000	$100,000					$100,000
22-04	Decommission	Cogen Unit Decommissioning	Cogen Unit Decommissioning	$250,000	S	ERF		$0	$250,000	$0	$0		$250,000
22-05	New	North Perimeter Haul Road	North Perimeter Haul Road	$500,000	S	Res		$500,000					$500,000
22-06	Renewal	Hartland FIRE Safety Improvements	Installation of new Fire Line	$325,000	S	Res		$325,000					$325,000
22-07	Study	Recycling Area Upgrades	Recycling Area Upgrades	$225,000	S	Res		$25,000	$200,000				$225,000
22-09	Renewal	Lower lagoon bank Emergency Repairs	Lower lagoon bank Emergency Stability Improvements	$800,000	S	Res		$800,000					$800,000
23-01	Replacement	Gas Flare	Gas Flare	$700,000	S	ERF		$0	$700,000	$0	$0		$700,000
24-01	New	Cell 5&6 GRW	Cell 5&6 Gravity Retaining Wall Construction	$1,500,000	S	Res		$0	$0	$0	$1,500,000		$1,500,000
24-04	New	Biosolids Beneficial Reuse /RDF Building	Biosolids Beneficial Reuse /RDF Building	$350,000	B	Res				$350,000			$350,000
24-02	Study	Hartland North Master Plan	Hartland North Master Plan	$150,000	S	Res				$150,000			$150,000
24-03	New	Hartland Amenity Project	Intersction Upgrade	$4,000,000	S	Res				$4,000,000			$4,000,000
26-01	New	Cell 4 Bottom Lift Gas Wells / Leachate Drain	Cell 4 Bottom Lift Gas Wells / Leachate Drain	$250,000	S	Res						$250,000	$250,000
			GRAND TOTAL	**$55,527,000**			**$525,000**	**$18,273,000**	**$18,851,000**	**$11,583,000**	**$2,985,000**	**$2,200,000**	**$53,892,000**

Service: 1.521 **Environmental Resource Management**

Project Number	16-06	**Capital Project Title**	Replacing of Small Equipments	**Capital Project Description**	Replacing of Small Equipments
Project Rationale	Replacement of small equipments that have reached their end of life				

Project Number	17-01	**Capital Project Title**	Gas & Leachate Collection Pipe Extension	**Capital Project Description**	Gas & Leachate Collection Pipe Extension
Project Rationale	To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing header system to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Cost estimate is derived from historical construction information.				

Project Number	17-02	**Capital Project Title**	Aggregate Production for Internal Use	**Capital Project Description**	Aggregate Production for Internal Use
Project Rationale	Producing aggregate annually from in-situ rock provides the CRD with a number of benefits including: prolonging the landfill life (creating landfilling airspace), providing aggregate for on-site needs, effective interception of shallow groundwater inflows, cost and space savings by not having to import aggregate, and reduced social and environmantal impacts by not having to truck in aggregate. Cost estimate is derived from historical tender data.				

Project Number	17-04	**Capital Project Title**	Progressive Closure of External Faces	**Capital Project Description**	Progressive Closure of External Faces
Project Rationale	As specified under the BC Ministry of Environments Landfill Criteria for Municipal Solid Waste, completed landfill areas and slopes must be closed with a progressive closure system on an annual basis. The closure system consists of a clay or synthetic cover placed over a gravel drainage layer This progressive closure system stays in place until economies of scale makes it cost effective to proceed with installation of a final closure system.				

Project Number	17-07	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Equipment
Project Rationale	Replacement of computer equipment due to end of life cycle				

Project Number	17-09	**Capital Project Title**	Vehicle Replacements	**Capital Project Description**	Vehicle Replacements
Project Rationale	Replacement of vehicle due to end of life cycle				

Service:	1.521	Environmental Resource Management

Project Number	Capital Project Title	Capital Project Description
17-12	Hartland Environmental Performance Model	Hartland Environmental Performance Model Scoping /Procurement

Project Rationale The CRD is interested in developing a site-specific computer model that integrates engineering design with environmental performance for the Hartland Landfill. In 2016 the BC MOE made revisions to the BC Landfill Criteria. Many of Hartland's design and operations are already compliant, however a preliminary review identified additional conformance requirements for Hartland under the status quo. The model will enable the CRD to better demonstrate technical justification and environmental conformance over the lifespan of the landfill.

Project Number	Capital Project Title	Capital Project Description
17-14	Landfill Gas Utilization	Landfill Gas Utilization

Project Rationale The landfill gas is currently utilized as fuel to power a generator system to generate electricity and sold to BC Hydro. The excess landfill gas which is approximately 50% currently generated from the landfill is destructed by burning. ERM and EE have initiated a project to process the landfill gas to a higher quality could be utilized as natural gas. Fortis BC is interested to purchase the processed landfill gas from the CRD. The projected gas revenues from Fortis is significantly higher than the current arrangement with BC Hydro. This project is to carry out the feasibility study, preliminary engineering, and conduct business case and triple-bottom-line analysis, if the project proved to be feasible the detailed design and implementation will be followed.

Project Number	Capital Project Title	Capital Project Description
18-01	Interim Covers - West and North Slopes	Interim Covers - West and North Slopes

Project Rationale Following Golder's Leachate Management Plan, once an active landfilling cell is completed, but hasn't reached future filling contours, tarping is required to shed rainwater and divert to the freshwater collection system to prevent it from entering the leachate collection system and overwhelming the leachate storage ponds. Cost estimate is derived from historical in-house cost data.

Project Number	Capital Project Title	Capital Project Description
18-02	Paving of Service Roads	Paving of Service Roads

Project Rationale To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.

Project Number	Capital Project Title	Capital Project Description
18-03	Cell 3 Bottom Lift Gas Wells / Leachate Drain	Cell 3 Bottom Lift Gas Wells / Leachate Drain

Project Rationale To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each gas well and leachate collector. The gas is then conveyed to the gas plant, and the leachate is conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.

Service: 1.521 **Environmental Resource Management**

Project Number	18-05	**Capital Project Title**	Controlled Waste & Asbestos Area Development	**Capital Project Description**	Controlled Waste & Asbestos Area Development
Project Rationale	Controlled waste and asbestos areas within the landfill footprint are required to be developed in conjunction with active cells. BC Ministry of Environment regulatory requirements must be met on a continual basis. Asbestos is a high risk material that requires proper planning and special burrial to ensure safe disposal.				

Project Number	22-01	**Capital Project Title**	Sedimentation Pond Relining	**Capital Project Description**	Sedimentation Pond Relining
Project Rationale	To prevent leakage and fines from migrating off site into the north freshwater drainage area, the sedimentation pond must be relined.				

Project Number	22-02	**Capital Project Title**	Cell 4 Liner Installation	**Capital Project Description**	Cell 4 Liner Installation
Project Rationale	A new drainage and liner system will ensure effective removal of leachate from within the new Cell 4 area and prevent any off site migration.				

Project Number	22-03	**Capital Project Title**	Leachate Line Decommissioning	**Capital Project Description**	Leachate Line Decommissioning
Project Rationale	The new Centrate Return Line built as part of the CORE Area Wastewater project carries all of the leachate from Hartland along with the planned and phased centrate from the Residuals Treatment Facility. This project has been set up to facilitate a planned and phased decommissioning of the old leachate line now that it is no longer required.				

Project Number	22-04	**Capital Project Title**	Cogen Unit Decommissioning	**Capital Project Description**	Cogen Unit Decommissioning
Project Rationale	This project will realize the decommisiioning and removal of the old Caterpillar landfill gas engine and related components as part of the new Renewable Natural Gas project				

Project Number	22-05	**Capital Project Title**	North Perimeter Haul Road	**Capital Project Description**	North Perimeter Haul Road
Project Rationale	The new haul road along the north perimeter will be the primary route for hauling of equipment and rock across the site and will prevent damage to existing underground infrastructure adjacent to the landfill gas utilization facility.				

Project Number	22-06	**Capital Project Title**	Hartland FIRE Safety Improvements	**Capital Project Description**	Installation of new Fire Line
Project Rationale	Hatland has purchased a new fire pump and related components in order to mitigate risk from a major fire at the landfill. As part of the system a new fire line is required to be installed starting from near the lower lagoon and run all the way to the crest of the landfill.				

Service:	1.521	Environmental Resource Management

Project Number	22-07	Capital Project Title	Recycling Area Upgrades	Capital Project Description	Recycling Area Upgrades
Project Rationale	The project has been set up to conduct a design review of the existing recyling area at Hartland and investigate changes relating to accessibility and protection from the sun during hot weather.				

Project Number	22-09	Capital Project Title	Lower lagoon bank Emergency Repairs	Capital Project Description	Lower lagoon bank Emergency Stability Improvements
Project Rationale	Ground disturbances and some recent settlement have been noticed along the north and west interior slopes of the Lower Lagoon. Thsi project has been set up to explore/investigate any slope stability issues through a Geotechnical consultant and carry out remedial works if required.				

Project Number	23-01	Capital Project Title	Gas Flare	Capital Project Description	Gas Flare
Project Rationale	This project will allow for the replacement of the old gas flare to allow for effective destruction of methane during RNG plant shutdowns				

Project Number	24-01	Capital Project Title	Cell 5&6 GRW	Capital Project Description	Cell 5&6 Gravity Retaining Wall Construction
Project Rationale	This project will allow for the construction of a new Gravity Retaing Wall along high level road and allow landfill cells 5 & 6 to be developed.				

Project Number	24-02	Capital Project Title	Hartland North Master Plan	Capital Project Description	Hartland North Master Plan
elopment	With the recent completion of the new Residuals Treatment Facilty and associated access and new scales at Hartland North, this design project will ensure that there is adequate future planning and integration with the existing landfill site				

Project Number	24-03	Capital Project Title	Hartland Amenity Project	Capital Project Description	Intersction Upgrade
Project Rationale					

Project Number	24-04	Capital Project Title	Biosolids Beneficial Reuse /RDF Building	Capital Project Description	Biosolids Beneficial Reuse /RDF Building
Project Rationale	This project will allow for the replacement of the old biosoids storage barn with a new Sprung Structure for mixing and repurposing of dried biosolids and other refuse derived fuel generated at the Hartland site.				

Service:	1.521	Environmental Resource Management

Project Number	Capital Project Title	Capital Project Description
26-01	Cell 4 Bottom Lift Gas Wells / Leachate Drain	Cell 4 Bottom Lift Gas Wells / Leachate Drain

Project Rationale To meet BC Ministry of Environment regulations, gas wells and leachate collectors are installed in each lift of refuse and have to be connected to the existing collection systems to collect methane gas. Well heads, valves, condensation traps, monitoring points, and piping has to be installed to each combination gas well and leachate collector. The leachate is then conveyed to the lined storage lagoons and then discharged into the municipal sewer. Estimate is derived from historical costs.

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Bylaw 2164 established a Solid Waste Refuse Disposal Reserve Fund for the ERM Service (was called Solid Waste Service). There are three portions in the Reserve Fund: Landfill Closure, restricted funds to cover the liability of closing Phase 2 - 4 and post-closure maintenance. Capital Reserve is working capital and not restricted.

Landfill Closure Portion	**Estimate**	**Budget**				
Fund: 1020 Fund Centre: 101363	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	11,281,091	11,894,272	12,340,468	12,786,664	13,232,860	13,679,056
Realized Loss (Gain)	21,252	-	-	-	-	-
Transfer to/from Ops Budget	446,196	446,196	446,196	446,196	446,196	446,196
Interest Income*	145,733	-	-	-	-	-
Ending Balance $	**11,894,272**	**12,340,468**	**12,786,664**	**13,232,860**	**13,679,056**	**14,125,252**

Assumptions/Background:

Liability reserve to fund closure of Phase 2 and post closure maintenance.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Capital Reserve Portion Fund: 1020 Fund Centre: 101364	Estimate 2021	Budget 2022	 2023	 2024	 2025	 2026
Beginning Balance	2,428,503	2,546,154	1,325,104	29,090	63,157	238,861
Planned Capital Expenditure (Based on Capital Plan)	(1,508,343)	(2,650,000)	(1,950,000)	(3,300,000)	(2,700,000)	(1,700,000)
Realized Loss (Gain)	4,665					
Transfer to/from Ops Budget	1,584,470	1,428,950	653,986	3,334,067	2,875,704	2,803,398
Interest Income*	36,859	-	-	-	-	-
Ending Balance $	**2,546,154**	**1,325,104**	**29,090**	**63,157**	**238,861**	**1,342,259**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

Recycling Depots/Compost Center Reserve Portion Fund: 1020 Fund Centre: 102102	Estimate	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	39,933	24,136	28,136	32,136	36,136	40,136
Planned Capital Expenditure (Based on Capital Plan)	(19,797)	-	-	-	-	-
Transfer to/from Ops Budget	4,000	4,000	4,000	4,000	4,000	4,000
Ending Balance $	**24,136**	**28,136**	**32,136**	**36,136**	**40,136**	**44,136**

Assumptions/Background:
Reimburse operating budget for capital expenditures spent by Compost Center.

1.521 Enviromental Resource Management
Capital Reserve Fund Schedule - ERM
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule - ERM

Capital Reserve Fund ERM - Landfill Closure Portion, Capital Reserve Portion, and Recycling Depots Portion

Capital Reserve Fund Schedule

New Supplement for Air Space Reserve Portion	Estimate	Budget				
Fund: 1020 Fund Centre: 102207	2021	2022	2023	2024	2025	2026
Beginning Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	-	-	-
Transfer to/from Ops Budget	-	-	-	-	-	-
Ending Balance $	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**

Assumptions/Background:
Earmarked to airspace expansion plans. The creation of a new air space acquisition reserve fund will provide certainty for regional residuals management capacity for the future which may include changes in design to the existing infrastructure or investments in new solid waste technologies.

1.521 Enviromental Resource Management
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Enviromental Resource Management

Bylaw 3867 - established Operating Reserve for the ERM Service to be used by the service for: mitigating fluctuations in tipping fee revenue and for covering operational expenditures as required, including debt servicing.

Operating Reserve Schedule

Operating Reserve Schedule	Estimate	Budget				
Fund: 1500 Fund Center 105509	2021	2022	2023	2024	2025	2026
Beginning Balance	38,784,614	39,701,685	25,337,238	11,489,238	5,739,238	5,739,238
Planned Purchase - RNG project		(10,615,000)	(10,998,000)	-	-	-
Planned Capital Expenditure (Based on Capital Plan)	(2,750,000)	(3,700,000)	(2,850,000)	(5,750,000)	-	-
Transfer to/from Ops Budget	3,360,721	(49,447)	-	-	-	-
Interest Income*	306,349	-	-	-	-	-
Total projected year end balance	**39,701,685**	**25,337,238**	**11,489,238**	**5,739,238**	**5,739,238**	**5,739,238**

Assumptions/Background:

Reserve expected to stabilize upon approval for implementation of new SWMP. Retain a minimum $5M balance in ERM for rate stabilization

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.521 Enviromental Resource Management
ERF Reserve Fund Schedule
2022 - 2026 Financial Plan

ERF Reserve Fund Schedule

ERF: ERM ERF or PERS Fund for Equipment

Equipment Replacement Fund Fund: 1022 Fund Centre: 101447	Estimate 2021	Budget 2022	 2023	 2024	 2025	 2026
Beginning Balance	3,240,062	3,028,270	2,545,270	1,342,270	1,089,270	834,270
Planned Purchase (Based on Capital Plan)	(211,792)	(483,000)	(1,233,000)	(283,000)	(285,000)	(350,000)
Transfer to/from Ops Budget	-	-	30,000	30,000	30,000	30,000
Disposal of equipment	-	-	-	-	-	-
Interest Income*	-	-	-	-	-	-
Ending Balance $	**3,028,270**	**2,545,270**	**1,342,270**	**1,089,270**	**834,270**	**514,270**

Assumptions/Background:
ERF Reserve to fund replacement of computer equipment and for PERS type equipment that lasts less than 15 years. PERS (Priority Equipment Replacement)

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Environmental Engineering Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.576 Environmental Engineering Services **Committee: Environmental Services**

DEFINITION:

To provide Engineering Services relative to various Operating and Capital projects, for Environmental Sustainability, Integrated Water, Parks, and Corporate Services. The cost of this function is principally allocated to functions and capital projects using these Services.

PARTICIPATION:

All budgets and projects receiving Engineering Services

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

Time charges to Capital projects, Environment Resource Management and Service budgets.

1.576 - Engineering Services	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	2,122,841	1,814,588	1,899,801	-	-	1,899,801	1,940,501	1,982,073	2,024,530	2,067,894
Internal Allocations	352,706	352,798	406,061	-	-	406,061	411,217	418,799	426,532	434,425
Consulting and Legal	159,000	150,000	9,000	-	-	9,000	9,180	9,364	9,552	9,743
Operating Supplies	60,500	56,000	52,000	-	-	52,000	53,040	54,100	55,182	56,285
Telecommunication	35,000	35,000	35,000	-	-	35,000	35,700	36,414	37,143	37,886
Vehicle and Equipment	27,710	25,510	27,400	-	-	27,400	27,948	28,507	29,077	29,658
Operating Cost - Other	46,125	13,016	45,940	-	-	45,940	46,865	47,807	48,770	49,751
TOTAL OPERATING COSTS	**2,803,882**	**2,446,912**	**2,475,202**	**-**	**-**	**2,475,202**	**2,524,451**	**2,577,064**	**2,630,786**	**2,685,642**
*Percentage increase over prior year operating costs		-12.7%	-11.72%			-11.72%	1.99%	2.08%	2.08%	2.09%
CAPITAL / RESERVE										
Transfer to Capital Fund	105,000	105,000	-	-	-	-	-	-	-	-
Transfer to ERF	-	-	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	105,000	105,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
TOTAL COSTS	**2,908,882**	**2,551,912**	**2,495,202**	**-**	**-**	**2,495,202**	**2,544,451**	**2,597,064**	**2,650,786**	**2,705,642**
*Percentage increase over prior year operating costs		-12.3%				-14.22%	1.97%	2.07%	2.07%	2.07%
Internal Recoveries	(2,698,882)	(2,341,912)	(2,495,202)	-	-	(2,495,202)	(2,544,451)	(2,597,064)	(2,650,786)	(2,705,642)
*Percentage increase over prior year operating costs		-13.2%				-7.55%	1.97%	2.07%	2.07%	2.07%
OPERATING LESS RECOVERIES	**210,000**	**210,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from current to Next year										
Balance C/F from Prior to Current year	(210,000)	(210,000)	-	-	-	-				
Transfer Operating Reserve										
TOTAL REVENUE	**(210,000)**	**(210,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year requisition										
AUTHORIZED POSITIONS:										
Salaried	15	15	15	(2)	-	13	13	13	13	13

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.576 Environmental Engineering Services	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$40,000	$40,000	$40,000	$40,000	$40,000	$200,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$40,000	$40,000	$80,000	$45,000	$45,000	$250,000
		$0	**$80,000**	**$80,000**	**$120,000**	**$85,000**	**$85,000**	**$450,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$80,000	$80,000	$120,000	$85,000	$85,000	$450,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$80,000**	**$80,000**	**$120,000**	**$85,000**	**$85,000**	**$450,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.576

Service Name: Environmental Engineering Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-02	Replacement	Engineering Equipment	Engineering Equipment	$75,000	E	ERF		$15,000	$0	$0	$0	$0	$15,000
18-03	Replacement	Computer Equipment	Computer Equipment	$119,000	E	ERF		$25,000	$0	$0	$0	$0	$25,000
21-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F12013 (7 pass van) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF	→	$40,000	$0	$0	$0	$0	$40,000
23-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14016 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF		$0	$40,000	$0	$0	$0	$40,000
23-02	Replacement	Engineering Equipment	Engineering Equipment	$75,000	E	ERF		$0	$15,000	$15,000	$15,000	$15,000	$60,000
23-03	Replacement	Computer Equipment	Computer Equipment	$125,000	E	ERF		$0	$25,000	$25,000	$25,000	$25,000	$100,000
24-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #FQ14020 (Transit) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF		$0	$0	$40,000	$0	$0	$40,000
24-02	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F14017 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$40,000	V	ERF		$0	$0	$40,000	$0	$0	$40,000
25-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15014 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$45,000	V	ERF		$0	$0	$0	$45,000	$0	$45,000
26-01	Replacement	Replacement ES Vehicle	Replace aging fleet vehicle unit #F15015 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.	$45,000	V	ERF		$0	$0	$0	$0	$45,000	$45,000
													$0
													$0
			GRAND TOTAL	**$644,000**			**$0**	**$80,000**	**$80,000**	**$120,000**	**$85,000**	**$85,000**	**$450,000**

Service:	1.576	Environmental Engineering Services

Project Number	18-02	Capital Project Title	Engineering Equipment	Capital Project Description	Engineering Equipment
Project Rationale	Replace engineering equipment based on life cycle assessment.				

Project Number	18-03	Capital Project Title	Computer Equipment	Capital Project Description	Computer Equipment
Project Rationale	Replace computer equipment based on life cycle assessment.				

Project Number	21-01	Capital Project Title	Replacement ES Vehicle	Capital Project Description	Replace aging fleet vehicle unit #F12013 (7 pass van) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Project Rationale	This vehicle is a 7 passenger mini-van used by all staff in the Engineering Services group as required for group travel to various sites. At replacement time the vehicle will be 10 years old, which is just beyond the CRD recommended replacement strategy of 7 years.				

Project Number	23-01	Capital Project Title	Replacement ES Vehicle	Capital Project Description	Replace aging fleet vehicle unit #F14016 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Project Rationale	This vehicle is a 4x4 pick-up used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 9 years old, which is just beyond the CRD recommended replacement strategy of 7 years.				

Project Number	23-02	Capital Project Title	Engineering Equipment	Capital Project Description	Engineering Equipment
Project Rationale	Replace engineering equipment based on life cycle assessment.				

Service:	1.576	Environmental Engineering Services

Project Number	23-03	Capital Project Title	Computer Equipment	Capital Project Description	Computer Equipment
Project Rationale	Replace computer equipment based on life cycle assessment.				

Project Number	24-01	Capital Project Title	Replacement ES Vehicle	Capital Project Description	Replace aging fleet vehicle unit #FQ14020 (Transit) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Project Rationale	This vehicle is a transit van up used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 10 years old, which is beyond the CRD recommended replacement strategy of 7 years.				

Project Number	24-02	Capital Project Title	Replacement ES Vehicle	Capital Project Description	Replace aging fleet vehicle unit #F14017 (4x4 pick-up) that is experiencing increasing maintenance costs and downtime. Vehicle will be beyond the recommended CRD service life.
Project Rationale	This vehicle is a 4x4 pick up used by project managers for visiting work sites for client meetings and construction inspections. At replacement the existing vehicle will be 10 years old, which is beyond the CRD recommended replacement strategy of 7 years.				

Project Number		Capital Project Title	#N/A	Capital Project Description	#N/A
Project Rationale					

1.576 Engineering Services
Asset and Reserve Summary
2022 - 2026 Financial Plan

ERF Reserve Cash Flow

ERF: Engineering Senior Budget - ERF for Equipment and Vehicles

Equipment Replacement Schedule	Est Actual	Budget				
Projected year end balance	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	492,584	415,584	358,584	298,584	198,584	133,584
Planned Purchase (Based on Capital Plan)	(80,000)	(80,000)	(80,000)	(120,000)	(85,000)	(85,000)
Transfer from Ops Budget	-	20,000	20,000	20,000	20,000	20,000
Proceed disposal of Equipment	-					
Interest Income*	3,000	3,000				
Total projected year end balance	**415,584**	**358,584**	**298,584**	**198,584**	**133,584**	**68,584**

1.576 ES Engineering
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

ES Engineering

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105524

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2021	2022	2023	2024	2025	2026
Beginning Balance	440,316	444,316	448,316	448,316	448,316	448,316
Planned Purchase						
Transfer from Ops Budget	-					
Interest Income*	4,000	4,000				
Total projected year end balance	**444,316**	**448,316**	**448,316**	**448,316**	**448,316**	**448,316**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Facility Management

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.105 Facility Management **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

SERVICE DESCRIPTION:

Full facility management services including administration, maintenance, technical and project management for nine facilities.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance & Finance

FUNDING:

GENERAL INFORMATION:

All costs are recovered from user departments and requisition.

Change in Budget 2021 to 2022 Service: 1.105 Facility Management	Total Expenditure	Comments
2021 Budget	**1,690,872**	
Change in Salaries:		
Base salary change	13,767	Inclusive of estimated collective agreement changes
Step increase/paygrade change	3,994	
Transfer of Engineer 3	129,985	Position transferred from 1.576 Enviromental Engineering Services
Transfer of Admin Clerk 1	76,844	Position transferred from 1.576 Enviromental Engineering Services
Other (explain as necessary)	64,066	Increase in auxilary positions
Total Change in Salaries	288,656	
Other Changes:		
Standard Overhead Allocation	11,233	
Human Resources Allocation	11,229	
Labour allocation	-	
Building Occupancy	4,138	
Other	(4,283)	
Total Other Changes	22,317	
2022 Budget	**2,001,845**	
% expense increase from 2021:	***18.4%***	
% Requisition increase from 2021 (if applicable):	***0.46%***	*Requisition funding is (7.99)% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable cost variance of $186,233 (11.01%) due mainly to hiring challenges of vacant positions, resulting in lower recoveries from client services. Net favourable variance of $7,118 will be moved to the ERF.

1.105 Facility Management	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	1,173,965	1,002,233	1,255,792	206,829	-	1,462,621	1,493,838	1,525,720	1,558,279	1,591,531
Internal Allocations	244,612	244,612	271,709	-	-	271,709	276,343	281,931	287,636	293,461
Consulting Service	52,000	52,000	53,560	-	-	53,560	54,631	55,724	56,838	57,975
Operating Supplies	27,400	34,910	28,200	-	-	28,200	28,764	29,340	29,926	30,524
Telecommunication	14,840	14,842	16,000	-	-	16,000	16,320	16,646	16,979	17,319
Vehicle and Equipment	40,292	24,763	33,800	-	-	33,800	34,476	35,165	35,869	36,586
Operating Cost - Other	88,872	75,270	60,955	-	-	60,955	62,175	63,418	64,687	65,982
TOTAL OPERATING COSTS	**1,641,981**	**1,448,630**	**1,720,016**	**206,829**	**-**	**1,926,845**	**1,966,547**	**2,007,944**	**2,050,214**	**2,093,378**
*Percentage increase over prior year operating costs		-11.8%	4.75%			17.35%	2.06%	2.11%	2.11%	2.11%
CAPITAL / RESERVE										
Transfer to ERF	48,891	56,009	25,000	-	-	25,000	25,500	26,010	26,530	27,061
Transfer to Capital Fund	-	-	-	-	50,000	50,000 -	-	-	-	-
TOTAL CAPITAL / RESERVES	**48,891**	**56,009**	**25,000**	**-**	**50,000**	**75,000**	**25,500**	**26,010**	**26,530**	**27,061**
TOTAL COSTS	**1,690,872**	**1,504,639**	**1,745,016**	**206,829**	**50,000**	**2,001,845**	**1,992,047**	**2,033,954**	**2,076,744**	**2,120,439**
*Percentage increase over prior year operating costs		-11.0%				**18.39%**	-0.49%	2.10%	2.10%	2.10%
Internal Recoveries	(1,461,263)	(1,291,130)	(1,292,456)	(492,989)	-	(1,785,445)	(1,771,228)	(1,808,623)	(1,846,804)	(1,885,794)
OPERATING LESS RECOVERIES	**229,609**	**213,509**	**452,560**	**(286,160)**	**50,000**	**216,400**	**220,819**	**225,331**	**229,940**	**234,645**
FUNDING SOURCES (REVENUE)										
Revenue - Other	(70,435)	(54,335)	(56,493)	-	-	(56,493)	(57,465)	(58,456)	(59,467)	(60,498)
TOTAL REVENUE	**(70,435)**	**(54,335)**	**(56,493)**	**-**	**-**	**(56,493)**	**(57,465)**	**(58,456)**	**(59,467)**	**(60,498)**
Estimated balance C/F from current to Next year										
REQUISITION	**(159,174)**	**(159,174)**	**(396,067)**	**286,160**	**(50,000)**	**(159,907)**	**(163,354)**	**(166,875)**	**(170,473)**	**(174,147)**
*Percentage increase over prior year requisition						0.46%	2%	2%	2%	2%
AUTHORIZED POSITIONS FTE:	10	10	10	2	-	12	12	12	12	12

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.105 Facilities Management		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$10,000	$25,000	$10,000	$10,000	$10,000	$65,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$100,000	$115,000	$50,000	$50,000	$0	$315,000
			$0	**$110,000**	**$140,000**	**$60,000**	**$60,000**	**$10,000**	**$380,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$50,000	$0	$0	$0	$0	$50,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$60,000	$140,000	$60,000	$60,000	$10,000	$330,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$110,000**	**$140,000**	**$60,000**	**$60,000**	**$10,000**	**$380,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.105

Service Name: Facilities Management

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-03	Replacement	Production Printer	Replace Production Printer	$15,000	E	ERF		$0	$15,000	$0	$0	$0	$15,000
21-01	Replacement	Unit F01112	Replace 2010 Chev Express Van - 01112	$50,000	V	ERF		$50,000	$0	$0	$0	$0	$50,000
22-01	Replacement	Equipment Replacement	Replace computers	$50,000	E	ERF		$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
22-02	New	Fleet Purchase	New vehicle	$50,000	V	Cap		$50,000	$0	$0	$0	$0	$50,000
23-01	Replacement	Fleet Replacement	Replace 2012 Jeep Patriot - 12001	$50,000	V	ERF		$0	$50,000	$0	$0	$0	$50,000
23-02	New	Equipment Replacement	New utility trailer	$15,000	V	ERF		$0	$15,000	$0	$0	$0	$15,000
23-03	Replacement	Fleet Replacement	Replace 2014 Ford F250 - Unit 13022	$50,000	V	ERF		$0	$50,000	$0	$0	$0	$50,000
24-01	Replacement	Fleet Replacement	Replace 2016 Sprinter Van - Unit 1601	$50,000	V	ERF		$0	$0	$50,000	$0	$0	$50,000
25-01	Replacement	Fleet Replacement	Replace 2017 Transit Van - Unit 17002	$50,000	V	ERF		$0	$0	$0	$50,000	$0	$50,000
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$380,000**			**$0**	**$110,000**	**$140,000**	**$60,000**	**$60,000**	**$10,000**	**$380,000**

Service: 1.105 Facilities Management

Project Number	19-03	**Capital Project Title**	Production Printer	**Capital Project Description**	Replace Production Printer
Project Rationale	Replace MFP formally shared with Engineering Services on the 3rd floor.				

Project Number	21-01	**Capital Project Title**	Unit F01112	**Capital Project Description**	Replace 2010 Chev Express Van - 01112
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	22-01	**Capital Project Title**	Equipment Replacement	**Capital Project Description**	Replace computers
Project Rationale	Annual PC and/or Laptop replacement cycle as per IT's system renewal.				

Project Number	22-02	**Capital Project Title**	Fleet Purchase	**Capital Project Description**	New vehicle
Project Rationale	New electric vehicle for new FTE.				

Project Number	23-01	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2012 Jeep Patriot - 12001
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	23-02	**Capital Project Title**	Equipment Replacement	**Capital Project Description**	New utility trailer
Project Rationale	Purchase new utility trailer to tow equipment with smaller light duty truck.				

Project Number	23-03	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2014 Ford F250 - Unit 13022
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management. Reduce payload from 1 ton to 1/2 ton to purchase electric light duty truck.				

Project Number	24-01	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2016 Sprinter Van - Unit 1601
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	25-01	**Capital Project Title**	Fleet Replacement	**Capital Project Description**	Replace 2017 Transit Van - Unit 17002
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

1.105 Facility Management
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

Facility Management ERF

Facility Management assets consist of vehicles and equipment.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule	Est Actual	Budget				
Projected year end balance	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	372,268	288,055	185,055	70,555	36,565	3,095
Planned Purchase (Based on Capital Plan)	(138,600)	(60,000)	(140,000)	(60,000)	(60,000)	(10,000)
Transfer from Ops Budget	48,585	25,000	25,500	26,010	26,530	27,061
Proceed disposal of Equipment	3,802					
Transfer of HQ Pool Fleet ERF		(70,000)				
Interest Income*	2,000	2,000				
Total projected year end balance	**288,055**	**185,055**	**70,555**	**36,565**	**3,095**	**20,156**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.105 Facility Management
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Facility Management

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105541

Operating Reserve Schedule	Actual	Est Actual	Budget				
Projected year end balance	2020	2021	2022	2023	2024	2025	2026
Beginning Balance	45,000	91,684	92,484	92,484	92,484	92,484	92,484
Planned Purchase							
Transfer from Ops Budget	45,825						
Interest Income*	859	800					
Total projected year end balance	**91,684**	**92,484**	**92,484**	**92,484**	**92,484**	**92,484**	**92,484**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

CRD Headquarters Building

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.106 CRD Headquarter Building **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance & Finance

FUNDING:

All costs are recovered by building allocation from CRD user departments.

Change in Budget 2021 to 2022 Service: 1.106 CRD HQ Building	Total Expenditure	Comments
2021 Budget	**1,430,448**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Standard Overhead Allocation	11,940	
Additional Office Space	282,000	
Reserve Transfers	51,355	
Building Occupancy	4,350	
Other	35,527	
Total Other Changes	385,172	
2022 Budget	**1,815,620**	
% expense increase from 2021:	***26.9%***	
% Requisition increase from 2021 (if applicable):		*Requisition funding is 0.0% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Due to the loss of the Starbucks tenancy, there is projected to be a one time unfavourable $37,435 that will result in a reduction in the Capital Reserve transfer.

1.106 - CRD HQ BUILDING	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Internal Allocations	233,065	223,065	238,395	-	-	238,395	243,162	248,026	252,986	258,046
Insurance Cost	39,420	39,420	47,800	-	-	47,800	50,190	52,700	55,330	58,100
Repairs and Maintenance Costs	196,150	207,698	222,318	-	31,500	253,818	226,867	231,430	236,083	240,813
Rental and Leases	89,650	86,083	95,742	282,000	-	377,742	385,208	392,902	101,488	103,509
Electricity& Utilities	186,020	172,979	182,600	-	-	182,600	183,752	184,927	186,126	187,348
Operating Supplies	41,600	23,616	45,700	-	-	45,700	46,614	47,546	48,498	49,468
Internal Labour Cost	298,200	291,075	286,357	-	-	286,357	292,084	297,926	303,885	309,963
Operating Cost - Other	223,390	228,575	208,900	-	-	208,900	213,078	217,340	221,688	226,122
TOTAL OPERATING COSTS	**1,307,495**	**1,272,511**	**1,327,812**	**282,000**	**31,500**	**1,641,312**	**1,640,955**	**1,672,797**	**1,406,084**	**1,433,369**
*Percentage increase over prior year operating costs		-2.7%	1.55%			25.53%	-0.02%	1.94%	-15.94%	1.94%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	87,953	50,518	114,308	-	-	114,308	114,308	114,308	413,568	419,553
Transfer to ERF	35,000	35,000	60,000	-	-	60,000	60,000	60,000	60,000	60,000
TOTAL CAPITAL / RESERVES	122,953	85,518	174,308	-	-	174,308	174,308	174,308	473,568	479,553
TOTAL COSTS	**1,430,448**	**1,358,029**	**1,502,120**	**282,000**	**31,500**	**1,815,620**	**1,815,263**	**1,847,105**	**1,879,652**	**1,912,922**
*Percentage increase over prior year operating costs		-5.1%				26.93%	-0.02%	1.75%	1.76%	1.77%
Internal Recoveries(Building Occupancy)	(1,281,578)	(1,281,578)	(1,783,552)	-	-	(1,783,552)	(1,782,949)	(1,814,540)	(1,846,831)	(1,879,854)
*Percentage increase over prior year operating costs		0.0%				39.17%	-0.03%	1.77%	1.78%	1.79%
OPERATING LESS RECOVERIES	**148,870**	**76,451**	**(281,432)**	**282,000**	**31,500**	**32,068**	**32,314**	**32,565**	**32,821**	**33,068**
		-48.6%	-289.05%			-78.46%	0.77%	0.78%	0.79%	0.75%
FUNDING SOURCES (REVENUE)										
Estimated Balance C/F from current to next year										
Fees Charged	(2,700)	(450)	-	-	-	-	-	-	-	-
Lease Revenue	(99,603)	(44,323)	-	-	-	-	-	-	-	-
Recovery - Other	(46,567)	(31,678)	(32,068)	-	-	(32,068)	(32,314)	(32,565)	(32,821)	(33,068)
TOTAL REVENUE	**(148,870)**	**(76,451)**	**(32,068)**	**-**	**-**	**(32,068)**	**(32,314)**	**(32,565)**	**(32,821)**	**(33,068)**
REQUISITION	**-**	**-**	**313,500**	**(282,000)**	**(31,500)**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year requisition										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.106 Facilities and Risk		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$1,710,000	$1,665,000	$1,100,000	$1,700,000	$135,000	$6,310,000
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$70,000	$0	$0	$0	$0	$70,000
			$0	**$1,780,000**	**$1,665,000**	**$1,100,000**	**$1,700,000**	**$135,000**	**$6,380,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$70,000	$0	$0	$0	$0	$70,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$500,000	$750,000	$0	$1,250,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$1,710,000	$1,665,000	$600,000	$950,000	$135,000	$5,060,000
			$0	**$1,780,000**	**$1,665,000**	**$1,100,000**	**$1,700,000**	**$135,000**	**$6,380,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.106

Service Name: Facilities and Risk

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	Replacement	Hot Water Tank	303 Liter hot water tank	$20,000	B	Res	→	$20,000	$0	$0	$0	$0	$20,000
21-01	Replacement	HVAC System Upgrade	Feasibility design and detailed project plan	$2,650,000	B	Res	→	$0	$150,000	$500,000	$750,000	$0	$1,400,000
21-01	Replacement	HVAC System Upgrade			B	Grant		$0	$0	$500,000	$750,000	$0	$1,250,000
21-02	Replacement	Bike storage	Additional bike cage	$20,000	B	Res	→	$20,000	$0	$0	$0	$0	$20,000
21-03	New	Interior Renovations	Interior renovations - HQ Building	$500,000	B	Res		$0	$0	$100,000	$100,000	$100,000	$300,000
22-01	New	Interior Renovations	Interior renovations - HQ Building Space Optimazation	$3,000,000	B	Res		$1,500,000	$1,500,000	$0	$0	$0	$3,000,000
22-02	Renewal	Vertical Transportation Upgrades	Elevator refurbishment and moderization - Phase 1 & 2	$20,000	B	Res		$20,000	$0	$0	$0	$0	$20,000
22-03	New	Climate Action Upgrades	EV charging infrastructure - HQ Building Phase 2	$50,000	B	Res		$50,000	$0	$0	$0	$0	$50,000
22-04	Defer	Emergency Repairs	For unforeseen emergency repairs	$100,000	B	Res		$100,000	$0	$0	$0	$0	$100,000
23-01	Renewal	Exterior Upgrades	Green Roof Upgrades	$15,000	B	Res		$0	$15,000	$0	$0	$0	$15,000
25-01	Study	Asset management Plan	Facility condition assessment	$15,000	B	Res		$0	$0	$0	$15,000	$0	$15,000
25-02	Replacement	Roof Replacement	4th floor small roof areas	$75,000	B	Res		$0	$0	$0	$75,000	$0	$75,000
25-03	Replacement	Safety Systems	Fire Sprinkler upgrades	$10,000	B	Res		$0	$0	$0	$10,000	$0	$10,000
26-01	Replacement	Interior Upgrades	Interior paint	$35,000	B	Res		$0	$0	$0	$0	$35,000	$35,000
ERF22-01	Replacement	Pool Fleet Replacement	Replace 2005 Toyota Prius - Unit F00959	$35,000	V	ERF		$35,000	$0	$0	$0	$0	$35,000
ERF22-02	Replacement	Pool Fleet Replacement	Replace 2010 Chev Malibu - Unit F11004	$35,000	V	ERF		$35,000	$0	$0	$0	$0	$35,000
													$0
			GRAND TOTAL	**$6,580,000**			**$0**	**$1,780,000**	**$1,665,000**	**$1,100,000**	**$1,700,000**	**$135,000**	**$6,380,000**

Service:	1.106	Facilities and Risk

Project Number	20-01	Capital Project Title	Hot Water Tank	Capital Project Description	303 Liter hot water tank
Project Rationale	Hot water tank expected to reach its useful life.				

Project Number	21-01	Capital Project Title	HVAC System Upgrade	Capital Project Description	Feasibility design and detailed project plan
Project Rationale	Feasibility, design and replacement of the natural gas boilers with energy efficient electric heat pumps to reduce GHG's and to provide better comfortability for building occupants. Currently, the facility consumes the 3rd most natural gas of all CRD facilities and replacing the boilers with electric heat pumps will be a major step in meeting our GHG reduction targets.				

Project Number	21-02	Capital Project Title	Bike storage	Capital Project Description	Additional bike cage
Project Rationale	Additional bike storage for CRD Headquarters.				

Project Number	21-03	Capital Project Title	Interior Renovations	Capital Project Description	Interior renovations - HQ Building
Project Rationale	Contingent amount for office and floor plate reconfigeration due to department and staff relocations				

Project Number	22-01	Capital Project Title	Interior Renovations	Capital Project Description	Interior renovations - HQ Building Space Optimazation
Project Rationale	Interior renovations to accomadate additional staff in 2022. Renovation will be phased and completed over 2 years.				

Project Number	22-02	Capital Project Title	Vertical Transportation Upgrades	Capital Project Description	Elevator refurbishment and moderization - Phase 1 & 2
Project Rationale	Elevator upgrades to meet current codes and to modernize controls as per consultants condition assessment.				

Project Number	22-03	Capital Project Title	Climate Action Upgrades	Capital Project Description	EV charging infrastructure - HQ Building Phase 2
Project Rationale	Electrical upgrades to add EV chargers for operational vehicles.				

Project Number	22-04	Capital Project Title	Emergency Repairs	Capital Project Description	For unforeseen emergency repairs
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Service:	1.106	Facilities and Risk

Project Number	23-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Green Roof Upgrades
Project Rationale	Upgrade green roofs by adding/replacing landscaping and/or planters.				

Project Number	25-01	**Capital Project Title**	Asset management Plan	**Capital Project Description**	Facility condition assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	25-02	**Capital Project Title**	Roof Replacement	**Capital Project Description**	4th floor small roof areas
Project Rationale	Roof is at its end of life and requires replacement.				

Project Number	25-03	**Capital Project Title**	Safety Systems	**Capital Project Description**	Fire Sprinkler upgrades
Project Rationale	Fire sprinkler systems upgrades as per consultants report.				

Project Number	26-01	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	Interior paint
Project Rationale	Repaint interior of the building.				

Project Number	ERF22-01	**Capital Project Title**	Pool Fleet Replacement	**Capital Project Description**	Replace 2005 Toyota Prius - Unit F00959
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

Project Number	ERF22-02	**Capital Project Title**	Pool Fleet Replacement	**Capital Project Description**	Replace 2010 Chev Malibu - Unit F11004
Project Rationale	Replace the vehicle with an all electric or hybrid option as scheduled by Facility Management.				

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

CRD HQ Office Facilities & Health Facilities - VIHA

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was $38M. Total replacement value for the facilities is $39M (Note A).

Assets held by Health Facilities - VIHA consist of Peninsula Health Unit, Victoria Health Unit and Esquimalt Health unit built in 1994, 1986 and 1990. The total historical value as of Dec 31, 2015 for all three health units building structures was $12M with an estimated replacement value of $22M (Note A).

Note A: Insured Value Table

Description		$ Amount*
1.106 Office Facilities		
CRD Headquarters Building- Phase 1 & 2		39,232,179
JDF Administration Building (New)		95,873
Total	**$**	**39,328,052**
1.226 health Facilities - VIHA		
Peninsula Health Unit		9,481,300
Victoria Health Unit		7,900,300
Esquimalt Health Unit		4,830,300
Total	**$**	**22,211,900**

*Annual insurance renewal - replacement values as assessed in 2015.

1.106 CRD HQ Building
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

CRD HQ Building ERF

CRD HQ Building assets building equipment / Pool Fleet.

Equipment Replacement Fund Schedule (ERF)

Equipment Replacement Schedule	Est. Actual	Budget				
Projected year end balance	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	-	15,100	50,300	85,300	120,300	155,300
Planned Purchase (Based on Capital Plan)	-	(70,000)	-	-	-	-
Transfer from Ops Budget Equip	15,000	15,000	15,000	15,000	15,000	15,000
Transfer from Ops Budget Pool Fleet	-	20,000	20,000	20,000	20,000	20,000
Transfer from FM ERF for Pool Fleet	-	70,000				
Proceed disposal of Equipment						
Interest Income*	100	200				
Total projected year end balance	**15,100**	**50,300**	**85,300**	**120,300**	**155,300**	**190,300**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

CRD HQ Office Facilities & Health Facilities - VIHA

Office Facilities manages office buildings and rental units owned by the CRD. Assets include CRD Headquarters building, 3 buildings currently occupied by VIHA and JDF administration building currently occupied by JDF Planning, Building Inspection and Emergency Services. The total historical value as at December 31, 2015 was $38M. Total replacement value for the facilities is $39M (Note A).

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Note A: Insured Value Table

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Esquimalt Health Unit		4,830,300
Total	**$**	**22,211,900**

*Annual insurance renewal - replacement values as assessed in 2015.

1.106 CRD HQ Building & 1.226 Health Facilities - VIHA
Asset and Reserve Summary
2022 - 2026 Financial Plan

1.106 Headquarters Facility & 1.226 VIHA Health Facilities Capital Reserve Fund Cash Flow						
Reserve/Fund Summary	**Est Actual**	**Budget**				
Projected year end balance	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	7,576,313	5,939,201	3,605,879	1,412,812	1,050,005	816,723
Planned Capital Expenditure (Based on Capital Plan)	(2,420,000)	(3,180,000)	(2,980,000)	(1,150,000)	(1,320,000)	(872,500)
Transfer from Ops Budget	722,888	786,678	786,933	787,193	1,086,718	1,092,974
Interest Income**	60,000	60,000				
Total projected year end balance	**5,939,201**	**3,605,879**	**1,412,812**	**1,050,005**	**816,723**	**1,037,197**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Corporate Satellite Facilities

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.107 Corporate Satellite Facilities **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Governance & Finance

FUNDING:

All costs are recovered from user departments.

1.107 - CORPORATE SATELLITE FACILITIES	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Rentals and Leases	81,370	77,206	83,205	-	-	83,205	83,730	84,766	85,812	87,529
Internal Allocations	18,875	18,875	19,925	-	-	19,925	20,321	20,730	21,142	21,568
Insurance Cost	1,340	1,340	1,720	-	-	1,720	1,800	1,890	1,980	2,080
Electricity & Utilities	19,040	17,400	19,040	-	-	19,040	19,421	19,809	20,205	20,609
Repairs and Maintenance Costs	12,791	15,891	14,200	-	-	14,200	14,484	14,774	15,069	15,370
Operating Cost - Other	76,260	73,235	75,712	-	-	75,712	77,225	78,767	80,347	81,953
TOTAL OPERATING COSTS	**209,676**	**203,947**	**213,802**	**-**	**-**	**213,802**	**216,981**	**220,736**	**224,555**	**229,109**
*Percentage Increase over prior year		-2.73%	1.97%	-	-	1.97%	1.49%	1.73%	1.73%	2.03%
CAPITAL / RESERVE										
Transfer to Capital Fund	-	-	5,000.00	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Reserve Fund	12,750.00	14,280.00	12,750.00	-	-	12,750	13,005	13,265	13,530	13,801
TOTAL CAPITAL / RESERVES	12,750	14,280	17,750	-	-	17,750	18,005	18,265	18,530	18,801
TOTAL COSTS	**222,426**	**218,227**	**231,552**	**-**	**-**	**231,552**	**234,986**	**239,001**	**243,085**	**247,910**
*Percentage Increase over prior year		-1.89%	4.10%	-	-	4.10%	1.48%	1.71%	1.71%	1.98%
Internal Recoveries	**(222,426)**	**(218,227)**	**(231,552)**	**-**	**-**	**(231,552)**	**(234,986)**	**(239,001)**	**(243,085)**	**(247,910)**
Recovery - Other	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
PARTICIPANTS: Costs recovered internally										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.107 Corporate Satellite Facilities	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$50,000	$5,000	$5,000	$5,000	$5,000	$70,000
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$50,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$70,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$45,000	$0	$0	$0	$0	$45,000
		$0	**$50,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$70,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.107

Service Name: Corporate Satellite Facilities

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
JDF 22-01	New	Sitework Upgrades	New Concrete Panel Fence	$35,000	B	Res		$35,000	$0	$0	$0	$0	$35,000
JDF 22-02	Study	Asset Management Plan	Condition Assessment	$10,000	B	Res		$10,000	$0	$0	$0	$0	$10,000
AS 22-01	Replacement	Facility Upgrades	General Building Upgrades	$25,000	B	Cap		$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
													$0
													$0
			GRAND TOTAL	**$70,000**			**$0**	**$50,000**	**$5,000**	**$5,000**	**$5,000**	**$5,000**	**$70,000**

Service:	1.107	Corporate Satellite Facilities

Project Number	JDF 22-01	Capital Project Title	Sitework Upgrades	Capital Project Description	New Concrete Panel Fence
Project Rationale	Install new 10' concrete panel fence along proprety line to reduce sound transmission and for safety reasons.				

Project Number	JDF 22-02	Capital Project Title	Asset Management Plan	Capital Project Description	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	AS 22-01	Capital Project Title	Facility Upgrades	Capital Project Description	General Building Upgrades
Project Rationale	Annual general repairs to facility due to use of building.				

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Family Court Building

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.123 Family Court Building **Committee: Governance & Finance**

DEFINITION:

Supplementary Letters Patent, Division VI - Family and Children's Court, March 16, 1967. Amended September 10, 1987.

PARTICIPATION:

The participants in this function were Victoria, Saanich, Oak Bay and Esquimalt. Although the District is the owner on record, the facility had previously been operated by the City under an arrangement dating from a time when the CRD had no property management capability.

Since 1998, excess rental revenues have been returned to function participants through a negative requisition.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

No debt shall be incurred by the Regional District for the purpose of this function other than temporary current borrowing.

FUNDING:

The budget provides for establishment of a reserve fund from rental revenues in order to establish a program of planned maintenance and upgrading. The facility has no debt. Costs are recovered from the tenant.

1.123 - FAMILY COURT BUILDING	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Internal Allocations	19,896	19,896	2,750	-	-	2,750	2,806	2,862	2,918	2,978
Insurance Cost	5,250	5,250	-	-	-	-	-	-	-	-
Repairs and Maintenance Costs	-	-	-	-	-	-	-	-	-	-
Electricity&Utilities	17,900	-	-	-	-	-	-	-	-	-
Internal Labour Cost	9,560	-	-	-	-	-	-	-	-	-
Operating Cost - Other	2,400	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**55,006**	**25,146**	**2,750**	**-**	**-**	**2,750**	**2,806**	**2,862**	**2,918**	**2,978**
*Percentage Increase over prior year						-95.00%	2.04%	2.00%	1.96%	2.06%
CAPITAL / RESERVE										
Transfer to Reserve Fund	94,354	124,214.00	146,610	-	-	146,610	146,554	146,498	146,442	146,382
TOTAL CAPITAL / RESERVES	94,354	124,214.00	146,610	-	-	146,610	146,554	146,498	146,442	146,382
TOTAL COSTS	**149,360**	**149,360**	**149,360**	**-**	**-**	**149,360**	**149,360**	**149,360**	**149,360**	**149,360**
*Percentage Increase over prior year						0.00%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus C/F from current to next year										
Rental Income	(149,360)	(149,360.00)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(149,360)	(149,360)	(149,360)	-	-	(149,360)	(149,360)	(149,360)	(149,360)	(149,360)
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.123 Family Court Building		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$45,000	$160,000	$1,120,000	$135,000	$10,000	$0	$1,425,000
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$45,000	**$160,000**	**$1,120,000**	**$135,000**	**$10,000**	**$0**	**$1,425,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$15,000	$0	$0	$0	$0	$15,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$500,000	$0	$0	$0	$500,000
Donations / Third Party Funding		Other	$0	$0	$0	$50,000	$0	$0	$50,000
Reserve Fund		Res	$45,000	$145,000	$620,000	$85,000	$10,000	$0	$860,000
			$45,000	**$160,000**	**$1,120,000**	**$135,000**	**$10,000**	**$0**	**$1,425,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.123

Service Name: Family Court Building

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-02	Renewal	Exterior Upgrades	Wood Window & Trim Replacement	$47,500	B	Res	$45,000	$45,000	$0	$0	$0	$0	$45,000
22-01	Replacement	Mechanical Upgrades	Detail Design & Replacement of HVAC	$1,050,000	B	Res	$0	$50,000	$500,000	$0	$0	$0	$550,000
	Replacement	Mechanical Upgrades	Detail Design & Replacement of HVAC		B	Grant	$0		$500,000			$0	$500,000
22-02	Renewal	Exterior Upgrades	Repair exterior masonry & concrete	$15,000	B	Cap	$0	$15,000	$0	$0	$0	$0	$15,000
22-03	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res	$0	$50,000	$0	$0	$0	$0	$50,000
23-01	Renewal	Exterior Upgrades	Replace all wood siding	$12,000	B	Res	$0	$0	$120,000	$0	$0	$0	$120,000
24-01	Renewal	Exterior Upgrades	Replace West Entrance Hand rail	$85,000	B	Res	$0	$0	$0	$85,000	$0	$0	$85,000
24-02	Renewal	Interior Upgrades	Interior Paint	$50,000	B	Other	$0	$0	$0	$50,000	$0	$0	$50,000
25-01	Study	Asset Management	Condition Assessment	$10,000	B	Res	$0	$0	$0	$0	$10,000	$0	$10,000
													$0
			GRAND TOTAL	**$1,319,500**			**$45,000**	**$160,000**	**$1,120,000**	**$135,000**	**$10,000**	**$0**	**$1,425,000**

Service: 1.123 **Family Court Building**

Project Number	20-02	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Wood Window & Trim Replacement
Project Rationale	To refurbish/replace the exterior wood windows and trim as per condition assessment by consultant.				

Project Number	22-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Detail Design & Replacement of HVAC
Project Rationale	Detail design & construction to replace gas boilers with electric heat pumps for building heating and cooling.				

Project Number	22-02	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Repair exterior masonry & concrete
Project Rationale	To refurbish/repair exterior masonry & concrete as per condition assessment by consultant.				

Project Number	22-03	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Project Number	23-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Replace all wood siding
Project Rationale	To refurbish/replace the exterior wood siding as per condition assessment by consultant.				

Project Number	24-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Replace West Entrance Hand rail
Project Rationale	To replace front entrance handrail to meet current building codes as it is end of life.				

Project Number	24-02	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	Interior Paint
Project Rationale	Repaint the interior of the building.				

Project Number	25-01	**Capital Project Title**	Asset Management	**Capital Project Description**	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

1.123 Family Court Building
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

Family Court Building

The Family Court Building assets include land and building which currently houses mental health built in 1980.

Reserve Schedule

Family Court Building Reserve Fund Projected year end balance	Est Actual 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	222,802	149,196	152,806	(320,640)	(259,142)	(122,700)
Transfer to Cap Fund	(200,000)	(145,000)	(620,000)	(85,000)	(10,000)	-
Transfer from Ops Budget	122,000	146,610	146,554	146,498	146,442	146,382
Interest Income**	4,394	2,000				
Total projected year end balance	**149,196**	**152,806**	**(320,640)**	**(259,142)**	**(122,700)**	**23,682**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Health Facilities - VIHA

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.226 Health Facilities - VIHA **Committee: Governance & Finance**

DEFINITION:

Authorized by Letters Patent as part of the provision of administrative services to the CRD Board.

PARTICIPATION:

All municipalities and electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Governance & Finance

FUNDING:

All costs are recovered by lease payment from Island Health.

Change in Budget 2021 to 2022 Service: 1.226 Health Facilities - VIHA	Total Expenditure	Comments
2021 Budget	**1,580,254**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Standard Overhead Allocation	(8,170)	
Utilites	30,680	Increase due to inflation and inclusion of 1119 Pembroke costs
Insurance	10,430	Increase due to inflation and inclusion of 1119 Pembroke costs
Maintenace	21,025	Increase due to inflation and inclusion of 1119 Pembroke costs
Other	24,200	Increase due to inflation and inclusion of 1119 Pembroke costs
Total Other Changes	78,165	
2022 Budget	**1,658,419**	
% expense increase from 2021:	***4.9%***	
% Requisition increase from 2021 (if applicable):		*Requisition funding is 0.0% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Any operating surplus/deficit is return/charged to the tenant, VIHA.

1.226 - HEALTH FACILITIES - VIHA	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Internal Allocation	255,769	255,769	256,659	-	-	256,659	261,792	267,028	272,368	277,814
Insurance Cost	24,660	24,660	35,090	-	-	35,090	36,850	38,690	40,630	42,660
Repairs and Maintenance Costs	180,855	230,335	201,880	-	-	201,880	205,918	210,033	214,237	218,521
Electricity&Utilities	196,400	217,983	227,080	-	-	227,080	231,622	236,255	240,980	245,800
Internal Labour Cost	311,750	211,000	324,000	-	-	324,000	330,480	337,090	343,832	350,708
Consultant Expenses	-	15,000	-	-	-	-	-	-	-	-
Operating Supplies	9,300	6,000	9,800	-	-	9,800	9,996	10,196	10,398	10,608
Operating Cost - Other	47,850	61,337	50,240	-	-	50,240	51,244	52,268	53,314	54,378
TOTAL OPERATING COSTS	**1,026,584**	**1,022,084**	**1,104,749**	**-**	**-**	**1,104,749**	**1,127,902**	**1,151,560**	**1,175,759**	**1,200,489**
*Percentage Increase over prior year						7.61%	2.10%	2.10%	2.10%	2.10%
CAPITAL / RESERVE										
Transfer to Reserve Fund	553,670	553,670	553,670	-	-	553,670	553,670	553,670	553,670	553,670
TOTAL CAPITAL / RESERVES	553,670	553,670	553,670	-	-	553,670	553,670	553,670	553,670	553,670
TOTAL COSTS	1,580,254	1,575,754	1,658,419	-	-	1,658,419	1,681,572	1,705,230	1,729,429	1,754,159
*Percentage Increase over prior year						**4.95%**	1.40%	1.41%	1.42%	1.43%
FUNDING SOURCES (REVENUE)										
Estimated Surplurs to VIHA						-				
Revenue - Other (Interest)	(3,500)	-	(3,500)	-	-	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Lease Revenue from VIHA	(1,576,754)	(1,575,754)	(1,654,919)	-	-	(1,654,919)	(1,678,072)	(1,701,730)	(1,725,929)	(1,750,659)
TOTAL REVENUE	(1,580,254)	(1,575,754)	(1,658,419)	-	-	(1,658,419)	(1,681,572)	(1,705,230)	(1,729,429)	(1,754,159)
						4.95%	1.40%	1.41%	1.42%	1.43%
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.226 Health Facilities - VIHA		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$55,000	$1,440,000	$1,115,000	$925,000	$955,000	$937,500	$5,372,500
Equipment		E	$0	$40,000	$400,000	$0	$0	$0	$440,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$75,000	$0	$75,000
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$55,000	**$1,480,000**	**$1,515,000**	**$925,000**	**$1,030,000**	**$937,500**	**$5,887,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$55,000	$55,000	$0	$0	$0	$0	$55,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$200,000	$375,000	$660,000	$200,000	$1,435,000
Reserve Fund		Res	$0	$1,425,000	$1,315,000	$550,000	$370,000	$737,500	$4,397,500
			$55,000	**$1,480,000**	**$1,515,000**	**$925,000**	**$1,030,000**	**$937,500**	**$5,887,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
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Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
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Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.226

Service Name: Health Facilities - VIHA

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
EHU-21-01	Renewal	Roof Replacement	Replace Flat Roof	$400,000	B	Res	→	$0	$400,000	$0	$0	$0	$400,000
EHU-21-03	Replacement	Exterior Doors	Replace Exterior Doors to be accessible	$50,000	B	Res	→	$0	$50,000	$0	$0	$0	$50,000
EHU-22-01	Renewal	Exterior Upgrades	Building Envelope Replacement Detailed Design	$150,000	B	Res		$150,000	$0	$0	$0	$0	$150,000
EHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator refurbishment & Modernization	$40,000	B	Res		$40,000	$0	$0	$0	$0	$40,000
EHU-22-03	Renewal	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res		$50,000	$0	$0	$0	$0	$50,000
EHU-23-01	Renewal	Mechanical Upgrades	Air Handling Unit Replacement	$150,000	B	Res		$0	$0	$150,000	$0	$0	$150,000
EHU-23-02	Renewal	Mechanical Upgrades	Replace Domestic Hot Water Tanks	$70,000	B	Res		$0	$0	$70,000	$0	$0	$70,000
EHU-23-03	Renewal	Exterior Upgrades	Building Envelope Replacement	$1,872,500	B	Res		$0	$265,000	$265,000	$265,000	$277,500	$1,072,500
EHU-23-03	Renewal	Exterior Upgrades			B	Other			$200,000	$200,000	$200,000	$200,000	$800,000
EHU-26-01	Renewal	Electrical Upgrades	New Switchgear & panel	$25,000	B	Res		$0	$0	$0	$0	$35,000	$35,000
EHU-25-01	Study	Asset Management	Condition Assessment	$10,000	B	Res		$0	$0	$0	$10,000	$0	$10,000
PHU-22-01	Replacement	Mechanical Upgrades	Replace AHU & Heat Pumps	$125,000	B	Res		$25,000	$100,000	$0	$0	$0	$125,000
PHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator Refurbishment & Modernization	$75,000	B	Res		$75,000	$0	$0	$0	$0	$75,000
PHU-22-03	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res		$50,000	$0	$0	$0	$0	$50,000
PHU-22-04	Replacement	Roof Replacement	Flat Roof - Phase 2	$175,000	B	Res		$175,000					$175,000
PHU-23-01	Replacement	Mechanical Upgrades	Replace Gas Boilers with Electric	$120,000	B	Res	←	$20,000	$100,000	$0	$0	$0	$120,000
PHU-24-01	Renewal	Site Upgrades	Repave Parking Lot	$75,000	S	Res	→	$0	$0	$0	$75,000	$0	$75,000
PHU-24-02	Replacement	Interior Upgrades	Repaint Walls	$75,000	B	Other		$0	$0	$75,000	$0	$0	$75,000
PHU-24-03	Replacement	Interior Upgrades	New Flooring	$100,000	B	Other		$0	$0	$100,000	$0	$0	$100,000
PHU-25-01	Study	Asset management	Condition Assessment	$10,000	B	Res		$0	$0	$0	$10,000	$0	$10,000
PHU-26-01	Replacement	Electrical Upgrades	Upgrade Interior Lights to LED	$225,000	B	Res		$0	$0	$0	$0	$225,000	$225,000
PHU-26-02	Replacement	Exterior Upgrades	Repaint Exterior	$50,000	B	Res		$0	$0	$0	$0	$50,000	$50,000
VHU-20-01	Renewal	Exterior Upgrades	Repaint Exterior Cladding	$205,000	B	Cap	$50,000	$50,000	$0	$0	$0	$0	$50,000
VHU-20-01	Renewal	Exterior Upgrades	Repaint Exterior Cladding	$0	B	Res		$165,000	$0	$0	$0	$0	$165,000
VHU-20-02	Renewal	Roof Replacement	Replace Built-up Roofing Detailed Design & Construction	$360,000	B	Cap	$5,000	$5,000	$0	$0	$0	$0	$5,000
VHU-20-02	Renewal	Roof Replacement	Replace Built-up Roofing Detailed Design & Construction	$0	B	Res		$350,000	$0	$0	$0	$0	$350,000
VHU-22-01	Replacement	Mechanical Upgrades	Replace AHU	$440,000	E	Res		$40,000	$400,000	$0	$0	$0	$440,000
VHU-22-02	Replacement	Vertical Transportation Upgrades	Elevator Refurbishment & Modernization	$235,000	B	Res		$235,000	$0	$0	$0	$0	$235,000
VHU-22-03	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	$50,000	B	Res		$50,000	$0	$0	$0	$0	$50,000
VHU-25-01	Replacement	Interior Upgrades	New Flooring	$325,000	B	Other		$0	$0	$0	$325,000	$0	$325,000
VHU-25-02	Replacement	Interior Upgrades	Interior Paint	$135,000	B	Other		$0	$0	$0	$135,000	$0	$135,000
VHU-25-03	Replacement	Sitework Upgrades	Repaving parking Lot	$65,000	B	Res		$0	$0	$65,000	$0	$0	$65,000

Service #: 1.226

Service Name: Health Facilities - VIHA

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
VHU-25-04	Study	Asset management	Condition Assessment	$10,000	B	Res		$0	$0	$0	$10,000	$0	$10,000
VHU-26-01	Replacement	Mechanical Upgrades	Domestic Hot Water Upgrades	$150,000	B	Res		$0	$0	$0	$0	$150,000	$150,000
													$0
			GRAND TOTAL	**$5,872,500**			**$55,000**	**$1,480,000**	**$1,515,000**	**$925,000**	**$1,030,000**	**$937,500**	**$5,887,500**

Service:	1.226	Health Facilities - VIHA

Project Number	EHU-21-01	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Replace Flat Roof
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	EHU-21-03	**Capital Project Title**	Exterior Doors	**Capital Project Description**	Replace Exterior Doors to be accessible
Project Rationale	Replace exterior doors with wider doors that are accessible as the doors are at end of life.				

Project Number	EHU-22-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Building Envelope Replacement Detailed Design
Project Rationale	Detailed design for building envelope refurbishment as per consultants report and investigation.				

Project Number	EHU-22-02	**Capital Project Title**	Vertical Transportation Upgrades	**Capital Project Description**	Elevator refurbishment & Modernization
Project Rationale	Elevator upgrades to meet current codes and to modernize controls as per consultants condition assessment.				

Project Number	EHU-22-03	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Project Number	EHU-23-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Air Handling Unit Replacement
Project Rationale	AHU replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Project Number	EHU-23-02	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace Domestic Hot Water Tanks
Project Rationale	DHW tank replacement based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Project Number	EHU-23-03	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Building Envelope Replacement
Project Rationale	Building envelope replacement for building, includes removing stucco and replacing with new cladding system with a rainscreen.				

Project Number	EHU-25-01	**Capital Project Title**	Asset Management	**Capital Project Description**	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	EHU-26-01	**Capital Project Title**	Electrical Upgrades	**Capital Project Description**	New Switchgear & panel
Project Rationale	Replace main switchgear and braker panel based on system renewal recommendation from Facility Condition Assessment completed in 2019.				

Service:	1.226	Health Facilities - VIHA

Project Number	PHU-22-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace AHU & Heat Pumps
Project Rationale	Replace rooftop AHU & heatpumps as system is end of life and requires replacement as per consultants report. New system with be more energy efficient that current and will reduce GHG				

Project Number	PHU-22-02	**Capital Project Title**	Vertical Transportation Upgrades	**Capital Project Description**	Elevator Refurbishment & Modernization
Project Rationale	Elevator upgrades to meet current codes and to modernize controls as per consultants condition assessment.				

Project Number	PHU-22-03	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Project Number	PHU-23-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace Gas Boilers with Electric
Project Rationale	Replace gas boiler as system is end of life and requires replacement as per consultants report. New system with be electric, not natural gas, will reduce GHG consumption.				

Project Number	PHU-24-01	**Capital Project Title**	Site Upgrades	**Capital Project Description**	Repave Parking Lot
Project Rationale	Parking lot repairs, including repaving, tire stops and line painting as it is at end of life as per facility condition assessment.				

Project Number	PHU-24-02	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	Repaint Walls
Project Rationale	Repaint interior walls, include two floors and multipurpose room.				

Project Number	PHU-24-03	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	New Flooring
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	PHU-25-01	**Capital Project Title**	Asset management	**Capital Project Description**	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	PHU-26-01	**Capital Project Title**	Electrical Upgrades	**Capital Project Description**	Upgrade Interior Lights to LED
Project Rationale	Replace all interior lighting with LED lights as they are at end of life. New LED lights will reduce energy consumption and provide better working conditions for staff and clients.				

Service:	1.226	Health Facilities - VIHA

Project Number	PHU-26-02	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Repaint Exterior
Project Rationale	Repaint exterior of building as it is end of life. Any damaged areas will be fixed prior to painting.				

Project Number	VHU-20-01	**Capital Project Title**	Exterior Upgrades	**Capital Project Description**	Repaint Exterior Cladding
Project Rationale	Repaint exterior wood siding of the building as it is end of life. Any damaged areas will be fixed prior to painting.				

Project Number	VHU-20-02	**Capital Project Title**	Roof Replacement	**Capital Project Description**	Replace Built-up Roofing Detailed Design & Construction
Project Rationale	Replace flat roof as it has reached end of useful life as per consultants report.				

Project Number	VHU-22-01	**Capital Project Title**	Mechanical Upgrades	**Capital Project Description**	Replace AHU
Project Rationale	Replace AHU as per facility condition assessment recommendation. A feasability report will be completed prior to the start of design to ensure the new system meets our GHG reduction targets.				

Project Number	VHU-22-02	**Capital Project Title**	Vertical Transportation Upgrades	**Capital Project Description**	Elevator Refurbishment & Modernization
Project Rationale	Elevator upgrades to meet current codes and to modernize controls as per consultants condition assessment.				

Project Number	VHU-22-03	**Capital Project Title**	Emergency Repairs	**Capital Project Description**	For Unforeseen Emergency Repairs
Project Rationale	Contingency amount to cover unforeseen emergency repairs to the building.				

Project Number	VHU-25-01	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	New Flooring
Project Rationale	Replace interior flooring. Some areas will be carpet and some will be replaced with vinyl depending on use and durability requirements.				

Project Number	VHU-25-02	**Capital Project Title**	Interior Upgrades	**Capital Project Description**	Interior Paint
Project Rationale	Repaint interior walls, include two floors and multipurpose room.				

Project Number	VHU-25-03	**Capital Project Title**	Sitework Upgrades	**Capital Project Description**	Repaving parking Lot
Project Rationale	Parking lot repairs, including repaving, tire stops and line painting as it is at end of life as per facility condition assessment.				

Service:	1.226	Health Facilities - VIHA

Project Number	VHU-25-04	Capital Project Title	Asset management	Capital Project Description	Condition Assessment
Project Rationale	Building condition assessment to determine life cycle condition, including replacement budget.				

Project Number	VHU-26-01	Capital Project Title	Mechanical Upgrades	Capital Project Description	Domestic Hot Water Upgrades
Project Rationale	Replace boiler as system is end of life and requires replacement as per consultants report. New system with be electric and more efficient will reduce GHG consumption.				

CAPITAL REGIONAL DISTRICT

2022 BUDGET

I & I Enhancement Program

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.709 I & I Enhancement Program **Committee: Core Area Liquid Waste Management**

DEFINITION:

The Inflow and Infiltration (I&I) Program engages with Core area and Peninsula municipalities and First Nations to identify and reduce the amount of rain and ground water that enters the sanitary sewer system

SERVICE DESCRIPTION:

Requirement of the Core Area Liquid Waste Management Plan (LWMP) and Saanich Peninsula Liquid Waste Management Plan (SPLWMP). Primary program goals include:

- manage and/or reduce Inflow & Infiltration (I&I) and overflows in accordance with LWMP and Municipal Sewage Regulation
- minimize conveyance, treatment and disposal costs

PARTICIPATION:

Core Area Sewer Participants (LWMP)
Districts of Central Saanich, North Saanich and Town of Sidney (SPLWMP).

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMITTEE:

Core Area Liquid Waste Committee
Saanich Peninsula Wastewater Commission

FUNDING:

Funded by Core Area Wastewater Treatment Operations Budget and LWMP Peninsula Budget

3.709 - I & I ENHANCEMENT PROGRAM	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	374,124	349,620	339,411	-	10,000	349,411	346,195	353,112	360,168	367,375
Consultant Expenses	45,630	45,630	46,543	-	-	46,543	47,470	48,420	49,390	50,380
Contract For Services	51,420	71,420	55,958	-	55,000	110,958	57,074	58,212	59,375	60,561
TOTAL OPERATING COSTS	**471,174**	**466,670**	**441,912**	**-**	**65,000**	**506,912**	450,739	459,744	468,933	478,316
*Percentage Increase over prior year	0.00%	-0.96%	-6.21%	0.00%	13.80%	7.58%	-11.08%	2.00%	2.00%	2.00%
TOTAL COSTS	471,174	466,670	441,912	-	65,000	506,912	450,739	459,744	468,933	478,316
*Percentage Increase over prior year	0.00%	-0.96%	-6.21%	0.00%	13.80%	7.58%	-11.08%	2.00%	2.00%	2.00%
Internal Recoveries	(471,174)	(466,670)	(441,912)	-	(65,000)	(506,912)	(450,739)	(459,744)	(468,933)	(478,316)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	-	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Recovery Costs	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PARTICIPANTS: Saanich, Victoria, Oak Bay, Esquimalt, View Royal Indian Affairs/Songhees, DND, Langford, Colwood										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

APPENDIX G

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 27, 2021
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

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7. Planning and Protective Services

7.1 GM - Planning & Protective Services

7.2 Regional Housing
- 7.2.1 Land Banking and Housing (Regional Housing)
- 7.2.2 Regional Housing Trust Fund

7.3 Hospital District, Health & Capital Planning Strategies
- 7.3.1 Health & Capital Planning Strategies
- 7.3.2 Community Health

7.4 Emergency Services
- 7.4.1 Corporate Emergency
- 7.4.2 Regional Emergency Program Support
- 7.4.3 Hazardous Material Incident Response
- 7.4.4 911 Call Answer
- 7.4.5 911 Call Answer - Municipalities
- 7.4.6 913 Fire Dispatch
- 7.4.7 Regional CREST Contribution
- 7.4.8 Animal Care Services
- 7.4.9 ByLaw Services

7.5 Regional and Strategic Planning
- 7.5.1 Traffic Safety
- 7.5.2 Regional Planning Services
- 7.5.3 Regional Growth Strategy

CAPITAL REGIONAL DISTRICT BOARD sitting as COMMITTEE OF THE WHOLE
October 27, 2021
Board Room, 625 Fisgard Street, Victoria

BUDGET REVIEW
Part C

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- 8.1.1 Regional Water Supply
- 8.1.2 JDF Water Distribution
- 8.1.3 Florence Lake Water

8.2 Liquid Waste Disposal - Core

- Core Area Wastewater - Combined View
- 8.2.1 Core Area Wastewater Operations
- 8.2.2 Debt - Core Area Wastewater Capital
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8.3 Saanich Peninsula Liquid Waste & Water Operations

- 8.3.1 Saanich Peninsula Water Supply
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CAPITAL REGIONAL DISTRICT

2022 BUDGET

PLANNING & PROTECTIVE SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2021

COMMITTEE OF THE WHOLE
October 27, 2021
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COMMITTEE OF THE WHOLE
October 27, 2021
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CAPITAL REGIONAL DISTRICT

2022 BUDGET

GM - Planning & Protective Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.024 GM - Planning & Protective Services	Committee: Planning, Transportation & Protective Services

DEFINITION:

The oversight of planning and protective services for the Capital Regional District Board.

SERVICE DESCRIPTION:

The General Manager of Planning and Protective Services provides overall direction and supporting administrative oversight for 40 individual services and functions.

The department and its divisions report to the Board, Hospital District Board, Planning, Transportation and Protective Services Committee, Electoral Area Services Committee, Juan de Fuca Land Use Committee and also provide corporate administration for 17 commissions and the Capital Regional Housing Corporation.

Planning and Protective Services includes the administrative and operating responsibility for:

- Capital Regional Housing Corporation
- Capital Regional Hospital District
- Regional Planning and Information Services
- Emergency Management & Fire Protection
- Housing Secretariat
- Bylaw Services and Animal Control
- Building Inspection and Numbering
- Juan de Fuca Electoral Area Community Planning

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation and Protective Services

FUNDING:

Requisition and Internal Recoveries

1.024 - GM - Planning & Protective Services	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	425,935	417,650	431,046	-	-	431,046	440,327	449,820	459,515	469,415
Contract for Services	13,240	6,000	13,500	-	-	13,500	13,770	14,050	14,330	14,620
Internal Allocations	84,604	84,604	88,759	-	-	88,759	90,092	91,845	93,632	95,457
Operating Other	20,010	16,390	20,345	-	-	20,345	20,730	21,140	21,550	21,990
TOTAL OPERATING COSTS	**543,789**	**524,644**	**553,650**	**-**	**-**	**553,650**	**564,919**	**576,855**	**589,027**	**601,482**
*Percentage Increase over prior year						1.8%	2.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	1,000	-	-	1,000	1,000	1,000	1,000	1,000
TOTAL CAPITAL / RESERVES	**-**	**-**	**1,000**	**-**	**-**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
TOTAL COSTS	**543,789**	**524,644**	**554,650**	**-**	**-**	**554,650**	**565,919**	**577,855**	**590,027**	**602,482**
FUNDING SOURCES (REVENUE)										
Internal Recoveries	(256,271)	(256,271)	(261,393)	-	-	(261,393)	(266,597)	(271,921)	(277,336)	(282,862)
TOTAL REVENUES	**(256,271)**	**(256,271)**	**(261,393)**	**-**	**-**	**(261,393)**	**(266,597)**	**(271,921)**	**(277,336)**	**(282,862)**
NET COSTS	**287,518**	**268,373**	**293,257**	**-**	**-**	**293,257**	**299,322**	**305,934**	**312,691**	**319,620**
*Percentage increase over prior year Net Costs						2.0%	2.1%	2.2%	2.2%	2.2%
AUTHORIZED POSITIONS: Salaried	2.5	2.5	2.5	-	-	2.5	2.5	2.5	2.5	2.5

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.024 GM - Planning & Protective Service	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$1,565	$2,066	$0	$0	$1,565	$5,196
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$1,565**	**$2,066**	**$0**	**$0**	**$1,565**	**$5,196**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$1,565	$2,066	$0	$0	$1,565	$5,196
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$1,565**	**$2,066**	**$0**	**$0**	**$1,565**	**$5,196**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.024**

Service Name: **GM - Planning & Protective Services**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer	Computer Replacement	$1,565	E	ERF		$1,565	$0	$0	$0	$0	$1,565
23-01	Replacement	Computer	Computer Replacement	$2,066	E	ERF		$0	$2,066	$0	$0	$0	$2,066
24-01	Replacement	Computer	Computer Replacement	$0	E	ERF		$0	$0	$0	$0	$0	$0
25-01	Replacement	Computer	Computer Replacement	$0	E	ERF		$0	$0	$0	$0	$0	$0
26-01	Replacement	Computer	Computer Replacement	$1,565	E	ERF		$0	$0	$0	$0	$1,565	$1,565
													$0
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$5,196**			**$0**	**$1,565**	**$2,066**	**$0**	**$0**	**$1,565**	**$5,196**

Reserve Schedule

Reserve Fund: 1.024 - GM Planning & Protective Services

Reserve Cash Flow

Fund: 1022 Fund Center: 101955 ERF Group: PLANPROT.ERF	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	5,979	9,137	8,572	7,506	8,506	9,506
Actual Purchases	-					
Planned Purchase (Based on Capital Plan)	-	(1,565)	(2,066)	-	-	(1,565)
Transfer from Operating Budget	3,158	1000	1,000	1,000	1,000	1,000
Interest Income	-	-	-	-	-	-
Ending Balance $	**9,137**	**8,572**	**7,506**	**8,506**	**9,506**	**8,941**

Assumptions/Background:

2022 - replacement of 1 standard laptop
2023 - replacement of 2 standard desktops
2026 - replacement of 1 standard laptop

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Land Banking and Housing (Regional Housing)

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.310 Land Banking and Housing **Committee: Planning and Protective Services**

DEFINITION:

Service was established by Bylaw No. 3712 cited as "Land Assembly, Housing and Land Banking Service Establishment Bylaw No. 1, 2010". 'Regional Housing' provides strategic planning and administrative oversight of the two service functions 'Housing Planning, Policy and Programs' and 'Capital Region Housing Corporation' (CRHC) for the Capital Regional District Board.

SERVICE DESCRIPTION:

The Service, originally established in 1966, empowers the CRD to undertake land assembly for the purpose of either public or private housing and to undertake the development and operation of public housing pursuant to the National and Provincial Housing Acts including all of the powers of a municipality.

In 1982, the Letters Patent were amended to allow the CRD to create one or more corporations and the Capital Region Housing Corporation (CRHC) was incorporated in 1982. The CRHC owns and operates more than 1,600 affordable housing units and will continue to consider adding additional units to the portfolio to maintain and deliver affordable housing for the region.

In 2007, the Regional Housing Affordability Strategy was adopted and the 'Housing Secretariat' was formed to facilitate the development of housing through collaboration with other levels of government, agencies and funders. The Housing Secretariat administered the Regional Housing Trust Fund which has 11 (2015) municipalities, and 2 (2015) electoral areas participating in raising funds to provide assistance to the development of new affordable housing units.

In 2010, the Supplementary Letters Patent were converted to Establishment Bylaw No. 3712. The original service functions have been maintained with the addition of the ability to borrow $25 million for future land acquistion and housing development.

In 2015, 'Regional Housing' was assigned responsibility for strategic planning and administrative oversight of the two service functions 'Housing Planning, Policy and Programs' (formerly Housing Secretariat) and 'Capital Region Housing Corporation'. There will be no change to the CRD Service Participants as CRHC is funded independently through rental incomes and Federal/Provincial subsidies.

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP). The RHFP is a six year capital housing program (2016-2021) that will be delivered in partnership with CMHC, BCHMC and Island Health in order to decrease the level of chronic homelessness in the capital region.

In 2020, the CRD Board approved an additional Loan Authorization Bylaw No. 4327 in the amount of $10 million to match the commitments from the other RHFP partners and expand the RHFP program to 2022.

PARTICIPATION: All member municipalities and electoral areas based on converted hospital assessment values.

MAXIMUM LEVY:

Greater of $2,423,000 or $0.031 per $1,000 Hospital actual assessments for land and improvements.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3715 (Jan. 12, 2011)		25,000,000	
Authorized:	LA Bylaw No. 4327 (Mar. 11, 2020)		10,000,000	
Borrowed:	SI Bylaw No. 4009 (Feb. 11, 2015)	10yr term	-9,413,000	CRHC land purchase
Remaining:	Active via Temp. Borrowing Bylaw No. 3985 (nil expiry)		25,587,000	

COMMITTEE: Hospitals and Housing

FUNDING: Requisition and internal recoveries

Change in Budget 2021 to 2022

Service: 1.310 Land Banking & Housing (Regional Housing)	**Total Expenditure**	**Comments**
2021 Budget	**2,692,517**	
Change in Salaries:		
Base salary change	(45,769)	Inclusive of estimated collective agreement changes
Step increase/paygrade change	5,055	
2021 Auxiliary	(66,244)	
2.0 FTE (J07,J13) Reaching Home Terms	157,510	IBC 1a-10
1.0 FTE (J19) Planning Permanent	64,992	IBC 1a-2
Total Change in Salaries	115,544	
Other Changes:		
Standard Overhead Allocation	7,232	
Human Resources Allocation	9,904	
Real Estate Allocation	17,985	
Building Occupancy	32,890	
One-time SGI Housing Strategy	(45,000)	2021 IBC 1a-11
RHFP debt servicing	46,894	
Other	10,713	
Total Other Changes	80,618	
2022 Budget	**2,888,679**	
% expense increase from 2021:	***7.3%***	
% Requisition increase from 2021 (if applicable):	***8.0%***	*Requisition funding is 51% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable expense variance of $130,898 (4.9%) due mainly to salary vacancies and step changes. Added to this is a one-time favourable revenue variance of $6,890 (0.5%) due to shifts in project recoveries and grant revenues. The net favourable variance of $137,788 will be applied as follows:

$65,236 planned transfer left in LBH Operating Reserve
$25,767 transfer to LBH Operating Reserve
$46,785 surplus carryforward

1.310 LAND BANKING AND HOUSING	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries (Regular Full & Auxiliary)	1,290,571	1,167,906	1,183,613	222,502	-	1,406,115	1,339,931	1,149,381	1,019,445	899,859
Allocation - Standard OH	80,920	80,920	88,152	-	-	88,152	89,915	91,714	93,549	95,419
Allocation - Building Occupancy	29,102	29,102	61,992	-	-	61,992	61,971	63,069	64,192	65,339
Allocation - Real Estate	42,015	42,015	60,000	-	-	60,000	60,000	60,000	60,000	60,000
Allocation - Human Resources	28,395	28,395	38,299	-	-	38,299	39,065	39,846	40,643	41,456
Allocation - GM Planning and Protective Services	37,337	37,337	38,084	-	-	38,084	38,850	39,630	40,420	41,230
Consultants	90,000	90,000	55,000	-	-	55,000	55,000	55,000	155,000	55,000
Legal	23,970	14,751	20,000	-	-	20,000	20,100	20,200	20,300	20,410
Conferences and Staff Training	9,180	2,749	16,790	-	-	16,790	17,030	17,270	17,520	17,770
New Workstations and Equipment	0	0	0	-	10,000	10,000	-	-	-	-
Operating - Other Costs	45,174	52,590	31,500	-	-	31,500	32,030	32,570	33,120	33,680
TOTAL OPERATING COSTS	**1,676,664**	**1,545,766**	**1,593,430**	**222,502**	**10,000**	**1,825,932**	**1,753,892**	**1,568,680**	**1,544,189**	**1,330,163**
*Percentage Increase over prior year		-7.81%	-4.96%	13.27%	0.60%	8.90%	-3.95%	-10.56%	-1.56%	-13.86%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Transfer to Operating Reserve	-	25,767	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	4,000	29,767	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Debt Expenditures	1,009,463	1,009,463	1,009,463	41,894	-	1,051,357	2,466,868	3,196,070	3,196,070	3,092,527
MFA Debt Reserve	2,390	2,390	2,390	-	5,000	7,390	167,390	87,390	2,390	2,390
TOTAL COSTS	2,692,517	2,587,386	2,609,283	264,396	15,000	2,888,679	4,392,150	4,856,140	4,746,649	4,429,080
*Percentage Increase over prior year		-3.90%	-3.09%	9.82%	0.56%	7.29%	52.05%	10.56%	-2.25%	-6.69%
Transfer from Operating Reserve	(65,236)	-	-	(64,992)	(10,000)	(74,992)	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	2,627,281	2,587,386	2,609,283	199,404	5,000	2,813,687	4,392,150	4,856,140	4,746,649	4,429,080
Surplus / (Deficit)		46,785								
Balance C/F from Prior to Current year	(57,195)	(57,195)	(46,785)	-	-	(46,785)	-	-	-	-
Recovery - CRHC	(247,178)	(247,178)	(210,173)	-	-	(210,173)	(243,027)	(69,630)	(194,280)	(198,362)
Recovery - CRHD	(141,154)	(141,154)	(143,978)	-	-	(143,978)	(118,287)	(120,653)	-	-
Recovery - Capital Projects	(413,093)	(259,621)	(333,851)	-	-	(333,851)	(171,889)	(149,211)	(152,425)	-
Admin & legal cost of new agreement- Misc Rev.	-	(7,000)	-	-	-	-	(10,500.00)	(10,500.00)	(10,500.00)	(10,500.00)
Admin Fees - RHTF	(35,130)	(36,276)	(35,130)	-	-	(35,130)	-	-	-	-
Lease Revenue - CRHC	(63,000)	(63,000)	(63,000)	-	-	(63,000)	(63,000)	(63,000)	(63,000)	(63,000)
Grant Revenue	(250,617)	(402,741)	(296,356)	(157,510)	-	(453,866)	(463,083)	(118,123)	(100,000)	-
Interest Income	(7,390)	(7,390)	(7,390)	-	-	(7,390)	(7,390)	(7,390)	(7,390)	(7,390)
Payments In Lieu of Taxes	(65,499)	(65,591)	(65,591)	-	-	(65,591)	(128,089)	(128,089)	(128,089)	(128,089)
Deferred Revenue (Balance Sheet Account adj)	(9,463)	(9,463)	(9,463)	-	-	(9,463)	(9,463)	(9,463)	(9,463)	(9,163)
TOTAL REVENUE	(1,289,719)	(1,249,824)	(1,211,717)	(157,510)	-	(1,369,227)	(1,214,728)	(676,058)	(665,147)	(416,504)
REQUISITION	**(1,337,562)**	**(1,337,562)**	**(1,397,566)**	**(41,894)**	**(5,000)**	**(1,444,461)**	**(3,177,422)**	**(4,180,082)**	**(4,081,502)**	**(4,012,577)**
*Percentage Increase over prior year		0.00%	4.49%	3.13%	0.37%	7.99%	119.97%	31.56%	-2.36%	-1.69%
PARTICIPANTS: All Municipalities and Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	5.00	5.00	5.00	1.00	0.00	6.00	6.00	6.00	6.00	6.00
Term	4.80	4.80	4.80	2.00	0.00	6.80	5.80	3.80	1.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.310 Land Banking and Housing		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$135,000,000	$42,500,000	$0	$0	$177,500,000
Equipment		E	$0	$2,000	$4,000	$10,000	$2,000	$2,000	$20,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$2,000**	**$135,004,000**	**$42,510,000**	**$2,000**	**$2,000**	**$177,520,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$17,000,000	$8,500,000	$0	$0	$25,500,000
Equipment Replacement Fund		ERF	$0	$2,000	$4,000	$10,000	$2,000	$2,000	$20,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$118,000,000	$34,000,000	$0	$0	$152,000,000
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$2,000**	**$135,004,000**	**$42,510,000**	**$2,000**	**$2,000**	**$177,520,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.310
Service Name: Land Banking and Housing

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-03	New	RHFP	CRD contribution $25.5M	$25,500,000	B	Debt		$0	$17,000,000	$8,500,000	$0		$25,500,000
18-03	New	RHFP	CRHD contribution $10M	$10,000,000	B	Other		$0	$10,000,000	$0	$0		$10,000,000
18-03	New	RHFP	CRHC prepaid 60yr lease $142M (80%)	$142,000,000	B	Other		$0	$108,000,000	$34,000,000	$0		$142,000,000
20-01	Replacement	Office Equipment Replacement	Office equipment scheduled replacement	$20,000	E	ERF		$2,000	$4,000	$10,000	$2,000	$2,000	$20,000
													$0
													$0
													$0
													$0
													$0
													$0
													$0
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													$0
													$0
													$0
			GRAND TOTAL	$177,520,000			$0	$2,000	$135,004,000	$42,510,000	$2,000	$2,000	$177,520,000

Service:	1.310	Land Banking and Housing

Project Number	18-03	**Capital Project Title**	RHFP	**Capital Project Description**	CRD contribution $25.5M
Project Rationale	In 2018 CMHC signed a definitive agreement with the CRD and BC Housing which created the Regional Housing First Program with a total of $90 million to create new affordable housing units within the region. In 2020, each of the three partners increased their contribution by $10 million to bring the total to $120 million.				

Project Number	20-01	**Capital Project Title**	Office Equipment Replacement	**Capital Project Description**	Office equipment scheduled replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department. Other office equipment at discretion of management and staffing needs.				

Project Number		**Capital Project Title**		**Capital Project Description**	
Project Rationale					

Project Number		**Capital Project Title**		**Capital Project Description**	
Project Rationale					

1.310 Land Bank & Housing
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Land Bank & Housing

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105505

Operating Reserve Schedule	Estimated Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	99,447	126,154	51,162	51,162	51,162	51,162
Transfer to Operating Budget		(74,992)				
Transfer to Capital Fund						
Transfer from Operating Budget	25,768					
Interest Income *	939					
Total projected year end balance	**126,154**	**51,162**	**51,162**	**51,162**	**51,162**	**51,162**

Assumptions/Background:

2016-2019: funds transferred to Reserve to fund future affordable housing consulting contracts.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.310 Land Bank & Housing
Asset and Reserve Summary
2022 - 2026 Financial Plan

Asset Profile

Land Bank & Housing

Assets held by the Land, Banking and Housing service area consist of land, 6 building units, built in 2012, and office equipment. The equipment replacement funds set aside are for replacement of office equipment only. The building units are currently under operating and maintenance contract and do not require ongoing capital investment. Lifecycle replacement funding has not been set aside for the buildings.

Equipment Replacement Schedule - FC 102079

Equipment Replacement Schedule	Estimated Actual	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	17,885	21,380	23,380	23,380	17,380	19,380
Planned Purchase (Based on Capital Plan)		(2,000)	(4,000)	(10,000)	(2,000)	(2,000)
Actual Purchase	(505)					
Transfer from Operating Budget	4,000	4,000	4,000	4,000	4,000	4,000
Interest Income *						
Total projected year end balance	**21,380**	**23,380**	**23,380**	**17,380**	**19,380**	**21,380**

Assumptions/Background:

2020 three computers replaced

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Housing Trust Fund

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.311 Regional Housing Trust Fund **Committee: Planning and Protective Services**

DEFINITION:

This service was established by Bylaw No. 3266 cited as "Capital Regional District Regional Housing Trust Fund Service Establishment Bylaw No. 1, 2005". Administered by Regional Housing, per Bylaw No.3294 cited as "Capital Regional District Housing Trust Fund Commission and Administrative Bylaw No. 1, 2005".

SERVICE DESCRIPTION:

The function enables the CRD to provide capital funding to:

1) assist in the acquisition, development and retention of housing that is affordable
2) facilitate social and economic investment in affordable housing
3) assist people in core housing need
4) facilitate achieving the strategic directions outlined in the CRD's Regional Growth Strategy / Housing Affordability Strategy

In 2016, the CRD Board approved the development of the Regional Housing First Program (RHFP) under service 1.310 Land Banking and Housing. As borrowing is undertaken in 2021 and 2022 for the RHFP, the Regional Housing Trust Fund will be wound-down and requisition capacity transferred from service 1.311 to service 1.310 to fund RHFP debt costs.

PARTICIPATION:

The member municipalities of Metchosin, North Saanich, Saanich, View Royal, Victoria, Salt Spring Island (2006), Sooke (2006), Central Saanich (2007), Esquimalt (2007), Oak Bay (2008), Sidney and Southern Gulf Islands (2010), Highlands (2014)
based 50% on population and 50% on converted assessments.

MAXIMUM LEVY:

2011: $882,594
2012: $901,570 (includes 2.15% increase for inflation)
2013: $910,585 (includes 1.0% increase for inflation)
2014: $925,300 (Highlands joined and includes 1.0% increase for inflation)
2015: $934,500 (includes 1.0% increase for inflation)
2016: $953,240 (includes 2.0% increase for inflation)
2017: $967,540 (includes 1.5% increase for inflation)
2018: $986,890 (includes 2.0% increase for inflation)
2019: $1,000,000 (includes 1.3% increase for inflation)
2020: $1,000,000 (includes 0% increase for inflation)
2021-2023: Due to standard two year capital development cycle, RHTF staggered program suspension will start in 2022 and the max $1M requisition capacity transferred to CRD Regional Housing First Program (RHFP) in 2023.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Regional Housing Trust Fund

FUNDING:

Requisition

1.311 - REGIONAL HOUSING TRUST FUND Note: Service Phased out 2022 & Suspended 2023	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Prior Year Unallocated Capital Grants	3,430,738	-	3,454,416	-	-	3,454,416	-	-	-	-
Current Year Capital Grants	1,041,962	1,029,000	1,009,322	-	-	1,009,322	-	-	-	-
Housing Programs Administration Service Fee	33,130	33,130	33,130	-	-	33,130	-	-	-	-
Allocation - Standard OH	-		-	-	-	-	-	-	-	-
Consultant Expenses	-	-	-	-	-	-	-	-	-	-
Legal Costs	4,070	4,070	4,070	-	-	4,070	-	-	-	-
Other Costs	2,070	2,070	2,070	-	-	2,070	-	-	-	-
TOTAL OPERATING COSTS	**4,511,970**	**1,068,270**	**4,503,008**	**-**	**-**	**4,503,008**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year		-76.32%	-0.20%	0.00%	0.00%	-0.20%	-	-	-	-
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-				
MFA Debt Reserve	-	-	-	-	-	-				
TOTAL COSTS	4,511,970	1,068,270	4,503,008	-	-	4,503,008	-	-	-	-
*Percentage Increase over prior year		-76.32%	-0.20%	-	-	-0.20%	-	-	-	-
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,511,970	1,068,270	4,503,008	-	-	4,503,008	-	-	-	-
*Percentage Increase over prior year	0.00%	-76.32%	-0.20%	-	-	-0.20%	-	-	-	-
Surplus / (Deficit)		3,454,416								
Balance C/F from Prior to Current year	(3,430,738)	(3,430,738)	(3,454,416)	-	-	(3,454,416)	-	-	-	-
Revenue - Other Interest Income	(19,963)	(30,596)	(32,817)	-	-	(32,817)	-	-	-	-
Payments In Lieu of Taxes	(61,269)	(61,352)	(61,269)	-	-	(61,269)	-	-	-	-
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,511,970)	(68,270)	(3,548,502)	-	-	(3,548,502)	-	-	-	-
REQUISITION	**(1,000,000)**	**(1,000,000)**	**(954,506)**	**-**	**-**	**(954,506)**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year		0.00%	-4.55%	0.00%	0.00%	-4.55%	-	-	-	-
PARTICIPANTS: Victoria, C.Saanich, Esquimalt, Saanich, Oak Bay, N. Saanich, Metchosin, View Royal, Sooke, Sidney, Highlands, SSI, SGI										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Health & Capital Planning Strategies

COMMITTEE OF THE WHOLE

OCTOBER 2021

1.018 - HEALTH AND CAPITAL PLANNING STRATEGIES	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries and Wages	391,652	306,088	278,889	-	112,363	391,252	399,687	291,042	297,314	303,721
Wages & Benefits - Project Manager	-	-	-	-	-	-	-	-	-	-
Legal/Auditing Costs	22,470	22,470	22,910	-	-	22,910	23,370	23,830	24,300	24,780
Consultants	3,347	-	3,410	-	-	3,410	3,480	3,550	3,620	3,690
Allocations - Standard Overhead	104,466	104,466	124,181	-	-	124,181	126,665	129,198	131,782	134,418
Allocations - Human Resources	6,985	6,985	11,623	-	-	11,623	11,855	12,092	12,334	12,581
Allocations - Others	68,145	68,145	72,238	-	-	72,238	73,381	74,819	76,284	77,774
Operating - Other Costs	23,845	13,194	24,190	-	-	24,190	24,670	25,160	25,650	26,150
TOTAL OPERATING COSTS	**620,909**	**521,348**	**537,441**	**-**	**112,363**	**649,804**	**663,108**	**559,691**	**571,284**	**583,114**
*Percentage Increase over prior year	0.0%	-16.0%	-13.4%	0.0%	18.1%	4.7%	2.0%	-15.6%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	1,995	1,995	2,040	-	-	2,040	2,080	2,120	2,160	2,200
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	1,995	1,995	2,040	-	-	2,040	2,080	2,120	2,160	2,200
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**622,905**	**523,343**	**539,481**	**-**	**112,363**	**651,844**	**665,188**	**561,811**	**573,444**	**585,314**
*Percentage Increase over prior year	0.0%	-16.0%	-13.4%	0.0%	18.0%	4.6%	2.0%	-15.5%	2.1%	2.1%
Recovery - Capital Regional Hospital District	(622,905)	(622,905)	(539,481)	-	(112,363)	(651,844)	(665,188)	(561,811)	(573,444)	(585,314)
Recovery - Capital Project	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	-	(99,562)	-	-	-	-	-	-	-	-
*Percentage Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Surplus / (Deficit)		99,562								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Balance transferred to HD Section 20 Reserve		(99,562)								
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage Increase over prior year	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
PARTICIPANTS: all Municpalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:										
Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
Term Position - Sr. Project Coordinator 2-year term (2021 IBC 14a-1)	1.00	1.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.018 Health & Capital Planning Strategie	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$2,066	$1,565	$3,130	$0	$6,761
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$2,066**	**$1,565**	**$3,130**	**$0**	**$6,761**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$2,066	$1,565	$3,130	$0	$6,761
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$2,066**	**$1,565**	**$3,130**	**$0**	**$6,761**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: "Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.018**

Service Name: **Health & Capital Planning Strategies**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
23-01	Replacement	Computer	Replace Computers	$2,066	E	ERF	$0	$0	$2,066	$0	$0	$0	$2,066
24-01	Replacement	Computer	Replace Computers	$1,565	E	ERF	$0	$0	$0	$1,565	$0	$0	$1,565
25-01	Replacement	Computer	Replace Computers	$3,130	E	ERF	$0	$0	$0	$0	$3,130	$0	$3,130
													$0
													$0
													$0
													$0
													$0
			GRAND TOTAL	**$6,761**			**$0**	**$0**	**$2,066**	**$1,565**	**$3,130**	**$0**	**$6,761**

Reserve Schedule

Reserve Fund: 1.018 Health & Capital Planning Strategies

Assets held by the Health and Capital Planning Strategies are office equipment and office furniture.
The equipment replacement funds set aside are for replacement of office equipment/furniture only.

Reserve Cash Flow

Fund: 1022 Fund Center: 101851 ERF Group: HP.ERF	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	17,503	5,498	7,538	7,552	14,429	16,509
Actual Purchase	-					
Planned Purchase (Based on Capital Plan)	(14,000)	-	(2,066)	(1,565)	(3,130)	-
Transfer from Operating Budget	1,995	2,040	2,080	2,120	2,160	2,200
Interest Revenue						
Ending Balance $	**5,498**	**7,538**	**7,552**	**8,107**	**16,509**	**18,709**

Assumptions/Background:

2021 - 2 standard laptops + office furniture
2023 - 2 standard desktops
2024 - 1 standard laptops
2025 - 2 standard laptops

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Community Health

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.224 **Community Health** **Committee: Hospitals and Housing Committee**

SERVICE DESCRIPTION:

Build regional capacity to improve health and well-being through outcomes monitoring (Regional Outcomes Monitoring Collaborative), designing and implementing community health and wellbeing initiatives, and policy development. Addresses homelessness by funding the Greater Victoria Coalition to End Homelessness. Responsible for the public health bylaws (i.e. Clean Air, Idling, and Tanning Bylaws) and regularly engages with Island Health to ensure bylaws remain relevant and responsive to regional public health risks.

PARTICIPATION:

All member municipalities and electoral areas based on converted hospital assessment values

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

NIL

COMMITTEE:

Hospitals and Housing Committee

FUNDING:

Requisition

1.224 - COMMUNITY HEALTH	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Salaries - Planner (Term)	107,149	107,149	107,644	-	-	107,644	109,964	28,083	-	-
Contract for Services - GVCEH	325,000	325,000	325,000	-	-	325,000	325,000	325,000	325,000	325,000
Contract for Services - Island Health	176,750	176,750	176,750	-	-	176,750	176,750	176,750	176,750	176,750
Contract for Services - ACEH (2021-2023)	150,000	150,000	150,000	-	-	150,000	150,000	-	-	-
Allocation - Standard Overhead	33,042	33,042	40,306	-	-	40,306	41,112	41,934	42,773	43,628
Allocation - Building Occupancy	1,954	1,954	2,505	-	-	2,505	2,504	2,549	2,594	2,640
Allocation - Human Resources	6,766	2,698	3,180	-	-	3,180	3,244	3,309	3,375	3,443
Meetings and Workshops	1,800	1,800	7,100	-	-	7,100	7,242	7,387	7,535	7,685
Operating - Other Costs	3,655	2,899	3,717	-	-	3,717	3,782	3,848	3,915	3,984
TOTAL OPERATING COSTS	**806,116**	**801,292**	**816,202**	**-**	**-**	**816,202**	**819,598**	**588,860**	**561,942**	**563,131**
*Percentage Increase over prior year		-0.6%	1.3%	0.0%	0.0%	1.3%	0.4%	-28.2%	-4.6%	0.2%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**806,116**	**801,292**	**816,202**	**-**	**-**	**816,202**	**819,598**	**588,860**	**561,942**	**563,131**
*Percentage Increase over prior year		-0.6%	1.3%	0.0%	0.0%	1.3%	0.4%	-28.2%	-4.6%	0.2%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	806,116	801,292	816,202	-	-	816,202	819,598	588,860	561,942	563,131
*Percentage Increase over prior year		-0.6%	1.3%	0.0%	0.0%	1.3%	0.4%	-28.2%	-4.6%	0.2%
Balance C/F from Prior to Current year	(18,326)	(18,325)	(4,858)	-	-	(4,858)	-	-	-	-
Payments In Lieu of Taxes	(31,373)	(31,408)	(31,373)	-	-	(31,373)	(31,373)	(31,373)	(31,373)	(31,373)
Grants - City of Victoria Contribution GVCEH Agreement	(100,000)	(100,000)	(100,000)	-	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Grants - Island Health	(60,000)	(60,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	-	-
Grants - Other	-	-	-	-	-	-	-	-	-	-
Revenue - Other	(880)	(880)	(880)	-	-	(880)	(880)	(880)	(880)	(880)
		-	-	-	-		-	-	-	-
TOTAL REVENUE	(210,579)	(210,613)	(197,111)	-	-	(197,111)	(192,253)	(192,253)	(132,253)	(132,253)
REQUISITION	**(595,537)**	**(590,679)**	**(619,091)**	**-**	**-**	**(619,091)**	**(627,345)**	**(396,607)**	**(429,689)**	**(430,878)**
*Percentage Increase over prior year		-0.8%	4.0%	0.0%	0.0%	4.0%	1.3%	-36.8%	8.3%	0.3%
PARTICIPANTS: all Municpalities, Electoral Areas, Tsawout and Songhees First Nations										
AUTHORIZED POSITIONS:	**Term**	**Term**	**Term**			**Term**	**Term**	**Term**	**Term**	**Term**
Salaried Position (Term)	1.00	1.00	0.00	1.00	0.00	1.00	1.00	1.00	0.00	0.00
Hourly	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Corporate Emergency

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.025 Corporate Emergency **Committee: Planning, Transportation & Protective Services**

DEFINITION:

Planning and coordination for disasters or emergencies.

SERVICE DESCRIPTION:

Coordinate and administer the Corporate Emergency Plan in accordance with the *Emergency Program Act* as a local authority and regional service provider and ensure integration with the three Electoral Area Emergency Plans to provide business continuity and CRD divisional coordination in the case of an emergency.

PARTICIPATION:

All municipalities and electoral areas and the Songhees and Tsawout Bands.

MAXIMUM LEVY:

N/A

COMMITTEE:

Planning, Transportation & Protective Services

FUNDING:

Requisition

Change in Budget 2021 to 2022 Service: 1.025 Corporate Emergency	Total Expenditure	Comments
2021 Budget	**1,495,256**	
Change in Salaries:		
Base salary change	472	Inclusive of estimated collective agreement changes
Total Change in Salaries	472	
Other Changes:		
Safe Restrat Grant in 2021	(1,193,800)	One-time Safe Restart Grant in 2021 budget
Safe Restart Grant carried forward to 2022	135,189	Unspent Safe Restart Grant to be carried into 2022 for HR and IT Term Positions
Standard Overhead Allocation	7,148	Standard OH Allocation increase is the combination of 2021 operating cost increase and 4th year of new OH model implementation
Building Occupancy	2,094	Increased due to office space change, facility reserve contributions, loss revenue from rental and extended rental space for temporary swing office space.
Other	5,908	Expenses such as travel, insurance, payment to 3rd parties, etc.
Total Other Changes	(1,043,461)	
2022 Budget	**452,266**	
% Expense increase from 2021:	***-69.8%***	
% Requisition increase from 2021:	***7.5%***	*Requisition funding is 47.8% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one-time favourable variance of $135,189 mainly due to the unspent portion of the 2021 one-time Safe Restart Grant. This surplus will be carried forward to 2022 to fund initiatives of HR and IT term positions.

Safe Restart Grant - Initiative Summary for Regional Services

Initiative Lead	Initiative	Grant Approved ($)	Estimated Spending in 2021 ($)	Unspent CFW in 2022 ($)
Chris Neilson	Safety Manager - 1Y Term - Jan 2021 - Jan 2022	170,500	157,333	13,167
David Hennigan	Equipment and Staff Request for AV Support - May 2021 - Dec 2022	197,180	75,158	122,022
Andy Orr	Virtual Public Consultation Capacity	49,110	49,110	-
	Emergency Operations Centre 2021 - IO Chief Salary	12,810	12,810	-
Chaz Whipp	Emergency Operations Centre 2021 - Facilities Management Costs	71,000	71,000	-
Shawn Carby	**Regional Emergency Planning Response (consists of the following):**	**136,000**	**136,000**	**-**
	Emergency management software	85,000	85,000	-
	SSI amatuer radio tower repair	30,000	30,000	-
	Public Alert Notification System upgrade	5,000	5,000	-
	Emergency Support Services-basic needs kits	8,000	8,000	-
	Emergency rations	8,000	8,000	-
Marlene Lagoa	Legislative Services Business Continuity Management Planning	2,200	2,200	-
Jeff Leahy	Regional Parks COVID-19 Response	200,000	200,000	-
Don Elliott	Capital Regional Housing Corporation 2021 Revenue Shortfalls	295,000	295,000	-
Lia Xu	Reserved for Potential EMBC denied 2020 EOC Claim	60,000	60,000	-
		1,193,800	**1,058,611**	**135,189**

1.025 - Corporate Emergency	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries and Wages	383,611	307,181	101,083	-	135,189	236,271	103,261	105,485	107,758	110,079
Allocations	201,652	184,123	162,521	-	-	162,521	165,368	168,631	171,965	175,359
Supplies	141,370	47,297	2,720	-	-	2,720	2,780	2,840	2,900	2,960
Other Operating Expenses	766,543	817,081	48,634	-	-	48,634	49,640	50,670	51,740	52,830
TOTAL OPERATING COSTS	**1,493,176**	**1,355,683**	**314,958**	**-**	**135,189**	**450,146**	**321,049**	**327,626**	**334,363**	**341,228**
*Percentage Increase over prior year						-69.9%	-28.7%	2.0%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	2,080	4,385	2,120	-	-	2,120	2,160	2,200	2,240	2,280
TOTAL COSTS	**1,495,256**	**1,360,068**	**317,078**	**-**	**135,189**	**452,266**	**323,209**	**329,826**	**336,603**	**343,508**
Internal Recoveries	(100,611)	(100,611)	(101,082)	-	-	(101,082)	(103,260)	(105,486)	(107,758)	(110,080)
OPERATING COSTS LESS INTERNAL RECOVERIES	**1,394,645**	**1,259,457**	**215,996**	**-**	**135,189**	**351,184**	**219,949**	**224,340**	**228,845**	**233,428**
Safe Restart Grant Revenue	(1,193,800)	(1,193,800)	-	-	-	-	-	-	-	-
Estimated Balance CFW from 2021 to 2022	-	-	-	-	(135,189)	(135,189)	-	-	-	-
NET COSTS	**200,845**	**65,657**	**215,996**	**-**	**-**	**215,996**	**219,949**	**224,340**	**228,845**	**233,428**
*Percentage increase over prior year (Core Budget)						7.5%	1.8%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.025 Corporate Emergency		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$6,000	$6,000	$8,000	$0	$0	$20,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$6,000**	**$6,000**	**$8,000**	**$0**	**$0**	**$20,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$6,000	$6,000	$8,000	$0	$0	$20,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$6,000**	**$6,000**	**$8,000**	**$0**	**$0**	**$20,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
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Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
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Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.025**

Service Name: **Corporate Emergency**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
17-01	Replacement	EOC Laptop	EOC Equipment	$18,000	E	ERF	$0	$6,000	$6,000	$6,000	$0	$0	$18,000
24-01	Replacement	Surface Pro	EOC Equipment	$2,000	E	ERF	$0	$0	$0	$2,000	$0	$0	$2,000
			GRAND TOTAL	**$20,000**			**$0**	**$6,000**	**$6,000**	**$8,000**	**$0**	**$0**	**$20,000**

Reserve Schedule

Reserve Fund: 1.025 Corporate Emergency - Equipment Replacement Fund

- Capital Regional District Equipment Replacement Fund (ERF) was established in 1991 under Bylaw No. 945. This is a reserve fund pursuant to the provisions of Section 378(c) of the Municipal Act to be known as the "Equipment Replacement Fund"
- The monies in this reserve fund shall be expended only for the purchase of machinery and equipment.
- Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.
- User departments of the Capital Regional District vehicles and equipment may be charged for depreciation of their machinery and equipment and the amount of such depreciation shall be transferred to the equipment replacement fund.
- ERF Group: CRPEMERGE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101978	2021	2022	2023	2024	2025	2026
Beginning Balance		104,178	104,178	100,298	96,458	90,658	92,898
Transfer from Op Budget		-	2,120	2,160	2,200	2,240	2,280
Expenditures		-	(6,000)	(6,000)	(8,000)	-	-
Interest Income*		-					
Ending Balance $		**104,178**	**100,298**	**96,458**	**90,658**	**92,898**	**95,178**

Assumptions/Background:

Maintain balance sufficient to meet lifecycle replacement needs and emergency needs.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Emergency Program Support

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.374 Regional Emergency Program Support **Committee: Planning, Transportation & Protective Services**

DEFINITION:

An information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

SERVICE DESCRIPTION:

Under Bylaw 3530, this service was established in 2008 to provide an information and resource management system to coordinate with local emergency programs in support of local authorities and strengthen the capacity to manage a multi-jurisdictional emergency event or regional disaster.

This service also supports two advisory commissions, the Local Government Emergency Program Advisory Commission (LGEPAC – Bylaw 3531), consisting of municipal and electoral area representatives and the Regional Emergency Coordinators Advisory Commission (RECAC – Bylaw 3566), consisting of government, NGOs, education, utility and health representatives.

PARTICIPATION:

All municipalities and electoral areas.

FUNDING:

Requisition

1.374 - Regional Emergency Program Support	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries	114,085	114,085	114,600	-	-	114,600	117,069	119,591	122,167	124,799
REMP Contribution	34,000	8,940	9,170	-	25,000	34,170	9,360	9,550	9,750	9,950
Allocations	21,358	21,358	21,839	-	-	21,839	22,276	22,721	23,176	23,639
TOTAL OPERATING COSTS	**169,443**	**144,383**	**145,609**	**-**	**25,000**	**170,609**	**148,705**	**151,862**	**155,093**	**158,388**
*Percentage Increase over prior year						0.7%	-12.8%	2.1%	2.1%	2.1%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(32,760)	(7,700)	(6,199)	-	(25,000)	(31,199)	(5,710)	(4,654)	(3,549)	(2,382)
Grants in Lieu of Taxes	(7,235)	(7,235)	(7,380)	-	-	(7,380)	(7,010)	(7,150)	(7,290)	(7,430)
Revenue - Other	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(40,195)**	**(15,135)**	**(13,779)**	**-**	**(25,000)**	**(38,779)**	**(12,920)**	**(12,004)**	**(11,039)**	**(10,012)**
REQUISITION	**(129,248)**	**(129,248)**	**(131,830)**	**-**	**-**	**(131,830)**	**(135,785)**	**(139,858)**	**(144,054)**	**(148,376)**
*Percentage increase over prior year Requisition						2.0%	3.0%	3.0%	3.0%	3.0%
AUTHORIZED POSITIONS										
Salaried FTE	1	1	1			1	1	1	1	1

Reserve Schedule

Reserve Fund: 1.374 Regional Emergency Program - Operating Reserve Fund - Bylaw 4244

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expendiures as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105538	2021	2022	2023	2024	2025	2026
Beginning Balance		93,130	86,230	55,031	49,321	44,667	41,118
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		(7,700)	(31,199)	(5,710)	(4,654)	(3,549)	(2,382)
Interest Income		800					
Ending Balance $		**86,230**	**55,031**	**49,321**	**44,667**	**41,118**	**38,736**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Hazardous Material Incident Response

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.375 Hazardous Material Incident Response **Committee: Planning, Transportation & Protective Services**

DEFINITION:

A service of preparation for a hazardous materials emergency and providing for a system of response to hazardous material emergency incidents in the Capital Regional District. Established by Bylaw No. 3322 (2006).

SERVICE DESCRIPTION:

This regional emergency response service was established in 2006 under Bylaw 3322. The service provides immediate response to hazardous spills or emergencies within the CRD.

The program provides a high level of professional expertise by providing specialized training and equipment to firefighters throughout the CRD to support the response by local fire departments to these events.

PARTICIPATION:

Electoral Area's of Juan de Fuca, Salt Spring Island and Southern Gulf Islands, the municipalities of North Saanich, Sidney, Central Saanich, Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Colwood, Langford, Highlands, Metchosin, Sooke, and Tsawout and Songhees First Nations.

MAXIMUM LEVY:

Greater of $400,000 or $0.007 / $1,000

FUNDING:

Requisition

1.375 - Hazardous Material Incident Response	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
District of C Saanich Contract	67,240	67,240	68,920	-	-	68,920	70,300	71,710	73,140	74,600
Staff Training & Development	120,100	120,100	120,000	-	-	120,000	122,400	124,850	127,350	129,900
Purchased Maintenance - Equipment	13,050	13,050	13,050	-	-	13,050	13,310	13,580	13,850	14,130
Allocations	110,640	110,640	116,245	-	-	116,245	118,571	120,938	123,359	125,822
Other Operating Expenses	24,113	24,113	24,263	-	-	24,263	24,750	25,260	25,780	26,300
TOTAL OPERATING COSTS	**335,143**	**335,143**	**342,478**	**-**	**-**	**342,478**	**349,331**	**356,338**	**363,479**	**370,752**
*Percentage Increase over prior year						2.2%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	9,560	9,560	9,560	-	-	9,560	9,560	9,560	9,560	9,560
TOTAL CAPITAL / RESERVES	**9,560**	**9,560**	**9,560**	**-**	**-**	**9,560**	**9,560**	**9,560**	**9,560**	**9,560**
TOTAL COSTS	**344,703**	**344,703**	**352,038**	**-**	**-**	**352,038**	**358,891**	**365,898**	**373,039**	**380,312**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(10,000)	(10,000)	(10,633)	-	-	(10,633)	-	-	-	-
Interest Income	(320)	(320)	(330)	-	-	(330)	(340)	(350)	(360)	(370)
Grants in Lieu of Taxes	(17,555)	(17,555)	(17,910)	-	-	(17,910)	(18,270)	(18,630)	(19,010)	(19,390)
TOTAL REVENUE	**(27,875)**	**(27,875)**	**(28,873)**	**-**	**-**	**(28,873)**	**(18,610)**	**(18,980)**	**(19,370)**	**(19,760)**
REQUISITION	**(316,828)**	**(316,828)**	**(323,165)**	**-**	**-**	**(323,165)**	**(340,281)**	**(346,918)**	**(353,669)**	**(360,552)**
*Percentage increase over prior year Requisition						2.0%	3.0%	2.9%	2.9%	2.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.375 Hazardous Material Incident Respo	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$90,000	$10,000	$10,000	$10,000	$0	$120,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$90,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$120,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$90,000	$10,000	$10,000	$10,000	$0	$120,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$90,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$120,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.375**

Service Name: **Hazardous Material Incident Response**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	Replacement	Hazmat Equipment	Hazmat Equipment Replacement	$50,000	E	ERF	$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
22-01	Replacement	SCBA	SCBA Replacement	$80,000	E	ERF	$0	$80,000	$0	$0	$0	$0	$80,000
			GRAND TOTAL	**$130,000**			**$0**	**$90,000**	**$10,000**	**$10,000**	**$10,000**	**$0**	**$120,000**

Hazardous Material Incident Response
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Equipment Replacement Fund	417,037	336,597	336,157	335,717	335,277	344,837
Operating Reserve Fund	24,916	14,283	14,283	14,283	14,283	14,283
Total	**441,952**	**350,879**	**350,439**	**349,999**	**349,559**	**359,119**

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Equipment Replacement Fund

ERF Group: HAZMAT.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101957	2021	2022	2023	2024	2025	2026
Beginning Balance		417,477	417,037	336,597	336,157	335,717	335,277
Transfer from Ops Budget		9,560	9,560	9,560	9,560	9,560	9,560
Planned Puchase		(10,000)	(90,000)	(10,000)	(10,000)	(10,000)	-
Interest Income		-					
Ending Balance $		**417,037**	**336,597**	**336,157**	**335,717**	**335,277**	**344,837**

Assumptions/Background:

Transfer as much as operating budget will allow in order to provide sufficient funds to replace expensive assets.

Reserve Schedule

Reserve Fund: 1.375 Hazardous Material Incident Response - Operating Reserve Fund

Operating Resrve Fund was created under bylaw No. 4147 (2016) to fund special projects, cover unforseen opearting expenditures and stabilize revenue as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105506	2021	2022	2023	2024	2025	2026
Beginning Balance		34,589	24,916	14,283	14,283	14,283	14,283
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(10,000)	(10,633)	-	-	-	-
Interest Income*		327					
Ending Balance $		**24,916**	**14,283**	**14,283**	**14,283**	**14,283**	**14,283**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

911 Call Answer

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.911 911 Call Answer **Committee: Planning, Transportation & Protective Services**

DEFINITION:

To finance, install, operate and maintain a 911 Emergency Response Telephone Service within all or part of the participating member municipalities, all Electoral Areas, and the Tsawout and Songhees First Nations (CRD Bylaw No. 2468 "Emergency Response Extended Service Establishment Bylaw No. 1, 1997").

SERVICE DESCRIPTION:

To finance, install, operate and maintain a 911 emergency response telephone service within all or part of the Capital Region, and to provide primary call answer services (PSAP) at the Emergency Communications Vancouver Island Centre in Saanich operated by E-Comm.

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (limited by Municipal Act).

FUNDING:

Requisition, 911 call levy, and lease revenue

1.911 - 911 Call Answer	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Service Fees	141,320	123,306	123,306	-	-	123,306	123,306	123,306	123,306	123,306
Transfer to Municipalities	751,860	738,789	738,790	-	-	738,790	738,790	738,790	738,790	738,790
CRD Dispatch Centre Levy	300,750	304,080	355,410	-	-	355,410	310,900	321,420	332,330	338,980
Allocations	277,841	279,131	263,139	-	-	263,139	268,400	273,771	279,247	284,836
Other Operating Expenses	13,950	15,638	18,120	-	-	18,120	18,970	19,880	20,830	21,830
TOTAL OPERATING COSTS	**1,485,721**	**1,460,944**	**1,498,765**	**-**	**-**	**1,498,765**	**1,460,366**	**1,477,167**	**1,494,503**	**1,507,742**
*Percentage Increase over prior year						0.9%	-2.6%	1.2%	1.2%	0.9%
DEBT / RESERVES										
Transfer to Equipment Replacement Fund	96,120	96,120	97,500	-	-	97,500	97,500	97,500	97,500	97,500
Debt Servicing Costs	1,013,389	1,013,389	1,014,639	-	-	1,014,639	1,014,639	1,014,639	1,014,639	1,014,639
TOTAL DEBT / RESERVES	**1,109,509**	**1,109,509**	**1,112,139**	**-**	**-**	**1,112,139**	**1,112,139**	**1,112,139**	**1,112,139**	**1,112,139**
TOTAL COSTS	**2,595,230**	**2,570,453**	**2,610,904**	**-**	**-**	**2,610,904**	**2,572,505**	**2,589,306**	**2,606,642**	**2,619,881**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	(66,843)	(69,866)	(97,378)	-	-	(97,378)	(32,509)	(10,000)	(8,000)	-
Service Fees	(141,320)	(123,306)	(123,306)	-	-	(123,306)	(123,306)	(123,306)	(123,306)	(123,306)
CAL Received	(1,212,678)	(1,191,596)	(1,191,596)	-	-	(1,191,596)	(1,191,596)	(1,191,596)	(1,191,596)	(1,191,596)
Lease Revenue	(1,009,800)	(1,009,800)	(1,009,800)	-	-	(1,009,800)	(1,009,800)	(1,029,996)	(1,029,996)	(1,029,996)
Grants in Lieu of Taxes	(9,254)	(9,254)	(9,254)	-	-	(9,254)	(9,254)	(9,254)	(9,254)	(9,254)
Other Revenue	(1,990)	(13,286)	(3,240)	-	-	(3,240)	(3,240)	(3,240)	(3,240)	(3,240)
TOTAL REVENUE	**(2,441,885)**	**(2,417,108)**	**(2,434,574)**	**-**	**-**	**(2,434,574)**	**(2,369,705)**	**(2,367,392)**	**(2,365,392)**	**(2,357,392)**
REQUISITION	**(153,345)**	**(153,345)**	**(176,330)**	**-**	**-**	**(176,330)**	**(202,800)**	**(221,914)**	**(241,250)**	**(262,489)**
*Percentage increase over prior year Requisition						15.0%	15.0%	9.4%	8.7%	8.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.911 911 Call Answer		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$1,000,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$1,000,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.911**

Service Name: **911 Call Answer**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
23-01	New	New Equipment	Next-Gen 911 Call Answer Technology-Placeholder	$1,000,000	E	ERF	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
			GRAND TOTAL	**$1,000,000**			**$0**	**$0**	**$1,000,000**	**$0**	**$0**	**$0**	**$1,000,000**

Service:	1.911	911 Call Answer

Project Number	23-01	Capital Project Title	New Equipment	Capital Project Description	Next-Gen 911 Call Answer Technology-Placeholder
Project Rationale	Placeholder for the next-Gen 911 call answer technology. Amount and timing are unknown.				

911 Call Answer
Reserves Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Equipment Replacement Fund	1,033,854	1,131,354	228,854	326,354	423,854	521,354
Operating Reserve Fund	169,210	71,832	39,323	29,323	21,323	21,323
Total	**1,203,064**	**1,203,186**	**268,177**	**355,677**	**445,177**	**542,677**

Reserve Schedule

Reserve Fund: 911 Call Answer - Operating Reserve Fund

To mitigate fluctuating Call Answer Levies

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105508	2021	2022	2023	2024	2025	2026
Beginning Balance		236,840	169,210	71,832	39,323	29,323	21,323
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(69,866)	(97,378)	(32,509)	(10,000)	(8,000)	-
Interest Income		2,236					
Ending Balance $		**169,210**	**71,832**	**39,323**	**29,323**	**21,323**	**21,323**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 911 Call Answer - Equipment Replacement Fund

ERF Group: EMGTSV.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101460	2021	2022	2023	2024	2025	2026
Beginning Balance		937,734	1,033,854	1,131,354	228,854	326,354	423,854
Transfer from Ops Budget		96,120	97,500	97,500	97,500	97,500	97,500
Expenditures		-	-	(1,000,000)	-	-	-
Interest Income*		-					
Ending Balance $		**1,033,854**	**1,131,354**	**228,854**	**326,354**	**423,854**	**521,354**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

911 Call Answer - Municipalities

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.912B - 911 Call Answer - Municipalities **Committee:** Planning, Transportation & Protective Services

DEFINITION:

To transfer Call Answer Levies received from the telecommunications service providers on behalf of the Victoria and Saanich PSAP participants to the municipalities (Saanich, Victoria, Central Saanich, Esquimalt, and Oak Bay).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

Negative requisition; no stated limit

1.912B - 912 Call Answer - Municipalities	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
EXPENDITURES										
Return Grants in Lieu of Taxes	60,243	60,243	60,243	-	-	60,243	60,243	60,243	60,243	60,243
*Percentage Increase over prior year						0.0%	0.0%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Call Answer Levy Revenue	(751,860)	(738,789)	(738,790)	-	-	(738,790)	(738,790)	(738,790)	(738,790)	(738,790)
TOTAL REVENUE	**(751,860)**	**(738,789)**	**(738,790)**	**-**	**-**	**(738,790)**	**(738,790)**	**(738,790)**	**(738,790)**	**(738,790)**
EXCESS OF REVENUE OVER EXPENDITURES	**(691,617)**	**(678,546)**	**(678,547)**	**-**	**-**	**(678,547)**	**(678,547)**	**(678,547)**	**(678,547)**	**(678,547)**
Estimated Balance c/fwd from 2021 to 2022	-	(13,071)	13,071	-	-	13,071	-	-	-	-
Balance c/fwd from 2020 to 2021	26,344	26,344	-	-	-	-	-	-	-	-
NEGATIVE REQUISITION	**665,273**	**665,273**	**665,476**	**-**	**-**	**665,476**	**678,547**	**678,547**	**678,547**	**678,547**
*Percentage increase over prior year Requisition						0.0%	2.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Fire Dispatch

COMMITTEE OF THE WHOLE

OCTOBER 2021

Change in Budget 2021 to 2022 Service: 1.913 Fire Dispatch	Total Expenditure	Comments
2021 Budget	**725,219**	
Changes:		
Standard Overhead Allocation	8,087	Standard OH Allocation increase is the combination of 2021 operating cost increase and 4th year of new OH model implementation
Contract for Services	(467,562)	New agreement with The District of Saanich starting 2022 with discontinued service contract with City of Langford
Transfer to Equipment Replacement Fund	32,000	ERF build up to meet the requirement of future equipment replacement
Debt Servicing Costs	-	New short-term (5Y) debt in 2021 to finance the purchase of records management system ($250K), contingent on 2021 financila plan amendment.
Other Operating Expenses	669	
Total Changes	(426,806)	
2022 Budget	**298,413**	
% Expense decrease from 2021:	***-58.9%***	
% Requisition decrease from 2021:	***-49.9%***	*Requisition funding is 96.5% of service revenue.Please refer to next page for requisiiton impact by participoants as the result of City of Langford withdrawl from the service.*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Total expenditures are projected at $6,285 (0.87%) higher than budget primarily due to debt servicing costs on $250,000 in new short-term borrowing planned for 2021 to finance the purchase of a record management system for fire services. The $6,285 unfavourable variance will be balanced by cancelling a $3,000 planned contribution to the ERF in 2021 and carrying forward a $3,285 deficit to 2022.

Service: 1.913 913 Fire Dispatch **Committee: Planning, Transportation & Protective Services**

Summary of Requisition by Participant

Participant	2020 Population	% Total	2021 Requisition	2020 Population*	% Total	2022 Requisition	Change in Requisition	% Change
Municipality								
District of Langford**	44,069	49.9%	353,520				(353,520)	-100.0%
District of Sooke	15,083	17.1%	120,995	15,083	34.0%	96,041	(24,950)	-20.6%
District of Metchosin	5,049	5.7%	40,503	5,049	11.4%	32,150	(8,350)	-20.6%
District of Highlands	2,451	2.8%	19,662	2,451	5.5%	15,607	(4,060)	-20.6%
Electoral Area								
Saltspring Island	11,329	12.8%	90,881	11,329	25.6%	72,137	(18,740)	-20.6%
Southern Gulf Islands	4,958	5.6%	39,773	4,958	11.2%	31,570	(8,200)	-20.6%
Juan de Fuca	5,444	6.2%	43,672	5,444	12.3%	34,665	(9,010)	-20.6%
TOTAL	**88,383**	**100.0%**	**709,005**	**44,314**	**100.0%**	**282,172**	**(426,830)**	**-60.2%**

** Requisition apportioned to participants by % of total population. 2022 apportionment will be subject to change upon receipt of 2021 population data.*

*** District of Langford to cease participation in service on December 31, 2021, per Bylaw No. 4426, adopted July 14, 2021.*

1.913 - Fire Dispatch	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	656,062	656,062	188,500	-	-	188,500	194,155	199,980	205,979	212,158
Allocations	52,997	52,997	61,583	-	-	61,583	62,815	64,071	65,352	66,660
Other Operating Expenses	13,160	10,850	13,330	-	-	13,330	13,600	13,889	14,189	14,490
TOTAL OPERATING COSTS	**722,219**	**719,909**	**263,413**	**-**	**-**	**263,413**	**270,570**	**277,940**	**285,520**	**293,308**
*Percentage Increase over prior year						-63.5%	2.7%	2.7%	2.7%	2.7%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	3,000	5,310	35,000	-	-	35,000	35,000	35,000	35,000	35,000
TOTAL CAPITAL / RESERVE	**3,000**	**5,310**	**35,000**	**-**	**-**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**
Debt Costs	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**725,219**	**725,219**	**298,413**	**-**	**-**	**298,413**	**305,570**	**312,940**	**320,520**	**328,308**
FUNDING SOURCES (REVENUE)										
Estimated Balance CFW from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(15,414)	(15,414)	(15,441)	-	-	(15,441)	(15,471)	(15,501)	(15,531)	(15,561)
Revenue - Other	(800)	(800)	(800)	-	-	(800)	(800)	(800)	(800)	(800)
TOTAL REVENUE	**(16,214)**	**(16,214)**	**(16,241)**	**-**	**-**	**(16,241)**	**(16,271)**	**(16,301)**	**(16,331)**	**(16,361)**
REQUISITION	**(709,005)**	**(709,005)**	**(282,172)**	**-**	**-**	**(282,172)**	**(289,299)**	**(296,639)**	**(304,189)**	**(311,947)**
*Percentage increase over prior year Requisition						-60.2%	2.5%	2.5%	2.5%	2.6%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.913 913 Fire Dispatch		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$25,000	$0	$0	$0	$200,000	$225,000
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$25,000**	**$0**	**$0**	**$0**	**$200,000**	**$225,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$25,000	$0	$0	$0	$200,000	$225,000
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$25,000**	**$0**	**$0**	**$0**	**$200,000**	**$225,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.913**

Service Name: **913 Fire Dispatch**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Equipment Replacement and Upgrade	Equipment Replacement and Upgrade	$25,000	E	ERF	$0	$25,000	$0	$0	$0	$0	$25,000
26-01	Replacement	Record Management System	Record Management System Replacement	$200,000	E	ERF	$0	$0	$0	$0	$0	$200,000	$200,000
			GRAND TOTAL	**$225,000**			**$0**	**$25,000**	**$0**	**$0**	**$0**	**$200,000**	**$225,000**

Reserve Schedule

Reserve Fund: 1.913 Langford Fire Dispatch - Equipment Replacement Fund

ERF Group: LANGFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	102125	2021	2022	2023	2024	2025	2026
Beginning Balance		79,613	82,613	92,613	127,613	162,613	197,613
Transfer from Ops Budget		3,000	35,000	35,000	35,000	35,000	35,000
Expenditues		-	(25,000)	-	-	-	(200,000)
Interest Income		-					
Ending Balance $		**82,613**	**92,613**	**127,613**	**162,613**	**197,613**	**32,613**

Assumptions/Background:

Maintain balance which will allow for routine annual equipment replacements as well as unexpected expenditures.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional CREST Contribution

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.921 Regional CREST Contribution **Committee: Planning, Transportation & Protective Services**

DEFINITION:

To collect funding for the RCMP Dispatch area's share of costs in the regional emergency communications network (CREST).

PARTICIPATION:

On the basis of population as determined annually by the Regional Planning Services Department of the Capital Regional District.

MAXIMUM LEVY:

No stated limit in establishment bylaw on operating costs (Limited by Municipal Act).

Funding:

Requisition

1.921 - Regional CREST Contribution	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payments to CREST	1,715,234	1,715,234	1,749,540	-	-	1,749,540	1,784,530	1,820,220	1,856,620	1,893,750
Internal Interest	8,000	5,500	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL COSTS	**1,723,234**	**1,720,734**	**1,755,540**	**-**	**-**	**1,755,540**	**1,790,530**	**1,826,220**	**1,862,620**	**1,899,750**
*Percentage Increase over prior year						1.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	2,000	(2,000)	-	-	(2,000)	-	-	-	-
Balance c/fwd from 2020 to 2021	(962)	(962)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(98,434)	(98,434)	(98,434)	-	-	(98,434)	(98,434)	(98,434)	(98,434)	(98,434)
Revenue-Other	(3,000)	(2,500)	(2,500)	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
TOTAL REVENUE	**(102,396)**	**(99,896)**	**(102,934)**	**-**	**-**	**(102,934)**	**(100,934)**	**(100,934)**	**(100,934)**	**(100,934)**
REQUISITION	**(1,620,838)**	**(1,620,838)**	**(1,652,606)**	**-**	**-**	**(1,652,606)**	**(1,689,596)**	**(1,725,286)**	**(1,761,686)**	**(1,798,816)**
*Percentage increase over prior year Requisition						2.0%	2.2%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Animal Care Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.313 **Animal Care Services** **Committee: Electoral Area**

DEFINITION:

Care of domestic animals within all electoral areas of the Regional District (Letters Patent - February 16, 1979). We provide service to the three electoral areas as well as Sidney, Saanich, Central Saanich, North Saanich, Highlands, View Royal, Colwood, Langford, Sooke, Metchosin, the Pauquachin, Songhees and Tsawout First nations. We also provide pound keeping services to Saanich. Sooke, Metchosin and Highlands are charged as if they were part of the service provided to the Electoral Areas. All other participants are levied by contract.

SERVICE DESCRIPTION:

Enforces the Animal Control Bylaw for three Electoral Areas, 10 Municipalities, and 3 First Nations. Also provides Pound Service for the District of Saanich and the areas listed above. Ensures public safety with person/animal contacts, quick return of lost animals, investigations or animal/person public education, re-homing of animals, quality care of animals.

PARTICIPATION:

All Electoral Areas on basis of school assessments (excluding property that is taxable for school purposes only by Special Act).

MAXIMUM LEVY:

None stated.

FUNDING:

Sale of services, licences and dog tags, plus requisition

1.313 - Animal Care Services	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	732,246	743,652	742,767	-	-	742,767	758,629	774,819	791,354	808,241
Vehicle Operating Expenses	26,300	16,008	26,830	-	-	26,830	27,370	27,920	28,480	29,050
Telecommunications	43,700	25,000	44,570	-	-	44,570	45,460	46,370	47,300	48,250
Supplies	36,000	35,000	36,720	-	-	36,720	37,450	38,200	38,960	39,740
Allocations	205,439	205,439	222,511	-	-	222,511	226,255	230,327	234,475	239,064
Other Operating Expenses	121,765	88,832	124,710	-	-	124,710	127,230	129,820	132,460	135,170
TOTAL OPERATING COSTS	**1,165,450**	**1,113,931**	**1,198,108**	**-**	**-**	**1,198,108**	**1,222,394**	**1,247,456**	**1,273,029**	**1,299,515**
*Percentage Increase over prior year						2.8%	2.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Operating Reserve Fund	-	51,503	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**10,000**	**61,503**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
TOTAL COSTS	**1,175,450**	**1,175,434**	**1,208,108**	**-**	**-**	**1,208,108**	**1,232,394**	**1,257,456**	**1,283,029**	**1,309,515**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	(22,493)	-	-	(22,493)	(16,381)	(10,235)	(3,726)	-
Fees Charged	(29,440)	(12,000)	(18,500)	-	-	(18,500)	(18,870)	(19,240)	(19,620)	(20,010)
Sale of Goods and Services	(696,860)	(696,860)	(702,533)	-	-	(702,533)	(716,590)	(730,910)	(745,520)	(760,440)
Grants in Lieu of Taxes	(13,043)	(13,043)	(13,300)	-	-	(13,300)	(13,570)	(13,840)	(14,120)	(14,400)
Revenue - Other	(5,690)	(23,114)	(5,800)	-	-	(5,800)	(5,910)	(6,020)	(6,130)	(6,250)
TOTAL REVENUE	**(745,033)**	**(745,017)**	**(762,626)**	**-**	**-**	**(762,626)**	**(771,321)**	**(780,245)**	**(789,116)**	**(801,100)**
REQUISITION	**(430,417)**	**(430,417)**	**(445,482)**	**-**	**-**	**(445,482)**	**(461,073)**	**(477,211)**	**(493,913)**	**(508,415)**
*Percentage increase over prior year Requisition						3.5%	3.5%	3.5%	3.5%	2.9%
AUTHORIZED POSITIONS										
Salaried	7.3	7.3	7.3			7.3	7.3	7.3	7.3	7.3

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.313 Animal Care Services		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$4,040	$4,120	$4,205	$0	$0	$12,365
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$18,000	$18,000	$18,000	$0	$0	$54,000
			$0	**$22,040**	**$22,120**	**$22,205**	**$0**	**$0**	**$66,365**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$22,040	$22,120	$22,205	$0	$0	$66,365
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$22,040**	**$22,120**	**$22,205**	**$0**	**$0**	**$66,365**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.313

Service Name: Animal Care Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Computer Replacements	Replacement of computer equipment	$18,364	E	ERF	$0	$4,040	$4,120	$4,205	$0	$0	$12,365
19-02	Replacement	Vehicle Replacements	Replacement of vehicles (shared with Bylaw)	$90,000	V	ERF	$0	$18,000	$18,000	$18,000	$0	$0	$54,000
			GRAND TOTAL	**$108,364**			**$0**	**$22,040**	**$22,120**	**$22,205**	**$0**	**$0**	**$66,365**

Animal Care Services
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	54,919	32,426	16,045	5,810	2,084	2,084
Equipment Replacement Fund	142,538	130,498	118,378	106,173	116,173	126,173
Total	**197,457**	**162,924**	**134,423**	**111,983**	**118,257**	**128,257**

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Operating Reserve Fund

Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105407 & 105103	2021	2022	2023	2024	2025	2026
Beginning Balance		3,386	54,919	32,426	16,045	5,810	2,084
Transfer from Ops Budget		51,503	-	-	-	-	-
Planned Purchases		-	(22,493)	(16,381)	(10,235)	(3,726)	-
Interest Income		30					
Ending Balance $		**54,919**	**32,426**	**16,045**	**5,810**	**2,084**	**2,084**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

Reserve Schedule

Reserve Fund: 1.313 Animal Control - Equipment Replacement Fund

For replacement of vehicles, computers and furnishings.

ERF Group: ANICON.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101424	2021	2022	2023	2024	2025	2026
Beginning Balance		153,567	142,538	130,498	118,378	106,173	116,173
Transfer from Op Budget		10,000	10,000	10,000	10,000	10,000	10,000
Planned Purchases		(21,029)	(22,040)	(22,120)	(22,205)	-	-
Interest Income		-					
Ending Balance $		**142,538**	**130,498**	**118,378**	**106,173**	**116,173**	**126,173**

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

CAPITAL REGIONAL DISTRICT

2022 BUDGET

ByLaw Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.323 Bylaw Services **Committee: Electoral Area**

DEFINITION:

To provide Bylaw enforcement to functions of the Capital Regional District as required. The cost of this service is reallocated to functions that use Bylaw enforcement services, such as Regional Parks, Noise Control, Nuisances & Unsightly Premises, and others.

SERVICE DESCRIPTION:

Respond to complaints, seek voluntary compliance and use regulatory and legal enforcement options to enforce bylaws in the three electoral areas for Noise, Nuisance and Unsightly Premises as well as Soil Deposit and Removal in the JdF EA.

Bylaw Enforcement services in Metchosin and the Highlands by contract.

Enforce bylaws for internal customers including Hartland Landfill, Environmental Services, Integrated Water, Parks, Community Planning, Building Inspection and Vancouver Island Health Authority.

PARTICIPATION:

Method of cost allocation on the basis of prior year's estimated usage.

MAXIMUM LEVY:

None stated.

FUNDING:

Functions within the CRD that use Bylaw enforcement.

1.323 - Bylaw Enforcement	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	345,927	387,862	351,269	14,968	-	366,237	374,587	382,850	391,291	399,614
Vehicle Operating Expenses	19,270	19,270	19,721	-	-	19,721	20,120	20,520	20,930	21,350
Telecommunications	5,160	5,450	5,260	-	-	5,260	5,370	5,480	5,590	5,700
Supplies	1,000	530	600	-	-	600	610	620	630	640
Allocations	72,179	84,139	73,057	-	-	73,057	73,966	75,147	76,347	77,866
Other Operating Expenses	28,800	11,605	37,400	-	-	37,400	38,150	38,910	39,680	40,470
TOTAL OPERATING COSTS	**472,336**	**508,856**	**487,307**	**14,968**	**-**	**502,275**	**512,803**	**523,527**	**534,468**	**545,640**
*Percentage Increase over prior year						6.3%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	36,960	58,940	36,960	-	-	36,960	36,960	36,960	36,960	36,960
TOTAL CAPITAL / RESERVE	**36,960**	**58,940**	**36,960**	**-**	**-**	**36,960**	**36,960**	**36,960**	**36,960**	**36,960**
TOTAL COSTS	**509,296**	**567,796**	**524,267**	**14,968**	**-**	**539,235**	**549,763**	**560,487**	**571,428**	**582,600**
Internal Recoveries	(480,016)	(540,627)	(495,457)	(14,968)	-	(510,425)	(520,383)	(530,517)	(540,858)	(551,420)
OPERATING COSTS LESS INTERNAL RECOVERIES	**29,280**	**27,169**	**28,810**	**-**	**-**	**28,810**	**29,380**	**29,970**	**30,570**	**31,180**
FUNDING SOURCES (REVENUE)										
Sale of Goods and Services	(25,730)	(24,119)	(25,200)	-	-	(25,200)	(25,700)	(26,220)	(26,750)	(27,280)
Revenue - Other	(3,550)	(3,050)	(3,610)	-	-	(3,610)	(3,680)	(3,750)	(3,820)	(3,900)
TOTAL REVENUE	**(29,280)**	**(27,169)**	**(28,810)**	**-**	**-**	**(28,810)**	**(29,380)**	**(29,970)**	**(30,570)**	**(31,180)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
AUTHORIZED POSITIONS:										
Salaried	2.9	2.9	2.9			2.9	2.9	2.9	2.9	2.9

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.323 ByLaw Services	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$990	$1,010	$1,030	$0	$0	$3,030
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$15,000	$15,000	$15,000	$0	$0	$45,000
		$0	**$15,990**	**$16,010**	**$16,030**	**$0**	**$0**	**$48,030**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$15,990	$16,010	$16,030	$0	$0	$48,030
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$15,990**	**$16,010**	**$16,030**	**$0**	**$0**	**$48,030**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.323**

Service Name: **ByLaw Services**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Computers	Replacement of computer equipment	$4,950	E	ERF	$0	$990	$1,010	$1,030	$0	$0	$3,030
19-02	Replacement	Vehicle	Replacement of Bylaw vehicle	$75,000	V	ERF	$0	$15,000	$15,000	$15,000	$0	$0	$45,000
			GRAND TOTAL	**$79,950**			**$0**	**$15,990**	**$16,010**	**$16,030**	**$0**	**$0**	**$48,030**

Reserve Schedule

Reserve Fund: 1.323 Bylaw Enforcement - Equipment Replacement Fund

ERF Group: BYLAW.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101426	2021	2022	2023	2024	2025	2026
Beginning Balance		132,389	153,379	174,349	195,299	216,229	253,189
Transfer from Ops Budget		36,960	36,960	36,960	36,960	36,960	36,960
Proceed from Disposition		-	-	-	-	-	-
Planned Purchase		(15,970)	(15,990)	(16,010)	(16,030)	-	-
Interest Income		-					
Ending Balance $		**153,379**	**174,349**	**195,299**	**216,229**	**253,189**	**290,149**

Assumptions/Background:

Maintain level sufficient to fund required vehicle and computer replacements

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Traffic Safety

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.230 Traffic Safety **Committee: Traffic Safety**

DEFINITION:

To establish a Traffic Safety Commission as an extended service to participants.
Establishment Bylaw No. 1828 (1990), Bylaw No. 1921 (1991), No. 3614 (2009), and No. 4166 (2017).

SERVICE DESCRIPTION:

This service provides funding and support for the Traffic Safety Commission, a CRD commission that advises the CRD Board on Traffic Safety problems and puts in place applicable Traffic Safety Programs. Representatives from about 14 organizations concerned with traffic safety, such as the BC Ambulance Service, make up the commission. This service primarily provides funding for advertising which is generally leveraged, resulting in about $3 worth of advertising for every $1 actually spent.

PARTICIPATION:

Participating municipalities and electoral areas on the basis of converted hospital assessment value of land and improvements.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

FUNDING:

1.230 - Traffic Safety Commission	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Allocation - Finance & Corp. Svc	5,135	5,135	6,883	-	-	6,883	7,020	7,161	7,304	7,450
Insurance Costs	350	350	320	-	-	320	340	360	380	400
Advertising, Promotion and Meetings	93,977	68,977	77,357	-	-	77,357	53,390	54,449	55,526	56,620
Other Expenses	38,190	19,990	34,710	-	-	34,710	16,840	17,170	17,510	17,860
TOTAL COSTS	**137,652**	**94,452**	**119,270**	**-**	**-**	**119,270**	**77,590**	**79,140**	**80,720**	**82,330**
*Percentage Increase over prior year						-13.4%	-34.9%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	43,200	(43,200)	-	-	(43,200)	-	-	-	-
Balance c/fwd from 2020 to 2021	(63,067)	(63,067)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(3,273)	(3,273)	(3,340)	-	-	(3,340)	(3,410)	(3,480)	(3,550)	(3,620)
Other Revenue	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(66,540)**	**(23,340)**	**(46,740)**	**-**	**-**	**(46,740)**	**(3,610)**	**(3,680)**	**(3,750)**	**(3,820)**
REQUISITION	**(71,112)**	**(71,112)**	**(72,530)**	**-**	**-**	**(72,530)**	**(73,980)**	**(75,460)**	**(76,970)**	**(78,510)**
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Planning Services

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.324 Regional Planning Services **Committee: Planning, Transportation & Protective Services**

DEFINITION:

Regional Planning includes two service functions:

Regional Information – which maintains a regional information base and perspective on population, employment, economic development and land use trends. The service provides regional, sub-regional and municipal statistics, trend analysis and research tools to member municipalities and a wide variety of public, private and community clientele.

Regional Transportation – manages and applies the regional transportation model. The service analyzes the impacts of actual and projected changes to the transportation system and conducts/commissions transportation-related studies and reports. Regional transportation provides advice and information to the CRD Board, other departments and other jurisdictions on policies and issues related to the Regional Transportation Plan.

SERVICE DESCRIPTION:

Regional Planning provides information and planning services including regional, sub-regional and municipal statistics, trend analysis, transportation, policy development, planning and modeling. The information also assists in preparation of indicators relating to the annual legislative reporting requirement for the Regional Growth Strategy and as an information base for the development of municipal and electoral area official community plans. The information and analysis also supports the regional transportation and urban growth models and assists municipalities and local and regional agencies in their planning work.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke: Victoria; View Royal) and Electoral Areas within the CRD (Juan de Fuca, Southern Gulf Islands, Salt Spring Island).

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

Change in Budget 2021 to 2022 Service: 1.324 Regional Planning Services	Total Expenditure	Comments
2021 Budget	**1,662,662**	
Change in Salaries:		
Base salary change	4,337	Inclusive of estimated collective agreement changes
Step increase/paygrade change	10,718	
1.0 FTE Planning Analyst	89,065	2022 IBC: 2a-1.2 Transportation Priorities Implementation
Other Wages and Benefits	(91,630)	Auxiliary posiition discontinued
Total Change in Salaries	12,490	
Other Changes:		
Program Development: Destination Survey and Transportation Model	728,000	2022 IBC: 2a-1.1 Transportation Data Collection, Modelling and Priority Implementation (ORF)
Program Development: Implementation of Data Review	(25,000)	Reduced budget to align with historical spending from 50,000 to 25,000 (ORF)
Program Development: Ready Step Roll Program	(10,000)	Reduced budget to align with historical spending from 50,000 to 40,000
Standard Overhead Allocation	6,376	Increase due to 2021 operating cost increase and 4th year of new OH model implementation
Building Occupancy Allocation	21,926	Increased due to office space change, facility reserve contributions, loss revenue from rental and extended rental space
Human Resources Allocation	4,255	New Corporate Safety Resources
Environmental Engineering Charge Out	4,000	Increased budget to align with historical spending for GIS Tech service
Internal Cost Allocation within 1.324 budget	(151,896)	Elimination of Internal allocation & recovery within its budget due to budgeting restructuring
Contract for Services	(31,945)	Reduced budget to align with historical costs
Other Operational Costs	(27,356)	Reduce budget to align with historical costs for the following cost categories: Statistics Canada; Professional Dues; Supplies; Travel Expenses; Telecommunications; Promotional Expense; and Subscriptions.
Total Other Changes	518,360	
2022 Budget	**2,193,512**	
% Expense increase from 2021:	**31.9%**	
% Requisition increase from 2021:	**2.0%**	Requisition funding is 56% of service revenue

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Total Operating Costs are projected at $238,415 (-15.8%) lower than budget mainly due to lower wages and benefits, contract, and program development costs. This surplus will be balanced on an increased transfer to the Operating Reserve Fund ($86,876) which has an expected year-end balance of $2,009,310 before this transfer; and increased transfer to the Equipment Replacement Fund ($151,539) which has an expected year-end balance of $120,925 before this transfer.

1.324 - Regional Planning Services	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	983,474	899,475	906,899	89,065	-	995,964	1,037,390	1,059,675	1,082,429	1,105,680
Contract for Services	101,945	44,000	70,000	-	-	70,000	71,400	72,830	74,290	75,780
Allocations	354,472	354,472	240,128	-	-	240,128	243,522	248,234	253,041	257,948
Program Development Costs	100,000	54,000	40,000	-	753,000	793,000	94,110	95,990	97,910	74,870
Other Operating Expenses	120,271	69,800	91,920	-	-	91,920	93,180	95,120	97,100	99,130
TOTAL OPERATING COSTS	**1,660,162**	**1,421,747**	**1,348,947**	**89,065**	**753,000**	**2,191,012**	**1,539,602**	**1,571,849**	**1,604,770**	**1,613,408**
*Percentage Increase over prior year						32.0%	-29.7%	2.1%	2.1%	0.5%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	86,876	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	2,500	154,039	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL CAPITAL / RESERVES	**2,500**	**240,915**	**2,500**	**-**	**-**	**2,500**	**2,500**	**2,500**	**2,500**	**2,500**
TOTAL COSTS	**1,662,662**	**1,662,662**	**1,351,447**	**89,065**	**753,000**	**2,193,512**	**1,542,102**	**1,574,349**	**1,607,270**	**1,615,908**
Internal Recoveries	(197,268)	(197,268)	(77,852)	-	-	(77,852)	(79,531)	(81,246)	(82,997)	(84,786)
TOTAL COSTS NET OF RECOVERIES	**1,465,394**	**1,465,394**	**1,273,595**	**89,065**	**753,000**	**2,115,660**	**1,462,571**	**1,493,103**	**1,524,273**	**1,531,122**
FUNDING SOURCES (REVENUE)										
Surplus Carry Forward from 2020 to 2021	(197,639)	(197,639)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(36,491)	(36,491)	(104,304)	-	(753,000)	(857,304)	(143,295)	(116,164)	(93,645)	(58,281)
Grants in Lieu of Taxes	(59,663)	(59,663)	(63,310)	-	-	(63,310)	(64,580)	(65,870)	(67,190)	(68,530)
Revenue - Other	(2,830)	(2,830)	(2,900)	-	-	(2,900)	(2,960)	(3,020)	(3,080)	(3,150)
Recovery - Other	(540)	(540)	(550)	-	-	(550)	(560)	(570)	(580)	(590)
TOTAL REVENUE	**(297,163)**	**(297,163)**	**(171,064)**	**-**	**(753,000)**	**(924,064)**	**(211,395)**	**(185,624)**	**(164,495)**	**(130,551)**
REQUISITION	**(1,168,231)**	**(1,168,231)**	**(1,102,531)**	**(89,065)**	**-**	**(1,191,596)**	**(1,251,176)**	**(1,307,479)**	**(1,359,778)**	**(1,400,571)**
*Percentage increase over prior year Requisition						2.0%	5.0%	4.5%	4.0%	3.0%
Salaried	7.5	7.5	7.5	1.0		8.5	8.5	8.5	8.5	8.5

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.324 Regional Planning Services	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$100,400	$43,000	$7,000	$5,000	$3,000	$158,400
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$100,400**	**$43,000**	**$7,000**	**$5,000**	**$3,000**	**$158,400**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$100,400	$43,000	$7,000	$5,000	$3,000	$158,400
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$100,400**	**$43,000**	**$7,000**	**$5,000**	**$3,000**	**$158,400**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.324**
Service Name: **Regional Planning Services**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Replacement	Computer Replacement	Computer Replacement	$36,700	E	ERF	$0	$8,000	$3,000	$7,000	$5,000	$3,000	$26,000
22-01	Renewal	Photocopier Renewal	Photocopier Renewal	$40,000	E	ERF	$0	$0	$40,000	$0	$0	$0	$40,000
21-01	Renewal	RSP Office Renovation	Ancillary costs associated with upgrading RSP office assets resulting from first floor HQ renovation project. Estimate based on FM average costs.	$92,400	E	ERF	$0	$92,400	$0	$0	$0	$0	$92,400
			GRAND TOTAL	**$169,100**			**$0**	**$100,400**	**$43,000**	**$7,000**	**$5,000**	**$3,000**	**$158,400**

Service:	1.324	Regional Planning Services

Project Number	18-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Computer Replacement
Project Rationale	Planned computer replacement for RSP staff complement, per IT replacement schedule.				

Project Number	22-01	**Capital Project Title**	Photocopier Renewal	**Capital Project Description**	Photocopier Renewal
Project Rationale	Planned photocopy renewal for RSP office, per IT replacement schedule.				

Project Number	21-01	**Capital Project Title**	RSP Office Renovation	**Capital Project Description**	Ancillary costs associated with upgrading RSP office assets resulting from first floor HQ renovation project. Estimate based on FM average costs.
Project Rationale	First floor Fisgard HQ renovation project is necessary to accommodate growing staff complement in Regional Housing / Capital Region Housing Corporation.				

Regional Planning Services
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Equipment Replacement Fund	272,464	174,564	134,064	129,564	127,064	126,564
Operating Reserve Fund	2,096,186	1,238,882	1,095,587	979,423	885,779	827,497
Total	**2,368,650**	**1,413,446**	**1,229,651**	**1,108,987**	**1,012,843**	**954,061**

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Equipment Replacement Fund

ERF Group: RGPLAN.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101427	2021	2022	2023	2024	2025	2026
Beginning Balance		135,725	272,464	174,564	134,064	129,564	127,064
Transfer from Ops Budget		154,039	2,500	2,500	2,500	2,500	2,500
Planned Purchase		(17,300)	(100,400)	(43,000)	(7,000)	(5,000)	(3,000)
Interest Income*		-					
Ending Balance $		**272,464**	**174,564**	**134,064**	**129,564**	**127,064**	**126,564**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment and furnishings.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.324 Regional Planning Services - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105501**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		2,026,801	2,096,186	1,238,882	1,095,587	979,423	885,779
Transfer from Ops Budget		86,876	-	-	-	-	-
Transfer to Ops Budget - Program Development							
Implementation of Data Review		-	(25,000)	(25,000)	(25,000)	(25,000)	-
Origin and Destination Survey		-	(418,000)	-	-	-	-
Regional Transportation Model Calibration		-	(310,000)	-	-	-	-
Transfer to Ops Budget - Core Budget		(36,491)	(104,304)	(118,295)	(91,164)	(68,645)	(58,281)
Interest Income		19,000					
Ending Balance $		**2,096,186**	**1,238,882**	**1,095,587**	**979,423**	**885,779**	**827,497**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Growth Strategy

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.330 Regional Growth Strategy **Committee: Planning, Transportation & Protective Services**

DEFINITION:

This service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS). The service includes providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation. The Regional Growth Strategy is contained within CRD Bylaw No.4017 (Adopted March 2018).

SERVICE DESCRIPTION:

The Regional Growth Strategy/Sustainability service is responsible for developing, coordinating, monitoring and updating the Regional Growth Strategy (RGS) pursuant to the legislative provisions of the *Local Government Act* . The RGS is contained within CRD Bylaw No.4017 (adopted March 2018). The service administers the RGS through the review and reporting on municipal regional context statements, assessment of compliance of regional district bylaws, and providing advice and information to the CRD Board and other departments on policies and issues related to the RGS including the ongoing monitoring of its implementation.

PARTICIPATION:

All member municipalities (Central Saanich; Colwood; Esquimalt; Highlands; Langford; Metchosin; North Saanich; Oak Bay; Saanich; Sidney; Sooke: Victoria; View Royal) and the Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

Change in Budget 2021 to 2022 Service: 1.330 Regioanl Growth Strategy	Total Expenditure	Comments
2021 Budget	**379,205**	
Change in Salaries:		
Base salary change	2,431	Inclusive of estimated collective agreement changes
Step decrease/paygrade change	(13,279)	
Total Change in Salaries	(10,848)	
Other Changes:		
Contract for Services	37,230	Increase for Food Lands Trust Business Case
Consultants	(21,770)	Expense category combined with Contract for Services in 2022 and reduced to realign with historical actual expenses.
Special Projects	(60,000)	One-time $45,000 special project in 2021. Expense category combined with Contract for Services in 2022
Allocations	4,842	Increase due to a $32,480 increase in the Regional Planning Services Allocation offset by the discontinuation of the Intergov Relations Allocation
Transfer to Operating Reserve Fund	10,000	
Other Operating Expenses	(10,350)	Varioius operating expenses including professional dues, subscriptions, telecommunications, and travel reallocated to 1.324 Regional Planning & Growth Strategy
Total Other Changes	(40,048)	
2022 Budget	**328,309**	
% Expense increase from 2021:	***-13.4%***	
		Requisition funding is 90% of service revenue
		Operating Reserve funding is 4.7% of service revenue

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Total expenditures are projected at $132,079 (34.8%) lower than budget primarily due to a vacant Research Planner position (Aug,2021); reduced auxiliary staffing costs; and lower project contributions. We plan to balance the $132,079 surpus on a transfer to the Operating Reserve Fund.

1.330 - Regional Growth Strategy	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	166,595	116,199	155,747	-	-	155,747	159,033	162,390	165,818	169,309
Contract for Services	1,060	-	23,290	-	15,000	38,290	323,760	24,240	24,720	25,210
Consulting	21,770	-	-	-	-	-	-	-	-	-
Special Projects	60,000	22,000	-	-	-	-	-	-	-	-
Allocations	105,280	105,280	110,122	-	-	110,122	112,443	114,816	117,235	119,711
Other Operating Expenses	24,500	3,647	14,150	-	-	14,150	14,440	14,730	15,020	15,320
TOTAL OPERATING COSTS	**379,205**	**247,126**	**303,309**	**-**	**15,000**	**318,309**	**609,676**	**316,176**	**322,793**	**329,550**
*Percentage Increase over prior year						-16.1%	91.5%	-48.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	132,079	10,000	-	-	10,000	10,000	10,000	10,000	10,000
TOTAL CAPITAL / RESERVE	**-**	**132,079**	**10,000**	**-**	**-**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**
TOTAL COSTS	**379,205**	**379,205**	**313,309**	**-**	**15,000**	**328,309**	**619,676**	**326,176**	**332,793**	**339,550**
FUNDING SOURCES (REVENUE)										
Balance Carry Forward from 2020 to 2021	(45,000)	(45,000)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(21,250)	(21,250)	(354)	-	(15,000)	(15,354)	(306,721)	(13,221)	(19,838)	(26,595)
Grants in Lieu of Taxes	(15,810)	(15,810)	(15,810)	-	-	(15,810)	(15,810)	(15,810)	(15,810)	(15,810)
Revenue - Other	(1,020)	(1,020)	(1,020)	-	-	(1,020)	(1,020)	(1,020)	(1,020)	(1,020)
TOTAL REVENUE	**(83,080)**	**(83,080)**	**(17,184)**	**-**	**(15,000)**	**(32,184)**	**(323,551)**	**(30,051)**	**(36,668)**	**(43,425)**
REQUISITION	**(296,125)**	**(296,125)**	**(296,125)**	**-**	**-**	**(296,125)**	**(296,125)**	**(296,125)**	**(296,125)**	**(296,125)**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%
AUTHORIZED POSITIONS										
Salaried	1.0	1.0	1.0			1.0	2.0	2.0	2.0	2.0

Reserve Schedule

Reserve Fund: 1.330 Regional Growth Strategy - Operating Reserve Fund

Op Rsv Funds B#4102,03,4144,45,46,47

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105502	2021	2022	2023	2024	2025	2026
Beginning Balance		1,420,679	1,544,908	1,539,554	1,242,833	1,239,612	1,229,774
Transfer from Ops Budget		132,079	10,000	10,000	10,000	10,000	10,000
Transfer to Ops Budget		(21,250)	(15,354)	(306,721)	(13,221)	(19,838)	(26,595)
Interest Income		13,400					
Ending Balance $		**1,544,908**	**1,539,554**	**1,242,833**	**1,239,612**	**1,229,774**	**1,213,179**

Assumptions/Background:

2021/2022 - $15k - Food Lands Trust Business Case
2023 - $300k - Regional Growth Strategy Review and Update

CAPITAL REGIONAL DISTRICT

2022 BUDGET

INTEGRATED WATER SERVICES

COMMITTEE OF THE WHOLE

OCTOBER 2021

COMMITTEE OF THE WHOLE
October 27, 2021
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COMMITTEE OF THE WHOLE
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CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Water Supply

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 2.670 Regional Water Supply **Commission: Regional Water Supply**

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria	Town of Sidney	District of Metchosin
District of Oak Bay	District of North Saanich	District of Sooke
District of Saanich	Town of View Royal	Juan de Fuca Electoral Area
Township of Esquimalt	City of Colwood	District of Highlands
District of Central Saanich	City of Langford	

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:		$137,700,000	Pre - (Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities)
Borrowed:		$91,400,000	Pre - (Consolidated amounts borrowed - Regional Water Supply Water Works Facilities)
Remaining:	Expired	$46,300,000	
Authorized:		$60,000,000	(MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)
Borrowed:		$60,000,000	(MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)
Authorized:		$12,500,000	2014 - (MFA Bylaw No. 3902 - Regional Water Supply Water Works Facilities)
Borrowed:		$9,500,000	
Remaining:	Expired	$3,000,000	
Authorized:		$46,000,000	2021 - (MFA Bylaw No. 4382 - Regional Water Supply Water Works Facilities)
Borrowed:		$0	
Remaining:		$46,000,000	

FUNDING:

Costs are recovered through the sale of bulk water.

Change in Budget 2021 to 2022 Service: 2.670 Regional Water Supply	Total Expenditure	Comments
2021 Budget	**34,921,283**	
Change in Salaries:		
Change in Labour	438,000	Repurpose 3.0 FTEs from Capital to Operating
1.0 FTE Infrastructure Integration Technician	55,000	IBC 10a-2 Infrastructure Integration Technician
1.0 FTE Contracts Coordinator	87,000	IBC 10e-1 IWS Administrative Contracts Coordinator
Other Labour	81,207	
Total Change in Salaries	661,207	
Other Changes:		
Transfer to Capital Fund	850,646	
Contract for Services	(25,000)	2021 NSERC funding
Contract for Services	25,000	2022 NSERC funding
Contract for Services	(150,000)	IBC 10d-3 2021 Watershed Hydrology Monitoring
Contract for Services	150,000	IBC 10d-3 2022 Watershed Hydrology Monitoring
Principal & Interest Payments	(40,740)	
Agriculture Water Rate Funding	100,000	
Other Costs	46,874	
Total Other Changes	956,780	
2022 Budget	**36,539,270**	
% expense increase from 2021:	***4.6%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Favourable water sales variance of $1,792,000 (5.1%) due to higher than budgeted water sales largely a result of increased temperatures. There is an additional favourable operating variance of $529,000 (1.5%) largely due to reduced staffing costs from vacant positions. The net surplus of $2,300,000 will be transferred to the services' Water Capital Fund.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	**2022 BUDGET REQUEST** 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	TOTAL (COL 4, 5 & 6)	**FUTURE PROJECTIONS** 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
GENERAL PROGRAM EXPENDITURES:										
WATERSHED PROTECTION	5,568,054	5,396,029	5,515,703	-	175,000	5,690,703	5,626,017	5,738,538	5,853,308	5,970,374
WATER MANAGEMENT	5,610,530	5,562,367	6,272,411	-	-	6,272,411	6,397,555	6,525,042	6,654,842	6,787,485
WATER QUALITY	1,830,256	1,932,040	1,862,117	-	-	1,862,117	1,894,732	1,934,572	1,975,240	2,016,770
CROSS CONNECTION	737,690	736,076	754,239	-	-	754,239	769,271	784,643	800,308	816,283
DEMAND MANAGEMENT	686,034	659,157	705,184	-	-	705,184	719,221	733,564	748,216	763,160
INFRASTRUCTURE ENGINEERING	486,900	529,130	496,982	-	-	496,982	506,930	517,070	527,420	537,960
FLEET OPERATION & MAINTENANCE	(297,540)	(240,433)	(314,181)	-	-	(314,181)	(320,470)	(326,880)	(333,420)	(340,090)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	719,362	336,746	439,912	142,000	-	581,912	594,126	606,618	619,364	632,350
TOTAL OPERATING EXPENDITURES	15,341,286	14,911,112	15,732,367	142,000	175,000	16,049,367	16,187,382	16,513,167	16,845,278	17,184,292
Percentage increase over prior year's board budget			2.55%			4.62%	0.86%	2.01%	2.01%	2.01%
AGRICULTURAL WATER RATE FUNDING	1,600,000	1,700,000	1,700,000	-	-	1,700,000	1,750,000	1,800,000	1,850,000	1,900,000
			6.25%			6.25%	2.94%	2.86%	2.78%	2.70%
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	9,297,180	11,596,789	10,152,385	-	-	10,152,385	11,650,000	16,950,000	18,600,000	19,800,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	297,540	297,540	314,181	-	-	314,181	320,465	326,874	333,411	340,080
TRANSFER TO DEBT RESERVE FUND	51,610	33,610	30,410	-	-	30,410	127,410	101,410	93,810	30,410
TOTAL CAPITAL EXPENDITURES & TRANSFERS	9,646,330	11,927,939	10,496,976	-	-	10,496,976	12,097,875	17,378,284	19,027,221	20,170,490
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	8,333,667	8,297,919	8,292,927	-	-	8,292,927	7,592,710	3,408,010	3,379,253	3,357,424
TOTAL DEBT EXPENDITURES	8,333,667	8,297,919	8,292,927	-	-	8,292,927	7,592,710	3,408,010	3,379,253	3,357,424
DEFICIT TRANSFERRED TO FOLLOWING YR										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	34,921,283	36,836,970	36,222,270	142,000	175,000	36,539,270	37,627,967	39,099,461	41,101,752	42,612,206
SOURCES OF FUNDING										
REVENUE - SALES	(34,305,613)	(36,097,400)	(35,609,800)	(142,000)	(175,000)	(35,926,800)	(37,015,497)	(38,486,991)	(40,489,282)	(41,999,736)
REVENUE - OTHER	(615,670)	(739,570)	(612,470)	-	-	(612,470)	(612,470)	(612,470)	(612,470)	(612,470)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(34,921,283)	(36,836,970)	(36,222,270)	(142,000)	(175,000)	(36,539,270)	(37,627,967)	(39,099,461)	(41,101,752)	(42,612,206)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(34,921,283)	(36,836,970)	(36,222,270)	(142,000)	(175,000)	(36,539,270)	(37,627,967)	(39,099,461)	(41,101,752)	(42,612,206)
Percentage increase over prior year's board budget			3.73%			4.63%	2.98%	3.91%	5.12%	3.67%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No. 2.670 Regional Water Supply	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE							
Buildings	$510,000	$5,110,000	$3,020,000	$20,000	$0	$0	$8,150,000
Equipment	$1,060,000	$7,115,000	$2,970,000	$940,000	$760,000	$610,000	$12,395,000
Land	$445,000	$1,495,000	$895,000	$590,000	$430,000	$235,000	$3,645,000
Engineered Structures	$7,525,000	$11,550,000	$17,735,000	$19,925,000	$20,725,000	$3,000,000	$72,935,000
Vehicles	$406,000	$1,427,250	$406,000	$290,000	$450,000	$200,000	$2,773,250
	$9,946,000	**$26,697,250**	**$25,026,000**	**$21,765,000**	**$22,365,000**	**$4,045,000**	**$99,898,250**
SOURCE OF FUNDS							
Capital Funds on Hand	$9,655,000	$22,952,000	$12,420,000	$14,375,000	$15,575,000	$3,845,000	$69,167,000
Debenture Debt (New Debt Only)	$0	$0	$9,700,000	$7,100,000	$6,340,000	$0	$23,140,000
Equipment Replacement Fund	$291,000	$1,205,250	$406,000	$290,000	$450,000	$200,000	$2,551,250
Grants (Federal, Provincial)	$0	$40,000	$0	$0	$0	$0	$40,000
Donations / Third Party Funding	$0	$2,500,000	$2,500,000	$0	$0	$0	$5,000,000
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$9,946,000	**$26,697,250**	**$25,026,000**	**$21,765,000**	**$22,365,000**	**$4,045,000**	**$99,898,250**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$800,000	$2,160,000	$330,000	$330,000	$330,000	$250,000	$3,400,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$800,000	$2,240,000	$410,000	$410,000	$410,000	$330,000	$3,800,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount from the 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.670

Service Name: Regional Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
WATERSHED PROTECTION													
Planning													
17-01	Renewal	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building **and work toward making the site accessible to the public**	$166,000	B	WU	-	**$10,000**	**$20,000**	**$20,000**	-	-	$50,000
17-04	New	Water Supply Area - Fish Stream Assessments	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.	$325,000	L	WU	$18,000	$18,000	-	-	-	-	$18,000
18-10	Study	Species-at-Risk Wildlife Habitat	**Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.**	$185,000	L	WU	$8,000	$8,000	**$50,000**	-	-	-	$58,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.	$75,000	L	WU	$50,000	$50,000	-	-	-	-	$50,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	$180,000	L	WU	-	$180,000	-	-	-	-	$180,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	**$60,000**	L	WU	$24,000	$24,000	**$10,000**	**$10,000**	**$10,000**	**$10,000**	$64,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	$260,000	L	WU	$75,000	$145,000	$50,000	-	-	-	$195,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	$230,000	L	WU	$65,000	$160,000	$60,000	-	-	-	$220,000
21-19	Study	Lakes Assessment Sooke and Goldstream WSAs	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs	$75,000	L	WU	$75,000	$75,000	-	-	-	-	$75,000
21-20	Study	West Leech Road	Plan followed by construction of a road to access the western portion of the Leech WSA.	$320,000	L	WU	$10,000	**$110,000**	**$100,000**	**$100,000**	-	-	$310,000
22-03	Study	GVWSA Land Exchange/Acquisition	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area or buffer water supply areas.	**$180,000**	L	WU	-	**$60,000**	**$60,000**	**$60,000**	-	-	$180,000
23-02	Renewal	GVWSA LiDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	$120,000	L	WU	-	-	$120,000	-	-	-	$120,000
22-04	**Renewal**	**GVWSA Orthophotography**	**Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.**	**$95,000**	**L**	**WU**	**-**	**$15,000**	**$15,000**	**$20,000**	**$20,000**	**$25,000**	**$95,000**
22-09	**Study**	**GVWSA Powerlines Wildfire Risk Mitigation Plan**	**A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.**	**$50,000**	**L**	**WU**	**-**	**$50,000**	**-**	**-**	**-**	**-**	**$50,000**
22-10	**New**	**GVWSA/RWS Educational Videos**	**Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.**	**$60,000**	**L**	**WU**	**-**	**$30,000**	**$30,000**	**-**	**-**	**-**	**$60,000**
23-05	**Study**	**Spill Management Plan and Implementation**	**Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.**	**$50,000**	**L**	**WU**	**-**	**$50,000**	**-**	**-**	**-**	**-**	**$50,000**
Capital													
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	$5,756,000	L	WU	$25,000	$225,000	$200,000	$200,000	$200,000	-	$825,000
16-01	Renewal	Replace Gatehouse at Goldstream Entrance	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function.	**$1,800,000**	B	WU	$310,000	**$1,710,000**	-	-	-	-	$1,710,000
16-06	Renewal	Goldstream IWS Field Office[1]	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training space and equipment storage at Goldstream entrance, replacing longstanding temporary facilities.	**$1,500,000**	B	WU	$200,000	**$850,000**	**$500,000**	-	-	-	$1,350,000
16-06				**$5,000,000**	B	Other	-	**$2,500,000**	**$2,500,000**	-	-	-	$5,000,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	$0	E	WU	$80,000	$80,000	-	-	-	-	$80,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	**$850,000**	L	WU	$50,000	$150,000	$100,000	$100,000	$100,000	**$100,000**	$550,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	$300,000	S	WU	-	-	$300,000	-	-	-	$300,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	$170,000	E	WU	$50,000	$50,000	-	-	-	-	$50,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.	**$560,000**	S	WU	-	**$400,000**	**$160,000**	-	-	-	$560,000
20-29	Renewal	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	**$650,000**	S	WU	-	-	**$100,000**	-	-	**$200,000**	$300,000
21-01	New	31N Bridge to Replace Undersized Culvert (Goldstream WSA)	Replacement of the existing undersized and failing culvert with a bridge structure.	$325,000	S	WU	$25,000	$25,000	-	-	-	-	$25,000

Service #: 2.670

Service Name: Regional Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-26	New	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.	**$520,000**	L	WU	-	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
21-27	New	Autogate Installations on Primary Access Routes	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security	**$800,000**	S	WU	-	**$250,000**	**$300,000**	-	-	-	$550,000
21-28	New	GVWSA Land Acquisition Priorities	Acquisition of land parcel near Grant Lake and security installations.	$750,000	L	WU	$45,000	$45,000	-	-	-	-	$45,000
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	$325,000	S	WU	-	-	-	-	**$325,000**	-	$325,000
23-04	Renewal	17S/Sooke Main Bridge Replacement	Undersized bridge replacement	$300,000	S	WU	-	-	-	-	-	**$300,000**	$300,000
24-01	Renewal	6M/Judge Creek Culvert Replacement (Sooke WSA)	Undersized culvert replacement	$200,000	S	WU	-	-	-	$200,000	-	-	$200,000
22-11	**New**	**Additional Boom Anchors for Sooke Lake Reservoir debris boom**	**The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.**	**$60,000**	**E**	**WU**	**-**	**$40,000**	**-**	**-**	**-**	**-**	**$40,000**
22-12	**Renewal**	**Replace Zodiac for Sooke Lake Reservoir**	**The zodiac for nearshore work in Sooke Lake Reservoir is at end-of-life and requires replacement.**	**$10,000**	**E**	**WU**	**-**	**$10,000**	**-**	**-**	**-**	**-**	**$10,000**
22-13	**Renewal**	**Replace Storage Sheds with Containers**	**The existing storage shed does not provide proper storage for supplies and should be replaced with rodent proof sea containers**	**$50,000**	**E**	**WU**	**-**	**$20,000**	**-**	**-**	**-**	**-**	**$20,000**
23-10	**New**	**Work platform for Sooke Lake Reservoir**	**A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.**	**$30,000**	**E**	**WU**	**-**	**-**	**$30,000**	**-**	**-**	**-**	**$30,000**
23-11	**New**	**Second Wildfire Camera for Leech WSA**	**A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.**	**$50,000**	**E**	**WU**	**-**	**-**	**$50,000**	**-**	**-**	**-**	**$50,000**
WaterShed Protection Sub-Total				**$22,437,000**			**$1,110,000**	**$7,440,000**	**$4,855,000**	**$810,000**	**$755,000**	**$735,000**	**$14,595,000**
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	$2,050,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	$400,000	S	WU	$200,000	$200,000	-	-	-	-	$200,000
19-15	New	Hydraulic Capacity Assessment and Transient Pres	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	$250,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	$200,000	S	WU	$200,000	$200,000	-	-	-	-	$200,000
20-11	Study	Develop Master Plan	Develop a long term strategic plan to anticipate water demand, water treatment, and future siting of facilities.	$500,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-05	Study	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	$150,000	S	WU	$150,000	$150,000	-	-	-	-	$150,000
Capital													$0
18-07	New	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant	$5,400,000	E	WU	$100,000	$3,100,000	$1,800,000	-	-	-	$4,900,000
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	$2,050,000	E	WU	$100,000	$300,000	$200,000	$200,000	$150,000	-	$850,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	$1,150,000	S	WU	$50,000	$200,000	$150,000	$150,000	$150,000	$150,000	$800,000
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	$15,600,000	S	WU	$150,000	$600,000	$4,900,000	$4,900,000	$4,900,000	-	$15,300,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.	$600,000	S	WU	-	-	-	$100,000	-	-	$100,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	**$600,000**	S	WU	$200,000	$200,000	**$300,000**	-	-	-	$500,000
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	$1,000,000	S	WU	-	$450,000	$450,000	-	-	-	$900,000
20-17	Replacement	Decommission Smith Hill Site	Plan and decommission the abandoned Smith Hill reservoir site.	$800,000	S	WU	-	$150,000	-	$500,000	-	-	$650,000
20-32	New	pH Adjustment Facility	Design and construct a pH adjustment facility based upon the results of the pH and corrosion study.	$2,500,000	S	WU	-	$100,000	$2,400,000	-	-	-	$2,500,000
21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.	$275,000	E	WU	-	$200,000	-	-	-	-	$200,000
21-07	Replacement	Goldstream Water Treatment Plant Communications Upgrade	Increase reliability and resilience of data and voice communications between the UV Plant, Sodium Hypochlorite Building, Ammonia Building.	$250,000	S	WU	$50,000	**$50,000**	-	-	-	-	$50,000
21-09	New	Goldstream Water Chlorination Gas System Removal	Plan and construct provisions for removal of chlorination system	$200,000	S	WU	$100,000	**$100,000**	-	-	-	-	$100,000
21-10	Replacement	SCADA Masterplan and System Upgrades	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	$650,000	E	WU	$50,000	**$500,000**	-	-	-	-	$500,000
21-11	Replacement	RWS Supply Main No. 4 Upgrade	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.	$33,900,000	S	WU	$1,500,000	$1,500,000	$6,300,000	$11,400,000	$13,500,000	$900,000	$33,600,000
21-12	New	SRRDF Upgrade	Increased water flows in the Sooke region have resulted in an additional sodium hypochlorite dosing pump and automation for summer flows.	**$425,000**	E	WU	-	**$350,000**	-	-	-	-	$350,000
22-14	**New**	**Sooke River Intake Feasibility**	**A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.**	**$50,000**	**S**	**WU**	-	**$50,000**	-	-	-	-	$50,000
22-15	**New**	**Microwave Radio Upgrades**	**To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.**	**$300,000**	**S**	**WU**	-	**$300,000**	-	-	-	-	$300,000
22-16	**Renewal**	**Goldstream WTP Drainage Improvements**	**Construct drainage improvements for the Goldstream Water Treatment Plant and assess**	**$200,000**	**S**	**WU**	-	**$200,000**	-	-	-	-	$200,000
22-17	**New**	**Goldstream WTP Safety Improvements**	**Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.**	**$200,000**	**E**	**WU**	-	**$200,000**	-	-	-	-	$200,000
Infrastructure Engineering and Operations Sub-Total				**$69,900,000**			**$3,150,000**	**$9,600,000**	**$16,700,000**	**$17,450,000**	**$18,900,000**	**$1,250,000**	**$63,900,000**
DAM SAFETY PROGRAM			**Database)**										
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).	$825,000	S	WU	$200,000	$275,000	$75,000	$75,000	-	-	$425,000
16-17	Renewal	Butchart Dam No. 5 Remediation Planning & Construction	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.	$3,550,000	S	WU	$2,000,000	$2,000,000	-	-	-	-	$2,000,000
17-25	Renewal	Implications from Sooke Lake Dam Safety Review	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)	$1,210,000	S	WU	$500,000	$500,000	-	-	-	-	$500,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	$1,300,000	S	WU	$500,000	$600,000	$100,000	$100,000	-	-	$800,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).	$600,000	S	WU	$500,000	$500,000	-	-	-	-	$500,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	$1,100,000	E	WU	$500,000	$1,000,000	-	-	-	-	$1,000,000
19-09	New	Cabin Pond Dams Decommissioning	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	**$100,000**	S	WU	-	-	-	**$100,000**	-	-	$100,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	$600,000	S	WU	$500,000	-	**$100,000**	**$400,000**	-	-	$500,000
19-13	New	Dam Safety Instrumentation	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	$300,000	E	WU	$100,000	$150,000	$50,000	$50,000	-	-	$250,000

Service #: 2.670

Service Name: Regional Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	$200,000	S	WU	$50,000	$150,000	-	-	-	-	$150,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam.	$300,000	S	WU	$100,000	$200,000	-	-	-	-	$200,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2021, installation in 2022	$150,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-22	Study	Charters Dam - Dam Safety Review 2021	Legislated obligation to conduct Dam Safety Review.	$250,000	S	WU	$50,000	$150,000	-	-	-	-	$150,000
22-08	New	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.	$450,000	S	WU	-	$150,000	$300,000	-	-	-	$450,000
23-01	New	Sooke Lake Dam Update Seismic Assessment	Conduct a seismic assessment of the Sooke Lake Dam as per the previous Dam Safety Reviews.	$150,000	E	WU	-	-	**$150,000**	-	-	-	$150,000
23-07	Renewal	Sooke Lake Dam Spillway and Gates Retrofit	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.	$450,000	S	WU	-	-	$150,000	$300,000	-	-	$450,000
23-08	Study	Regional Watershed Dams – Flood Forecasting System	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.	$300,000	S	WU	-	-	$150,000	$150,000	-	-	$300,000
23-09	Study	Sooke Lake Dam - Dam Safety Review 2023 & Addressing Implications	Conduct a Dam Safety Review (recommended 10 year review cycle)	$800,000	S	WU	-	-	**$200,000**	**$300,000**	**$300,000**	-	$800,000
25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review in 2023 (recommended 10 year review cycle)	**$350,000**	S	WU	-	-	-	-	$150,000	**$200,000**	$350,000
25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).	$150,000	S	WU	-	-	-	-	$150,000	-	$150,000
Dam Safety Program Sub-Total				**$13,335,000**			**$5,200,000**	**$5,875,000**	**$1,275,000**	**$1,475,000**	**$600,000**	**$200,000**	**$9,425,000**
WATER QUALITY													
20-04	New	Sooke Lake HyDy Model Development	Critical data collection, model building+calibration, model utilization for 3 different scenarios	$340,000	E	WU	$80,000	$260,000	$30,000	$30,000	-	-	$320,000
21-13	New	Flowcam Imaging System	Utilize semi-automated algal analysis to meet increased demands without increasing FTEs	$150,000	E	WU	-	$10,000	-	-	-	-	$10,000
21-29	Renewal	Microbiological plate pourer	Automation of manual process to increase capacity/worker safety	$30,000	E	WU	-	-	-	-	-	-	$0
22-05	New	WQ Lab Capital Improvements	Building improvements in the lab	$40,000	B	WU	-	$40,000	-	-	-	-	$40,000
22-06	Study	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health	$100,000	S	WU	-	$100,000	-	-	-	-	$100,000
22-07	Study	Bulk-Water Connection Backflow Protection Study	Investigate all bulk-water connections to CRD or municipal systems and identify the need for backflow protection	$50,000	S	WU	-	$50,000	-	-	-	-	$50,000
23-06	Study	GVDWS Nitrification Study	Investigate nitrification occurrence and potential impacts on drinking water quality	$50,000	S	WU	-	-	$50,000	-	-	-	$50,000
22-19	New	Microbiological Media Preparator	Microbiological media preparator for automation of manual/hazardous tasks	$45,000	E	WU	-	$45,000	-	-	-	-	$45,000
24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance	$60,000	E	WU	-	$60,000	-	-	-	-	$60,000
Water Quality Sub-Total				**$865,000**			**$80,000**	**$565,000**	**$80,000**	**$30,000**	**$0**	**$0**	**$675,000**
ANNUAL PROVISIONAL													
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	**$600,000**	E	WU	-	**$150,000**	**$150,000**	**$150,000**	**$100,000**	**$100,000**	$650,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather and wildfire suppression equipment replacement.	$425,000	E	WU	-	**$85,000**	**$85,000**	**$85,000**	**$85,000**	**$85,000**	$425,000
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	$400,000	S	WU	-	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	**$1,000,000**	E	WU	-	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	$1,000,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	$100,000	S	WU	-	$20,000	$20,000	$20,000	$20,000	**$20,000**	$100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry	**$1,500,000**	S	WU	-	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	$1,500,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	$750,000	E	WU	-	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
21-15	Replacement	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.	$250,000	S	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-16	Replacement	Valve Chamber Upgrades	Replace failing valves and appurtenances along the RWS supply system.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
21-17	Replacement	Water Quality Equipment Replacement	Replacement of water quality equipment for the water quality lab and water quality operations	$250,000	E	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-18	Renewal	LIMS support	Support for LIMS database	$100,000	E	WU	-	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
Annual Provisional Sub-Total				**$8,375,000**			**$0**	**$1,710,000**	**$1,710,000**	**$1,710,000**	**$1,660,000**	**$1,660,000**	**$8,450,000**
CUSTOMER AND TECHNICAL SERVICES													
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	$2,495,000	V	ERF	$291,000	$1,205,250	$406,000	$290,000	$450,000	$200,000	$2,551,250
20-22	New	Vehicle for the Dam Safety Program	New Transit Van	$80,000	V	WU	$35,000	**$80,000**	-	-	-	-	$80,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	$62,000	V	WU	$45,000	**$80,000**	-	-	-	-	$80,000
21-30	New	Vehicle for Warehouse Operations	New pick up	$62,000	V	WU	$35,000	**$62,000**	-	-	-	-	$62,000
22-18	**New**	**Electric Vehicle Charging Stations**	**7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC**	**$80,000**	**E**	**WU**	**-**	**$40,000**	-	-	-	-	$40,000
22-18					**E**	**Grant**	**-**	**$40,000**	-	-	-	-	$40,000
Customer and Technical Services Sub-Total				**$2,779,000**			**$406,000**	**$1,507,250**	**$406,000**	**$290,000**	**$450,000**	**$200,000**	**$2,853,250**
			GRAND TOTAL	**$117,691,000**			**$9,946,000**	**$26,697,250**	**$25,026,000**	**$21,765,000**	**$22,365,000**	**$4,045,000**	**$99,898,250**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	$600,000	$1,250,000	$0	$0	$0	$0	$1,250,000
20-01	New	Portable Pump Station	Portable pump station **and generator** to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	**$750,000**	E	WU	$200,000	**$550,000**	$0	$0	$0	$0	$550,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$800,000	$1,880,000	$80,000	$80,000	$80,000	$80,000	$2,200,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	$45,000	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	$170,000	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$0	$50,000	$20,000	$20,000	$20,000	$20,000	$130,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	$0	$320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
Sub-Total for Annual Provisional Capital Items				$1,650,000			$0	$360,000	$330,000	$330,000	$330,000	$250,000	$1,600,000
			GRAND TOTAL	**$4,280,000**			**$800,000**	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
17-01	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public

Project Rationale Located near the Japan Gulch Treatment Plant and the Great Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. **Further masonry and major crack repair was completed on the south side in 2019 ($10,000). A successful grant application is being used to replace the roof membrane/envelope in 2021 ($76,000). Funds are requested in 2022, 2023 and 2024 to plan and then implement security and basic public interpretation signage working toward a goal to make the site available to the public from the nearby Sooke Hills Wilderness Trail. Grant funding, partnership and volunteering opportunities to conserve the building and share its history will continue to be sought.**

Project Number	Capital Project Title	Capital Project Description
17-04	Water Supply Area - Fish Stream Assessments	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.

Project Rationale Presence or absence of fish as well as fish habitat information has only been collected in the Water Supply Areas on an as-needed basis related to specific road projects. In order to adequately plan and manage for fish habitat and water quality a systematic inventory and assessment of fish habitat, stream channel stability, and the hydrological condition of stream corridors will be conducted over three field seasons. The funding for 2019 is insufficient to conduct fish stream assessments in the entire Leech Water Supply Area. An additional $100,000 in 2020 will allow for fish stream surveys to be carried out in the western and northern portions of the Leech which cannot be completed in 2019.

Project Number	Capital Project Title	Capital Project Description
18-10	Species-at-Risk Wildlife Habitat	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.

Project Rationale An assessment (office and field) and conservation plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 ($35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 ($50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 ($25,000) are to develop a GVWSA specific conservation plan based on the office and field investigations. **Funds added in 2023 are in anticipation of future habitat mapping required to address BC Species-at-Risk legislation (currently being developed).**

Service:	2.670	Regional Water Supply

Project Number	19-30	**Capital Project Title**	Leech WSA Lakes/Tributaries Assessment	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.
Project Rationale	To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply).				

Project Number	20-05	**Capital Project Title**	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	**Capital Project Description**	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.
Project Rationale	The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. There has been no detailed mapping of Leech WSA wetlands. The project is to conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021. The project has been further moved forward from 2021 to 2022.				

Project Number	20-06	**Capital Project Title**	Addressing mining in Leech WSA (impacts, agreements)	**Capital Project Description**	Funding to support work to reduce the impact of mining claims in the Leech WSA
Project Rationale	Assessment and/or studies **and/or funds to buy and cancel mining claims** to mitigate impacts from mining activities **and with the goal of reducing mining claims** in the Leech Water Supply				

Project Number	20-27	**Capital Project Title**	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	**Capital Project Description**	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Project Rationale	Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk, such as prescribed fire and stand diversification, in the Leech WSA prior to considering those treatment options in Sooke or Goldstream WSAs.				

Service:	2.670	Regional Water Supply

Project Number	20-28	**Capital Project Title**	GVWSA Forest Resilience - Assessments of forest health and resilience	**Capital Project Description**	Field assessments to better understand current forest health and resilience.
Project Rationale	Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads. The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023.				

Project Number	21-19	**Capital Project Title**	Lakes Assessment Sooke and Goldstream WSAs	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs
Project Rationale	Small lakes in the Sooke and Goldstream WSAs influence both watershed hydrology and water quality in downstream creeks and supply reservoirs. While basic water quality sampling has been undertaken in some of these water bodies, there is a need to map the bathymetry, calculate water volumes, and conduct more comprehensive sampling of the chemical and biological parameters and aquatic vegetation of these lakes. This will facilitate comparisons of these parameters with lakes in the Leech WSA and water quality in existing and future water supply lands.				

Project Number	21-20	**Capital Project Title**	West Leech Road	**Capital Project Description**	Plan followed by construction of a road to access the western portion of the Leech WSA.
Project Rationale	A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management. **Funds to implement plans have been added for 2022-2024.**				

Project Number	22-03	**Capital Project Title**	GVWSA Land Exchange/Acquisition	**Capital Project Description**	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area or buffer water supply areas.
Project Rationale	There are opportunities to increase the catchment and critical buffer areas of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. Funds would be used to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands.				

Service:	2.670	Regional Water Supply

Project Number	23-02	**Capital Project Title**	GVWSA LiDAR Mapping	**Capital Project Description**	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)
Project Rationale	LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR can be acquired when orthophotography or other data is collected from the air. LiDAR provides three-dimensional information about the forest stand structure which can be used by GIS (Geographic Information Systems). LiDAR data can be used to quantify forest structure, canopy biomass, and the size and configuration of forest openings to improve understanding of forest fuel loadings and watershed disturbance processes.				

Project Number	22-04	**Capital Project Title**	GVWSA Orthophotography	**Capital Project Description**	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.
Project Rationale	**Every two years CRD coordinates with municipalities and other levels of government to update aerial photography of the combined areas of interest in the region and develop an overall digital mosiac image. The images of the Greater Victoria Water Supply Area are used to monitor forest disturbances and adjacent land use activities and update spatial databases. To date these funds have come from Operating budgets, making it difficult to undertake other projects in the years when the photography is being flown. Annual funding will provide an onging contribution to this overall project.**				

Project Number	22-09	**Capital Project Title**	GVWSA Powerlines Wildfire Risk Mitigation Plan	**Capital Project Description**	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.
Project Rationale	**A powerline that supplies Sooke Dam, the Head Tank, and associated infrastructure runs along the forested slopes on the east side of Sooke Lake Reservoir. Power interruption from tree fall is an ongoing concern. Tree fall on the powerline during the summer months could start a wildfire. While the forest along the line is actively managed to reduce tree fall hazard, concerns about fire starts has prompted a call to investigate the option of clearing a much wider area along the line. Funds will be used to carry out an assessment of the feasibility and impacts of this option.**				

Project Number	22-10	**Capital Project Title**	GVWSA/RWS Educational Videos	**Capital Project Description**	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.
Project Rationale	**The Watershed Protection division provides educational tours of the GVWSA and Regional Water Supply infrastructure. During the COVID pandemic, operating funds dedicated to tours were instead used to develop an educational video to replace or supplement tours. Going forward, there is a desire to provide further educational material on specific topics of current public interest such as: climate change and regional water supply; GVWSA wildfire management; and the Master Plan update for regional water supply. The funding request is for development of one video per year for 2022 and 2023.**				

Service:	2.670	Regional Water Supply

Project Number	23-05	**Capital Project Title**	Spill Management Plan and Implementation	**Capital Project Description**	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.
Project Rationale	**The existing spill preparedness plan to protect water quality and other resources in the GVWSA is more than 15 years old. An external review, assessment and re-development of a more comprehensive spill management plan for the GVWSA that considers improved materials, technology and strategies is required. Funding may allow for procurement of recommended spill supplies, or a separate funding request may follow in a subsequent year.**				

Project Number	09-01	**Capital Project Title**	Leech River Watershed Restoration	**Capital Project Description**	A 17 year project to restore the Leech WSA lands for water supply.
Project Rationale	A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). **Funding allocated by end of 2025 will be $5,517,000; however total capital expenditure in the Leech WSA is higher when separate projects to install major bridges is considered.**				

Project Number	16-01	**Capital Project Title**	Replace Gatehouse at Goldstream Entrance	**Capital Project Description**	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function.
Project Rationale	Enhanced security is required at the Goldstream entrance to the Water Supply Area. The existing gatehouse/first aid trailer has reached end of life and is unsuitable and located inside the secured area. A site design and purpose built facility with in/out roads, fencing and upgraded autogates (17-09) is planned requiring funding consistent with the project. The scope and scale of this project has increased since the current location is no longer considered feasible/advantageous for the upgrade. Preliminary design and cost estimates have been completed indicating the requested funding. The design and cost includes roadway changes and asphalt, automated gates, and the custom building.				

Project Number	16-06	**Capital Project Title**	0	**Capital Project Description**	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training space and equipment storage at Goldstream entrance, replacing
Project Rationale	Watershed Protection staff (26 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 15 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another old converted facility in the Goldstream area. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. **The IWS office is also above capacity and moving Watershed Protection staff out will extend the existing office space. An initial investment in 2016 was used to develop a needs assessment for the building and surrounding Goldstream entrance area and cost estimates. Carry forward funds from 2020 will be used to develop a design with building and site construction planned for 2022 and 2023. The disposition of the IWS gravel pit in Goldstream is expected to largely fund the new building.**				

Service:	2.670	Regional Water Supply

Project Number	17-02	**Capital Project Title**	Leech River HydroMet System	**Capital Project Description**	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.
Project Rationale	A 17 year $ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Currently only one hydrological measuring station is capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented ($10,000) prior to funding implementation beginning in 2018 ($80,000). Additional funding requests of $30,000 in 2020 (new total $100,000) and $10,000 in 2021 (new total $25,000) to provide assistance in accessing and addressing safety issues at new weather and hydrology monitoring sites and installing the equipment. Funding requests reflect difficult terrain and access to reach monitoring locations.				

Project Number	18-05	**Capital Project Title**	GVWSA Forest Fuel Management/FireSmart Activities	**Capital Project Description**	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.
Project Rationale	Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from $75,000 to $100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.				

Project Number	19-02	**Capital Project Title**	Whiskey Creek Bridge Replacement (Sooke WSA)	**Capital Project Description**	Replacement of the existing undersized bridge with a longer and higher concrete structure.
Project Rationale	Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks. The project has been moved forward from 2022 to 2023 to allow higher priorities to be addressed first.				

Project Number	19-19	**Capital Project Title**	Hydromet Upgrades Sooke and Goldstream	**Capital Project Description**	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.
Project Rationale	Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. The proposed funds for 2020 have been increased by $20,000 to cover the costs associated with site preparation, addressing site safety issues and assistance with station installation.				

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Project Number	Capital Project Title	Capital Project Description
20-01	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.

Project Rationale The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project. **The project has been moved forward from 2021 to 2022 to allow higher priorities to be addressed first. The project has been phased to replace the bridge in 2022 and replace the asphalt in 2023 with an increased budget allowance.**

Project Number	Capital Project Title	Capital Project Description
20-29	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.

Project Rationale **Production of 19 mm road surfacing gravel from GVWSA quarries are required every few years to maintain roads. Gravel production needs are anticipated in 2023 and 2026.**

Project Number	Capital Project Title	Capital Project Description
21-01	31N Bridge to Replace Undersized Culvert (Goldstream WSA)	Replacement of the existing undersized and failing culvert with a bridge structure.

Project Rationale The undersized and failing culvert on the 31N Road in the Goldstream Water Supply Area requires replacement with a bridge structure in 2021. Funding has been increased to reflect an estimated cost for bridge supply and install of $325,000.

Project Number	Capital Project Title	Capital Project Description
21-26	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.

Project Rationale A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated.

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Project Number	21-27	**Capital Project Title**	Autogate Installations on Primary Access Routes	**Capital Project Description**	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security

Project Rationale Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate tresspass into the GVWSA, and Drinking Water Protection Zone. **One autogate is being installed in 2021, with three subsequent autogates to be installed during 2022 and 2023.** The proposed autogates improve security by 24 hour recorded keycard access operation and improved location to increase security.

Project Number	21-28	**Capital Project Title**	GVWSA Land Acquisition Priorities	**Capital Project Description**	Acquisition of land parcel near Grant Lake and security installations.

Project Rationale Funding to support acquisition of priority GVWSA catchment and buffer lands near Grant Lake; and integrate the lands into the GVWSA through signage, fencing and gates or barriers.

Project Number	22-02	**Capital Project Title**	Muckpile Bridge Supply and Install (Deception)	**Capital Project Description**	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.

Project Rationale Replacement of undersized culverts with a concrete deck L100 bridge which will alo improve fish passage and western toad migration.

Project Number	23-04	**Capital Project Title**	17S/Sooke Main Bridge Replacement	**Capital Project Description**	Undersized bridge replacement

Project Rationale The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge. **The project has been moved forward from 2023 to 2025 to allow higher priorities to be addressed first.**

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Project Number	24-01	**Capital Project Title**	6M/Judge Creek Culvert Replacement (Sooke WSA)	**Capital Project Description**	Undersized culvert replacement
Project Rationale	This culvert is very undersized on a slow moving section of creek, which seasonally can be overtopped and unpassable for vehicles. This culvert with be replaced with a larger, fish-friendly structure.				

Project Number	22-11	**Capital Project Title**	Additional Boom Anchors for Sooke Lake Reservoir debris boom	**Capital Project Description**	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.
Project Rationale	**The debris boom on Sooke Lake Reservoir with the existing anchors has the capacity to strike the Intake Tower if the boom breaks. It is recommended to add two additional anchors to ensure that if the boom breaks it will not damage the Intake Tower.**				

Project Number	22-12	**Capital Project Title**	Replace Zodiac for Sooke Lake Reservoir	**Capital Project Description**	The zodiac for nearshore work in Sooke Lake Reservoir is at end-of-life and requires replacement.
Project Rationale	**The current Zodiac (rigid inflatible), is near end of life and is not holding air. It is used for near shore work on the primary reservior, and spill response or rescue in the event of a boat incident on Sooke Lake Reservoir. The existing trailer and engine are in acceptable condition, so only a new hull is required.**				

Project Number	22-13	**Capital Project Title**	Replace Storage Sheds with Containers	**Capital Project Description**	The existing storage shed does not provide proper storage for supplies and should be replaced with rodent proof sea containers
Project Rationale	**The existing storage facility (sheds) in the Pipeyard used for Infrastructure Operations and Watershed Protection equipment and supplies is enclosed but not sealed from the elements or rodents with a gravel bottom; and is nearing end of life. Due to health and safety concerns, the sheds are to be replaced with basic seacan storage containers that can be sealed and readily moved as needs change.**				

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Project Number	23-10	**Capital Project Title**	Work platform for Sooke Lake Reservoir	**Capital Project Description**	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.
Project Rationale	**This request is for a non-powered towable dock or barge that can be moved to various project sites as required. It allows workers to easily access work on the water from a stable platform, and can allow small equipment (pumps or generators) to be operated on appropriate spill containment, and to be left in place for extended periods of time.**				

Project Number	23-11	**Capital Project Title**	Second Wildfire Camera for Leech WSA	**Capital Project Description**	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.
	Rapid detection is key to taking action when fires are still small and controllable. An infrared camera network, supported by software to identify potential ignitions, can be monitored by staff and an after hours service to rapidly provide an alert to new fire starts. This allows response staff to arrive before the fire has a chance to dig in and start to spread quickly. There is an existing camera at Mount Healy that "sees" large portions of the Sooke WSA. The Leech WSA is the most remote and least visible area (to the public and staff) and there is a strong benefit to early detection. The camera may need to be supported with a tower and communications upgrades.				

Project Number	16-10	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedness.
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.				

Project Number	17-13	**Capital Project Title**	Asset Management Plan	**Capital Project Description**	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.
Project Rationale	This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.Additional funds are required to complete additional investigations highlighted in the 2017 study.				

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Project Number	19-15	**Capital Project Title**	Hydraulic Capacity Assessment and Transient Pressure Analysis	**Capital Project Description**	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis
Project Rationale	The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.				

Project Number	20-08	**Capital Project Title**	Regional Water DCC Program	**Capital Project Description**	Design of a Regional DCC Program
Project Rationale	The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.				

Project Number	20-10	**Capital Project Title**	Condition & Vulnerability Assessment	**Capital Project Description**	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Project Rationale	The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.				

Project Number	20-11	**Capital Project Title**	Develop Master Plan	**Capital Project Description**	Develop a long term strategic plan to anticipate water demand, water treatment, and future siting of facilities.
Project Rationale	The RWSC is providing water to an increasing population in the CRD. Due to the size and complexity of the supply system, improvements to increase capacity has to be identified and planned out well in advance of the need for the additional water. Funding is required to assess water demand vs available water supply, assess water treatment and future siting of facilities that may be required.				

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Project Number	Capital Project Title	Capital Project Description
21-05	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.

Project Rationale The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.

Project Number	Capital Project Title	Capital Project Description
18-07	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant

Project Rationale Two 24" UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24" stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections. Construction has been spread over two years to correspond with construction over the winter period.

Project Number	Capital Project Title	Capital Project Description
18-08	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.

Project Rationale This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances.Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements.

Project Number	Capital Project Title	Capital Project Description
18-15	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.

Project Rationale This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.

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Project Number	18-18	**Capital Project Title**	Main No.3 Segment Replacement	**Capital Project Description**	Replacement of segments of Main No. 3 based upon previous studies.
Project Rationale	The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will be undertaken in 2018 with detailed design and construction commencing in 2019 to 2022. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.				

Project Number	19-05	**Capital Project Title**	Repairs - Kapoor Shutdown	**Capital Project Description**	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.
Project Rationale	During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.				

Project Number	19-23	**Capital Project Title**	Critical Spare Equipment Storage & Pipe Yard	**Capital Project Description**	Plan, design and construct a critical equipment storage building.
Project Rationale	Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to pland, design and construct an equipment storage building accessible by loading vehicles.				

Project Number	20-16	**Capital Project Title**	Cecelia Meter Replacement	**Capital Project Description**	Replacement of the Cecelia billing meter as well as its enclosure.
Project Rationale	The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.				

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Project Number	20-17	**Capital Project Title**	Decommission Smith Hill Site	**Capital Project Description**	Plan and decommission the abandoned Smith Hill reservoir site.
Project Rationale	The Smith Hill reservoir has not been in operation for many years. Funds are required to plan for decommission the site in 2020 and then carry out decommissioning in 2023.				

Project Number	20-32	**Capital Project Title**	pH Adjustment Facility	**Capital Project Description**	Design and construct a pH adjustment facility based upon the results of the pH and corrosion study.
Project Rationale	From the 2019 Capital Project, pH and Corrosion Study, a new facility to adjust pH in the transmission system will be designed and constructed.				

Project Number	21-06	**Capital Project Title**	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	**Capital Project Description**	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.
Project Rationale	The Sooke Lake Dam Spillway Hoist is at it's end of life and poses a risk of failure when required for use of lowering the high level gate barriers. Funds are required to replace the hoist.				

Project Number	21-07	**Capital Project Title**	Goldstream Water Treatment Plant Communications Upgrade	**Capital Project Description**	Increase reliability and resilience of data and voice communications between the UV Plant, Sodium Hypochlorite Building, Ammonia Building.
Project Rationale	The communications systems between the UV Plant, Sodium Hypochlorite Building and Ammonia Building operate on separate systems, requiring additional time and processes to access one from the other. Funds are required to optimize the communications system to increase reliability and resilience of data and voice communications between the facilities.				

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Project Number	21-09	**Capital Project Title**	Goldstream Water Chlorination Gas System Removal	**Capital Project Description**	Plan and construct provisions for removal of chlorination system
Project Rationale	The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.				

Project Number	21-10	**Capital Project Title**	SCADA Masterplan and System Upgrades	**Capital Project Description**	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				

Project Number	21-11	**Capital Project Title**	RWS Supply Main No. 4 Upgrade	**Capital Project Description**	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.
Project Rationale	Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event and require replacement. To support replacement of the Goldstream section of Main No. 4, improvements to RWS Supply Main No. 1 are required, such as replacement of approximately 40 m of transmission Main #1 at Watkiss Way and upgrade of the Watkiss PRV, upgrade of the Millstream PRV, modifications to the Humpback PRV and construction of five new pressure control stations. This project is part of a project partnered with the Saanich Peninsula Water System to increase the resilience of the water system by replacing vulnerable sections of transmission mains.The budget breakdown of the works: Goldstream section of Main #4 $21,975,000; Watkiss Way section of Main #1 $950,000; Watkiss PRV $1,250,000; Millstream PRV $1,350,000; Humpback PRV improvements $825,000; Five new PRVs $9,050,000.				

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Project Number	21-12	**Capital Project Title**	SRRDF Upgrade	**Capital Project Description**	Increased water flows in the Sooke region have resulted in an additional sodium hypochlorite dosing pump and automation for summer flows.
Project Rationale	Due to increased water flows in the Sooke region, an additional sodium hypochlorite dosing pump and automation is required. Funds are required to carry out the upgrades.				

Project Number	22-14	**Capital Project Title**	Sooke River Intake Feasibility	**Capital Project Description**	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.
Project Rationale	The feasibility to construct an intake from Sooke River to replace the Main No. 15 salmon fishery contribution.				

Project Number	22-15	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.
Project Rationale	Supports current and future fire detection cameras.				

Project Number	22-16	**Capital Project Title**	Goldstream WTP Drainage Improvements	**Capital Project Description**	Construct drainage improvements for the Goldstream Water Treatment Plant and assess
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

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Project Number	22-17	**Capital Project Title**	Goldstream WTP Safety Improvements	**Capital Project Description**	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.				

Project Number	16-16	**Capital Project Title**	Implications from Goldstream Dam Safety Review	**Capital Project Description**	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.				

Project Number	16-17	**Capital Project Title**	Butchart Dam No. 5 Remediation Planning & Construction	**Capital Project Description**	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.
Project Rationale	Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019.				

Project Number	17-25	**Capital Project Title**	Implications from Sooke Lake Dam Safety Review	**Capital Project Description**	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Project Rationale	The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.				

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Project Number	18-19	**Capital Project Title**	Sooke Lake Dam - Instrumentation System Improvements	**Capital Project Description**	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Project Rationale	The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.				

Project Number	18-20	**Capital Project Title**	Sooke Lake Dam - Breach Risk Reduction Measures	**Capital Project Description**	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).
Project Rationale	A Dam Breach Assessment and Inundation Zone Mapping proecjt was completed in 2017 by an engineering consutlant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.				

Project Number	19-07	**Capital Project Title**	Integrate Dam Performance and Hydromet to SCADA	**Capital Project Description**	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.
Project Rationale	Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.				

Project Number	19-09	**Capital Project Title**	Cabin Pond Dams Decommissioning	**Capital Project Description**	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Project Rationale	The two Cabin Pond Dams has been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.				

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Project Number	19-12	**Capital Project Title**	Goldstream Dams Instrumentation Improvements	**Capital Project Description**	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Project Rationale	Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.				

Project Number	19-13	**Capital Project Title**	Dam Safety Instrumentation	**Capital Project Description**	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).
Project Rationale	Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.				

Project Number	20-19	**Capital Project Title**	Goldstream System High Level Outlet Valve Replacements	**Capital Project Description**	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Project Rationale	Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.				

Project Number	21-03	**Capital Project Title**	Deception Dam - Dam Safety Review 2021 & Improvements	**Capital Project Description**	Conduct a Dam Safety Review and improvements for the Deception Dam.
Project Rationale	Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipcated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.				

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Project Number	Capital Project Title	Capital Project Description
21-04	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.

Project Rationale Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.

Project Number	Capital Project Title	Capital Project Description
21-21	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2021, installation in 2022

Project Rationale Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.

Project Number	Capital Project Title	Capital Project Description
21-22	Charters Dam - Dam Safety Review 2021	Legislated obligation to conduct Dam Safety Review.

Project Rationale Charters Dam has a consequence classification of "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. A dam decommissioning study is in progress and the DSR will only proceed if needed, as determined by the Dam Safety officer.

Project Number	Capital Project Title	Capital Project Description
22-08	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.

Project Rationale The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.

Service:	2.670	Regional Water Supply

Project Number	23-01	**Capital Project Title**	Sooke Lake Dam Update Seismic Assessment	**Capital Project Description**	Conduct a seismic assessment of the Sooke Lake Dam as per the previous Dam Safety Reviews.
Project Rationale	The Sooke Lake Dam requires periodic seismic assessment updates. Funds are required to retain a consultant to conduct an update to the Sooke Lake Dam Seismic Assessment.				

Project Number	23-07	**Capital Project Title**	Sooke Lake Dam Spillway and Gates Retrofit	**Capital Project Description**	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.
Project Rationale	The siesmic assessment completed in 2017 included recommendations for siesmic retrofits for Sooke Lake Dam including siesmic anchoring of the spillway, gate structure and the intake tower bridge.				

Project Number	23-08	**Capital Project Title**	Regional Watershed Dams – Flood Forecasting System	**Capital Project Description**	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.
Project Rationale	The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.				

Project Number	23-09	**Capital Project Title**	Sooke Lake Dam - Dam Safety Review 2023 & Addressing Implications	**Capital Project Description**	Conduct a Dam Safety Review (recommended 10 year review cycle)
Project Rationale	Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
25-01	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review in 2023 (recommended 10 year review cycle)

Project Rationale The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.

Project Number	Capital Project Title	Capital Project Description
25-02	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).

Project Rationale The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.

Project Number	Capital Project Title	Capital Project Description
20-04	Sooke Lake HyDy Model Development	Critical data collection, model building+calibration, model utilization for 3 different scenarios

Project Rationale This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.

Project Number	Capital Project Title	Capital Project Description
21-13	Flowcam Imaging System	Utilize semi-automated algal analysis to meet increased demands without increasing FTEs

Project Rationale Demand for algal monitoring of the watershed areas has increased due to the monitoring of the Leech Watershed Area and overall increased monitring due to the potential effects of climate change on the water supply for Greater Victoria. The Flowcam imaging system is a semiautomated flow cytometer imaging system that can increase sample analysis capacity substantially to meet the demand without increasing FTEs in an expert role. Water Quality also analyzes algal samples for CRD-operated local service area drinking water sources and recovers costs through internal charges back to RWS.

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
21-29	Microbiological plate pourer	Automation of manual process to increase capacity/worker safety

Project Rationale Currently microbiological media is heated to melting on a hotplate and manually poured into Petri dishes, and sample workload has increased such that staff spend a significant amount of time on this potentially hazardous activity. This piece of equipment automates the process to eliminate the risk of burn injuries from handling hot, sterilized media in glassware.

Project Number	Capital Project Title	Capital Project Description
22-05	WQ Lab Capital Improvements	Building improvements in the lab

Project Rationale Replacement of floor covering and wooden cabinetry original to the building due to deterioration/ wear and tear.

Project Number	Capital Project Title	Capital Project Description
22-06	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health

Project Rationale CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.

Project Number	Capital Project Title	Capital Project Description
22-07	Bulk-Water Connection Backflow Protection Study	Investigate all bulk-water connections to CRD or municipal systems and identify the need for backflow protection

Project Rationale While the CRD has a new policy requiring backflow considerations for the design of new connections to CRD supply mains, there are a number of existing connections that are unprotected or that are unknown if protected. Also, there are numerous bulk-water connections to municipal mains (Stratas, First Nation lands, federal lands) that may be unprotected. This study is to create an inventory of all bulk-water connections to public water systems in the GVDWS and to assess the risk of backflow.

Service:	2.670	Regional Water Supply

Project Number	23-06	**Capital Project Title**	GVDWS Nitrification Study	**Capital Project Description**	Investigate nitrification occurrence and potential impacts on drinking water quality
Project Rationale	With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.				

Project Number	22-19	**Capital Project Title**	Microbiological Media Preparator	**Capital Project Description**	Microbiological media preparator for automation of manual/hazardous tasks
Project Rationale	Staff spend many manual hours preparing and pouring molten micriobiological media for use in water and waste water testing. In 2021, a plate pourer was added for safety reasons (to minimize staff exposure to handling hot liquids) and the preparator will provide further automation and safety benefits, greatly reducing potential for staff injury due to burns or musculoskeletal injuries.				

Project Number	24-02	**Capital Project Title**	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	**Capital Project Description**	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Project Rationale	When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emmissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.				

Service:	2.670	Regional Water Supply

Project Number	17-27	**Capital Project Title**	Watershed Bridge and Culvert Replacement	**Capital Project Description**	Replacement of small culverts and bridges throughout the GVWSA.
Project Rationale	This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.				

Project Number	17-28	**Capital Project Title**	Watershed Security Infrastructure Upgrade and Replacement	**Capital Project Description**	New, upgrade and replacement of security infrastructure in the GVWSA.
Project Rationale	The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with seperate capital projects for autogates.				

Project Number	17-29	**Capital Project Title**	Water Supply Area Equipment Replacement	**Capital Project Description**	Hydrometeorological, fireweather and wildfire suppression equipment replacement.
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional $50,000 per year is added in 2020 and going forward. In 2021 and going forward, funding is reduced by $20,000 as water quality equipment will be funded under a separate line item (21-17).				

Project Number	17-30	**Capital Project Title**	Transmission Main Repairs	**Capital Project Description**	Emergency repairs to the transmission mains.
Project Rationale	Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.				

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
17-31	Transmission System Components Replacement	Replacement and repair of transmission components.

Project Rationale This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.

Project Number	Capital Project Title	Capital Project Description
17-33	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.

Project Rationale The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.

Project Number	Capital Project Title	Capital Project Description
17-34	Supply System Computer Model Update	Annual update of the regional hydraulic model.

Project Rationale This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.

Project Number	Capital Project Title	Capital Project Description
19-16	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry

Project Rationale Dam Satey Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
19-22	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.

Project Rationale This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.

Project Number	Capital Project Title	Capital Project Description
21-15	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.

Project Rationale There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.

Service:	2.670	Regional Water Supply

Project Number	21-16	**Capital Project Title**	Valve Chamber Upgrades	**Capital Project Description**	Replace failing valves and appurtenances along the RWS supply system.
Project Rationale	The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.				

Project Number	21-17	**Capital Project Title**	Water Quality Equipment Replacement	**Capital Project Description**	Replacement of water quality equipment for the water quality lab and water quality operations
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, $20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)				

Project Number	21-18	**Capital Project Title**	LIMS support	**Capital Project Description**	Support for LIMS database
Project Rationale	Provides for support for the laboratory information management system				

Project Number	17-35	**Capital Project Title**	Vehicle & Equipment Replacement (Funding from Replacement Fund)	**Capital Project Description**	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
Project Rationale	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure. The requests have been adjusted to align with the pricing for electric vehicles.				

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
20-22	Vehicle for the Dam Safety Program	New Transit Van

Project Rationale An additional pick up is required for the dam safety program. The request has been adjusted to align with the pricing for an electric Transit Van.

Project Number	Capital Project Title	Capital Project Description
20-23	Vehicle for the CSE Support Program	New Transit Van

Project Rationale A new Transit van is required to support the Confined Space Entry Support program. The request has been adjusted to align with the pricing for an electric Transit Van.

Project Number	Capital Project Title	Capital Project Description
21-30	Vehicle for Warehouse Operations	New pick up

Project Rationale For use of the warehouse worker to source supplies and materials in support of the remote sites.This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required. The request has been aligned with the pricing for an electric Pick Up.

Project Number	Capital Project Title	Capital Project Description
22-18	Electric Vehicle Charging Stations	7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC

Project Rationale EV Charging Stations Are required at 479 Island Hwy and the Watershed Protection FOC in order to charge the EV's being purchased during 2021, 2022 and future budget periods. The installation costs per charger is reduced when more than one is installed at a time. There are grants available that will cover approx. 50% of all costs.

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
- *Repairs, upgrades and changes to the buildings (provisional $50,000)*
- *Painting of the buildings. (provisional $10,000 annually)*
- *Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)*
- *Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)*

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale *Service Life and projected replacement:*
- *The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.*
- *The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.*
- *Support for repairs and maintenance of the present radio will continue for the next 3 years at least.*
- *There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.*

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station* ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator****.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	Capital Project Title	Capital Project Description
17-04	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	Capital Project Title	Capital Project Description
17-05	Development of the Maintenance Management Systems	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	Capital Project Title	Capital Project Description
17-06	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	Capital Project Title	Capital Project Description
17-07	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.670 Regional Water Supply
Asset/ Reserve Schedule
2022 - 2026 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	2,031,817	2,364,344	2,700,884	1,990,603	1,965,968	2,046,342	1,997,253
Equipment purchases (Based on Capital Plan)	(27,153)	(19,000)	(1,205,250)	(406,000)	(290,000)	(450,000)	(200,000)
Transfer from Operating Budget	299,294	297,540	314,181	320,465	326,874	333,411	340,080
Proceeds on disposals	40,475	38,000	180,788	60,900	43,500	67,500	30,000
Interest Income*	19,911	20,000					
Ending Balance $	**2,364,344**	**2,700,884**	**1,990,603**	**1,965,968**	**2,046,342**	**1,997,253**	**2,167,333**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

JDF Water Distribution

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 2.680 JDF Water Distribution **Commission: Juan De Fuca Water Distribution**

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood
City of Langford
Town of View Royal
Juan de Fuca Electoral Area
District of Metchosin
District of Sooke
District of Highlands

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:		$19,000,000	Pre - (Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities)
Borrowed:		$17,500,000	Pre - (Consolidated amounts borrowed - Juan de Fuca Water Distribution Facilities)
Remaining:	Expired	$1,500,000	
Authorized:		$14,800,000	2015 - (MFA Bylaw No. 3981 Juan de Fuca Water Distribution Facilities)
Borrowed:		$10,100,000	
Remaining:	Expired	$4,700,000	
Authorized:		$10,000,000	DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Borrowed:		$3,500,000	DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Remaining:	Expired	$6,500,000	
Authorized:		$14,800,000	2021 - (MFA Bylaw No. 4379 Juan de Fuca Water Distribution Facilities)
Borrowed:		$0	
Remaining:		$14,800,000	

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

Change in Budget 2021 to 2022 Service: 2.680 Juan de Fuca Water Distribution	Total Expenditure	Comments
2021 Budget	**20,793,372**	
Change in Salaries:		
Base salary change	3,581	Inclusive of estimated collective agreement changes
Total Change in Salaries	3,581	
Other Changes:		
Transfers to Capital Fund	1,096,147	
Bulk Water Purchase	457,040	
Allocation - Operations	311,654	
Standard Overhead Allocation	86,542	
Principal & Interest Payments	5,167	
Contract for Services	(129,450)	Shift costs to internal labour
Other Costs	(63,662)	
Total Other Changes	1,763,438	
2022 Budget	**22,560,391**	
% expense increase from 2021:	***8.5%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Favourable revenue and water sales variance of $1,270,000 (6.1%) due to higher than budgeted water sales largely a result of increased temperatures. There is an additional favourable variance of reduced labour ($230,000) and savings on debt payments ($90,000). This additional revenue will be partially offset by bulk water purchase overages. The net surplus of $1,387,000 will be transferred to the Capital Reserve Fund.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution

SUMMARY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	**2022 BUDGET REQUEST** 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	TOTAL (COL 4, 5 & 6)	**FUTURE PROJECTIONS** 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES										
ALLOCATION - OPERATIONS	4,539,881	4,305,840	4,851,535	-	-	4,851,535	4,948,557	5,047,485	5,148,388	5,251,343
OPERATING - OTHER COSTS	937,033	892,192	873,371	-	-	873,371	880,076	887,005	894,080	901,330
SALARIES AND WAGES	547,368	483,000	550,949	-	-	550,949	562,779	574,864	587,205	599,801
CONTRACT FOR SERVICES	435,935	388,450	306,485	-	-	306,485	311,607	316,832	322,169	327,610
ALLOCATION - STANDARD OVERHEAD	474,450	474,450	560,992	-	-	560,992	572,212	583,656	595,329	607,236
TOTAL OPERATING EXPENDITURES	6,934,667	6,543,932	7,143,332	-	-	7,143,332	7,275,231	7,409,842	7,547,171	7,687,320
Percentage increase over prior year's board budget			3.01%			3.01%	1.85%	1.85%	1.85%	1.86%
BULK WATER PURCHASE	6,361,720	6,720,000	6,818,760	-	-	6,818,760	7,100,760	7,461,300	7,932,480	8,313,870
BULK WATER EXPENDITURES	6,361,720	6,720,000	6,818,760	-	-	6,818,760	7,100,760	7,461,300	7,932,480	8,313,870
			7.18%			7.18%				
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	5,278,916	6,665,810	6,374,922	-	-	6,374,922	6,980,000	7,740,000	8,310,000	8,910,000
TRANSFER TO DEBT RESERVE FUND	71,730	6,730	66,380	-	-	66,380	55,770	4,770	4,770	4,770
TRANSFER TO EQUIPMENT REPLACEMENT FUND	258,003	258,003	263,494	-	-	263,494	268,764	274,139	279,622	285,215
TOTAL CAPITAL EXPENDITURES & TRANSFERS	5,608,649	6,930,543	6,704,796	-	-	6,704,796	7,304,534	8,018,909	8,594,392	9,199,985
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	1,888,336	1,868,836	1,893,503	-	-	1,893,503	2,408,604	2,747,525	2,747,525	2,747,525
TOTAL DEBT EXPENDITURES	1,888,336	1,868,836	1,893,503	-	-	1,893,503	2,408,604	2,747,525	2,747,525	2,747,525
TOTAL EXPENDITURES	20,793,372	22,063,311	22,560,391	-	-	22,560,391	24,089,129	25,637,576	26,821,568	27,948,700
SOURCES OF FUNDING										
REVENUE - SALES	(20,542,201)	(21,696,140)	(22,342,320)	-	-	(22,342,320)	(23,909,859)	(25,458,306)	(26,642,298)	(27,769,430)
REVENUE - OTHER	(181,230)	(297,230)	(187,475)	-	-	(187,475)	(179,270)	(179,270)	(179,270)	(179,270)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(20,723,431)	(21,993,370)	(22,529,795)	-	-	(22,529,795)	(24,089,129)	(25,637,576)	(26,821,568)	(27,948,700)
SOURCES OF OTHER FUNDING										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	(69,941)	(69,941)	(30,596)	-	-	(30,596)	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(20,793,372)	(22,063,311)	(22,560,391)	-	-	(22,560,391)	(24,089,129)	(25,637,576)	(26,821,568)	(27,948,700)
Percentage increase over prior year's board budget			8.50%			8.50%	6.78%	6.43%	4.62%	4.20%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.680 JDF Water Distribution	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$19,291,000	$32,336,000	$10,880,000	$6,760,000	$6,555,000	$6,035,000	$62,566,000
Vehicles		$362,000	$1,060,000	$270,000	$400,000	$240,000	$124,000	$2,094,000
		$19,653,000	**$33,396,000**	**$11,150,000**	**$7,160,000**	**$6,795,000**	**$6,159,000**	**$64,660,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$9,740,000	$12,010,000	$5,760,000	$6,740,000	$6,535,000	$6,035,000	$37,080,000
Debenture Debt (New Debt Only)		$0	$6,100,000	$5,100,000	$0	$0	$0	$11,200,000
Equipment Replacement Fund		$362,000	$1,060,000	$270,000	$400,000	$240,000	$124,000	$2,094,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$5,551,000	$5,551,000	$0	$0	$0	$0	$5,551,000
Reserve Fund		$4,000,000	$8,675,000	$20,000	$20,000	$20,000	$0	$8,735,000
		$19,653,000	**$33,396,000**	**$11,150,000**	**$7,160,000**	**$6,795,000**	**$6,159,000**	**$64,660,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$800,000	$2,160,000	$330,000	$330,000	$330,000	$250,000	$3,400,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$800,000	$2,240,000	$410,000	$410,000	$410,000	$330,000	$3,800,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.680
Service Name: JDF Water Distribution

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	$150,000	S	WU	$150,000	-	**$50,000**	**$100,000**	-	-	$150,000
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	$120,000	S	WU	$120,000	-	**$120,000**	-	-	-	$120,000
Capital													
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	$5,000,000	S	WU	$600,000	$700,000	$1,000,000	-	-	-	$1,700,000
18-02	Renewal	JDF Reservoir Upgrades	Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs was conducted including implementing improvements to Walfred.	$1,250,000	S	WU	$200,000	$650,000	-	-	-	-	$650,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	$1,050,000	S	WU	$350,000	$450,000	$350,000	$100,000	-	-	$900,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.	$9,314,000	S	WU	$3,320,000	$3,320,000	-	-	-	-	$3,320,000
18-05					S	Other	$5,551,000	$5,551,000	-	-	-	-	$5,551,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	**$400,000**	S	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
19-06	Renewal	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.	$50,000	S	WU	-	$5,000	$5,000	$5,000	-	-	$15,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	$1,750,000	S	WU	-	$150,000	$500,000	$500,000	$500,000	-	$1,650,000
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report	**$27,000,000**	S	WU	-	$3,000,000	$3,000,000	$3,000,000	$3,000,000	**$3,000,000**	$15,000,000
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	$700,000	S	WU	$300,000	$550,000	-	-	-	-	$550,000
20-06	Replacement	Sun River Reservoir Replacement	Replace the existing concrete tank with a steel tank for increased capacityand resilience.	**$1,100,000**	S	WU	$700,000	**$900,000**	-	-	-	-	$900,000
20-07	Replacement	Goldstream AC Replacement	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.	$5,000,000	S	WU	$4,000,000	$4,000,000	-	-	-	-	$4,000,000
21-02	Replacement	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	**$3,000,000**	S	WU	-	$200,000	**$2,800,000**	-	-	-	$3,000,000
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	$700,000	S	WU	-	$500,000	-	-	-	-	$500,000
22-01	New	**East Sooke Interconnect Water Main**	Construction approximately 430 m of watermain for system improvements.	**$500,000**	**S**	**WU**	-	**$500,000**	-	-	-	-	$500,000
22-02	New	**Microwave Radio Upgrades**	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure	**$150,000**	**S**	**WU**	-	**$150,000**	-	-	-	-	$150,000
Sub-Total System Infrastructure Engineering and Operations				**$57,234,000**			**$15,291,000**	**$20,676,000**	**$7,875,000**	**$3,755,000**	**$3,550,000**	**$3,050,000**	**$38,906,000**
CUSTOMER AND TECHNICAL SERVICES													
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	$2,094,000	V	ERF	$362,000	$1,060,000	$270,000	$400,000	$240,000	$124,000	$2,094,000
Sub-Total Customer and Technical Services				**$2,094,000**			**$362,000**	**$1,060,000**	**$270,000**	**$400,000**	**$240,000**	**$124,000**	**$2,094,000**

Service #: 2.680

Service Name: JDF Water Distribution

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
ANNUAL PROVISIONAL ITEMS													
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	$50,000	S	WU	-	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	$500,000	S	WU	-	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	$1,250,000	S	WU	-	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	$200,000	S	WU	-	$40,000	$40,000	$40,000	$40,000	$40,000	$200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements.	$2,250,000	S	WU	-	$450,000	$450,000	$450,000	$450,000	$450,000	$2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	$300,000	S	WU	-	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	$1,125,000	S	WU	-	$225,000	$225,000	$225,000	$225,000	$225,000	$1,125,000
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	$6,500,000	S	WU	-	$1,300,000	$1,300,000	$1,300,000	$1,300,000	$1,300,000	$6,500,000
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	$750,000	S	WU	-	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	$500,000	S	WU	-	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	$500,000	S	WU	-	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Sub-Total for Annual Provisional Items				**$14,925,000**			**$0**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$14,925,000**
DEVELOPMENT COST CHARGE (DCC)													
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	$255,000	S	Res	-	$175,000	$20,000	$20,000	$20,000	-	$235,000
20-02	New	Bear Mountain Parkway Extension Supply Mains	Supply mains installed by the City of Langford.	$2,000,000	S	Res	-	$1,500,000	-	-	-	-	$1,500,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	$1,000,000	S	Res	-	$1,000,000	-	-	-	-	$1,000,000
23-01	New	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	Upgrades to complete the South Skirt Water System	$7,110,000	S	Res	$4,000,000	$6,000,000	-	-	-	-	$6,000,000
Sub-Total for Development Cost Charges (DCC)				**$10,365,000**			**$4,000,000**	**$8,675,000**	**$20,000**	**$20,000**	**$20,000**	**$0**	**$8,735,000**
			GRAND TOTAL	**$84,618,000**			**$19,653,000**	**$33,396,000**	**$11,150,000**	**$7,160,000**	**$6,795,000**	**$6,159,000**	**$64,660,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
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New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	$600,000	$1,250,000	$0	$0	$0	$0	$1,250,000
20-01	New	Portable Pump Station	Portable pump station **and generator** to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	**$750,000**	E	WU	$200,000	**$550,000**	$0	$0	$0	$0	$550,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$800,000	$1,880,000	$80,000	$80,000	$80,000	$80,000	$2,200,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	$45,000	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	$170,000	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$0	$50,000	$20,000	$20,000	$20,000	$20,000	$130,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	$0	$320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
Sub-Total for Annual Provisional Capital Items				$1,650,000			$0	$360,000	$330,000	$330,000	$330,000	$250,000	$1,600,000
			GRAND TOTAL	**$4,280,000**			**$800,000**	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
16-03	Asset Management Plan	Combine past studies to plan out future capital expenditures.

Project Rationale *Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritizes future capital expenditures and programs.*

Project Number	Capital Project Title	Capital Project Description
21-14	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.

Project Rationale *In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. Funding is required to retain a consultant to complete the analysis.*

Project Number	Capital Project Title	Capital Project Description
16-05	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.

Project Rationale *A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately $1.0M per year for the next ten years is needed to upgrade existing pump stations. Design and construction of the Ludlow Pump Station replacement was undertaken in 2020 and 2021. Funds in 2022 are for completion of design of and to start construction of the Coppermine PS.*

Project Number	Capital Project Title	Capital Project Description
18-02	JDF Reservoir Upgrades	Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs was conducted including implementing improvements to Walfred.

Project Rationale *Numerous deficiencies at the Walfred, Peacock and Helgesen reservoirs have been identified while operating the infrastructure. In 2021 planning and design of improvements like valve reconfiguration, site drainage and controls will be undertaken in 2022 at the Peacock and Skirt reservoirs.*

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
18-03	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional

Project Rationale *Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decomission of the sites and then demolish them. In 2021 the Townsview tank and pump station planning and design, and Treanor pump station demolition were carried out. In 2022 the Townview tank and pump station will be addressed.*

Project Number	Capital Project Title	Capital Project Description
18-05	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.

Project Rationale *Proposed work includes the design and construction of upgrades to the existing Rocky Point Pump Station, storage tank and associated water main upgrades. This work will improve the level of service to both the existing Metchosin water users and the expected increase in flow associated with the Spirit Bay Development in Beecher Bay. Cost sharing with DND for design and construction is underway with construction completing in 2022.*

Project Number	Capital Project Title	Capital Project Description
18-06	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.

Project Rationale *Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed*

Project Number	Capital Project Title	Capital Project Description
19-06	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.

Project Rationale *There are numerous steel pipes within the Juan du Fuca water distribution system. Some are located in corrosive conditions or connected to disimilar metals. Funds are required to undertake a program to assess and prevent corrossion to existing pipes. A study started in 2021 will inform future works.*

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
19-09	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.

Project Rationale *Determine and commence improvements to the distribution system to provide resiliency. In 2022, sites will be prioritized with design commencing in 2023 and construction starting in 2023.*

Project Number	Capital Project Title	Capital Project Description
20-03	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report

Project Rationale *This item is the 2021 to 2026 program for replacement of the water mains identified in the Water Main Upgrading and Replacement Program Update in 2021. All mains were assessed for such criteria as age, pipe material, record of leaks and hydraulic adequacy, and a long-term replacement program was developed. Planned works for 2022 include Dufour Road, Goldfinch Road, Lagoon Road, Milburn Drive, O'neil Road, Possession Point Road, Richview Road and Whiffin Spit Road.*

Project Number	Capital Project Title	Capital Project Description
20-04	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.

Project Rationale *Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds will be utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. Construction is to start in winter of 2021 and be completed in 2022.*

Project Number	Capital Project Title	Capital Project Description
20-06	Sun River Reservoir Replacement	Replace the existing concrete tank with a steel tank for increased capacityand resilience.

Project Rationale *The Sun River reservoir is experiencing leakage through concrete form tie holes as a result of the original construction process. Funding is required to replace the existing concrete tank with a bolted steel tank.*

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
20-07	Goldstream AC Replacement	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.

Project Rationale *The existing water main within Goldstream Rd, from VMP to Spencer Rd, is aging asbestos cement and identified as a risk for failure. Due to the numerous large connections to the RWS transmission main and complexity replacement of this water main cannot be carried out within the AC Replacement Program. Funds are required to completed design and construct replacement of the water main in 2021.*

Project Number	Capital Project Title	Capital Project Description
21-02	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP

Project Rationale *According to a corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. Due to increased material and construction costs, it is proposed to update the condition assessment to determin whether this project is still required or could be deferred.*

Project Number	Capital Project Title	Capital Project Description
21-13	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.

Project Rationale *The 2015 SCADA Master Plan requires an update, additionally data radio and SCADA upgrades are required. Funds are required to update the joint SCADA Master Plan and conduct upgrades to pump stations, reservoirs and other communication sites.*

Project Number	Capital Project Title	Capital Project Description
22-01	East Sooke Interconnect Water Main	Construction approximately 430 m of watermain for system improvements.

Project Rationale ***Funds are required to design and construct approximatly 430 m of a new watermain interconnection in East Sooke. Interconnection will provide redundancy and improve flows in the area.***

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
22-02	Microwave Radio Upgrades	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure

Project Rationale ***Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure***

Project Number	Capital Project Title	Capital Project Description
16-06	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.

Project Rationale This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.

Project Number	Capital Project Title	Capital Project Description
17-07	Site Decommissioning - General	Planning for decommissioning of unused sites.

Project Rationale This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.

Project Number	Capital Project Title	Capital Project Description
17-09	Emergency Main Replacement	Major main replacement under emergencies.

Project Rationale This item is to fund the costs of responding to emergency major main breaks and conducting replacements.

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
17-12	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.

Project Rationale This is an annual provision for the replacement of obsolete and worn out large (greater than 2" diameter) meters, adding new meters and upgrading meter vaults.

Project Number	Capital Project Title	Capital Project Description
17-13	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.

Project Rationale This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.

Project Number	Capital Project Title	Capital Project Description
17-15	Distribution System Improvements	Unplanned distribution system improvements.

Project Rationale Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.

Project Number	Capital Project Title	Capital Project Description
17-16	Hydraulic Model Yearly Update	Annual hydraulic model update.

Project Rationale This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
21-03	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.

Project Rationale This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.

Project Number	Capital Project Title	Capital Project Description
21-04	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.

Project Rationale This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.

Project Number	Capital Project Title	Capital Project Description
21-05	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement

Project Rationale This is an annual provision for unplanned pump station repairs and equipment replacement.

Project Number	Capital Project Title	Capital Project Description
21-06	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.

Project Rationale This is an annual provision for unplanned SCADA and electrical equipment replacement.

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
21-07	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.

Project Rationale This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.

Project Number	Capital Project Title	Capital Project Description
21-09	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.

Project Rationale This is an annual provisional for unplanned replacement of valves, including air valves and check valves.

Project Number	Capital Project Title	Capital Project Description
16-07	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.

Project Rationale This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled for 2022 for $175,000.

Project Number	Capital Project Title	Capital Project Description
20-02	Bear Mountain Parkway Extension Supply Mains	Supply mains installed by the City of Langford.

Project Rationale The City of Langford has installed DCC eligible supply water mains as part of their 2017 Bear Mountain Parkway extension road project to avoid future pavement restoration and traffic disruption. It is proposed to pay back the eligible costs in 2022.

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
21-01	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.

Project Rationale Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.

Project Number	Capital Project Title	Capital Project Description
23-01	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	Upgrades to complete the South Skirt Water System

Project Rationale Design and construct Tank 4, Pump Station 7, McCallum Pump Station and remaining supply main to the Skirt Mountain Reservoir based upon development and demand.

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
- *Repairs, upgrades and changes to the buildings (provisional $50,000)*
- *Painting of the buildings. (provisional $10,000 annually)*
- *Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)*
- *Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)*

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale *Service Life and projected replacement:*
- *The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.*
- *The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.*
- *Support for repairs and maintenance of the present radio will continue for the next 3 years at least.*
- *There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.*

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station* ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator****.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	Capital Project Title	Capital Project Description
17-04	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	Capital Project Title	Capital Project Description
17-05	Development of the Maintenance Management Systems	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	Capital Project Title	Capital Project Description
17-06	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	Capital Project Title	Capital Project Description
17-07	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.680 Juan de Fuca Water Distribution
Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Actual	Estimate	Budget				
	2020	2021	2022	2023	2024	2025	2026
DCC Reserve Account	9,229,337	11,509,396	5,003,800	7,183,800	9,363,800	11,543,800	13,743,800
Equipment Replacement Fund	556,248	730,251	92,745	132,009	66,148	141,770	321,585
Total	**9,863,189**	**12,317,253**	**5,174,153**	**7,393,419**	**9,507,560**	**11,763,184**	**14,143,001**

2.680 Juan de Fuca Water Distribution
Development Cost Charges
2022 - 2026 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	7,436,981	9,229,337	11,509,396	5,003,800	7,183,800	9,363,800	11,543,800
Transfer to Cap Fund to fund DCC projects	(726,000)	-	(8,675,000)	(20,000)	(20,000)	(20,000)	-
Payment of P&I on LA 3164	(218,786)	(69,941)	(30,596)		-	-	-
Payment of DCC liability							
DCC's received From Member Municipalities	2,577,980	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Interest Income*	159,163	150,000					
Ending Balance $	**9,229,337**	**11,509,396**	**5,003,800**	**7,183,800**	**9,363,800**	**11,543,800**	**13,743,800**

General Comments:
Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2022 - 2026 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101630	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	343,313	556,248	730,251	92,745	132,009	66,148	141,770
Equipment purchases (Based on Capital Plan)	(5,233)	(88,000)	(1,060,000)	(270,000)	(400,000)	(240,000)	(124,000)
Transfer from Operating Budget	213,945	258,003	263,494	268,764	274,139	279,622	285,215
Proceeds on disposals			159,000	40,500	60,000	36,000	18,600
Interest Income*	4,223	4,000					
Ending Balance $	**556,248**	**730,251**	**92,745**	**132,009**	**66,148**	**141,770**	**321,585**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Florence Lake Water System

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 2.681 Florence Lake Water System **Commission: Juan De Fuca Water Distribution**

DEFINITION:

Florence Lake Water System is a water distribution local service of the regional district.
Establishment Bylaw No. 4393, July 14, 2021

SERVICE DESCRIPTION:

The service is established for the purpose of upgrading the existing Florence Lake Water System, the operation of a water utility, and assuming responsibility for the administration, operation, and maintenance of the infrastructure providing water to the residences of Savory Road, Langford BC, in the area formerly known as the Florence Lake Improvement District.

PARTICIPATION:

Only the City of Langford includes a participating area for this service

MAXIMUM LEVY:

Greater of $75,000 or $6.3298 per $1,000 of actual assessments

COMMISSION:

Juan De Fuca Water Distribution

FUNDING:

Parcel Tax

RESERVE FUND:

N/A

2.681 - Florence Lake Water System *- $0.3M Water System Upgrade*	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
DEBT										
Debt Reserve Fund	-	-	3,000	-	-	3,000	-	-	-	-
MFA Principal Payment	-	-	-	-	-	-	17,037	17,037	17,037	17,037
MFA Interest Payment	-	-	5,738	-	-	5,738	8,100	8,100	8,100	8,100
TOTAL DEBT	**-**	**-**	**8,738**	**-**	**-**	**8,738**	**25,137**	**25,137**	**25,137**	**25,137**
REQUISITION - PARCEL TAX	**-**	**-**	**(8,738)**	**-**	**-**	**(8,738)**	**(25,137)**	**(25,137)**	**(25,137)**	**(25,137)**
Percentage increase over prior year Requisition							187.7%	0.0%	0.0%	0.0%
	-	-	-	-	-	-	-	-	-	-

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.681 Florence Lake Water System	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$300,000	$0	$0	$0	$0	$300,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$300,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$300,000	$0	$0	$0	$0	$300,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$0	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$300,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.681

Service Name: Florence Lake Water System

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	New	Florence Lake Inclusion Upgrades	Upgrades are required to the Florence Lake water system prior to including it into the JDF Water System.	$300,000	S	Debt	$0	$300,000	$0	$0	$0	$0	$300,000
			GRAND TOTAL	**$300,000**			**$0**	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$300,000**

Service:	2.681	Florence Lake Water System

Project Number	22-01	**Capital Project Title**	Florence Lake Inclusion Upgrades	**Capital Project Description**	Upgrades are required to the Florence Lake water system prior to including it into the JDF Water System.

Project Rationale *Upgrades to the Florence Lake water system are required be before the system can be connected and included in the JDF Water System. Funding provided by the Florence Lake water system will be utilized to complete these upgrades.*

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Core Area Wastewater - Combined View

COMMITTEE OF THE WHOLE

OCTOBER 2021

3.717 & 3.798C - Core Area Wastewater Combined Summary	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
3.717 - OPERATING COSTS:										
Allocation - IWS Operations	7,113,781	7,195,315	7,611,585	-	-	7,611,585	7,698,805	7,851,975	8,008,230	8,167,642
Allocation - Standard Overhead	1,007,283	1,007,283	1,401,804	-	-	1,401,804	1,429,840	1,458,437	1,487,606	1,517,358
Allocation - Enviro Monitoring & Marine Protection Programs	2,020,558	1,664,143	2,107,831	-	167,346	2,275,177	2,233,568	2,192,824	2,236,684	2,281,417
Biotreatment and Disposal	5,957,505	6,138,950	5,686,208	-	-	5,686,208	5,799,940	5,915,940	6,034,260	6,154,950
Operating - Other	1,752,632	2,242,392	1,996,820	-	-	1,996,820	2,051,720	2,108,456	2,167,090	2,227,744
Repairs & Maintenance	1,822,892	791,000	1,585,851	-	-	1,585,851	1,319,020	1,603,141	2,689,270	1,586,401
Electricity & Utilities	4,349,026	2,569,936	3,476,850	-	-	3,476,850	3,528,700	3,581,370	3,634,890	3,689,260
Supplies - Chemical & Other	4,212,404	3,643,987	4,211,410	-	30,000	4,241,410	4,228,710	4,246,340	4,264,340	4,282,690
TOTAL OPERATING COSTS	**28,236,081**	**25,253,006**	**28,078,359**	**-**	**197,346**	**28,275,705**	**28,290,303**	**28,958,483**	**30,522,370**	**29,907,462**
*Percentage Increase over prior year		-10.56%	-0.56%	0.00%	0.70%	0.14%	0.05%	2.36%	5.40%	-2.01%
3.717 - RESERVE:										
Transfer to Operating Reserve	1,026,086	2,276,885	1,028,086	-	-	1,028,086	1,028,086	1,028,086	1,028,086	1,028,086
Transfer to Equipment Replacement Fund	276,461	841,391	846,920	-	-	846,920	863,860	881,140	898,760	916,740
3.798C - RESERVE:										
Transfer to RTF Capital	5,529,745	4,548,660	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	2,721,119	4,236,611	3,121,119	-	-	3,121,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer to WTP Debt Retirement Reserve	6,318,949	6,318,949	4,821,437	-	-	4,821,437	4,893,237	1,004,930	5,418,160	5,489,960
TOTAL CAPITAL / RESERVES	**15,872,360**	**18,222,496**	**15,347,307**	**-**	**-**	**15,347,307**	**15,036,047**	**11,165,020**	**15,595,870**	**15,685,650**
CAWTP Debt	6,277,610	5,975,913	7,181,063	-	-	7,181,063	7,109,313	10,997,670	6,584,490	6,512,740
CAWW Debt	-	-	78,818	-	-	78,818	1,360,383	1,903,459	2,789,513	4,047,147
3.798C - Total Debt Expenditures	6,277,610	5,975,913	7,259,881	-	-	7,259,881	8,469,696	12,901,129	9,374,003	10,559,887
MFA Debt Reserve	432,710	200,000	192,380	-	-	192,380	85,230	128,730	190,730	32,230
TOTAL COSTS	**50,818,761**	**49,651,415**	**50,877,927**	**-**	**197,346**	**51,075,273**	**51,881,276**	**53,153,362**	**55,682,973**	**56,185,229**
*Percentage Increase over prior year		-2.30%	0.12%	0.00%	0.39%	0.50%	1.58%	2.45%	4.76%	0.90%
Internal Recoveries	(1,100,000)	(200,000)	(1,122,000)	-	-	(1,122,000)	(1,144,440)	(1,167,330)	(1,190,670)	(1,214,480)
TOTAL COSTS LESS INTERNAL RECOVERIES	49,718,761	49,451,415	49,755,927	-	197,346	49,953,273	50,736,836	51,986,032	54,492,303	54,970,749
*Percentage Increase over prior year		-0.54%	0.07%	0.00%	0.40%	0.47%	1.57%	2.46%	4.82%	0.88%
FUNDING SOURCES (REVENUE)										
Estimated Balance C/F from 2021 to 2022	-	197,346	-	-	(197,346)	(197,346)	-	-	-	-
Balance C/F from 2020 to 2021	(724,602)	(724,602)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,306,416)	(1,306,416)	(1,306,416)	-	-	(1,306,416)	(1,306,416)	(1,306,416)	(1,306,416)	(1,306,416)
Transfer from Operating Reserve	(70,000)	-	(366,241)	-	-	(366,241)	(75,000)	(334,241)	(1,395,000)	(266,241)
Revenue - Other	(20,220)	(20,220)	(21,740)	-	-	(21,740)	(21,740)	(21,740)	(21,740)	(21,740)
TOTAL REVENUE	**(2,121,238)**	**(1,853,892)**	**(1,694,397)**	**-**	**(197,346)**	**(1,891,743)**	**(1,403,156)**	**(1,662,397)**	**(2,723,156)**	**(1,594,397)**
REQUISITION	**(47,597,523)**	**(47,597,523)**	**(48,061,530)**	**-**	**-**	**(48,061,530)**	**(49,333,680)**	**(50,323,635)**	**(51,769,147)**	**(53,376,352)**
*Percentage increase over prior year		0.00%	0.97%	0.00%	0.00%	0.97%	2.65%	2.01%	2.87%	3.10%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Core Area Wastewater Operations

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.717 Core Area Wasterwater Operations **Committee:** Core Area Liquid Waste Management

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfalls for member participants.

SERVICE DESCRIPTION:

This program is for the provision of sub-regional wastewater collection and treatment in the Core Area and Western Communities. Although the largest component of the program budget is for the operation and maintenance of the McLoughlin Point Wastewater Treatment and Residuals Treatment Plants and conveyance systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.798C

AUTHORIZATION:

N/A

FUNDING:

Requisition

RESERVE FUND:

Capital Regional District Sewer and Water Services Operating Reserve Fund Bylaw No. 4144 (Dec 14, 2016)

Service: 3.717 Core Area Wasterwater Operations **Committee:** Core Area Liquid Waste Management

COST SHARING ALLOCATION - ANNUAL FLOWS

	2021	2022	2023	2024	2025	2026
Colwood	3.72%					
Esquimalt	6.64%					
Langford	8.65%					
Oak Bay	9.24%					
Saanich	29.11%					
Victoria	38.88%					
View Royal	2.61%					
Esquimalt Nation	0.08%					
Songhees Nation	0.67%					
D.N.D.	0.40%					
	100%	**0%**	**0%**	**0%**	**0%**	

Change in Budget 2021 to 2022
Service: 3.717 Core Area Wastewater Operations

	Total Expenditure	Comments
2021 Budget	**29,538,628**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Allocation - IWS Operations	497,804	Labour allocations and annualization from IWS, Environmental Services. Building Services taken over maintenance of WW facilities
Allocation - Standard Overhead	394,521	Allocation based on prior year's budget. $320k of allocation to CAWTP project now budgeted in Core Area ops
Allocation - Enviro Monitoring & Marine Protection Programs	254,619	IBC 8a-1.4 - Biosolids Research Assistant (2 years) IBC 8a-1.5 - Lab Services CAWTP (1 year)
Biotreatment and Disposal	199,265	HRMG Operating Costs
Repairs & Maintenance	(237,041)	Cyclical maintenance costs offset by reclass of equipment lifecycle costs - now captured in reserve transfers
Electricity & Utilities	(872,176)	20-25% reduction in electricity budgets. Savings from plant operating at lower demand (4.5k kW planned, 1.5k kW used) and consumption (54k kWh planned, 28k kWh avg used)
Supplies - Chemical & Other	29,006	
Reserve Transfers	572,459	Increased to capture anticipated future lifecycle replacement costs for equipment
Operating - Other	(226,374)	
Total Other Changes	612,083	
2022 Budget	**30,150,711**	
% expense increase from 2021:	***2.1%***	
% Requisition increase from 2021 (if applicable):	***0.3%***	*Requisition funding is 95.5% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a favourable variance of $2.03M (5.1%) primarily due to reduced electrical usage/demand, lower chemical consumption, and savings on repairs & maintenance for the new infrastructure. A small surplus of 197k will be carried forward to cover one-time costs in 2022. The remainder of this variance will be split between the Equipment Replacement Fund ($564k) and the Operating Reserve Fund ($1.25M). The expected year end balance of the reserves before transfers is: ERF - $4.6M, ORF - $4.0M.

3.717 - Core Area Wasterwater Operations	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS:										
Allocation - IWS Operations	7,113,781	7,195,315	7,611,585	-	-	7,611,585	7,698,805	7,851,975	8,008,230	8,167,642
Allocation - Standard Overhead	1,007,283	1,007,283	1,401,804	-	-	1,401,804	1,429,840	1,458,437	1,487,606	1,517,358
Allocation - Enviro Monitoring & Marine Protection Programs	2,020,558	1,664,143	2,107,831	-	167,346	2,275,177	2,233,568	2,192,824	2,236,684	2,281,417
Biotreatment and Disposal	5,957,505	6,138,950	5,686,208	-	-	5,686,208	5,799,940	5,915,940	6,034,260	6,154,950
Operating - Other	1,752,632	2,242,392	1,996,820	-	-	1,996,820	2,051,720	2,108,456	2,167,090	2,227,744
Repairs & Maintenance	1,822,892	791,000	1,585,851	-	-	1,585,851	1,319,020	1,603,141	2,689,270	1,586,401
Electricity & Utilities	4,349,026	2,569,936	3,476,850	-	-	3,476,850	3,528,700	3,581,370	3,634,890	3,689,260
Supplies - Chemical & Other	4,212,404	3,643,987	4,211,410	-	30,000	4,241,410	4,228,710	4,246,340	4,264,340	4,282,690
TOTAL OPERATING COSTS	**28,236,081**	**25,253,006**	**28,078,359**	**-**	**197,346**	**28,275,705**	**28,290,303**	**28,958,483**	**30,522,370**	**29,907,462**
*Percentage Increase over prior year		-10.56%	-0.56%	0.00%	0.70%	0.14%	0.05%	2.36%	5.40%	-2.01%
RESERVE:										
Transfer to Operating Reserve	1,026,086	2,276,885	1,028,086	-	-	1,028,086	1,028,086	1,028,086	1,028,086	1,028,086
Transfer to Equipment Replacement Fund	276,461	841,391	846,920	-	-	846,920	863,860	881,140	898,760	916,740
TOTAL RESERVES	**1,302,547**	**3,118,276**	**1,875,006**	**-**	**-**	**1,875,006**	**1,891,946**	**1,909,226**	**1,926,846**	**1,944,826**
TOTAL COSTS	29,538,628	28,371,282	29,953,365	-	197,346	30,150,711	30,182,249	30,867,709	32,449,216	31,852,288
*Percentage Increase over prior year		-3.95%	1.40%	0.00%	0.67%	2.07%	0.10%	2.27%	5.12%	-1.84%
Internal Recoveries	(1,100,000)	(200,000)	(1,122,000)	-	-	(1,122,000)	(1,144,440)	(1,167,330)	(1,190,670)	(1,214,480)
OPERATING COSTS LESS INTERNAL RECOVERIES	28,438,628	28,171,282	28,831,365	-	197,346	29,028,711	29,037,809	29,700,379	31,258,546	30,637,808
*Percentage Increase over prior year		-0.94%	1.38%	0.00%	0.69%	2.07%	0.03%	2.28%	5.25%	-1.99%
REVENUE;										
Estimated Balance C/F from 2021 to 2022	-	197,346	-	-	(197,346)	(197,346)	-	-	-	-
Grants in Lieu of Taxes	(750,223)	(750,223)	(750,223)	-	-	(750,223)	(750,223)	(750,223)	(750,223)	(750,223)
Transfer from Operating Reserve	(70,000)	-	(366,241)	-	-	(366,241)	(75,000)	(334,241)	(1,395,000)	(266,241)
TOTAL REVENUE	**(820,223)**	**(552,877)**	**(1,116,464)**	**-**	**(197,346)**	**(1,313,810)**	**(825,223)**	**(1,084,464)**	**(2,145,223)**	**(1,016,464)**
REQUISITION	**(27,618,405)**	**(27,618,405)**	**(27,714,901)**	**-**	**-**	**(27,714,901)**	**(28,212,586)**	**(28,615,915)**	**(29,113,323)**	**(29,621,344)**
*Percentage increase over prior year		0.00%	0.35%	0.00%	0.00%	0.35%	1.80%	1.43%	1.74%	1.74%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

3.717 Core Area Wasterwater Operations Asset and Reserve Summary
Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Core Area Wastewater Operations

Construction of the Core Area Wastewater Treatment Plant, Residuals Treatment Plant, pump stations and conveyance systems will be completed in 2021. The treatment plants, pump stations and conveyance systems provide tertiary wastewater treatment to the Core Area and Westshore Communities.

Summary

CAWW Reserve/Fund Summary	Estimated	Budget				
Projected year end balance	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Operating Reserve Fund	5,279,215	5,941,060	6,894,146	7,587,991	7,221,077	7,982,922
Equipment Replacement Fund	5,228,582	5,247,502	5,949,362	6,700,502	7,569,262	8,476,002
Total	**10,507,797**	**11,188,562**	**12,843,508**	**14,288,493**	**14,790,339**	**16,458,924**

See attached reserve schedules for projected annual cash flows.

Profile

Core Area Wastewater Operations

Bylaw 4144 - Starting in 2021, the operating reserve account is established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expenses and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105543	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	-	5,279,215	5,941,060	6,894,146	7,587,991	7,221,077
Planned Purchase	(70,000)	(366,241)	(75,000)	(334,241)	(1,395,000)	(266,241)
Transfer from Ops Budget	2,276,885	1,028,086	1,028,086	1,028,086	1,028,086	1,028,086
Transfer from Ops reserve 3.710	1,121,229					
Transfer from Ops reserve 3.712	1,348,852					
Transfer from Ops reserve 3.713	148,720					
Transfer from Ops reserve 3.715	453,529					
Interest Income*	-					
Total projected year end balance	**5,279,215**	**5,941,060**	**6,894,146**	**7,587,991**	**7,221,077**	**7,982,922**

Assumptions/Background:

Transfer remaining balance from trunk budgets to fund amalgamated Core Area Wastewater service operating reserve fund.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

ERF Reserve Fund Schedule SPWWTP

ERF: CAWW Fund for Equipment Replacement

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the CAWW System. Example motors, pumps etc.

Equipment Replacement Fund- CAWW Fund: 1022 Fund Center: 102229	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	700,163	5,228,582	5,247,502	5,949,362	6,700,502	7,569,262
Planned Purchase (Based on Capital Plan)	-	(828,000)	(162,000)	(130,000)	(30,000)	(10,000)
Transfer IN (from Ops Budget)	841,391	846,920	863,860	881,140	898,760	916,740
Transfer from ERF reserve 3.710	2,245,533					
Transfer from ERF reserve 3.712	970,102					
Transfer from ERF reserve 3.713	471,392					
Interest Income*	-					
Ending Balance $	**5,228,582**	**5,247,502**	**5,949,362**	**6,700,502**	**7,569,262**	**8,476,002**

Assumptions/Background:

Transfer remaining balance from trunk budgets to fund amalgamated Core Area Wastewater service equipment reserve fund.

* Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Debt - Core Area Wastewater Capital

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.798C **Debt - Core Area Wastewater Capital** **Committee: Core Area Liquid Waste Management**

DEFINITION:

Infrastructure improvements and capital work to all wastewater functions of the Capital Regional District.

PARTICIPATION:

Cost apportionment is based on capacity allocated to each participant.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw 4374	$ 22,700,000
	LA Bylaw 4375	34,300,000
Remaining:		**$ 57,000,000**

CORE AREA WASTEWATER TREATMENT PLANT

Location	Allocation of Debt Servicing Costs
Colwood	4.24%
Esquimalt	6.60%
Esquimalt Nation	0.07%
Langford	12.63%
Oak Bay	6.39%
Saanich	30.34%
Songhees Nation	0.60%
Victoria	35.95%
View Royal	3.18%
Total	**100.00%**

FUNDING:

Requisition

Change in Budget 2021 to 2022

Service: 3.798C Debt-Core C Area WTP	**Total Expenditure**	**Comments**
2021 Budget	**21,280,133**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Transfer to Capital Reserve	400,000	Additional contribution to CRF in 2022 made to balance out transfers for Core Area debt reserve payment strategy
CAWW Debt	(758,071)	Long-term debt financing deferred to 2022. Bulk of new debt servicing costs begin in 2023
Other	2,500	
Total Other Changes	(355,571)	
2022 Budget	**20,924,562**	
% expense increase from 2021:	***-1.7%***	
% Requisition increase from 2021 (if applicable):	***1.8%***	*Requisition funding is 97.2% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

A one time favourable variance of $1.5M (7.1%) due to forgone capital payments for RTF, and the deferral of long-term debt financing to 2022. This variance will be moved to the Capital Reserve Fund, which has an expected year end balance of $2.7M before this transfer.

3.798C - Debt - Core Area Wastewater Capital	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
CAPITAL / RESERVE										
Transfer to RTF Capital	5,529,745	4,548,660	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	2,721,119	4,236,611	3,121,119	-	-	3,121,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer to WTP Debt Retirement Reserve	6,318,949	6,318,949	4,821,437	-	-	4,821,437	4,893,237	1,004,930	5,418,160	5,489,960
TOTAL CAPITAL / RESERVES	**14,569,813**	**15,104,220**	**13,472,301**	**-**	**-**	**13,472,301**	**13,144,101**	**9,255,794**	**13,669,024**	**13,740,824**
CAWTP Debt	6,277,610	5,975,913	7,181,063	-	-	7,181,063	7,109,313	10,997,670	6,584,490	6,512,740
CAWW Debt	-	-	78,818	-	-	78,818	1,360,383	1,903,459	2,789,513	4,047,147
Total Debt Expenditures	6,277,610	5,975,913	7,259,881	-	-	7,259,881	8,469,696	12,901,129	9,374,003	10,559,887
MFA Debt Reserve	432,710	200,000	192,380	-	-	192,380	85,230	128,730	190,730	32,230
TOTAL OPERATING COSTS	**21,280,133**	**21,280,133**	**20,924,562**	**-**	**-**	**20,924,562**	**21,699,027**	**22,285,653**	**23,233,757**	**24,332,941**
*Percentage Increase over prior year			-1.67%			-1.67%	3.70%	2.70%	4.25%	4.73%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Surplus Balance carry forward	(724,602)	(724,602)	-	-	-	-	-	-	-	-
Transfer from Own funds	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(556,193)	(556,193)	(556,193)	-	-	(556,193)	(556,193)	(556,193)	(556,193)	(556,193)
Revenue - Other	(20,220)	(20,220)	(21,740)	-	-	(21,740)	(21,740)	(21,740)	(21,740)	(21,740)
TOTAL REVENUE	**(1,301,015)**	**(1,301,015)**	**(577,933)**	**-**	**-**	**(577,933)**	**(577,933)**	**(577,933)**	**(577,933)**	**(577,933)**
REQUISITION	**(19,979,118)**	**(19,979,118)**	**(20,346,629)**	**-**	**-**	**(20,346,629)**	**(21,121,094)**	**(21,707,720)**	**(22,655,824)**	**(23,755,008)**
*Percentage increase over prior year			1.84%			1.84%	3.81%	2.78%	4.37%	4.85%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.798C Debt - Core Area Wastewater Capital	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$120,000	$120,000	$0	$0	$0	$0	$120,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$26,575,000	$36,168,000	$8,030,100	$11,280,000	$17,380,000	$1,510,000	$67,868,100
Vehicles		$220,000	$220,000	$0	$0	$0	$0	$220,000
		$26,915,000	**$36,508,000**	**$8,030,100**	**$11,280,000**	**$17,380,000**	**$1,510,000**	**$74,708,100**
SOURCE OF FUNDS								
Capital Funds on Hand		$1,697,100	$1,697,100	$1,068,100	$0	$0	$0	$2,765,200
Debenture Debt (New Debt Only)		$10,225,000	$17,515,000	$6,800,000	$11,150,000	$17,350,000	$1,500,000	$48,015,000
Equipment Replacement Fund		$0	$828,000	$162,000	$130,000	$30,000	$10,000	$960,000
Grants (Federal, Provincial)		$14,992,900	$14,992,900	$0	$0	$0	$0	$14,992,900
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$1,475,000	$0	$0	$0	$0	$1,475,000
		$26,915,000	**$36,508,000**	**$8,030,100**	**$11,280,000**	**$17,380,000**	**$1,510,000**	**$74,708,100**

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **3.798C**
Service Name: **Debt - Core Area Wastewater Capital**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
MCLOUGHLIN WASTEWATER TREATMENT PLANT													
The new McLoughlin WWTP is being commissioned and should be fully operational by December 31, 2020. This is a new facility and should not require any significant projects in the first several years, but some upgrades maybe required to improve operational performance and/or health and safety issues that may become known after the plant is in full operation.													
16-01a	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$462,000,000	S	Grant	$14,992,900	$14,992,900	$0	$0	$0	$0	$14,992,900
16-01b	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$101,100,000	S	Debt	$0	$0	$0	$0	$0	$0	$0
16-01c	New	CAWTP	Wastewater Treatment Project (including WWTP, RTF, Conveyance)	$211,900,000	S	Cap	$1,357,100	$1,357,100	$1,068,100	$0	$0	$0	$2,425,200
20-01a	New	IT Capital Purchases and Plant Optimization	IT hardware (monitors, computers, printers, etc.), software licenses, telephones, valves, meters etc.	$900,000	E	Cap	$120,000	$120,000	$0	$0	$0	$0	$120,000
20-02a	New	New Fleet Purchases	9 new vehicles (3 EIC, 3 mechanical trades, 3 operations); 1 spider crane; 1 scissor lift; 1 portable hotsy	$1,400,000	V	Cap	$220,000	$220,000	$0	$0	$0	$0	$220,000
PUMP STATIONS													
21-01	Renewal	Lang Cove Electrical and Building Upgrades	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.	$350,000	S	**Res**	$0	**$350,000**	$0	$0	$0	$0	$350,000
21-02	Renewal	Marigold Electrical and Building Upgrades	Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.	$2,250,000	S	Debt	$2,200,000	$2,200,000	$0	$0	$0	$0	$2,200,000
21-03	Renewal	Currie Major Electrical and Siesmic Upgrades	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs.	$2,300,000	S	Debt	$0	$400,000	$0	$1,900,000	$0	$0	$2,300,000
21-04	Renewal	Craigflower Odour Control Upgrade	Increasing flows and off-gassing from the cortex drop are generating higher odours than expected. Imrpovements are required to mitigate odours and address health and safety concerns.	$400,000	S	Debt	$400,000	$400,000	$0	$0	$0	$0	$400,000
21-05	Replacement	Harling PS - Complete Replacement	Replacement of Harling Point PS is based on Delcan's 2013 condition assessment.	$1,900,000	S	Debt	$200,000	$200,000	$1,700,000	$0	$0	$0	$1,900,000
22-01	Renewal	Odour Control HVAC Testing and Balancing	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.	$200,000	S	Debt	$0	$200,000	$0	$0	$0	$0	$200,000
22-05	**Replacement**	**Lang Cove Discharge Isolation Valves**	**Replace failed isolation valves on at the Lang Cove pump station.**	**$400,000**	**S**	**ERF**	$0	**$400,000**	$0	$0	$0	$0	$400,000
24-01	Renewal	Trent PLC Upgrade	The PLC needs to be upgraded to meet new software standards.	$250,000	S	Debt	$0	$0	$0	$250,000	$0	$0	$250,000
24-02	Renewal	Hood Mechanical and Electrical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.	$420,000	S	Debt	$0	$0	$0	$420,000	$0	$0	$420,000
24-03	Renewal	Currie Minor Mechanical and Electrical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.	$230,000	S	Debt	$0	$0	$0	$230,000	$0	$0	$230,000
24-04	Renewal	Humber Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	$290,000	S	Debt	$0	$0	$0	$290,000	$0	$0	$290,000
24-05	Renewal	Rutland Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.	$290,000	S	Debt	$0	$0	$0	$290,000	$0	$0	$290,000
24-06	Renewal	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.	$670,000	S	Debt	$0	$0	$0	$120,000	$550,000	$0	$670,000
22-06	Replacement	Pump Station Equipment Replacement	Replacement of pump station equipment at various locations. Equipment to replace includes power generators, variable frequency drives, and electrical upgrades	**$560,000**	S	**ERF**	$0	**$228,000**	**$162,000**	**$130,000**	**$30,000**	**$10,000**	$560,000

Service #: 3.798C
Service Name: Debt - Core Area Wastewater Capital

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
GRAVITY SEWERS AND MANHOLES													
21-06	Renewal	Shoreline Trunk Sewer Upgrade	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.	$2,400,000	S	Debt	$200,000	$200,000	$2,000,000	$0	$0	$0	$2,200,000
21-07	New	Western Trunk Sewer Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon. Complete an options study in 2022 and detailed design/construction between 2026-2030.	$15,000,000	S	Debt	$400,000	$400,000	$0	$0	$0	$0	$400,000
21-08	Replacement	Boundary Odour Control Replacement	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a new carbon scrubber located closer to Gorge Siphon inlet chamber maybe more effective.	$400,000	S	**Res**	$0	**$400,000**	$0	$0	$0	$0	$400,000
21-09	Renewal	Bowker Sewer Rehabilitation	Based on results of CCTV inspection about 1,685m of sewer from North Dairy to Richmond and 1,860m from Foul Bay to Currie PS needs to be relined.	$8,600,000	S	Debt	$4,175,000	$8,475,000	$0	$0	$0	$0	$8,475,000
21-10	Renewal	Sewer Cleaning and Inspection	Regional sewers should be cleaned and inspected on a 5-year cycle. The trunk sewers from Prospect to Currie PS and from Bushby to Clover PS will be inspected in 2022. The 5-year cycle will recommence in 2024.	**$600,000**	S	Debt	$75,000	$75,000	$0	$150,000	$150,000	**$150,000**	$525,000
21-11	Renewal	Manhole Repairs and Replacement	Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's.	$1,500,000	S	Debt	$500,000	$500,000	$250,000	$250,000	$250,000	$250,000	$1,500,000
23-01	Renewal	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.	$300,000	S	Debt	$0	$0	$300,000	$0	$0	$0	$300,000
PRESSURE PIPES AND APPURTENANCES													
21-12	Renewal	Gorge Siphon Inlet Chamber Upgrade	The control gates are siezed on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.	$500,000	S	**Res**	$0	**$475,000**	$0	$0	$0	$0	$475,000
21-13	New	Craigflower Forcemain Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.	$9,600,000	S	Debt	$300,000	$300,000	**$300,000**	**$4,500,000**	**$4,500,000**	$0	$9,600,000
21-14	Renewal	Marigold Siphon Assessment	The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.	$8,300,000	S	Debt	$400,000	$400,000	$0	$0	$7,900,000	$0	$8,300,000
22-02	Renewal	Gorge and Harriet Siphon Assessment	The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	$250,000	S	**Res**	$0	**$250,000**	$0	$0	$0	$0	$250,000
23-02	Renewal	Penrhyn Siphon Assessment	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$400,000	$0	$0	$0	$400,000
24-07	Renewal	Parsons Siphon Assessment	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	$400,000	$0	$0	$400,000
25-01	Renewal	Admirals Siphon Assessment	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.	$400,000	S	Debt	$0	$0	$0	$0	$400,000	$0	$400,000
FLOW METERS													
21-15	Replacement	Parsons Meter Replacement	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).	$250,000	S	Debt	$225,000	$225,000	$0	$0	$0	$0	$225,000
21-16	New	Gorge & Chapman Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered	$130,000	S	Debt	$130,000	$130,000	$0	$0	$0	$0	$130,000
21-17	New	Esquimalt Nation Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.	$200,000	S	Debt	$200,000	$200,000	$0	$0	$0	$0	$200,000
21-18	New	Shoreline Trunk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.	$240,000	S	Debt	$50,000	$240,000	$0	$0	$0	$0	$240,000
21-19	New	Selkirk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).	$190,000	S	Debt	$190,000	$190,000	$0	$0	$0	$0	$190,000
21-20	Replacement	Haultain, Hereward, Langford Replacement	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.	$40,000	S	Debt	$40,000	$40,000	$0	$0	$0	$0	$40,000
21-21	Replacement	Penrhyn Meter	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.	$90,000	S	Debt	$90,000	$90,000	$0	$0	$0	$0	$90,000

Service #: 3.798C
Service Name: Debt - Core Area Wastewater Capital

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
GENERAL													
21-22	Study	Asset Management Plan Update	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.	$250,000	S	Debt	$250,000	$250,000	$0	$0	$0	$0	$250,000
21-23	Study	DCC Program Development	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.	$400,000	S	Debt	$100,000	$200,000	$0	$0	$0	$0	$200,000
21-24	Renewal	Record Drawing and Wastewater Agreement Updates	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.	**$600,000**	S	Debt	$50,000	$150,000	$100,000	$100,000	$100,000	**$100,000**	$550,000
21-25	Renewal	SCADA and Radio Assessment	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. Replacement will happen over many years commencing in 2022.	$3,150,000	S	Debt	$50,000	$800,000	$750,000	$750,000	$750,000	$0	$3,050,000
22-03	Renewal	Acquisition of Outstanding Right-of-Ways	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.	$1,200,000	S	Debt	$0	$200,000	$0	$0	$1,000,000	$0	$1,200,000
21-26	Replacement	Annual Provisional Emergency Repairs	Unforeseen and unplanned emergency repairs can occur which require immediate attention.	$5,000,000	S	Debt	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	**$1,000,000**	$5,000,000
22-04	**New**	**Microwave Radio Upgrades**	**To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.**	**$200,000**	**S**	**ERF**	$0	**$200,000**	$0	$0	$0	$0	$200,000
OUTFALLS													
24-08	Renewal	Clover Point Outfall Retrofit	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.	$500,000	S	Debt	$0	$0	$0	$500,000	$0	$0	$500,000
25-02	Renewal	Macaulay Point Outfall Retrofit	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.	$750,000	S	Debt	$0	$0	$0	$0	$750,000	$0	$750,000
RESIDUAL SOLIDS													
21-29	Renewal	Quonset removal	Demo old storage facility	**$100,000**	S	Debt	$0	**$50,000**	$0	$0	$0	$0	$50,000
			GRAND TOTAL	**$849,750,000**			**$26,915,000**	**$36,508,000**	**$8,030,100**	**$11,280,000**	**$17,380,000**	**$1,510,000**	**$74,708,100**

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	16-01a	Capital Project Title	CAWTP	Capital Project Description	Wastewater Treatment Project (including WWTP, RTF, Conveyance)

Project Rationale

The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as “Class A” Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.
The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as “Class A” Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.

Project Number	16-01b	Capital Project Title	CAWTP	Capital Project Description	Wastewater Treatment Project (including WWTP, RTF, Conveyance)

Project Rationale

The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as “Class A” Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.

Project Number	16-01c	Capital Project Title	CAWTP	Capital Project Description	Wastewater Treatment Project (including WWTP, RTF, Conveyance)

Project Rationale

The Wastewater Treatment Project (WTP) will provide tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is being built to meet the provincial and federal regulations for treatment by December 31, 2020. The Project consists of three main elements.
1) McLoughlin Point Wastewater Treatment Plant, located at McLoughlin Point in Esquimalt, the treatment plant will provide tertiary treatment to the core area's wastewater.
2) Residuals Treatment Facility, residual solids from the wastewater treatment plant will be piped to a Residual Treatment Facility at Hartland Landfill, where they will be turned into what are known as “Class A” Biosolids such that it is safe for further use.
3) Conveyance System, includes the 'pumps and pipes' of the Wastewater Treatment Project. This system will carry wastewater from across the core area to the treatment plant, and residual solids to the Residuals Treatment Facility at Hartland Landfill.
The project will cost $775 million and the federal and provincial governments are assisting the Capital Regional District in funding this project.

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	Capital Project Title	Capital Project Description
20-01a	IT Capital Purchases and Plant Optimization	IT hardware (monitors, computers, printers, etc.), software licenses, telephones, valves, meters etc.

Project Rationale Capital purchases for radio systems and other IT related costs required for integration with CRD operations and wastewater treatment system start-up.

Project Number	Capital Project Title	Capital Project Description
20-02a	New Fleet Purchases	9 new vehicles (3 EIC, 3 mechanical trades, 3 operations); 1 spider crane; 1 scissor lift; 1 portable hotsy

Project Rationale Capital purchases required for integration with CRD operations and wastewater treatment system start-up. Purchases include vehicles and equipment.

Project Number	Capital Project Title	Capital Project Description
21-01	Lang Cove Electrical and Building Upgrades	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.

Project Rationale Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace PLC, SCADApack, communications), and building upgrades.

Project Number	Capital Project Title	Capital Project Description
21-02	Marigold Electrical and Building Upgrades	Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.

Project Rationale Renewals are based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace MCC, PLC, VFD's, 480v to 600v upgrade, etc), and building upgrades.

Project Number	Capital Project Title	Capital Project Description
21-03	Currie Major Electrical and Siesmic Upgrades	Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs.

Project Rationale Renewals based upon Delcan's 2013 condition assessments and revised inspections. Work includes electrical (replace VFDs, PLC, SCADApack, communications), siesmic upgrades and driveway repairs. Assessment and VFD replacement in 2021 and other upgrades in 2022.

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	21-04	**Capital Project Title**	Craigflower Odour Control Upgrade	**Capital Project Description**	Increasing flows and off-gassing from the cortex drop are generating higher odours than expected. Imrpovements are required to mitigate odours and address health and safety concerns.
Project Rationale	Increasing flows and off-gassing from the cortex drop are generating higher odours than expected. Imrpovements are required to mitigate odours and address health and safety concerns.				

Project Number	21-05	**Capital Project Title**	Harling PS - Complete Replacement	**Capital Project Description**	Replacement of Harling Point PS is based on Delcan's 2013 condition assessment.
Project Rationale	Replacement of Harling Point PS is based on Delcan's 2013 condition assessment. The preliminary design was completed in 2018. Detailed Design will be completed in 2021 and construction in 2022.				

Project Number	22-01	**Capital Project Title**	Odour Control HVAC Testing and Balancing	**Capital Project Description**	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.
Project Rationale	Based upon KWL's 2018 condition assessment review, upgrades are required to several odour control facilities (ie. carbon scrubbers, bioxide injection, etc). In addition, HVAC testing & balancing and process narratives are required.				

Project Number	22-05	**Capital Project Title**	Lang Cove Discharge Isolation Valves	**Capital Project Description**	Replace failed isolation valves on at the Lang Cove pump station.
Project Rationale	An isolation valve on the discharge force main of the Lang Cove pump station has failed, with no way of isolating the pump station for maintenance or an emergency. Additionally, there currently is no way to bypass the force main. Funds are required to design a bypass outlet, plan valve replacement, bypass pump the failed valve and replace the valve.				

Project Number	24-01	**Capital Project Title**	Trent PLC Upgrade	**Capital Project Description**	The PLC needs to be upgraded to meet new software standards.
Project Rationale	The PLC needs to be upgraded to meet new software standards and maintain reliability.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	Capital Project Title	Capital Project Description
24-02	Hood Mechanical and Electrical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.

Project Rationale Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump replacement, installation of a new valve chamber, RTU upgrade, and site improvements.

Project Number	Capital Project Title	Capital Project Description
24-03	Currie Minor Mechanical and Electrical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.

Project Rationale Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacement.

Project Number	Capital Project Title	Capital Project Description
24-04	Humber Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.

Project Rationale Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.

Project Number	Capital Project Title	Capital Project Description
24-05	Rutland Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.

Project Rationale Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes pump and valve replacements, PLC/RTU upgrade and site improvements.

Project Number	Capital Project Title	Capital Project Description
24-06	Penrhyn Electrical and Mechanical Renewal	Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.

Project Rationale Upgrades are based upon Delcan's 2013 condition assessments and revised inspections. The work includes electrical (replace PLC and MCC), mechanical (replace pumps and upgrade HVAC), and structural/building upgrades.

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	22-06	**Capital Project Title**	Pump Station Equipment Replacement	**Capital Project Description**	Replacement of pump station equipment at various locations. Equipment to replace includes power generators, variable frequency drives, and electrical upgrades
Project Rationale	Replacement schedule for various pump station equipment. These pump station and conveyance related equipment have been identified as requiring replacement when nearing the end of their useful life.				

Project Number	21-06	**Capital Project Title**	Shoreline Trunk Sewer Upgrade	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Shoreline Trunk must be twinned to prevent overflows into Portage Inlet.				

Project Number	21-07	**Capital Project Title**	Western Trunk Sewer Twinning	**Capital Project Description**	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon. Complete an options study in 2022 and detailed design/construction between 2026-2030.
Project Rationale	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Western Trunk Sewer must be twinned from Aldeane to Craigflower PS to prevent overflows upstream of Parson's siphon. Complete an options study in 2021/22 and detailed design/construction between 2026-2030.				

Project Number	21-08	**Capital Project Title**	Boundary Odour Control Replacement	**Capital Project Description**	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a new carbon scrubber located closer to Gorge Siphon inlet chamber maybe more effective.
Project Rationale	The Boundary UV odour control unit has failed. Based on the 2018 KWL Odour Control Assessment review, a new carbon scrubber located closer to Gorge Siphon inlet chamber maybe more effective.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	Capital Project Title	Capital Project Description
21-09	Bowker Sewer Rehabilitation	Based on results of CCTV inspection about 1,685m of sewer from North Dairy to Richmond and 1,860m from Foul Bay to Currie PS needs to be relined.

Project Rationale Based on results of CCTV inspection about 1,685m of sewer from North Dairy to Richmond and 1,860m from Foul Bay to Currie PS needs to be relined.

Project Number	Capital Project Title	Capital Project Description
21-10	Sewer Cleaning and Inspection	Regional sewers should be cleaned and inspected on a 5-year cycle. The trunk sewers from Prospect to Currie PS and from Bushby to Clover PS will be inspected in 2022. The 5-year cycle will recommence in 2024.

Project Rationale Regional sewers should be cleaned and inspected on a 5-year cycle. The trunk sewers from Prospect to Currie PS and from Bushby to Clover PS will be inspected in 2021. The 5-year cycle will recommence in 2024.

Project Number	Capital Project Title	Capital Project Description
21-11	Manhole Repairs and Replacement	Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's.

Project Rationale Based upon CCTV and staff inspections on manholes, high priority repairs and replacement of deteriorated MH's will start in 2021.

Project Number	Capital Project Title	Capital Project Description
23-01	Cecelia Ravine Pipe Protection	Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.

Project Rationale Based on geotechnical review, a section of the exposed NWT in Cecelia Ravine should be covered & protected from falling rocks upslope from the pipe.

Project Number	Capital Project Title	Capital Project Description
21-12	Gorge Siphon Inlet Chamber Upgrade	The control gates are siezed on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.

Project Rationale The control gates are siezed on this chamber and they need to be replaced so that the individual siphons can be isolated or activated.

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	Capital Project Title	Capital Project Description
21-13	Craigflower Forcemain Twinning	The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.

Project Rationale The hydraulic model and capacity assessment of the system by KWL in 2018-19, has identified that the Craigflower Forcemain must be twinned to prevent overflows into Portage Inlet.

Project Number	Capital Project Title	Capital Project Description
21-14	Marigold Siphon Assessment	The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.

Project Rationale The Marigold Siphon section is a pressurized (pre-stressed concrete pipe), nearing 50 years old, and has never been assessed. Assessment and eventual replacement of the pipe is required.

Project Number	Capital Project Title	Capital Project Description
22-02	Gorge and Harriet Siphon Assessment	The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.

Project Rationale The Gorge and Harriet Siphons are ductile iron pipe, nearing 50 years old, and have never been flushed or assessed. Flushing and assessment of the pipe is required.

Project Number	Capital Project Title	Capital Project Description
23-02	Penrhyn Siphon Assessment	The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.

Project Rationale The Penrhyn Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.

Project Number	Capital Project Title	Capital Project Description
24-07	Parsons Siphon Assessment	The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.

Project Rationale The Parsons Siphons are PVC and steel pipe, and have never been flushed or assessed. Flushing and assessment of the pipe is required.

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	Capital Project Title	Capital Project Description
25-01	Admirals Siphon Assessment	The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.

Project Rationale The Admirals Siphon is PVC pipe, and has never been flushed or assessed. Flushing and assessment of the pipe is required.

Project Number	Capital Project Title	Capital Project Description
21-15	Parsons Meter Replacement	Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).

Project Rationale Based on KWL's 2018-19 Flow Meter Audit review, Parsons meter is to be replaced with two doppler meters and one magmeter on Wilfert PS (includes install of meters, kiosk and conduit).

Project Number	Capital Project Title	Capital Project Description
21-16	Gorge & Chapman Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.

Project Rationale Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Gorge and Champman catchments. Includes installation of new metering manhole.

Project Number	Capital Project Title	Capital Project Description
21-17	Esquimalt Nation Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.

Project Rationale Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new custom weir, kisok and conduit to measure the unmetered Esquimalt Nation catchment.

Project Number	Capital Project Title	Capital Project Description
21-18	Shoreline Trunk Meter	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.

Project Rationale Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flodar meter to measure the unmetered Shoreline catchment. Includes installation of FloDar meter, kiosk and conduit.

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	21-19	**Capital Project Title**	Selkirk Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, KWL recommended a new flume meter to measure the unmetered Selkirk catchment (install weir, kiosk and conduit).				

Project Number	21-20	**Capital Project Title**	Haultain, Hereward, Langford Replacement	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, ultrasonic meters are to be replaced with new LUT-440 models.				

Project Number	21-21	**Capital Project Title**	Penrhyn Meter	**Capital Project Description**	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.
Project Rationale	Based on KWL's 2018-19 Flow Meter Audit review, the ADFM insertion probe meter is damaged and needs to be replaced.				

Project Number	21-22	**Capital Project Title**	Asset Management Plan Update	**Capital Project Description**	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.
Project Rationale	Previous condition assessment studies will be updated and incorporated into a long-term asset management plan to meet expected level-of-service requirements.				

Project Number	21-23	**Capital Project Title**	DCC Program Development	**Capital Project Description**	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.
Project Rationale	With the completion of CAWTP and amendment of the Service Establishment Bylaw, it was noted that a DCC Program would be established to fund future wastewater projects related to growth. This project is to create the program, consult with stakeholders and prepare a new DCC bylaw.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	21-24	**Capital Project Title**	Record Drawing and Wastewater Agreement Updates	**Capital Project Description**	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.
Project Rationale	The old as-built drawings, connection points and wastewater agreements with the contributing municipalities has not been updated in many years. Updates are required to reflect changes in the system, identify clear demarcation points, and reflect updates in the LWMP.				

Project Number	21-25	**Capital Project Title**	SCADA and Radio Assessment	**Capital Project Description**	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. Replacement will happen over many years commencing in 2022.
Project Rationale	Majority of the radio and SCADA equipment are nearing end of life, technological advances do not allow for straight replacements, funding is required for assessments of existing equipment and site requirements. 2022 expenditures include $150,000 for Microwave Radio Upgrades.				

Project Number	22-03	**Capital Project Title**	Acquisition of Outstanding Right-of-Ways	**Capital Project Description**	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.
Project Rationale	Some of the infrastructure is located on privately owned land that do not have right-of-ways. A plan is being developed to acquire SRW's for all infrastructure over time. Initial spending requires a study and plan prior to acquisition.				

Project Number	21-26	**Capital Project Title**	Annual Provisional Emergency Repairs	**Capital Project Description**	Unforeseen and unplanned emergency repairs can occur which require immediate attention.
Project Rationale	Funds are required for unforeseen and unplanned emergency repairs can occur which require immediate attention.				

Service:	3.798C	Debt - Core Area Wastewater Treatment Program

Project Number	22-04	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the CAWWT system, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	24-08	**Capital Project Title**	Clover Point Outfall Retrofit	**Capital Project Description**	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.
Project Rationale	The existing outfall will see a significant reduction in usage once the Clover Point Pump Station is commissioned and wastewater flows up to 3 times ADWF are redirected to the McLoughlin WWTP. As a result, the existing outfall will need to be assessed for best operational and maintenance practices based on expected limited use instead of current continuous use.				

Project Number	25-02	**Capital Project Title**	Macaulay Point Outfall Retrofit	**Capital Project Description**	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.
Project Rationale	A section of coating the emergency short outfall has failed and the pipe is corroding, and the long outfall needs to be modified to suit reduced usage. This project is to repair the coating, provide shoreline protection, and modify the deep outfall.				

Project Number	21-29	**Capital Project Title**	Quonset removal	**Capital Project Description**	Demo old storage facility
Project Rationale	Hartland expansion planned in storage facility location				

3.798C Debt - Core Area Wastewater Capital Asset and Reserve Summary
Summary Schedule
2022 - 2026 Financial Plan

Reserve Schedule Summary

Core Area Wastewater

The Wastewater Treatment Project (WTP) provides tertiary treatment for wastewater from the core area municipalities of Victoria, Esquimalt, Saanich, Oak Bay, View Royal, Langford and Colwood, and the Esquimalt and Songhees Nations. The WTP is built to meet the provincial and federal regulations for treatment at December 31, 2020. The Project consists of three main elements: McLoughlin Point Wastewater Treatment Plant, Residuals Treatment Facility, and the Conveyance System

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	4,270,971	5,917,090	8,638,209	11,359,328	14,080,447	16,801,566
Debt Reserve Fund	6,348,050	11,169,487	16,062,724	12,726,225	18,144,385	23,634,345
Total	**10,619,021**	**17,086,577**	**24,700,933**	**24,085,552**	**32,224,831**	**40,435,910**

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule Core Area Wastewater

Bylaw 4378 - The capital reserve fund was established to provide funding for capital expenditures in respect of capital projects including but not limited to, land, machinery or equipment necessary for the replacement, extension or renewal of existing capital works and related debt servicing payments

Capital Reserve Schedule

Capital Reserve Fund

Fund: 1092	**Estimated**	**Budget**				
Fund Centre: 102227	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	2,776	4,270,971	5,917,090	8,638,209	11,359,328	14,080,447
Planned Purchase (Based on Capital Plan)	-	(1,475,000)	-	-	-	-
Transfer IN (from Ops Budget)	4,236,611	3,121,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer IN (North East Trunk CRF)	29,583					
Interest Income*	2,000					
Ending Balance $	**4,270,971**	**5,917,090**	**8,638,209**	**11,359,328**	**14,080,447**	**16,801,566**

Assumptions/Background:

ERF Reserve to fund replacement of equipment, and vehicles of the Core Area Treatment Plant and Conveyance Infrastructure

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Debt Reserve Fund Schedule Core Area Wastewater

Bylaw 4377 - The debt reserve fund was established for the specified purpose of funding future debt servicing payments or debt retirements. Monies in the debt repayment reserve will fund debt servicing and early repayment of debts issued to fund the Core Area Wastewater Treatment Project

Debt Reserve Schedule

Debt Reserve Fund

Fund: 1093	**Estimated**	**Budget**				
Fund Center: 102228	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	-	6,348,050	11,169,487	16,062,724	12,726,225	18,144,385
Debt Payment	-	-	-	(4,341,430)	-	-
Transfer from Ops Budget	6,318,949	4,821,437	4,893,237	1,004,930	5,418,160	5,489,960
Interest Income*	29,101	-	-	-	-	-
Ending Balance $	**6,348,050**	**11,169,487**	**16,062,724**	**12,726,225**	**18,144,385**	**23,634,345**

Assumptions/Background:

The funding strategy for the capital reserve fund is based upon the 25 year replacement plan as by Stantec during the construction of the Core Area Wastewater Treatment Project

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

3.798C - Debt - Core Area Wastewater Capital

Proj #	WBS #	Status	Capital Project Description	Total Project Budget	Expenditure Actuals	Remaining Funds	Funding Source		Total Funding in Place	Surplus @ Completion**
							CRF	Debt		CRF
Active Projects										
20-01a	CE.730	OPEN	Plant Integration	900,000	(425,672)	474,328	900,000	-	900,000	-
20-02a	CE.741	OPEN	Tooling for Van and Crane 2021	130,000	(65,437)	64,563	130,000	-	130,000	-
21-04	CE.772	OPEN	Craigflower Odour Control Upgrade 21-04	400,000	(11,725)	388,275	-	100,000	100,000	-
21-07	CE.751	OPEN	Western Trunk Sewer Twinning 21-07	200,000	-	200,000	-	-	-	-
21-08	CE.773	OPEN	Boundary Odour Control Replac. 21-08	400,000	(4,779)	395,221	-	-	-	-
21-09	CE.752	OPEN	Bowker Sewer Rehabilitation 21-09	4,300,000	(3,249)	4,296,751	-	125,000	125,000	-
21-10	CE.768	OPEN	Sewer Cleaning and Inspection 21-10	150,000	-	150,000	-	75,000	75,000	-

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Environmental Services - Operations

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 1.577 **Environmental Services - Operations**

DEFINITION:

To provide operations services to all water and wastewater functions of the Capital Regional District. Cost of this service is totally allocated to functions using Operations Division.

PARTICIPATION:

Method of cost allocation is on an hourly basis for services rendered to water and wastewater functions.

MAXIMUM LEVY:

N/A

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

N/A

COST RECOVERY:

A mixture of allocations and time charges to Water and Wastewater services of the CRD.

Change in Budget 2021 to 2022

Service: 1.577 Environmental Services Operations	**Total Expenditure**	**Comments**
2021 Budget	**11,626,416**	
Change in Salaries:		
Base salary change	39,788	Inclusive of estimated collective agreement changes
Step increase/paygrade change	122,945	
Annualization of 2021 positions	164,643	Annualization of 2021 Wastewater Management through LWMP IBC
Reposition of 1.0 FTE Maintenance Planner	123,094	Reposition of Maintenance Planner from Regional Water Service
Other adjustments	18,921	Overtime, standby, auxiliary staff
Total Change in Salaries	469,391	
Other Changes:		
Standard Overhead Allocation	178,303	Allocation based on prior year's budget. $2.6M salary, $170k OT, $260k systems/computers, $101k vehicle costs added from 2020 to 2021
Human Resources Allocation	37,828	Increase as a result of expanded staffing
Other Ops & Allocations	(60,049)	Inflation, consolidated/reduced other allocations
Total Other Changes	156,082	
2022 Budget	**12,251,889**	
% expense increase from 2021:	***5.4%***	
% Requisition increase from 2021 (if applicable):		*No requisition in service*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is one time a favourable variance of $760k (6.5%) due mainly to hiring challenges of vacant positions. This variance will be moved to the Equipment Replacement Fund, which has an expected year end balance of $2.5M before this transfer.

1.577 - Environmental Services - Operations	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	8,904,117	8,368,651	9,373,508	-	-	9,373,508	9,573,998	9,778,752	9,987,873	10,201,446
Allocation - Standard Overhead	388,137	388,137	566,440	-	-	566,440	577,768	589,324	601,110	613,133
Allocation - Human Resources	226,414	226,414	264,242	-	-	264,242	269,527	274,918	280,416	286,024
Allocation - Operations	617,854	663,054	528,008	-	-	528,008	564,477	576,155	588,055	600,184
Operating - Other	1,192,271	1,257,834	1,216,131	-	-	1,216,131	1,240,450	1,265,260	1,290,560	1,316,380
TOTAL OPERATING COSTS	**11,328,793**	**10,904,090**	**11,948,329**	**-**	**-**	**11,948,329**	**12,226,220**	**12,484,409**	**12,748,014**	**13,017,167**
*Percentage Increase over prior year		-3.75%	5.47%			5.47%	2.33%	2.11%	2.11%	2.11%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	297,623	1,058,406	303,560	-	-	303,560	306,370	309,240	312,160	315,140
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**297,623**	**1,058,406**	**303,560**	**-**	**-**	**303,560**	**306,370**	**309,240**	**312,160**	**315,140**
Debt Expenditures										
MFA Debt reserve										
TOTAL COSTS	11,626,416	11,962,496	12,251,889	-	-	12,251,889	12,532,590	12,793,649	13,060,174	13,332,307
*Percentage Increase over prior year		2.89%	5.38%			5.38%	2.29%	2.08%	2.08%	2.08%
Internal Recoveries	(11,534,016)	(11,962,496)	(12,159,489)	-	-	(12,159,489)	(12,440,190)	(12,701,249)	(12,967,774)	(13,239,907)
OPERATING COSTS LESS INTERNAL RECOVERIES	92,400	-	92,400	-	-	92,400	92,400	92,400	92,400	92,400
*Percentage Increase over prior year		3.71%	5.42%			5.42%	2.31%	2.10%	2.10%	2.10%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Defecit)										
Funds Carried Forward	-	-	-	-	-	-	-	-	-	-
Recovery other	(92,400)	-	(92,400)	-	-	(92,400)	(92,400)	(92,400)	(92,400)	(92,400)
TOTAL REVENUE	**(92,400)**	**-**	**(92,400)**	**-**	**-**	**(92,400)**	**(92,400)**	**(92,400)**	**(92,400)**	**(92,400)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year			5.42%			5.42%	2.31%	2.10%	2.10%	2.10%
PARTICIPANTS:Costs recovered internally										
AUTHORIZATED POSITIONS:	68.39	68.39	69.39	-	-	69.39	69.39	69.39	69.39	69.39
IWS Operations										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.577 Environmental Services - Operations		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$1,552,000	$569,500	$184,000	$555,000	$570,000	$3,430,500
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$1,552,000**	**$569,500**	**$184,000**	**$555,000**	**$570,000**	**$3,430,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$1,552,000	$569,500	$184,000	$555,000	$570,000	$3,430,500
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$1,552,000**	**$569,500**	**$184,000**	**$555,000**	**$570,000**	**$3,430,500**

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: **1.577**
Service Name: **IW - Environmental Operations**

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-02	Replacement	Replace Computer Equipment	Computer replacements per IT cycle.	$100,000	E	ERF	$0	$20,000	$20,000	$20,000	$20,000	$20,000	$100,000
18-03	Replacement	Replace ERF Equipment	End of life replacement equipment; gas techs, mechanical, electrical, SCADA/Controls.	**$200,000**	E	ERF	$0	**$40,000**	$40,000	$40,000	$40,000	$40,000	$200,000
18-04	Replacement	SCADA Server Infrastructure Upgrade	Upgrade SCADA server to be under IT care/control	$200,000	E	ERF	$0	$80,000	$0	$0	$0	$0	$80,000
19-01	Replacement	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life	**$140,000**	E	ERF	$0	**$140,000**	$0	$0	$0	$0	$140,000
19-02	Replacement	Replace IWOps Vehicle F00932	Vehicle replacement - end of life	**$150,000**	E	ERF	$0	**$150,000**	$0	$0	$0	$0	$150,000
19-03	Replacement	Replace IWOps Vehicle F00994	Vehicle replacement - end of life	**$66,000**	E	ERF	$0	$0	**$66,000**	$0	$0	$0	$66,000
19-05	Replacement	Replace IWOps Vehicle F01081	Vehicle replacement - end of life	$27,000	E	ERF	$0	$27,000	$0	$0	$0	$0	$27,000
19-07	Replacement	Furniture and Office Equipment Replacement	End of life replacement of furniture and office equipment	$75,000	E	ERF	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
20-02	Replacement	Replace IWOps Vehicle F11030	Vehicle replacement - end of life	**$90,000**	E	ERF	$0	**$90,000**	$0	$0	$0	$0	$90,000
20-03	Replacement	Replace IWOps Vehicle F12006	Vehicle replacement - end of life	**$55,000**	E	ERF	$0	**$55,000**	$0	$0	$0	$0	$55,000
20-04	Replacement	Replace IWOps Vehicle F12009	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	**$60,000**	$0	$0	$0	$0	$60,000
20-05	Replacement	Replace IWOps Vehicle F12024	Vehicle replacement - end of life	**$55,000**	E	ERF	$0	$0	**$55,000**	$0	$0	$0	$55,000
20-06	Replacement	Replace IWOps Vehicle F12002	Vehicle replacement - end of life	**$55,000**	E	ERF	$0	$0	**$55,000**	$0	$0	$0	$55,000
20-11	Replacement	Replace IWOps Vehicle F01080	Vehicle replacement - end of life	**$55,000**	E	ERF	$0	**$55,000**	$0	$0	$0	$0	$55,000
21-02	Replacement	Replace IWOps Vehicle F11033	Vehicle replacement - end of life	**$90,000**	E	ERF	$0	**$90,000**	$0	$0	$0	$0	$90,000
21-03	Replacement	Replace IWOps Vehicle F12029	Vehicle replacement - end of life	**$55,000**	E	ERF	$0	**$55,000**	$0	$0	$0	$0	$55,000
21-04	Replacement	Replace IWOps Vehicle F13002	Vehicle replacement - end of life	**$55,000**	E	ERF	$0	**$55,000**	$0	$0	$0	$0	$55,000
21-07	Replacement	Replace IWOps Vehicle (mini excavator) F01103	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	**$60,000**	$0	$0	$0	$60,000
21-12	Study	Operational Technology (SCADA) Security Review	Operational Technology (SCADA) Security Review	$100,000	E	ERF	$0	$50,000	$0	$0	$0	$0	$50,000
22-01	Replacement	SPWWTP - Skid Steer F18036	Vehicle replacement - end of life	$60,000	E	ERF	$0	$60,000	$0	$0	$0	$0	$60,000
22-02	Replacement	Burgoyne - Skid Steer F19005	Vehicle replacement - end of life	$60,000	E	ERF	$0	$60,000	$0	$0	$0	$0	$60,000
22-03	Replacement	Replace IWOps Vehicle - Scissor Lift - F15018	Vehicle replacement - end of life	**$35,000**	E	ERF	$0	**$35,000**	$0	$0	$0	$0	$35,000
22-05	Replacement	Replace IWOps Vehicle F01028 2007 Kubota Tractor	Vehicle replacement - end of life	**$50,000**	E	ERF	$0	**$50,000**	$0	$0	$0	$0	$50,000
22-06	Replacement	Replace F14024 F550 Diesel Service Track - Crane/Lift truck	Vehicle replacement - end of life	**$220,000**	E	ERF	$0	**$220,000**	$0	$0	$0	$0	$220,000
22-07	Replacement	Replace Machine Shop Equipment	End of life replacement of equipment	**$8,000**	E	ERF	$0	**$8,000**	$0	$0	$0	$0	$8,000
22-08	Replacement	Replace Electrical Equipment	End of life replacement of equipment	**$67,500**	E	ERF	$0	**$32,500**	**$35,000**	$0	$0	$0	$67,500

Service #: 1.577
Service Name: IW - Environmental Operations

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-09	Replacement	Replace Mechanical Equipment	End of life replacement of equipment	**$184,500**	E	ERF	$0	**$104,500**	**$80,000**	$0	$0	$0	$184,500
23-01	Replacement	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer	Vehicle replacement - end of life	**$40,000**	E	ERF	$0	$0	**$40,000**	$0	$0	$0	$40,000
23-02	Replacement	Replace IWOps Trailer F00753 1997 Generator Trailer	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	**$60,000**	$0	$0	$0	$60,000
23-03	Replacement	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	Vehicle replacement - end of life	**$24,000**	E	ERF	$0	$0	**$24,000**	$0	$0	$0	$24,000
23-05	Replacement	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	Vehicle replacement - end of life	**$12,000**	E	ERF	$0	$0	**$12,000**	$0	$0	$0	$12,000
23-06	Replacement	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	Vehicle replacement - end of life	**$7,500**	E	ERF	$0	$0	**$7,500**	$0	$0	$0	$7,500
23-07	Replacement	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	Vehicle replacement - end of life	**$6,500**	E	ERF	$0	$0	$0	**$6,500**	$0	$0	$6,500
23-08	Replacement	Replace IWOps Trailer F01052 2008 Pace American Trailer	Vehicle replacement - end of life	**$12,500**	E	ERF	$0	$0	$0	**$12,500**	$0	$0	$12,500
24-01	Replacement	Replace IWOps Vehicle F13012	Vehicle replacement - end of life	**$90,000**	E	ERF	$0	$0	$0	**$90,000**	$0	$0	$90,000
25-02	Replacement	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	Vehicle replacement - end of life	**$100,000**	E	ERF	$0	$0	$0	$0	**$100,000**	$0	$100,000
25-03	Replacement	Replace IWOps Vehicle F17008 2017 Ford F150	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	**$60,000**	$0	$60,000
25-04	Replacement	Replace IWOps Vehicle F17009 2017 Ford F150	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	**$60,000**	$0	$60,000
25-05	Replacement	Replace IWOps Vehicle FQ7010 2017 Ford F150	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	**$60,000**	$0	$60,000
25-07	Replacement	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	Vehicle replacement - end of life	**$80,000**	E	ERF	$0	$0	$0	$0	**$80,000**	$0	$80,000
25-08	Replacement	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	**$60,000**	$0	$60,000
25-09	Replacement	FQ7010 2017 Ford F150	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	**$60,000**	$0	$60,000
26-01	Replacement	F17027 2018 Chevrolet Silverado 2500	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	$0	**$60,000**	$60,000
26-02	Replacement	F17029 2018 Chevrolet Silverado 3500	Vehicle replacement - end of life	**$75,000**	E	ERF	$0	$0	$0	$0	$0	**$75,000**	$75,000
26-03	Replacement	F18003 2018 Ford F150	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	$0	**$60,000**	$60,000
26-04	Replacement	F18012 2018 Chevrolet Colorado	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	$0	**$60,000**	$60,000
26-05	Replacement	F18010 2018 Ford Transit 250 Cargo Van	Vehicle replacement - end of life	**$90,000**	E	ERF	$0	$0	$0	$0	$0	**$90,000**	$90,000
26-06	Replacement	F18011 2018 Ford Transit 250 Cargo Van	Vehicle replacement - end of life	**$90,000**	E	ERF	$0	$0	$0	$0	$0	**$90,000**	$90,000
26-07	Replacement	F18014 2018 GMC Sierra 1500	Vehicle replacement - end of life	**$60,000**	E	ERF	$0	$0	$0	$0	$0	**$60,000**	$60,000
			GRAND TOTAL	**$3,600,500**			**$0**	**$1,552,000**	**$569,500**	**$184,000**	**$555,000**	**$570,000**	**$3,430,500**

Service:	1.577	Environmental Services - Operations

Project Number	Capital Project Title	Capital Project Description
18-02	Replace Computer Equipment	Computer replacements per IT cycle.

Project Rationale Replace Computer Equipment - Computer replacements per IT cycle.

Project Number	Capital Project Title	Capital Project Description
18-03	Replace ERF Equipment	End of life replacement equipment; gas techs, mechanical, electrical, SCADA/Controls.

Project Rationale Replace ERF Equipment - Gas Tech Replacements Core and Saan Pen

Project Number	Capital Project Title	Capital Project Description
18-04	SCADA Server Infrastructure Upgrade	Upgrade SCADA server to be under IT care/control

Project Rationale SCADA Server Infrastructure Upgrade - Upgrade SCADA server to be under IT care/control

Project Number	Capital Project Title	Capital Project Description
19-01	Replace IWOps Vehicle FQS014	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle FQS014 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
19-02	Replace IWOps Vehicle F00932	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F00932 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
19-03	Replace IWOps Vehicle F00994	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F00994 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
19-05	Replace IWOps Vehicle F01081	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F01081 - Vehicle replacement - end of life

Service:	1.577	Environmental Services - Operations

Project Number	Capital Project Title	Capital Project Description
19-07	Furniture and Office Equipment Replacement	End of life replacement of furniture and office equipment

Project Rationale End of life replacement of furniture and office equipment

Project Number	Capital Project Title	Capital Project Description
20-02	Replace IWOps Vehicle F11030	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F11030 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
20-03	Replace IWOps Vehicle F12006	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F12006 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
20-04	Replace IWOps Vehicle F12009	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F12009 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
20-05	Replace IWOps Vehicle F12024	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F12024 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
20-06	Replace IWOps Vehicle F12002	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
20-11	Replace IWOps Vehicle F01080	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
21-02	Replace IWOps Vehicle F11033	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	Environmental Services - Operations

Project Number	Capital Project Title	Capital Project Description
21-03	Replace IWOps Vehicle F12029	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
21-04	Replace IWOps Vehicle F13002	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
21-07	Replace IWOps Vehicle (mini excavator) F01103	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
21-12	Operational Technology (SCADA) Security Review	Operational Technology (SCADA) Security Review

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-01	SPWWTP - Skid Steer F18036	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-02	Burgoyne - Skid Steer F19005	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-03	Replace IWOps Vehicle - Scissor Lift - F15018	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-05	Replace IWOps Vehicle F01028 2007 Kubota Tractor	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	Environmental Services - Operations

Project Number	Capital Project Title	Capital Project Description
22-06	Replace F14024 F550 Diesel Service Track - Crane/Lift truck	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-07	Replace Machine Shop Equipment	End of life replacement of equipment

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-08	Replace Electrical Equipment	End of life replacement of equipment

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
22-09	Replace Mechanical Equipment	End of life replacement of equipment

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
23-01	Replace IWOps Vehicle F00444 1991 DDDG46 Generator Trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
23-02	Replace IWOps Trailer F00753 1997 Generator Trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
23-03	Replace IWOps Trailer F00793 1998 Trailerman Box Trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
23-05	Replace IWOps Trailer F00953 2004 Trailtech Tandem Trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	Environmental Services - Operations

Project Number	Capital Project Title	Capital Project Description
23-06	Replace IWOps Trailer F00976 2006 EZ Loader Boat Trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
23-07	Replace IWOps Trailer F00981 2006 Trailtech Flat Deck trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
23-08	Replace IWOps Trailer F01052 2008 Pace American Trailer	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
24-01	Replace IWOps Vehicle F13012	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
25-02	Replace IWOps Vehicle F17021 2017 Ford Transit 350 Cube Van	Vehicle replacement - end of life

Project Rationale Replace IWOps Vehicle F13012 - Vehicle replacement - end of life

Project Number	Capital Project Title	Capital Project Description
25-03	Replace IWOps Vehicle F17008 2017 Ford F150	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
25-04	Replace IWOps Vehicle F17009 2017 Ford F150	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
25-05	Replace IWOps Vehicle FQ7010 2017 Ford F150	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	Environmental Services - Operations

Project Number	Capital Project Title	Capital Project Description
25-07	Replace IWOps Vehicle F17022 2017 Chev Silverado 3500 W/Crane	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
25-08	Replace IWOps Vehicle F17019 2017 Toyota Rav4 Hybrid AWD	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
25-09	FQ7010 2017 Ford F150	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
26-01	F17027 2018 Chevrolet Silverado 2500	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
26-02	F17029 2018 Chevrolet Silverado 3500	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
26-03	F18003 2018 Ford F150	Vehicle replacement - end of life

Project Rationale End of life replacement

Project Number	Capital Project Title	Capital Project Description
26-04	F18012 2018 Chevrolet Colorado	Vehicle replacement - end of life

Project Rationale End of life replacement

Service:	1.577	Environmental Services - Operations

Project Number	26-05	Capital Project Title	F18010 2018 Ford Transit 250 Cargo Van	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	26-06	Capital Project Title	F18011 2018 Ford Transit 250 Cargo Van	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

Project Number	26-07	Capital Project Title	F18014 2018 GMC Sierra 1500	Capital Project Description	Vehicle replacement - end of life
Project Rationale	End of life replacement				

1.577 Environmental Services - Operations Asset and Reserve Summary
Summary Schedule
2022 - 2026 Financial Plan

Reserve Schedule Summary

IW Environmental Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers.

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Equipment Replacement Fund	3,313,015	2,064,575	1,801,445	1,926,685	1,683,845	1,428,985
Operating Reserve Fund	974,302	974,302	974,302	974,302	974,302	974,302
Total	**4,287,317**	**3,038,877**	**2,775,747**	**2,900,987**	**2,658,147**	**2,403,287**

See attached reserve schedules for projected annual cash flows.

ERF Reserve Fund Schedule IWS Operations

Assets held by the IW Environmental Operations consist of vehicles and equipment including mechanical, electronic, gas detectors, flow monitors, radio equipment, SCADA hardware and computers. ent

Equipment Reserve Schedule

Equipment Replacement Fund Fund: 1022 Fund Center: 101451	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	2,505,185	3,313,015	2,064,575	1,801,445	1,926,685	1,683,845
Planned Purchase (Based on Capital Plan)	(300,870)	(1,552,000)	(569,500)	(184,000)	(555,000)	(570,000)
Transfer IN (from Ops Budget)	1,058,406	303,560	306,370	309,240	312,160	315,140
Proceeds of Disposal	28,269					
Interest Income*	22,025					
Ending Balance $	**3,313,015**	**2,064,575**	**1,801,445**	**1,926,685**	**1,683,845**	**1,428,985**

Assumptions/Background:

ERF Reserve to fund replacement of equipment, and vehicles of the IW Operations Division.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

ORF Reserve Fund Schedule IWS Operations

IW ES Operations

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105516	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	965,190	974,302	974,302	974,302	974,302	974,302
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	-	-	-	-	-	-
Interest Income*	9,112					
Ending Balance $	**974,302**	**974,302**	**974,302**	**974,302**	**974,302**	**974,302**

Assumptions/Background:

Funds are retained in the reserve for charge-out rate stabilization

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula Water Supply

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 2.610 Saanich Peninsula Water Supply **Committee: Saanich Peninsula Water**

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich / North Saanich / Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL DEBT:

Authorized:	$12,900,000	2021 - (MFA Bylaw No. 4411 - Saanich Peninsula Water Supply Water Works)
Borrowed:	$0	
Remaining:	$12,900,000	

Change in Budget 2021 to 2022

Service: 2.610 Saanich Peninsula Water Supply	**Total Expenditure**	**Comments**
2021 Budget	**7,169,999**	
Change in Salaries:		
Change in Labour	20,700	Labour charges (Salaries and overhead)
Total Change in Salaries	20,700	
Other Changes:		
Bulk Water Purchase	198,440	
Transfers to Capital Reserve	100,000	
Standard Overhead Allocation	15,537	
Other Costs	12,349	
Total Other Changes	326,326	
2022 Budget	**7,517,025**	
% expense increase from 2021:	***4.8%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Favourable water sales variance of $527,000 (7.4%) due to higher than budgeted water sales largely a result of increased temperatures. This additional revenue will be used to offset bulk water purchase overages. The net surplus of $185,000 will be transferred to the Capital Reserve Fund.

Program Group: CRD-Saanich Peninsula Water Supply

SUMMARY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	2022 BUDGET REQUEST: 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES:										
ALLOCATION - OPERATIONS	1,059,266	1,045,380	1,080,447	-	-	1,080,447	1,091,705	1,113,185	1,135,096	1,157,449
UTILITIES	218,086	224,120	220,708	-	-	220,708	225,122	229,625	234,218	238,902
OPERATING - OTHER COSTS	172,795	159,445	182,041	-	-	182,041	187,073	192,279	197,660	203,214
ALLOCATION - STANDARD OVERHEAD	109,212	109,212	124,749	-	-	124,749	127,244	129,789	132,384	135,032
TOTAL OPERATING EXPENDITURES	1,559,359	1,538,157	1,607,945	-	-	1,607,945	1,631,144	1,664,878	1,699,358	1,734,597
*Percentage increase over prior year board budget			3.12%			3.12%	1.44%	2.07%	2.07%	2.07%
TOTAL BULK WATER EXPENDITURES	4,860,640	5,218,040	5,059,080	-	-	5,059,080	5,212,260	5,419,260	5,701,470	5,913,990
CAPITAL EXPENDITURES & TRANSFERS										
TRANSFER TO CAPITAL RESERVE FUND	700,000	885,083	800,000	-	-	800,000	850,000	700,000	400,000	400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	750,000	935,083	850,000	-	-	850,000	900,000	750,000	450,000	450,000
DEBT SERVICING										
DEBT-INTEREST & PRINCIPAL	-	-	-	-	-	-	74,800	381,561	826,887	1,089,735
TOTAL DEBT EXPENDITURES	-	-	-	-	-	-	74,800	381,561	826,887	1,089,735
TOTAL EXPENDITURES	7,169,999	7,691,280	7,517,025	-	-	7,517,025	7,818,204	8,215,699	8,677,715	9,188,322
SOURCES OF FUNDING-OPERATIONS										
REVENUE -WATER SALES	(7,164,199)	(7,691,280)	(7,511,225)	-	-	(7,511,225)	(7,812,404)	(8,209,899)	(8,671,915)	(9,182,522)
REVENUE -OTHER	(5,800)	-	(5,800)	-	-	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(7,169,999)	(7,691,280)	(7,517,025)	-	-	(7,517,025)	(7,818,204)	(8,215,699)	(8,677,715)	(9,188,322)
SOURCES OF FUNDING-REQUISITION										
PROPERTY TAX REQUSITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUSITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(7,169,999)	(7,691,280)	(7,517,025)	-	-	(7,517,025)	(7,818,204)	(8,215,699)	(8,677,715)	(9,188,322)
Percentage increase over prior year's board budget			4.84%			4.84%	4.01%	5.08%	5.62%	5.88%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.610 Saanich Peninsula Water Supply	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$20,000	$304,000	$0	$150,000	$0	$0	$454,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$2,240,000	$3,973,028	$2,820,000	$5,770,000	$5,324,000	$510,000	$18,397,028
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$2,260,000	**$4,277,028**	**$2,820,000**	**$5,920,000**	**$5,324,000**	**$510,000**	**$18,851,028**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
Equipment Replacement Fund		$0	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$2,260,000	$4,217,028	$210,000	$310,000	$764,000	$150,000	$5,651,028
		$2,260,000	**$4,277,028**	**$2,820,000**	**$5,920,000**	**$5,324,000**	**$510,000**	**$18,851,028**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.610

Service Name: Saanich Peninsula Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedeness	$1,050,000	S	Res	$50,000	$200,000	$150,000	$150,000	$150,000	$150,000	$800,000
19-01	Renewal	Corrosion Protection Program	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion	$110,000	S	Res	$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	$335,000	S	Res	**$340,000**	**$720,000**	$0	$0	$0	$0	$720,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	$75,000	S	Res	$75,000	$75,000	$0	$0	$0	$0	$75,000
21-02	Renewal	Stewart's Well Decommissioning	Decommission the well, and demolish the structures.	$175,000	S	Res	$0	$100,000	$0	$0	$0	$0	$100,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	$350,000	E	Res	$20,000	$270,000	$0	$0	$0	$0	$270,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a project in partner with the RWS system.	$14,700,000	S	Res	$1,775,000	$1,775,000	$0	$0	$0	$0	$1,775,000
21-05					S	Debt	$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
21-06	Renewal	Voice Radio Replacement	Replacement of the aging voice radio system with the Core Area, RWS, JDF and Saanich Peninsula Wastewater systems.	$67,000	E	Res	$0	$34,000	$0	$0	$0	$0	$34,000
22-02	**New**	**Microwave Radio Upgrades**	**To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.**	**$150,000**	**E**	**Res**	$0	$0	$0	**$150,000**	$0	$0	$150,000
22-03	**New**	**Keating Cross Road Water Main**	**MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet**	**$1,000,000**	**S**	**Res**	$0	**$1,000,000**	$0	$0	$0	$0	$1,000,000
23-01	New	DCC Program Update	5-year update of the DCC program.	$500	S	Res	$0	$0	**$500**				$500
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	**$6,040**	S	Res	$0	$0	$0	$0	**$6,040**	$0	$6,040
Sub-Total System Upgrades and Replacements				**$18,018,540**			**$2,260,000**	**$4,184,000**	**$2,710,500**	**$5,860,000**	**$4,666,040**	**$450,000**	**$17,870,540**
ANNUAL PROVISIONAL ITEMS													$0
17-02	Renewal	Provisional Equipment Replacements	Funds to conduct emergency and unplanned repairs outside of normal Operations.	$300,000	S	ERF	$0	$60,000	$60,000	$60,000	$60,000	**$60,000**	$300,000
DEVELOPMENT COST CHARGE (DCC) PROGRAM													$0
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	**$33,028**	S	Res	$0	**$33,028**	$0	$0	$0	$0	$33,028
23-01	New	DCC Program Update	5-year update of the DCC program.	**$49,500**	S	Res	$0	$0	**$49,500**	$0	$0	$0	$49,500
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	**$597,960**	S	Res	$0	$0	$0	$0	**$597,960**	$0	$597,960
Sub-Total Development Cost Charge (DCC) Program				**$680,488**			**$0**	**$33,028**	**$49,500**	**$0**	**$597,960**	**$0**	**$680,488**
			GRAND TOTAL	**$18,999,028**			**$2,260,000**	**$4,277,028**	**$2,820,000**	**$5,920,000**	**$5,324,000**	**$510,000**	**$18,851,028**

Service:	2.610	Saanich Peninsula Water Supply

Project Number	18-04	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedeness
Project Rationale	In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond.Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.				

Project Number	19-01	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion
Project Rationale	The Saanich Peninsula Water System comprises of many material types including steel. An investigation and monitoring program will be developed to prevent infrastructure failure due to corrosion. Funds are required to retain a qualified corrosion specialist to assess and aid in developing a monitoring program.				

Project Number	20-02	**Capital Project Title**	Hamsterly Pump Station Backup Power Generator	**Capital Project Description**	Addition of a backup power generator at the Hamsterly Pump Station
Project Rationale	From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station is required. Funds are required to design and construct backup power for the Hamsterly Pump Station.				

Project Number	21-01	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.
Project Rationale	The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water suppply.				

Service:	2.610	Saanich Peninsula Water Supply			
Project Number	21-02	**Capital Project Title**	Stewart's Well Decommissioning	**Capital Project Description**	Decommission the well, and demolish the structures.
Project Rationale	Stewart's Well site was previously used to provide potable water to the Elk Lake Main. The well has not been in use for a long time, with the accessory buildings long abandoned. The site located at the end of Cultra Ave in Central Saanich, situated between two residential properties. Funds are required in 2021 to conduct a hazardous soils test and prepare tender documents for demolition of the buildings and abandonment of the well				

Project Number	21-04	**Capital Project Title**	SCADA Upgrades	**Capital Project Description**	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The existing SCADA system is nearing end of life for equipment. The SCADA system provides vital operational monitoring and control information for the Saanich Peninsula Water System. Additionally, the Juan de Fuca Water Distribution, Saanich Peninsula Wastewater, Regional Water System, and Core Area Wastewater services require similar upgrades and integration. This project will be carried out with the other services so that an fully integrated system can be implemented.				

Project Number	21-05	**Capital Project Title**	SPW System Upgrade and Expansion	**Capital Project Description**	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are
Project Rationale	This project is for design and replacement of cement pipe sections that are susceptible to failure during a seismic event. Funds are required for detailed design and construction of the Bearhill section of transmission main from Mt Newton to the Dean Park Lower tank along East Saanich Road including a new PRV, detailed design of the transmission main from McTavish Tank to Mills Road.The budget breakdown of the works: Bearhill Section design and construction of new transmission main and PRV station $14,200,000; conceptual and detailed design of the transmission main from Mctavish Reservoir to Mills Road $500,000.				

Project Number	21-06	**Capital Project Title**	Voice Radio Replacement	**Capital Project Description**	Replacement of the aging voice radio system with the Core Area, RWS, JDF and Saanich Peninsula Wastewater systems.
Project Rationale	The Saanich Peninsula Water System uses handheld and vehicle mounted radios for communications during emergency events. Replacement of the aging radios is required to maintain consistancy with the Regional Water System, Core Area System, and Juan de Fuca Water Distribution system.				

Service:	2.610	Saanich Peninsula Water Supply			
Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	22-03	**Capital Project Title**	Keating Cross Road Water Main	**Capital Project Description**	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet
Project Rationale	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI				

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	25-01	**Capital Project Title**	Hamsterly Pump Station Capacity Upgrade	**Capital Project Description**	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.
Project Rationale	In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. This is for the Saanich Peninsula Water service's contribution to the DCC project. Funds are required for the design and construction of the additional pump.				

Service:	2.610	Saanich Peninsula Water Supply			
Project Number	17-02	**Capital Project Title**	Provisional Equipment Replacements	**Capital Project Description**	Funds to conduct emergency and unplanned repairs outside of normal Operations.
Project Rationale	Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.				

Project Number	22-01	**Capital Project Title**	Water Strategic Plan Update	**Capital Project Description**	Update the strategic plan to inform future works and identify hydraulic deficiencies.
Project Rationale	A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.				

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Funds are required to retain a consultant to complete the 5-year updated of the DCC program.				

Project Number	25-01	**Capital Project Title**	Hamsterly Pump Station Capacity Upgrade	**Capital Project Description**	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.
Project Rationale	In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. DCC funds are required for the design and construction of the additional pump.				

2.610 Saanich Peninsula Water
Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Actual	Estimate	Budget				
	2020	2021	2022	2023	2024	2025	2026
DCC Reserve Account	2,036,836	2,076,836	2,043,808	1,994,308	1,994,308	1,396,348	1,396,348
Equipment Replacement Fund	1,809,620	1,814,620	1,804,620	1,794,620	1,784,620	1,774,620	1,764,620
Capital Reserve	5,651,881	5,303,964	1,919,964	2,609,464	2,999,464	3,233,424	3,483,424
Total	**9,498,337**	**9,195,420**	**5,768,392**	**6,398,392**	**6,778,392**	**6,404,392**	**6,644,392**

2.610 Saanich Peninsula Water
Development Cost Charges
2022 - 2026 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	Actual	Estimate	Budget				
	2020	2021	2022	2023	2024	2025	2026
Beginning Balance	2,092,293	2,036,836	2,076,836	2,043,808	1,994,308	1,994,308	1,396,348
Transfers to Reserve							
Transfers from Reserve based on DCC-capital plan	(95,000)	-	(33,028)	(49,500)	-	(597,960)	-
DCC's received from Member Municipalities							
Interest Income*	39,543	40,000					
Ending Balance $	**2,036,836**	**2,076,836**	**2,043,808**	**1,994,308**	**1,994,308**	**1,396,348**	**1,396,348**

General Comments:

Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalites.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Develoment Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2022 - 2026 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	1,751,473	1,809,620	1,814,620	1,804,620	1,794,620	1,784,620	1,774,620
Equipment purchases (Based on Capital Plan)	(7,810)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income*	15,956	15,000					
Ending Balance $	**1,809,620**	**1,814,620**	**1,804,620**	**1,794,620**	**1,784,620**	**1,774,620**	**1,764,620**

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.610 Saanich Peninsula Water
Capital Reserve Fund
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	5,552,657	5,651,881	5,303,964	1,919,964	2,609,464	2,999,464	3,233,424
Transfers from Reserve based on capital plan	(780,000)	(1,283,000)	(4,184,000)	(160,500)	(310,000)	(166,040)	(150,000)
Transfer from Operating Budget	785,749	885,083	800,000	850,000	700,000	400,000	400,000
Interest Income*	93,475	50,000					
Ending Balance $	**5,651,881**	**5,303,964**	**1,919,964**	**2,609,464**	**2,999,464**	**3,233,424**	**3,483,424**

General Comments:
Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula Wastewater

COMMITTEE OF THE WHOLE

OCTOBER 2021

Service: 3.718 Saanich Peninsula Wastewater **Commission:** Saanich Peninsula Wastewater

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of $5,663,000 or $1.56 / $1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

Location	Allocation for 2022
Airport	1.96%
Sidney	39.57%
Pauquachin	0.84%
Central Saanich	41.89%
North Saanich	15.26%
Tseycum	0.36%
IOS	0.12%
Total	100.00%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

Change in Budget 2021 to 2022

Service: 3.718 Saanich Peninsula Wastewater	**Total Expenditure**	**Comments**
2021 Budget	**4,404,945**	
Change in Salaries:		
Base salary change	-	
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Repairs and Maintenance	162,793	cyclical maintenance costs, offset with ops reserve funding
Reserve Contributions	34,820	increase of reserves to align with future replacement costs
Labour Allocation	31,880	IWS labour, RWS engineering
Standard Allocation	18,377	
Building Occupancy	13,500	FM providing maintenance services to treatment plant and conveyance
Enviromental Programs	9,372	
Other	5,408	
Total Other Changes	276,150	
2021 Budget	**4,681,095**	
% expense increase from 2021:	***6.3%***	
% Requisition increase from 2021 (if applicable):	***5.3%***	*Requisition funding is 95.8% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $142k (3.2%) due mainly to tipping solids at Hartland instead of the Residual Treatment Facility. This variance will be moved to the Capital Reserve Fund, which has an expected year end balance of $1.2M before this transfer.

3.718 - Saanich Peninsula Wastewater	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Operating	2,511,037	2,617,869	2,728,416	-	-	2,728,416	2,621,987	2,743,122	2,746,263	2,884,693
Labour Charges	185,557	187,941	189,264	-	-	189,264	192,610	196,650	200,770	204,970
Heat Recovery	110,488	117,700	113,742	-	-	113,742	115,570	117,430	119,320	121,230
Biosolids Mgmt.	1,035,913	622,619	1,035,026	-	-	1,035,026	1,055,730	1,076,842	1,098,376	1,120,342
Allocation - Standard Overhead	59,680	59,680	78,057	-	-	78,057	79,615	81,207	82,831	84,488
TOTAL OPERATING COSTS	**3,902,675**	**3,605,809**	**4,144,505**	**-**	**-**	**4,144,505**	**4,065,512**	**4,215,251**	**4,247,560**	**4,415,723**
*Percentage Increase over prior year		-7.61%	6.20%	0.00%	0.00%	6.20%	-1.91%	3.68%	0.77%	3.96%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	49,650	49,650	50,640	-	-	50,640	51,650	52,680	53,740	54,810
Transfer to Equipment Replacement Fund	115,708	115,708	118,020	-	-	118,020	125,390	133,270	141,700	150,730
Transfer to Reserve Fund	336,913	479,367	367,930	-	-	367,930	402,000	439,420	480,530	525,690
Debt Reserve Fund	-	-	-	-	-	-	-	20,150	3,500	2,500
MFA Principal Payment	-	-	-	-	-	-	-	-	114,429	134,305
MFA Interest Payment	-	-	-	-	-	-	-	14,609	60,973	70,398
TOTAL CAPITAL / RESERVES	**502,270**	**644,725**	**536,590**	**-**	**-**	**536,590**	**579,040**	**660,129**	**854,872**	**938,433**
TOTAL COSTS	4,404,945	4,250,534	4,681,095	-	-	4,681,095	4,644,552	4,875,380	5,102,432	5,354,156
*Percentage Increase over prior year		-3.51%	6.27%	0.00%	0.00%	6.27%	-0.78%	4.97%	4.66%	4.93%
Internal Recovery - Other	(153,310)	(126,958)	(156,380)	-	-	(156,380)	(159,500)	(162,690)	(165,950)	(169,270)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,251,635	4,123,576	4,524,715	-	-	4,524,715	4,485,052	4,712,690	4,936,482	5,184,886
*Percentage Increase over prior year		-3.01%	6.42%	0.00%	0.00%	6.42%	-0.88%	5.08%	4.75%	5.03%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Defecit)										
Balance C/F from Prior to Current Year										
Grants in Lieu of Taxes	(3,677)	(5,618)	(3,677)	-	-	(3,677)	(3,677)	(3,677)	(3,677)	(3,677)
Transfer from Own Funds	(130,000)	-	(185,000)	-	-	(185,000)	(30,000)	(100,000)	(50,000)	(135,000)
TOTAL REVENUE	**(133,677)**	**(5,618)**	**(188,677)**	**-**	**-**	**(188,677)**	**(33,677)**	**(103,677)**	**(53,677)**	**(138,677)**
REQUISITION	**(4,117,958)**	**(4,117,958)**	**(4,336,038)**	**-**	**-**	**(4,336,038)**	**(4,451,375)**	**(4,609,013)**	**(4,882,805)**	**(5,046,209)**
*Percentage increase over prior year		0.00%	5.30%	0.00%	0.00%	5.30%	2.66%	3.54%	5.94%	3.35%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.718 Saanich Peninsula Wastewater	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$50,000	$67,500	$0	$1,180,000	$0	$0	$1,247,500
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$1,270,000	$3,070,000	$550,000	$1,285,000	$560,000	$400,000	$5,865,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,320,000	**$3,137,500**	**$550,000**	**$2,465,000**	**$560,000**	**$400,000**	**$7,112,500**
SOURCE OF FUNDS								
Capital Funds on Hand		$100,000	$50,000	$50,000	$0	$0	$0	$100,000
Debenture Debt (New Debt Only)		$0	$0	$0	$2,015,000	$350,000	$250,000	$2,615,000
Equipment Replacement Fund		$0	$417,500	$150,000	$150,000	$150,000	$150,000	$1,017,500
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$1,220,000	$2,670,000	$350,000	$300,000	$60,000	$0	$3,380,000
		$1,320,000	**$3,137,500**	**$550,000**	**$2,465,000**	**$560,000**	**$400,000**	**$7,112,500**

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.718
Service Name: Saanich Peninsula Wastewater

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
WASTEWATER TREATMENT PLANT													
16-06	New	Biosolids Treatment & Disposal Options Study	Study to determine viable options for treatment and disposal of biosolids from the SPWWTP.	$100,000	S	Cap	$100,000	$50,000	$50,000	$0	$0	$0	$100,000
20-02	Renewal	Replace Aerators in Oxidation Ditches	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.	$200,000	E	Res	$50,000	$50,000	**$0**	$0	$0	$0	$50,000
20-02	Renewal	Replace Aerators in Oxidation Ditches	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.	$800,000	E	**Debt**	$0	$0	**$0**	**$800,000**	$0	$0	$800,000
20-06	Renewal	SPWWTP Road Upgrades & Repairs	The existing asphalt road at the SPWWTP requires some repairs and road extension around the clarifier tank.	$300,000	S	**Debt**	$0	$0	$0	$285,000	$0	$0	$285,000
21-01	Renewal	SPWWTP Concrete Tank Repairs	Stantec completed an assessment and provided recommendations to repair significant internal corrosion in the clarifier, sludge tanks, and process drain sump and this project will implement the repairs.	**$1,850,000**	S	Res	$100,000	**$1,100,000**	$0	$0	$0	$0	$1,100,000
21-03	Renewal	SPWWTP Screenings Bin	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.	$300,000	S	Res	$0	$0	$50,000	$250,000	$0	$0	$300,000
21-05	Renewal	SPWWTP HVAC Fan Replacements	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.	$200,000	S	Res	$0	$50,000	$100,000	$0	$0	$0	$150,000
23-04	**Replacement**	**Replace SCADA Servers and Ethernet Upgrades**	**Existing servers are EOL and need to be replaced to meet current CRD specifications and standards**	**$250,000**	**S**	**ERF**	$0	**$250,000**	$0	$0	$0	$0	$250,000
23-03	Renewal	SPWWTP Solids Handling Equipment Removal	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.	$400,000	S	**Debt**	$0	$0	$0	$50,000	$100,000	$250,000	$400,000
23-02	Study	Bazan Bay Outfall Inspection	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.	$200,000	S	Res	$0	$0	$200,000	$0	$0	$0	$200,000
PUMP STATIONS													
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	$250,000	S	**Debt**	$0	$0	$0	**$250,000**	$0	$0	$250,000
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	$50,000	S	Res	$0	$0	$0	$0	$0	$0	$0

Service #: 3.718
Service Name: Saanich Peninsula Wastewater

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
GENERAL													
19-03	Renewal	Corrosion Prevention Program	In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion	$120,000	S	Res	$20,000	$20,000	$0	$0	$60,000	$0	$80,000
19-06	Renewal	Odour Control Upgrades	Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.	$575,000	S	**Res**	$0	**$400,000**	$0	$0	$0	$0	$400,000
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	$35,000	E	ERF	$0	$17,500	$0	$0	$0	$0	$17,500
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	$750,000	S	ERF	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
22-02	**New**	**Microwave Radio Upgrades**	**To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.**	**$150,000**	**E**	**Debt**	$0	$0	$0	**$150,000**	$0	$0	$150,000
24-02	**Replacement**	**Replace IWOps Trailer F00774 1998 G & M Generator Trailer**	**Vehicle replacement - end of life**	**$230,000**	**E**	**Debt**	$0	$0	$0	**$230,000**	$0	$0	$230,000
GRAVITY SEWERS & MANHOLES													
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2020. Another 800m may need to be relined within the next 5 years.	$2,200,000	S	Res	$1,050,000	$1,050,000	$0	$0	$0	$0	$1,050,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.	$500,000	S	**Debt**	$0	$0	$0	**$250,000**	**$250,000**	$0	$500,000
PRESSURE PIPES & APPERTUNANCES													
DEVELOPMENT COST CHARGE (DCC) PROJECTS													
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	$50,000	S	Res	$0	$0	$0	$50,000	$0	$0	$50,000
			GRAND TOTAL	**$9,510,000**			**$1,320,000**	**$3,137,500**	**$550,000**	**$2,465,000**	**$560,000**	**$400,000**	**$7,112,500**

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	16-06	**Capital Project Title**	Biosolids Treatment & Disposal Options Study	**Capital Project Description**	Study to determine viable options for treatment and disposal of biosolids from the SPWWTP.
Project Rationale	A study to determine viable options for treatment and disposal of biosolids from the SPWWTP will be undertaken.				

Project Number	20-02	**Capital Project Title**	Replace Aerators in Oxidation Ditches	**Capital Project Description**	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.
Project Rationale	The current aerators are at the end of life and are undersized necessitating replacement to maintain the treatment capacity of the existing WWTP. Funds are required to procure and install new aerators.				

Project Number	20-06	**Capital Project Title**	SPWWTP Road Upgrades & Repairs	**Capital Project Description**	The existing asphalt road at the SPWWTP requires some repairs and road extension around the clarifier tank.
Project Rationale	The SPWWTP site's access road and existing bin loading area is having pavment failure, additionally, the gravel route around the facility is being used more often to alleviate traffic along the bin hauling route and it is creating dust. Funds are required to fix failed pavement and pave the route around the treatment plant.				

Project Number	21-01	**Capital Project Title**	SPWWTP Concrete Tank Repairs	**Capital Project Description**	Stantec completed an assessment and provided recommendations to repair significant internal corrosion in the clarifier, sludge tanks, and process drain sump and this project will implement the repairs.
Project Rationale	required repairs for significant internal corrosion in the clarifier, sludge tank, and process drain sump and this project will implement the repairs.				

Project Number	21-03	**Capital Project Title**	SPWWTP Screenings Bin	**Capital Project Description**	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.
Project Rationale	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.				

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	21-05	**Capital Project Title**	SPWWTP HVAC Fan Replacements	**Capital Project Description**	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.
Project Rationale	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.				

Project Number	23-04	**Capital Project Title**	Replace SCADA Servers and Ethernet Upgrades	**Capital Project Description**	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards
Project Rationale	SCADA Server Infrastructure Upgrade - Upgrade SCADA server to be under IT care/control				

Project Number	23-03	**Capital Project Title**	SPWWTP Solids Handling Equipment Removal	**Capital Project Description**	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.
Project Rationale	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.				

Project Number	23-02	**Capital Project Title**	Bazan Bay Outfall Inspection	**Capital Project Description**	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.
Project Rationale	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.				

Project Number	21-02	**Capital Project Title**	Sidney Pump Station Wet Well Upgrades	**Capital Project Description**	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.
Project Rationale	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.				

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	19-03	**Capital Project Title**	Corrosion Prevention Program	**Capital Project Description**	In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion
Project Rationale	The Saanich Peninsula Wastewater system is comprised of numerous steel infrastructure among other materials. The Regional Water and Juan du Fuca water systems will be utartinga corrosion protection program in 2018 that the SPWW system can be assessed and monitored as well. Funds are required to retain a corrosion prevention specialist to produce a program for assessing and monitoring corrosion prevention within the Saanich Peninsula Wastewater system.				

Project Number	19-06	**Capital Project Title**	Odour Control Upgrades	**Capital Project Description**	Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.
Project Rationale	In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation, works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design (2020); SPWWTP Odour Control Improvements Construction (2021).				

Project Number	21-04	**Capital Project Title**	Voice Radio Replacement	**Capital Project Description**	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.
Project Rationale	End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.				

Project Number	18-10	**Capital Project Title**	Equipment Replacement - Annual Provisional	**Capital Project Description**	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.				

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Service: **3.718** **Saanich Peninsula Wastewater**

Project Number	24-02	**Capital Project Title**	Replace IWOps Trailer F00774 1998 G & M Generator Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	Funds are required for replacement of an aging generator trailer				

Project Number	20-03	**Capital Project Title**	Trunk Sewer Relining	**Capital Project Description**	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2020. Another 800m may need to be relined within the next 5 years.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining.				

Project Number	20-04	**Capital Project Title**	Manhole Repairs and Replacement	**Capital Project Description**	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.
Project Rationale	During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.				

Project Number	23-01	**Capital Project Title**	DCC Program - 5-year Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	This item is for a planned review and update of the DCC Program.				

3.718 Saanich Peninsula Wastewater Asset and Reserve Summary
Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Sewer Capital Reserve Funds	1,556,289	644,219	866,219	1,175,639	1,766,169	2,461,859
Equipment Replacement Fund	498,677	199,197	174,587	157,857	149,557	150,287
Maintenance Reserve Fund	572,389	438,029	459,679	412,359	416,099	335,909
Total	**2,627,355**	**1,281,445**	**1,500,485**	**1,745,855**	**2,331,825**	**2,948,055**

See attached reserve schedules for projected annual cash flows.

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 101356	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	74,628	209,019	179,019	349,019	169,019	139,019
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	(50,000)	-	-
Transfer OUT - To Capital Reserve	-	(200,000)	-	(300,000)	(200,000)	-
Transfer IN - DCC Funding	133,363	170,000	170,000	170,000	170,000	170,000
Interest Income	1,027	-	-	-	-	-
Ending Balance $	**209,019**	**179,019**	**349,019**	**169,019**	**139,019**	**309,019**

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.
Approved capital expenditures to be funded by DCC to be determined, as under review.

Capital Reserve Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 102022	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	1,862,129	1,347,270	465,200	517,200	1,006,620	1,627,150
Planned Capital Expenditure	(1,272,410)	(1,450,000)	(350,000)	(250,000)	(60,000)	-
Transfer from Ops Budget	479,367	367,930	402,000	439,420	480,530	525,690
Planned transfer from DCC Funds	-	200,000	-	300,000	200,000	-
Funding return	250,000					
Interest Income*	28,184	-	-	-	-	-
Ending Balance $	**1,347,270**	**465,200**	**517,200**	**1,006,620**	**1,627,150**	**2,152,840**

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps… There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

Equipment Replacement Fund- SPWWTP
Fund: 1022
Fund Center: 101700

	Estimated	Budget				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	719,095	498,677	199,197	174,587	157,857	149,557
Planned Purchase (Based on Capital Plan)	(342,500)	(417,500)	(150,000)	(150,000)	(150,000)	(150,000)
Transfer IN (from Ops Budget)	115,708	118,020	125,390	133,270	141,700	150,730
Interest Income*	6,374					
Ending Balance $	**498,677**	**199,197**	**174,587**	**157,857**	**149,557**	**150,287**

Assumptions/Background:

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105204	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	517,714	572,389	438,029	459,679	412,359	416,099
Planned Purchase	-	(185,000)	(30,000)	(100,000)	(50,000)	(135,000)
Transfer from Ops Budget	49,650	50,640	51,650	52,680	53,740	54,810
Interest Income*	5,024	-	-	-	-	-
Ending Balance $	**572,389**	**438,029**	**459,679**	**412,359**	**416,099**	**335,909**

Assumptions/Background:

Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

January 2022 Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact (if applicable)	IBC (if applicable)	Operating Budget*	Capital Budget	Funding Source
Human Resources						
	Manager, Safety Management	1.0 FTE; ongoing	15f-1.16 Corporate Safety Resourcing	159,900		Allocation
	Contract for Services		15c-1.4 HRIS	100,000		Reserve
CAO & Executive Services						
	Executive Services Advisor	1.0 FTE; ongoing	15f-1.24: Executive Services Departmental Support 2022	84,699		Requisition
Corporate Communicatons						
	Manager, Marketing and Social Media	1.0 FTE; ongoing	15f-1.14: Digital Communications Governance and Support	113,261		Requisition
Corporate Services						
	Administrative Clerk 3	1.0 FTE; ongoing	15f-1.23 Legislative Services Support	81,274		Requisition
First Nations						
	Archeologist	1.0 FTE; ongoing	3a-3: Protection & Conservation Heritage Site	114,600		Requisition
Financial Services						
	Financial Analyst	0.5 FTE; ongoing	15b-2.2 Grant Support	44,532		Requisition
	Financial Analyst	2.0 FTE; ongoing	15b-2.1 Asset Management	229,200		Requisition
Information Technology						
	Successfactors Support Payroll/HR	1.0 FTE; ongoing	15c-1.4 HRIS	151,911		Requisition
	Technology, Software Licensing & Contract for Services		15c-1.4 HRIS	168,540		Requisition/Reserve
	Truck purchase				80,000	Capital funds on hand
Land Banking and Housing						
	Administrative Coordinator	1.0 FTE; 2.25 year term	1a-10 Reaching Home Program	87,230		Grant
	Administrative Clerk	1.0 FTE; 2.25 year term	1a-10 Reaching Home Program	70,190		Grant
	Senior Project Coodinator	1.0 FTE; ongoing	1a-2 Housing Investment RHFP & CRHC	129,984		Requisition
Capital Region Housing Corporation						
	Senior Project Coordinator	1.0 FTE; term extended 4 years	1a-3 Capital Project Team Extensions	640		Capital project recovery
	Senior Project Coordinator	1.0 FTE; term extended 4 years	1a-3 Capital Project Team Extensions	8,513		Capital project recovery
	Administrative Officer 1	1.0 FTE; ongoing	1a-2 Housing Investment RHFP & CRHC	101,083		Fees and grants
	Clerk Typist 4	1.0 FTE; ongoing	1a-2 Housing Investment RHFP & CRHC	73,999		Fees and grants
	Caretaker	1.0 FTE; ongoing	1a-2 Housing Investment RHFP & CRHC	77,483		Fees and grants
Regional Parks						
	Stewardship Coordinator	1.0 FTE; ongoing	6g-1 Regional Parks	89,065		Requisition
	Mechanic 1	1.0 FTE; ongoing	6g-1 Regional Parks	92,885		Requisition
	Park Worker 5	2.0 FTE; ongoing	6g-1 Regional Parks	185,770		Requisition
	Park Worker 3	1.0 FTE; ongoing	6g-1 Regional Parks	81,818		Requisition
	Environmental Science Officer 3	1.0 FTE; ongoing	6g-1 Regional Parks	122,022		Requisition
	Planning Assistant	1.0 FTE; ongoing	6g-1 Regional Parks	94,889		Requisition
	Administrative Clerk 1	1.0 FTE; ongoing	6g-1 Regional Parks	78,816		Requisition
	Facility Planner	1.0 FTE; ongoing	6g-1 Regional Parks	114,600		Requisition
	Communications Officer	1.0 FTE; ongoing	6g-1 Regional Parks	89,065		Requisition
	Design & Connect Regional Parks HQ to Municipal Sewer				500,000	Reserve
	Repair Paving at Matheson Lake Parking Lot				90,000	Reserve
	Replace Elk Lake Fishing Pier				250,000	Reserve & Grant
	Purchase side by side storage Thetis Lake				31,000	Reserve
	Site Development Plan Mill Hill and 728 Beaver Lake Rd				100,000	Reserve
	Purchase & Installation of office trailer Mill Hill				240,000	Reserve
	Purchase of equiment (office and IT) for new site				50,000	Reserve
	Design sewer line for site at Elk Lake				25,000	Reserve
	Galloping Goose Regional Trails Bridges				600,000	Reserve
SEAPARC						
	Pool Lectronator System				25,000	ERF
	HVAC system balancing				25,000	Reserve
	DDC Panels				20,000	Reserve
Facility Management						
	Fleet Purchase New Vehicle				50,000	Fee for Service
CRD Headquarters Building						
	Interior Renovations - HQ Building Space Optimization				1,500,000	Reserve
Health Facilities - VIHA						
	PHU Roof Replacement - Flat Roof Phase 2				175,000	Reserve
	VHU Elevator Refurbishment and Modernization				235,000	Reserve

January 2022 Approvals

Purpose: To summarize the budget items that require implementation before final budget approval as outlined in the updated service plans.

Service Area	Budget Item Description	FTE Impact (if applicable)	IBC (if applicable)	Operating Budget*	Capital Budget	Funding Source
Environmental Protection						
	Environmental Analyst	1.0 FTE; Term to ongoing	5a-1.2 Community Energy Specialist	8,777		Requisition
	Clerk 4	0.4 FTE; ongoing	9b-2.1 Communications Assistant (SWMP support)	25,900		Fee for Service
	Biosolids Research Assistant	1.0 FTE; 1 year term	8a-1.4 Biosolids Research Assistant - term position	83,609		Requisition
	Laboratory Technician 2	1.0 FTE; 1 year term	8a-1.5 Lab Services CAWTP	83,737		Requisition
	Address based database & EQIS				300,000	ERF
Environmental Resource Management						
	Landfill Maintenance Worker	1.0 FTE; ongoing	9d-1 Landfill Maintenance Worker	76,408		Fee for Service
	SW Initiatives Coordinator	1.0 FTE; ongoing	9a-1.2 Solid Waste Initiatives Coordinator	89,065		Fee for Service
	Gas & Leachate Collection Pipe Extension				500,000	Reserve
	Aggregate Production for Internal Use				3,750,000	Reserve
	North Perimeter Haul Road				500,000	Reserve
	Hartland FIRE Safety Improvements				325,000	Reserve
Building Inspection						
		0.5 FTE, ongoing	11c-2 Building Inspection Information Clerk	38,204		Requisition
Regional Planning						
		1.0 FTE, Auxiliary to ongoing	2a-1.2 Regional Planning Analyst	-		Requisition
Integrated Water Services						
	Contracts Coordinator	1.0 FTE, ongoing	10e-1 IWS Contracts Coordinator	87,000		Allocation
	RWS - Watershed - Replace Gatehouse at Goldstream Entrance				1,710,000	Capital Funds on Hand
	RWS - Watershed - Goldstream IWS Field Office				3,350,000	Capital Funds on Hand, Other
	RWS - Watershed - Autogate Installations on Primary Access Routes				250,000	Capital Funds on Hand
	RWS - C&TS - Electric Vehicle Charging Stations				40,000	Capital Funds on Hand
	RWS - SRRDF Upgrade				350,000	Capital Funds on Hand
	RWS - Goldstream WTP Safety Improvements				200,000	Capital Funds on Hand
	JDF Water - Sun River Reservoir Replacement				900,000	Capital Funds on Hand
	JDF Water - East Sooke Interconnect Water Main				500,000	Capital Funds on Hand
	Florence Lake Inclusion Upgrades				300,000	Debt
	Core Area Wastewater - Scissor Lift			30,000		Surplus Carry Forward
	SaanPen Wastewater - Concrete Tank Repairs				1,000,000	Reserve
	Lyall Harbour - Dam Safety Improvements & Regulatory Review				390,000	Grant
JDF Community Parks and Recreation						
	Creation of a long term strategic plan for JDF EA				40,000	Grant
SSI Public Library						
	HVAC upgrades				95,000	Grant
SSI Pool & Park Land						
	Pool mechanical lifecycle report			15,000		Reserve
	Community Centre lease		13a-1.5 SSI Community Centre	17,500		Lease Revenue
	Recreation Centre expansion - multipurpose room				1,202,735	Grant, Reserve
	Purchase additional parkland				50,000	Reserve
Highland/Fernwood Water						
	Construct new intake and screen				110,000	Grant, Reserve
Beddis Water						
	Dismantle and remove Lautman reservoir				30,000	Reserve
Fulford Water						
	Water main assessment, replacement strategy, and detailed design				90,000	Reserve
	Relocate Water Line at Weston Creek				70,000	Grant
Cedar Lane Water						
	Referendum or Alternative Approval Process for Manganese Removal project				20,000	Reserve
	Public engagement for Manganese Removal project				10,000	Reserve
Ganges Sewer						
	Aeration system improvement detailed design				90,000	Reserve
* Incremental Operating Budget impact from 2021				**$ 3,301,169**	**$ 20,168,735**	

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REPORT TO THE ELECTORAL AREAS COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 13, 2021

SUBJECT **2022 Preliminary Electoral Area Budget Review**

ISSUE SUMMARY

To present the 2022 Electoral Area budgets and obtain recommendation from the Electoral Areas Committee (EAC) to forward the budgets, along with the list of initiatives for implementation as of January 1, 2022, for provisional approval, to the Capital Regional District Board (Board).

BACKGROUND

The Capital Regional District (CRD) provides a range of regional, sub-regional, and local services to the community. Regional services are provided to the entire region, sub-regional services are provided to groups of participating Municipalities, First Nations and Electoral Areas, and Local Services are provided to individual Municipalities, Electoral Areas or to groups of residents within local service areas. It is estimated that the CRD currently provides services to 22,000 Electoral Area residents.[1]

Budgets herein presented for review are only Electoral Area (EA) services in the Juan de Fuca EA (JDF), the Salt Spring Island EA (SSI), and the Southern Gulf Islands EA (SGI).

The Electoral Area services delivered are established by the *Local Government Act and* Service Establishment Bylaws, the Board strategic plan, and corporate service plans.

Budget Approval Process

Under the budget direction provided by the Board, review and recommendation for approval of all Electoral Area service budgets, including local services commission budgets, is delegated to the EAC. These budgets will be included in the preliminary 2022 CRD Financial Plan to be presented to the CRD Board on October 27, 2021. Also, on this date regional and sub-regional budgets will be presented for all participants to review and approve.

Review and approval of the budgets by the EA commissions will take place between September to November 2021 consistent with commission bylaws and handbook guidelines. Any changes from the commission reviews are included for Board approval at provisional and/or at final approval in March.

Budget Planning Overview

The budgets have been prepared by CRD Staff with input and approval from the commissions and committees where applicable. Budget development is based on resources required for delivery of the core services, impacts of new initiatives, proposed capital programs, and other cost pressures such as inflation and contractual agreements.

[1] 2020 CRD Regional Planning data

Service budgets include operating budgets and capital plans in addition to changes in reserve funds. A detailed discussion on main budget drivers for each EA is included in Appendices A–C.

ALTERNATIVES

Alternative 1
The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That the 2022 Electoral Area Services Budgets be given provisional approval as presented, and
2. That the new initiatives identified in Appendix D for January 1, 2022, implementation be approved for expenditure.

Alternative 2
The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That the 2022 Electoral Area Services Budgets be given provisional approval with specific direction on amendments; and
2. That the new initiatives identified in Appendix D for January 1, 2022, implementation be approved with specific direction on amendments.

IMPLICATIONS

Financial Implications

Tax Requisition

Table 1 summarizes the change in tax requisition from 2021 final to 2022 provisional for each EA.

Table 1: 2022 Provisional vs 2021 Final Requisition

	2022 Provisional Requisition		2021 Final Requisition		$M Change		% Change
	$M	$ Per HH	$M	$ Per HH	$M	$ Per HH	Per HH
Juan de Fuca	2.5	609	2.5	599	.04	10	1.73%
Salt Spring Island	7.1	1,067	6.8	1,034	.22	34	3.25%
Southern Gulf Island	3.4	497	3.3	481	.11	16	3.25%

The requisition increase includes changes in regional, sub-regional, joint EA, services impacting each EA as a whole, and the Capital Regional Hospital District (CRHD). The requisition excludes changes in local/specified/defined area services within each EA. It should also be noted that regional and sub-regional service budgets may change as service plans and budgets are deliberated through committees, Committee of the Whole, and ultimately the Board at the end of October.

The actual change in tax rates residents see on their annual bill will vary depending on the local/specified/defined service areas in which they reside and their individual 2022 property assessment values. The 2022 preliminary requisition impact shown above in Table 1 reflects the 2021 assessment values. New assessment information will be incorporated when revised data is released by BC Assessments in early February 2022 for inclusion in the final budget.

Detailed budget summaries by service area are included in Appendix A-1 (JDF), Appendix B-1 (SSI), and Appendix C-1 (SGI).

Operating Budget Overview–Gross Expenditure

Table 2 summarizes the change in gross expenditures for each EA in the 2022 provisional budget compared to the 2021 final budget, for EA budgets only.

Table 2: Summary of Operating Budget (in $ millions) by EA

Electoral Area	2022 Provisional Plan $M	2021 Financial Plan $M*	$M Change	% Change
Juan de Fuca	4.3	4.4	(.04)	(0.9%)
Salt Spring Island	9.8	9.4	.40	4.2%
Southern Gulf Islands	7.3	7.1	.14	2.0%
Total	**21.4**	**20.9**	**0.50**	**2.4%**

*Based on Amendment Financial Plan (Bylaw No. 4436)

The increase in overall expenditures is primarily attributable to core service delivery, contractual agreements and inflationary pressure. Staff have reviewed and rebalanced the ongoing service delivery to mitigate inflationary impacts.

The following tables show the year over year changes by expenditure type for each EA (for EA budgets only excluding Regional, Sub-regional and CRHD services):

Table 2a: Summary of JDF Operating Budget (in $ millions)

Expenditure Type	2022 Provisional Plan $M	2021 Financial Plan $M	$M Change	% Change
Operations	3.42	3.43	(.01)	(0.3%)
Capital Funding	0.02	0.02	(.00)	(4.0%)
Debt Servicing	0.29	0.34	(.05)	(13.4%)
Transfer to Reserves	0.59	0.57	.02	(3.2%)
Total	**4.32**	**4.36**	**(.04)**	**(0.9%)**

The total decrease of $0.04M in JDF is primarily due to decreases in debt servicing and operating costs. Increases in transfers to reserves were also notable, offsetting operating and debt decreases. The main drivers of the decrease in operating expenses are one-time and cyclical expenditures in 2021, funded through grant funding or reserves that will not reoccur in 2022. There is little change to capital funding expenditures. The decrease in debt servicing costs is due to lower estimated borrowing rate on behalf of Vancouver Island Regional Library (the “Library”), which has no impact on JDF requisition as the actual debt cost is fully recovered from the Library. Transfers to reserves have increased in support of lifecycle replacement estimates and capital programs. The notable changes in expenditures by service are included in Appendix A-2 (JDF).

Table 2b: Summary of SSI Operating Budget (in $ millions)

Expenditure Type	2022 Provisional Plan $M	2021 Financial Plan $M	$M Change	% Change
Operations	8.29	7.89	.40	5.1%
Capital Funding	-	-	-	-
Debt Servicing	0.70	0.79	(.09)	(11.3%)
Transfer to Reserves	0.84	0.75	.09	11.1%
Total	**9.83**	**9.43**	**.40**	**4.2%**

The total increase of $0.40M in SSI is primarily due to increases in operating expenditures and transfers to reserves partially offset by lower debt servicing costs. The main budget drivers for the operation expenditure increase include salary and wages for the SSI Pool Service as service delivery returns to pre-pandemic levels, costs to administer and operate the new SSI Community Centre, and contract for services. The reduction in debt servicing costs is mainly due to debt retirement or debt refinancing. Transfers to reserves have increased primarily in support of lifecycle replacement estimates and capital programs. The notable changes in expenditures by service are included in Appendix B-2 (SSI).

Table 2c: Summary of SGI Operating Budget (in $ millions)

Expenditure Type	2022 Provisional Plan $M	2021 Financial Plan $M	$M Change	% Change
Operations	5.60	5.61	(.01)	(0.2%)
Capital Funding	0.02	0.02	(.00)	(8.7%)
Debt Servicing	0.90	0.75	.15	21.3%
Transfer to Reserves	0.77	0.77	(.00)	(0.4%)
Total	**7.29**	**7.15**	**.14**	**2.0%**

The total increase of $0.14M in SGI is due primarily to increases in debt servicing costs partially offset by lower operating expenditures. The main budget drivers in the operating expenditure decrease include one-time and cyclical expenditures in 2021 funded through grant funding or reserves that will not reoccur in 2022, partially offset by inflationary increase. The increase in debt servicing costs is mainly due to $6M of new debt for the Wastewater Treatment Plan Upgrade for Magic Lake Estates Sewer Utility. There is little change to capital funding expenditures and transfers to reserves. The notable changes in expenditures by service are included in Appendix C-2 (SGI).

Capital Budget Overview

The capital plan highlights, identifying major capital projects over $100,000 for each EA, are shown in Appendix A-3 (JDF), Appendix B-3 (SSI) and Appendix C-3 (SGI).

Capital plans are developed through a process of reviewing:

- Projects already in progress
- Condition of existing assets and infrastructure
- Regulatory, environmental, risk, and health and safety factors
- New or renewal projects prioritized by the communities

The following Table 3 summarizes the capital plan by Electoral Area.

Table 3 - Summary of Capital Plan by Electoral Area (in $ millions)

Electoral Area	2022 Capital Plan $M	2021 Capital Plan $M *	$M Change	% Change
Juan de Fuca	1.3	1.1	0.2	18.8%
Salt Spring Island	5.6	5.2	0.4	8.0%
Southern Gulf Islands	7.2	12.7	(5.5)	(43.3%)
Total	**14.1**	**19.0**	**(4.9)**	**(16.5%)**

*Based on Amendment Financial Plan (Bylaw No. 4436)

- JDF: The provisional 2022 capital plan is $1.3 million, an increase of $0.2 million from 2021. The increase is primarily due to new projects in 2022, including the Otter Point Ground Water Study in JDF Community Planning $100K; the replacement of SCBA packs for Otter Point Fire Protection $130K; and Water Tender (transport) Vehicle Replacement for East Sooke Fire Protection $150K. The increase is offset by decreases from some major projects anticipated to be completed or substantially completed by the end of 2021, including the Port Renfrew Tennis Court Resurfacing $(120K) and the Fire Tanker Truck Replacement for Otter Point Fire Protection $(257K).

- SSI: The provisional 2022 capital plan is $5.6 million, an increase of $0.4 million from 2021. The increase is primarily due to new projects in 2022, including SSI Recreation Center Expansion $1.2M; the Sport Field Development $400K; Centennial Parks Upgrades $600K. The increase is offset by decreases from some major projects anticipated to be substantially completed by the end of 2021, including North Ganges Transportation plan and Pathway Booth Canal to Vesuvius.

- SGI: The provisional 2022 capital plan is $7.2 million, a decrease of $5.5 million from 2021. The decrease is primarily due to changes in the timing of spending for Magic Lake Estates Wastewater Treatment Plant Upgrade, now planned over multiple years. Additional decreases in 2021 include expenditures for the Anson Road Facility in SGI Small Craft Harbour $(970K), with construction expected to continue into 2022, and the South Galiano Fire Hall $(600K), which is anticipated to be complete by the end of 2021.

The 2022 Capital Plan Summary overview for each EA is shown in Appendix A-4 (JDF), Appendix B-4 (SSI) and Appendix C-4 (SGI).

Capital projects are typically funded by annual contributions from operating, grant, reserves and/or long-term debt. Grant funding can have a significant impact on the implementation of the plan as grant application results are unknown.

Advanced Approvals

Advanced approval is requested in specific situations where the commencement of work before March 2022 is considered necessary to address operational needs for meeting work plans or efficiency of work plans. These are often related to items that have regulatory compliance implications, grant deadlines and capital projects for which tenders must be issued and where a delay in commencement of work can have negative impact on service delivery timing and

effectiveness. Items identified as necessary activities to begin in advance of the March deadline are listed in Appendix D.

SUMMARY

The attached 2022 EA budget packages in Appendix A (JDF), Appendix B (SSI) and Appendix C (SGI), which include operating and capital, are provided for provisional approval. Appendix D contains the items that, as a result of business requirements, need to be implemented as early as January 1, 2022, in advance of the March final budget approval.

The provisional budget is subject to change as a result of the final 2021 surplus/deficits, receipt of revised assessment and any adjustments recommended by the respective Commissions and the Electoral Area directors prior to final approval of the Financial Plan Bylaw by March 31, as outlined in the *Local Government Act.*

CONCLUSION

The 2022 Electoral Area budgets have been delegated to the EAC by the CRD Board for review and preliminary approval. Overall, the 2022 Electoral Area preliminary budget has been prepared based on the service plans and provide ongoing CRD services that respond to the varying needs of the three Electoral Area communities.

RECOMMENDATION

The Electoral Areas Committee recommends to the Capital Regional District Board:
1. That the 2022 Electoral Area Services Budgets be given provisional approval as presented, and
2. That the new initiatives identified in Appendix D for January 1, 2022, implementation be approved for expenditure.

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: Budget Packages – Juan de Fuca
Appendix B: Budget Packages – Salt Spring Island
Appendix C: Budget Packages – Southern Gulf Islands
Appendix D: January 2022 Approvals

Appendix A-1: Requisition Summary (JDF)

	Electoral Area Juan de Fuca	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	175,499	42.53	144,193	34.94	31,306	7.59	21.71%
1.101	G.I.S.	1,998	0.48	1,078	0.26	919	0.22	85.27%
1.224	Community Health - Homeless Sec.	10,285	2.49	9,894	2.40	391	0.09	3.95%
1.280	Regional Parks	256,714	62.21	183,606	44.49	73,108	17.72	39.82%
1.280A	Regional Parks - Land Acquisition	1,329	0.32	66,921	16.22	(65,592)	(15.89)	-98.01%
1.309	Climate Action and Adaptation	7,092	1.72	6,756	1.64	336	0.08	4.97%
1.310	Land Banking & Housing	23,997	5.81	22,221	5.38	1,776	0.43	7.99%
1.324	Regional Planning Service	19,796	4.80	19,408	4.70	388	0.09	2.00%
1.335	Geo-Spatial Referencing System	2,633	0.64	2,722	0.66	(90)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	1,943	0.47	1,905	0.46	38	0.01	2.00%
1.375	Hazardous Material Incident Response	4,763	1.15	4,670	1.13	93	0.02	2.00%
1.911	Call Answer	2,268	0.55	1,973	0.48	296	0.07	14.99%
1.921	Regional CREST Contribution	21,438	5.19	21,026	5.09	412	0.10	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	2,502	0.61	(2,502)	(0.61)	-100.00%
	Total Regional	**$529,754**	**$128.37**	**$488,873**	**$118.46**	**$40,880**	**$9.91**	**8.36%**
1.126	Victoria Family Court Committee	229	0.06	229	0.06	-	-	0.00%
1.128	Greater Victoria Police Victim Services	775	1.58	755	1.53	20	0.04	2.65%
1.230	Traffic Safety Commission	1,260	0.31	1,235	0.30	25	0.01	1.99%
1.313	Animal Care Services	65,768	15.94	63,544	15.40	2,224	0.54	3.50%
1.330	Regional Growth Strategy	5,208	1.26	5,208	1.26	-	-	0.00%
1.913	Fire Dispatch	34,665	8.40	43,672	10.58	(9,007)	(2.18)	-20.62%
3.701	Millstream Remediation	4,470	1.08	7,220	1.75	(2,749)	(0.67)	-38.08%
	Total Sub-Regional	**$112,375**	**$28.62**	**$121,862**	**$30.88**	**($9,487)**	**($2.26)**	**-7.33%**
1.103	Elections	14,707	3.56	5,614	1.36	9,093	2.20	161.98%
1.104	U.B.C.M.	2,697	0.65	1,758	0.43	939	0.23	53.40%
1.318	Building Inspection	104,606	25.35	100,777	24.42	3,830	0.93	3.80%
1.320	Noise Control	9,153	2.22	8,962	2.17	192	0.05	2.14%
1.322	Nuisances & Unsightly Premises	12,230	2.96	11,912	2.89	318	0.08	2.67%
1.372	Electoral Area Emergency Program	34,068	8.26	33,400	8.09	668	0.16	2.00%
	Total Joint Electoral Area	**$177,461**	**$43.00**	**$162,422**	**$39.36**	**$15,039**	**$3.64**	**9.26%**
1.109	Electoral Area Admin Exp-JDF	54,842	13.29	56,682	13.74	(1,840)	(0.45)	-3.25%
1.114	Grants in Aid - Juan de Fuca	-	-	-	-	-	-	0.00%
1.317	JDF Building Numbering	13,038	3.16	12,789	3.10	249	0.06	1.95%
1.319	Soil Deposit Removal	5,682	1.38	5,621	1.36	61	0.01	1.09%
1.325	Electoral Area Services - Planning	697,706	169.07	684,025	165.75	13,681	3.32	2.00%
1.340	JDF Livestock Injury Compensation	3,150	0.76	-	-	3,150	0.76	0.00%
1.370	Juan de Fuca Emergency Program	88,593	21.47	86,603	20.99	1,990	0.48	2.30%
1.377	JDF Search and Rescue	69,952	16.95	68,663	16.64	1,289	0.31	1.88%
1.405	JDF EA - Community Parks	193,301	46.84	190,175	46.08	3,126	0.76	1.64%
1.924	Emergency Comm - Crest - J.D.F.	123,582	29.95	121,249	29.38	2,333	0.57	1.92%
	Total JDF Electoral Area	**$1,249,846**	**$302.86**	**$1,225,807**	**$297.04**	**$24,039**	**$5.83**	**1.96%**
	Total Capital Regional District	**$2,069,436**	**$502.85**	**$1,998,965**	**$485.74**	**$70,471**	**$17.11**	**3.52%**
CRHD	Capital Regional Hospital District	439,489	106.50	467,460	113.27	(27,970)	(6.78)	-5.98%
	Total CRD and CRHD	**$2,508,925**	**$609.35**	**$2,466,424**	**$599.01**	**$42,501**	**$10.33**	**1.73%**
	Average residential assessment - 2021	**$625,349**		**$625,349**				

Major Impacts (changes > +/- $1.00)

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	7.59	1.27%
Regional Parks	17.72	2.96%
Regional Parks - Land Acquisition	(15.89)	-2.65%
SUB-REGIONAL		
Fire Dispatch	(2.18)	-0.36%
JOINT EA		
Elections	2.20	0.37%
JDF EA		
Electoral Area Services - Planning	3.32	0.55%
Capital Regional Hospital District	(6.78)	-1.13%
Other (changes < +/- $1.00)	4.37	0.73%
Total	**$10.33**	**1.73%**

	Juan de Fuca Local/Specified/Defined Services	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.119	Vancouver Island Regional Library	317,088	87.19	310,394	85.35	6,694	1.84	2.16%
1.121	Sooke Regional Museum	73,166	20.12	71,735	19.73	1,431	0.39	2.00%
1.133	Langford E.A. - Greater Victoria Public Library	31,502	64.05	30,985	63.00	517	1.05	1.67%
1.232	Port Renfrew Street Lighting	3,644	43.59	3,321	39.72	323	3.86	9.73%
1.350	Willis Point Fire Protection	135,748	577.37	136,054	578.67	(307)	(1.30)	-0.23%
1.353	Otter Point Fire Protection	539,791	482.03	520,055	464.41	19,736	17.62	3.79%
1.354	Malahat Fire Protection	65,601	691.94	63,810	673.05	1,791	18.89	2.81%
1.355	Durrance Road Fire Protection	3,020	353.17	2,990	349.66	30	3.51	1.00%
1.357	East Sooke Fire Protection	479,537	547.84	429,942	491.18	49,595	56.66	11.54%
1.358	Port Renfrew Fire Protection	94,802	245.33	92,301	238.86	2,501	6.47	2.71%
1.360	Shirley Fire Protection	164,317	497.65	162,040	490.75	2,277	6.90	1.41%
1.40X	SEAPARC	736,347	224.95	687,297	209.97	49,050	14.98	7.14%
1.408	JDF EA - Community Recreation	69,508	19.11	68,310	18.78	1,198	0.33	1.75%
1.523	Port Renfrew Refuse Disposal	33,865	87.45	33,324	86.06	541	1.40	1.62%
2.650	Port Renfrew Water	70,008	373.88	60,016	320.52	9,992	53.36	16.65%
2.691	Wilderness Mountain	69,981	898.23	59,520	763.96	10,461	134.27	17.58%
3.700	Septage Disposal - JDF Service Area	303	0.08	297	0.08	6	0.00	2.00%
3.755	Regional Source Control - Port Renfrew Sewer	712	7.77	698	7.62	14	0.15	2.00%
3.850	Port Renfrew Sewer	62,525	748.63	59,456	711.88	3,069	36.75	5.16%
	Total JdF Local/Specified/Defined Requisition	**$2,951,464**		**$2,792,545**		**$158,920**		

Appendix A-2

Juan de Fuca - Operating Budget Highlights - Gross Expenditure (+/- 2.0% and +/- $20,000)

JDF Services +/- 2.0% and +/- $20,000	Gross Expenditure 2022	Gross Expenditure 2021	Changes $	Changes %	Main Budget Driver
1.114 - Grant-in-Aid - Juan de Fuca	53,908	98,311	(44,403)	-45.2%	• One-time COVID 19 Safe Restart grant in 2021
1.325 - Electoral Area Services - Planning	800,730	866,356	(65,626)	-7.6%	• One-time Port Renfrew CCDP Review in 2021 $(50)k - funded by CWF grant • One-time orthophotos purchase in 2021 $(14)k - funded by Operating Reserve Fund(ORF)
Total Juan de Fuca Electoral Area	**854,638**	**964,667**	**(110,029)**	**-11.4%**	
1.357 - East Sooke Fire Protection	556,654	516,620	40,034	7.7%	• Increased salary costs for a paid part-time fire chief
2.650 - Port Renfrew Water	145,106	121,108	23,998	19.8%	• Increased transfer to Capital Reserve Fund (CRF) to support capital program $8k • Tree clearing around high voltage power lines (4 to 5-year rotation) $13k
2.691 - Wilderness Mountain Water Service	188,247	149,544	38,703	25.9%	• Increased transfer to Capital Reserve Fund (CRF) to support capital program $25k • Cyclical maintenance program for reservoir cleaning in 2022 $10k - funded by ORF
Total Local/Specified/Defined Area	**890,007**	**787,272**	**102,735**	**13.0%**	
Other (Services not meeting criteria above)	2,576,106	2,609,507	(33,401)	-1.3%	
Total Juan de Fuca	**4,320,751**	**4,361,446**	**(40,695)**	**-0.9%**	

Appendix A-3

Juan de Fuca 2022 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
1.325 Community Planning		
Otter Point Ground Water Study (for OCP)	100	Grants
Protective Services		
1.353 Otter Point Fire Protection		
Replace SCBA packs	130	Reserves
1.357 East Sooke Fire Protection		
Water tender Replacement	150	Reserves

Total Projects ≥ $100K	380
Total Projects < $100K	944
Total 2022 Capital Projects	1,324

Appendix A-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - JDF
2022

Schedule B - Extract

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.318	Building Inspection	18,147					18,147			18,147				18,147
1.325	Community Planning	45,000			100,000		145,000			45,000	100,000			145,000
1.350	Willis Point Fire	167,865		13,000			180,865			126,000	41,865	13,000		180,865
1.353	Otter Point Fire	141,000		60,000			201,000			141,000		60,000		201,000
1.357	East Sooke Fire	27,044	150,000	55,000			232,044	11,000		166,044		55,000		232,044
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	73,211					73,211					73,211		73,211
1.370	JDF Emergency Program	11,710					11,710			11,710				11,710
1.405	JDF EA Community Parks & Recreation				215,000	50,000	265,000				265,000			265,000
1.523	Port Renfrew Refuse Disposal				25,000		25,000					25,000		25,000
2.650	Port Renfrew Water	10,000					10,000					10,000		10,000
2.691	Wilderness Mountain Water Service				65,000		65,000					65,000		65,000
3.850	Port Renfrew Sewer				75,000		75,000				60,000	15,000		75,000
	TOTAL	**515,977**	**150,000**	**128,000**	**480,000**	**50,000**	**1,323,977**	**11,000**	**-**	**529,901**	**466,865**	**316,211**	**-**	**1,323,977**

Appendix A-5: JDF Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

JUAN DE FUCA

1.109 Administration

1.114 Grants in Aid

1.119 Vancouver Island Regional Library

1.121 Sooke Museum

1.129 Vancouver Island Regional Library-Debt

1.133 Greater Victoria Public Library

1.232 Port Renfrew Street Lighting

1.317 JDF Building Numbering

1.319 Soil Deposit and Removal

1.325 Community Planning

1.340 Livestock Injury Compensation

1.350 Willis Point Fire

1.353 Otter Point Fire

Appendix A-5: JDF Service Budgets

1.354 Malahat Fire

1.355 Durrance Road Fire

1.357 East Sooke Fire

1.358 Port Renfrew Fire

1.360 Shirley Fire

1.369 EA Fire Services - JDF & SGI

1.370 Emergency Program

1.377 Search and Rescue

1.405 Community Parks

1.408 Community Recreation

1.523 Port Renfrew Refuse Disposal

1.924 Emergency Communications – CREST

2.650 Port Renfrew Water

2.691 Wilderness Mountain Water

3.850 Port Renfrew Sewer

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Elections

EAC REVIEW

OCTOBER 2021

Service: 1.103 Elections **Committee:** Electoral Area

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

Change in Budget 2021 to 2022 Service: 1.103 Elections	Total Expenditure	Comments
2021 Budget	**25,070**	Non-election year, budget is soley for ORF transfer
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Electoral Area Elections Expenditure:	122,500	EA Election Costs
	40,000	IBC-15d-2 EA Elections - To contract a Chief Election Officer (CEO) to coordinate the EA elections
Islands Trust	74,900	Island Trust Election - Full recovery from Island Trust
Other	462	
Total Other Changes	237,862	
2022 Budget	**262,932**	
% expense increase from 2021:	***948.8%***	
% Requisition increase from 2021 (if applicable):	***162.0%***	*Requisition funding is 27.6% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

No major variance is expected. Any minor variance will be adjusted to the ORF transfer at year end.

1.103 - Elections	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Electoral Area Elections	-	-	122,500	-	40,000	162,500	-	-	-	175,895
Islands Trust	-	-	74,900	-	-	74,900	-	-	-	81,074
Allocations and Insurance	37	37	32	-	-	32	32	32	32	32
TOTAL OPERATING COSTS	**37**	**37**	**197,432**	**-**	**40,000**	**237,432**	**32**	**32**	**32**	**257,001**
*Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	25,033	25,033	25,500	-	-	25,500	45,000	45,000	45,000	45,000
TOTAL COSTS	**25,070**	**25,070**	**222,932**	**-**	**40,000**	**262,932**	**45,032**	**45,032**	**45,032**	**302,001**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	(122,457)	-	-	(122,457)	-	-	-	(175,895)
Recovery from Islands Trust	-	-	(74,900)	-	-	(74,900)	-	-	-	(81,074)
Other Income	(66)	(66)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(66)**	**(66)**	**(197,427)**	**-**	**-**	**(197,427)**	**(70)**	**(70)**	**(70)**	**(257,039)**
REQUISITION	**(25,004)**	**(25,004)**	**(25,505)**	**-**	**(40,000)**	**(65,505)**	**(44,962)**	**(44,962)**	**(44,962)**	**(44,962)**
*Percentage increase over prior year Requisition			2.0%			162.0%	-31.4%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2021	2022	2023	2024	2025	2026
Beginning Balance		76,873	102,647	5,690	50,690	95,690	140,690
Transfer from Op Budget		25,033	25,500	45,000	45,000	45,000	45,000
Transfer to Op Budget		-	(122,457)	-	-	-	(175,895)
Transfer from ERF		41	-	-	-	-	-
Interest Income		700	-	-	-	-	-
Ending Balance $		**102,647**	**5,690**	**50,690**	**95,690**	**140,690**	**9,795**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections in 2022 at an estimated cost of $120,000 - $140,000

CAPITAL REGIONAL DISTRICT

2022 Budget

UBCM

EAC REVIEW

OCTOBER 2021

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Area**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Membership Fee	12,893	11,748	12,945	-	-	12,945	13,198	13,461	13,724	13,998
TOTAL COSTS	**12,893**	**11,748**	**12,945**	**-**	**-**	**12,945**	**13,198**	**13,461**	**13,724**	**13,998**
*Percentage Increase over prior year						0.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	1,145	(1,145)	-	-	(1,145)	-	-	-	-
Balance c/fwd from 2020 to 2021	(5,169)	(5,169)	-	-	-	-	-	-	-	-
Other Revenue	(97)	(97)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(5,266)**	**(4,121)**	**(1,245)**	**-**	**-**	**(1,245)**	**(100)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(7,627)**	**(7,627)**	**(11,700)**	**-**	**-**	**(11,700)**	**(13,098)**	**(13,361)**	**(13,624)**	**(13,898)**
*Percentage increase over prior year Requisition						53.4%	11.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Building Inspection

EAC Review

OCTOBER 2021

Service: 1.318 Building Inspection **Committee: Electoral Area**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2021 to 2022 Service: 1.318 Building Inspection	Total Expenditure	Comments
2021 Budget	**1,653,290**	
Change in Salaries:		
Base salary change	6,603	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(768)	
0.5 FTE Administrative Clerk	38,204	2022 IBC: 11c-2 Building Inspection Information Services
Total Change in Salaries	44,039	
Other Changes:		
Standard Overhead Allocation	17,580	Increase due to 2021 operating cost increase and 4th year of new OH model implementation
Building Occupancy Allocation	41,952	Increased due to office space change, facility reserve contributions, loss revenue from rental and extended rental space for temporary swing office space
Human Resources Allocation	5,178	New Corporate Safety Resources
Bylaw Enforcement Labour Charge Out	5,000	Cost recovery from Bylaw services to issue building fines for building infractions
Real Estate Services Labour Charge Out	3,000	Labour charges from Real Estates Services to review land covenants
Staff Training and Development	4,500	Increased required training for Building Inspectors for WETT Certification
Transfer to Equipment Replacement Fund	10,000	Increase ERF contribution to fund 7 new workstations at Fisgard office and vehicle replacement
Other	4,895	
Total Other Changes	92,105	
2022 Budget	**1,789,434**	
% Expense increase from 2021:	***8.2%***	
% Requisition increase from 2021:	***3.8%***	*Requisition funding is 25.4% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Permit fee revenues are projected at $180,859 (17.75%) higher than budget as we have experienced higher permit fee revenue in 2021. Total expenditures are projected at $75,990 (-4.7%) lower than budget mainly due to staff vacancies. $256,849 surplus in 2021 is projected to be balanced on increased transfers to the Operating Reserve Fund ($182,849) and Equipment Replacement Fund ($74,000).

1.318 - Building Inspection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	1,151,316	1,088,446	1,157,151	38,204	-	1,195,355	1,220,911	1,247,014	1,273,685	1,300,932
Telecommunications	35,890	35,890	36,610	-	-	36,610	37,340	38,090	38,850	39,630
Legal Expenses	10,390	10,390	10,600	-	-	10,600	10,810	11,030	11,250	11,480
Building Rent	34,450	34,450	34,880	-	-	34,880	35,610	36,350	37,110	37,860
Supplies	16,380	16,380	16,700	-	-	16,700	17,040	17,380	17,720	18,080
Allocations	225,494	227,634	298,869	-	-	298,869	303,484	309,401	315,451	321,620
Other Operating Expenses	146,070	130,810	153,120	-	-	153,120	156,220	159,410	162,660	165,960
TOTAL OPERATING COSTS	**1,619,990**	**1,544,000**	**1,707,930**	**38,204**	**-**	**1,746,134**	**1,781,415**	**1,818,675**	**1,856,726**	**1,895,562**
*Percentage Increase over prior year						7.8%	2.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	10,000	84,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Transfer to Operating Reserve Fund	-	182,849	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,000**	**266,849**	**20,000**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,653,290**	**1,834,149**	**1,751,230**	**38,204**	**-**	**1,789,434**	**1,824,715**	**1,861,975**	**1,900,026**	**1,938,862**
Internal Recoveries	(29,486)	(29,486)	(30,076)	-	-	(30,076)	(30,678)	(31,290)	(31,916)	(32,555)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,623,804**	**1,804,663**	**1,721,154**	**38,204**	**-**	**1,759,358**	**1,794,037**	**1,830,685**	**1,868,110**	**1,906,307**
FUNDING SOURCES (REVENUE)						8.3%	2.0%	2.0%	2.0%	2.0%
Transfer from Operating Reserve Fund	(126,400)	(126,400)	(63,668)	-	-	(63,668)	(56,280)	(49,695)	(42,697)	(35,245)
Permit Fees Revenue	(1,019,141)	(1,200,000)	(1,200,000)	-	-	(1,200,000)	(1,224,000)	(1,248,480)	(1,273,450)	(1,298,920)
Contract Revenue	(36,781)	(36,781)	(37,510)	-	-	(37,510)	(38,250)	(39,020)	(39,800)	(40,590)
Grants in Lieu of Taxes	(1,656)	(1,656)	(1,690)	-	-	(1,690)	(1,720)	(1,750)	(1,790)	(1,830)
Revenue - Other	(2,562)	(2,562)	(2,610)	-	-	(2,610)	(2,660)	(2,710)	(2,760)	(2,820)
TOTAL REVENUE	**(1,186,540)**	**(1,367,399)**	**(1,305,478)**	**-**	**-**	**(1,305,478)**	**(1,322,910)**	**(1,341,655)**	**(1,360,497)**	**(1,379,405)**
REQUISITION	**(437,264)**	**(437,264)**	**(415,676)**	**(38,204)**	**-**	**(453,880)**	**(471,127)**	**(489,030)**	**(507,613)**	**(526,902)**
*Percentage increase over prior year Requisition			-4.9%	8.7%		3.8%	3.8%	3.8%	3.8%	3.8%
AUTHORIZED POSITIONS Salaried FTE	9.7		9.7	0.5		10.2	10.2	10.2	10.2	10.2

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.318 Building Inspection		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$78,900	$6,000	$5,500	$4,500	$6,000	$100,900
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$50,000	$0	$0	$50,000	$100,000
			$0	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$78,900	$56,000	$5,500	$4,500	$56,000	$200,900
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.318

Service Name: Building Inspection

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$90,000	V	ERF	$0	$0	$50,000	$0	$0	$50,000	$100,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$5,000	E	ERF	$0	$8,600	$6,000	$5,500	$4,500	$6,000	$30,600
22-01	Replacement	Phone System	Salt Spring Island phone system replacement	$16,000	E	ERF	$0	$16,000	$0	$0	$0	$0	$16,000
22-02	New	New Furniture - Fisgard	7 furniture workstations for Fisgard department move to new location (Starbucks)	$50,000	E	ERF	$0	$50,000	$0	$0	$0	$0	$50,000
22-03	New	Microfiche Computer	New pc and monitor for microfiche reader used for FOI requests at Fisgard	$1,300	E	ERF	$0	$1,300	$0	$0	$0	$0	$1,300
22-04	Replacement	JDF Printer	Replacement of shared printer	$3,000	E	ERF	$0	$3,000	$0	$0	$0	$0	$3,000
			GRAND TOTAL	**$165,300**			**$0**	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**

Service:	1.318	Building Inspection

Project Number	18-01	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	22-01	**Capital Project Title**	Phone System	**Capital Project Description**	Salt Spring Island phone system replacement
Project Rationale	Replace 20 year-old phone system that is antiquated, has insufficient number of phones lines and no voicemail. Telus has advised parts are no longer available.				

Project Number	22-02	**Capital Project Title**	New Furniture - Fisgard	**Capital Project Description**	7 furniture workstations for Fisgard department move to new location (Starbucks)
Project Rationale	Department has been reassigned to a new locaton on the first floor at Fisgard and advised that new furniture is required to fit the dimensions of the new area.				

Project Number	22-03	**Capital Project Title**	Microfiche Computer	**Capital Project Description**	New pc and monitor for microfiche reader used for FOI requests at Fisgard
Project Rationale	Add new pc for microfiche reader used for FOI requests at Fisgard. Volume of FOI's have substantially increased that a stand-alone pc is required.				

Project Number	22-04	**Capital Project Title**	JDF Printer	**Capital Project Description**	Replacement of shared printer
Project Rationale	Building Inspection JDF office shares a printer with the Planning Department. Expected replacement of printer in 2022.				

Building Inspection
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	247,741	184,073	127,793	78,098	35,401	156
Equipment Replacement Fund	106,605	47,705	11,705	26,205	41,705	5,705
Total	**354,346**	**231,778**	**139,498**	**104,303**	**77,106**	**5,861**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105544**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		189,592	247,741	184,073	127,793	78,098	35,401
Transfer from Ops Budget		182,849	-	-	-	-	-
Expenditures		(126,400)	(63,668)	(56,280)	(49,695)	(42,697)	(35,245)
Interest Income		1,700					
Ending Balance $		**247,741**	**184,073**	**127,793**	**78,098**	**35,401**	**156**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101425**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		77,605	106,605	47,705	11,705	26,205	41,705
Transfer from Ops Budget		84,000	20,000	20,000	20,000	20,000	20,000
Planned Purchase		(55,000)	(78,900)	(56,000)	(5,500)	(4,500)	(56,000)
Interest Income		-					
Ending Balance $		**106,605**	**47,705**	**11,705**	**26,205**	**41,705**	**5,705**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

NOISE CONTROL

EAC REVIEW

OCTOBER 2021

Service: 1.320 **Noise Control** **Committee: Electoral Area**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - NOISE CONTROL	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Legal	6,900	6,900	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Allocations	2,304	2,304	2,597	-	-	2,597	2,646	2,696	2,747	2,798
Internal Time Charges	29,876	29,876	30,474	-	-	30,474	31,068	31,673	32,290	32,921
Other Operating Expenses	60	80	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	**39,140**	**39,160**	**40,021**	**-**	**-**	**40,021**	**40,804**	**41,599**	**42,407**	**43,239**
*Percentage Increase over prior year						2.3%	2.0%	1.9%	1.9%	2.0%
Transfer to Operating Reserve Fund	-	30	-	-	-	-	-	-	-	-
TOTAL COSTS	**39,140**	**39,190**	**40,021**	**-**	**-**	**40,021**	**40,804**	**41,599**	**42,407**	**43,239**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(155)	(155)	(155)	-	-	(155)	(155)	(155)	(155)	(155)
Revenue - Other	(100)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(255)**	**(305)**	**(305)**	**-**	**-**	**(305)**	**(305)**	**(305)**	**(305)**	**(305)**
REQUISITION	**(38,885)**	**(38,885)**	**(39,716)**	**-**	**-**	**(39,716)**	**(40,499)**	**(41,294)**	**(42,102)**	**(42,934)**
*Percentage increase over prior year Requisition						2.1%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2021	2022	2023	2024	2025	2026
Beginning Balance		8,977	9,061	9,061	9,061	9,061	9,061
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		84					
Ending Balance $		**9,061**	**9,061**	**9,061**	**9,061**	**9,061**	**9,061**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Nuisance & Unsightly Premises

EAC REVIEW

OCTOBER 2021

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Area**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Legal	2,085	2,085	2,130	-	-	2,130	2,170	2,210	2,250	2,300
Allocations	2,825	2,825	3,240	-	-	3,240	3,301	3,365	3,429	3,494
Internal Time Charges	46,750	46,750	47,685	-	-	47,685	48,615	49,562	50,528	51,515
Other Operating Expenses	330	330	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	**51,990**	**51,990**	**53,375**	**-**	**-**	**53,375**	**54,406**	**55,457**	**56,527**	**57,629**
*Percentage Increase over prior year						2.7%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**51,990**	**51,990**	**53,375**	**-**	**-**	**53,375**	**54,406**	**55,457**	**56,527**	**57,629**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(206)	(206)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(306)**	**(306)**	**(310)**	**-**	**-**	**(310)**	**(310)**	**(310)**	**(310)**	**(310)**
REQUISITION	**(51,684)**	**(51,684)**	**(53,065)**	**-**	**-**	**(53,065)**	**(54,096)**	**(55,147)**	**(56,217)**	**(57,319)**
*Percentage increase over prior year Requisition						2.7%	1.9%	1.9%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2021	2022	2023	2024	2025	2026
Beginning Balance		2,234	2,256	2,256	2,256	2,256	2,256
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		21					
Ending Balance $		**2,256**	**2,256**	**2,256**	**2,256**	**2,256**	**2,256**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Electora Area Emergency Planning Coordination

EAC REVIEW

OCTOBER 2021

Service: 1.372 Emergency Planning Coordination **Committee: Planning, Transportation & Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electora Area Emergency Planning Coordination	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET*	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries	532,583	511,000	538,896	-	-	538,896	550,487	562,330	574,420	586,772
Contract for Services	-	-	-	-	-	-	-	-	-	-
Travel Expenses	1,820	1,000	1,860	-	-	1,860	1,900	1,940	1,980	2,020
Telecommunications	6,810	6,810	6,950	-	-	6,950	7,090	7,230	7,370	7,520
Staff Training & Development	1,620	1,620	1,650	-	-	1,650	1,680	1,710	1,740	1,770
Supplies	2,010	2,010	2,050	-	-	2,050	2,090	2,130	2,170	2,210
Allocations	59,170	59,170	62,608	-	-	62,608	63,862	65,141	66,440	67,769
Other Operating Expenses	8,630	8,630	8,750	-	-	8,750	8,930	9,110	9,290	9,470
TOTAL OPERATING COSTS	**612,643**	**590,240**	**622,764**	**-**	**-**	**622,764**	**636,039**	**649,591**	**663,410**	**677,531**
*Percentage Increase over prior year						1.7%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	22,693	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	7,324	7,324	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	**7,324**	**30,017**	**7,500**	**-**	**-**	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**
TOTAL COSTS	**619,967**	**620,257**	**630,264**	**-**	**-**	**630,264**	**643,539**	**657,091**	**670,910**	**685,031**
Internal Recoveries	(459,671)	(459,671)	(468,860)	-	-	(468,860)	(478,240)	(487,801)	(497,561)	(507,510)
OPERATING COSTS LESS INTERNAL RECOVERIES	**160,296**	**160,586**	**161,404**	**-**	**-**	**161,404**	**165,299**	**169,290**	**173,349**	**177,521**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(14,486)	(14,486)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	(12,674)	-	-	(12,674)	(10,639)	(8,460)	(6,099)	(3,601)
Grants in Lieu of Taxes	(578)	(578)	(590)	-	-	(590)	(600)	(610)	(620)	(630)
Revenue - Other	(310)	(600)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
TOTAL REVENUE	**(15,374)**	**(15,664)**	**(13,584)**	**-**	**-**	**(13,584)**	**(11,569)**	**(9,410)**	**(7,069)**	**(4,591)**
REQUISITION	**(144,922)**	**(144,922)**	**(147,820)**	**-**	**-**	**(147,820)**	**(153,730)**	**(159,880)**	**(166,280)**	**(172,930)**
*Percentage increase over prior year Requisition						2.0%	4.0%	4.0%	4.0%	4.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0		4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.372 Emergency Planning Coordination	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$2,500	$0	$0	$2,500
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$2,500	$0	$0	$2,500
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.372

Service Name: Emergency Planning Coordination

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$2,500	E	ERF	$0	$0	$0	$2,500	$0	$0	$2,500
			GRAND TOTAL	**$2,500**			**$0**	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**

Electora Area Emergency Planning Coordination
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	59,344	46,670	36,031	27,571	21,472	17,871
Equipment Replacement Fund	7,494	14,994	22,494	27,494	34,994	42,494
Total	**66,838**	**61,664**	**58,525**	**55,065**	**56,466**	**60,365**

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105545	2021	2022	2023	2024	2025	2026
Beginning Balance		36,311	59,344	46,670	36,031	27,571	21,472
Transfer from Ops Budget		22,693	-	-	-	-	-
Transfer to Ops Budget		-	(12,674)	(10,639)	(8,460)	(6,099)	(3,601)
Interest Income		340					
Ending Balance $		**59,344**	**46,670**	**36,031**	**27,571**	**21,472**	**17,871**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101985	2021	2022	2023	2024	2025	2026
Beginning Balance		2,670	7,494	14,994	22,494	27,494	34,994
Transfer from Op Budget		7,324	7,500	7,500	7,500	7,500	7,500
Planned Purchase		(2,500)	-	-	(2,500)	-	-
Interest Income		-					
Ending Balance $		**7,494**	**14,994**	**22,494**	**27,494**	**34,994**	**42,494**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2022 Budget

Admin. Expenditures (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.109 JDF Admin. Expenditures **Committee: Electoral Area**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.109 - Admin. Expenditures (JDF)	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Director's Remuneration	46,978	46,978	47,494	-	-	47,494	48,440	49,410	50,400	51,410
Travel	1,680	1,680	1,710	-	-	1,710	1,740	1,770	1,810	1,850
Allocations	5,819	5,819	3,038	-	-	3,038	3,099	3,161	3,224	3,289
Contingency	3,000	-	3,000	-	-	3,000	-	-	-	-
Other Operating Expenses	3,290	2,720	3,300	-	-	3,300	3,360	3,420	3,480	3,540
TOTAL OPERATING COSTS	**60,767**	**57,197**	**58,542**	**-**	**-**	**58,542**	**56,639**	**57,761**	**58,914**	**60,089**
*Percentage Increase over prior year						-3.7%	-3.3%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	3,570	(3,570)	-	-	(3,570)	-	-	-	-
Balance c/fwd from 2020 to 2021	(3,952)	(3,952)	-	-	-	-	-	-	-	-
Revenue - Other	(133)	(133)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	**(4,085)**	**(515)**	**(3,700)**	**-**	**-**	**(3,700)**	**(130)**	**(130)**	**(130)**	**(130)**
REQUISITION	**(56,682)**	**(56,682)**	**(54,842)**	**-**	**-**	**(54,842)**	**(56,509)**	**(57,631)**	**(58,784)**	**(59,959)**
*Percentage increase over prior year Requisition						-3.2%	3.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.109 JDF Admin. Expenditures	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$2,000	$0	$0	$0	$0	$2,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$2,000**	**$0**	**$0**	**$0**	**$0**	**$2,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$2,000	$0	$0	$0	$0	$2,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$2,000**	**$0**	**$0**	**$0**	**$0**	**$2,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.109

Service Name: JDF Admin. Expenditures

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Computer	Computer Replacement	$2,000	E	ERF	$0	$2,000	$0	$0	$0	$0	$2,000
			GRAND TOTAL	**$2,000**			**$0**	**$2,000**	**$0**	**$0**	**$0**	**$0**	**$2,000**

Reserve Schedule

Reserve Fund: 1.109 Admin Expenditures (JDF) - Equipment Replacement Fund

ERF Group: JDFADMIN.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101839	2021	2022	2023	2024	2025	2026
Beginning Balance		5,665	5,665	3,665	3,665	3,665	3,665
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	(2,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**5,665**	**3,665**	**3,665**	**3,665**	**3,665**	**3,665**

Assumptions/Background:

Fund Balance should remain between $5,000 and $10,000.

CAPITAL REGIONAL DISTRICT

2022 Budget

Grant-in-Aid (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.114 JDF Grants in Aid **Committee:** Electoral Area

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).
* (District of Sooke incorporated from Sooke Electoral Area and Juan de Fuca Electoral Area created from the remainder along with addition of Langford Electoral Area).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

Greater of $65,484 or $0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $109,863.

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.114 - Grant-in-Aid (JDF)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Grants in Aid	96,453	42,837	32,150	-	18,505	50,655	20,000	20,000	20,000	20,000
Allocations	1,858	1,858	3,253	-	-	3,253	3,318	3,384	3,452	3,521
Other Operating Expenses	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**98,311**	**44,695**	**35,403**	**-**	**18,505**	**53,908**	**23,318**	**23,384**	**23,452**	**23,521**
*Percentage Increase over prior year						-45.2%	-56.7%	0.3%	0.3%	0.3%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	53,618	(35,113)	-	(18,505)	(53,618)	-	-	-	-
Balance c/fwd from 2020 to 2021	(36,941)	(36,941)	-	-	-	-	-	-	-	-
Provincial Grant	(61,078)	(61,078)	-	-	-	-	-	-	-	-
Other Income	(292)	(294)	(290)	-	-	(290)	(290)	(290)	(290)	(290)
TOTAL REVENUE	**(98,311)**	**(44,695)**	**(35,403)**	**-**	**(18,505)**	**(53,908)**	**(290)**	**(290)**	**(290)**	**(290)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**(23,028)**	**(23,094)**	**(23,162)**	**(23,231)**
*Requisition increase over prior year						N/A	N/A	0.3%	0.3%	0.3%

CAPITAL REGIONAL DISTRICT

2022 Budget

Vancouver Island Regional Library

EAC REVIEW

OCTOBER 2021

Service: 1.119 **Van. Island Regional Library** **Committee: Electoral Area**

2020 Budget

A local service within the Juan de Fuca Electoral Area under Part 3 of the Library Act.
Bylaw No. 2248 (November 23, 1994). Amended by Bylaw No. 2346 (February 12, 1997).

SERVICE DESCRIPTION:

This service provides the services of the Vancouver Island Regional Library (VIRL) to the westerly portion of Juan de Fuca Electoral Area (JDFEA). The VIRL delivers service to the JDFEA through its Sooke and Port Renfrew Branches. Under the Library Act, S.B.C. 1994, the CRD was required to take over the library responsibilities belonging to School District No. 62 (Sooke) to participate in the regional library district. The library district is the Vancouver Island Regional Library District (VIRL), headquartered in Nanaimo. The CRD provides the service by funding a budget set by the VIRL and appointing a member to the library board. Service began in 1994.

PARTICIPATION:

Westerly portion of Juan de Fuca Electoral Area.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

1.119 - Vancouver Island Regional Library	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payments to Vancouver Island Regional Library	304,095	304,095	310,180	-	-	310,180	316,380	322,710	329,160	335,740
Allocations	5,562	5,562	6,218	-	-	6,218	6,342	6,469	6,599	6,730
Other Operating Expenses	1,240	1,240	1,240	-	-	1,240	1,240	1,240	1,240	1,240
TOTAL COSTS	**310,897**	**310,897**	**317,638**	**-**	**-**	**317,638**	**323,962**	**330,419**	**336,999**	**343,710**
*Percentage Increase over prior year						2.2%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	46	46	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(299)	(299)	(300)	-	-	(300)	(300)	(300)	(300)	(300)
Other Revenue	(250)	(250)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
TOTAL REVENUE	**(503)**	**(503)**	**(550)**	**-**	**-**	**(550)**	**(550)**	**(550)**	**(550)**	**(550)**
REQUISITION	**(310,394)**	**(310,394)**	**(317,088)**	**-**	**-**	**(317,088)**	**(323,412)**	**(329,869)**	**(336,449)**	**(343,160)**
*Percentage increase over prior year Requisition						2.2%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Sooke Regional Museum

EAC REVIEW

OCTOBER 2021

Service: 1.121 **Sooke Regional Museum** **Committee: Electoral Area**

DEFINITION:

A specified area established to provide annual financial assistance to the Sooke Regional Historical Society for the purpose of operating, maintaining and developing the Sooke Region Museum (Bylaw No. 1189 - November 23, 1983); increased levy amendment Bylaw No. 1538 - June 10, 1987, converted by Bylaw No. 3751 - March 2011, both Sooke Region Museum services (1.120 & 1.121) merged into one by Bylaw No. 3827 - July 2012, increased levy Bylaw No. 3942 - April 16, 2014.

SERVICE DESCRIPTION:

This service provides an annual contribution in support of the Sooke Region Museum operations and historical programs. The service was established in 1983 and is administered by the Sooke Region Historical Society.

PARTICIPATION:

Western portions of the Juan de Fuca Electoral Area and the District of Sooke.

MAXIMUM LEVY:

Greater of $191,000 or $0.063 / $1,000 of actual assessed value of land and improvements. To a maximum of $337,790.

FUNDING:

Requisition

1.121 - Sooke Regional Museum	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payments to Sooke Regional Museum	192,630	192,630	196,480	-	-	196,480	200,410	204,420	208,510	212,680
Allocations	3,903	3,903	3,932	-	-	3,932	4,010	4,091	4,173	4,256
Other Operating Expenses	60	60	60	-	-	60	60	60	60	60
TOTAL COSTS	**196,593**	**196,593**	**200,472**	**-**	**-**	**200,472**	**204,480**	**208,571**	**212,743**	**216,996**
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(44)	(44)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(332)	(332)	(340)	-	-	(340)	(350)	(360)	(370)	(380)
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(376)**	**(376)**	**(340)**	**-**	**-**	**(340)**	**(350)**	**(360)**	**(370)**	**(380)**
REQUISITION	**(196,217)**	**(196,217)**	**(200,132)**	**-**	**-**	**(200,132)**	**(204,130)**	**(208,211)**	**(212,373)**	**(216,616)**
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Vancouver Island Regional Library-Debt

EAC REVIEW

OCTOBER 2021

1.129 - Vancouver Island Regional Library-Debt	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
DEBT										
MFA DRF	60,000	-	60,000	-	-	60,000	-	-	-	-
MFA Debt Principal	-	-	-	-	-	-	181,415	181,415	181,415	181,415
MFA Debt Interest	153,900	-	108,000	-	-	108,000	144,000	144,000	144,000	144,000
TOTAL DEBT	**213,900**	**-**	**168,000**	**-**	**-**	**168,000**	**325,415**	**325,415**	**325,415**	**325,415**
*Percentage Increase over prior year						-21.5%	93.7%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Payment from VIRL	(213,900)	-	(168,000)	-	-	(168,000)	(325,415)	(325,415)	(325,415)	(325,415)
TOTAL REVENUE	**(213,900)**	**-**	**(168,000)**	**-**	**-**	**(168,000)**	**(325,415)**	**(325,415)**	**(325,415)**	**(325,415)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL REGIONAL DISTRICT

2022 Budget

Langford EA - GVPL

EAC REVIEW

OCTOBER 2021

Service: 1.133 Langford EA - GVPL **Committee: Electoral Area**

DEFINITION:

To establish a local service for the purpose of contributing to the cost of library services that are provided within the service area by the Greater Victoria Public Library District. Bylaw No. 2357 adopted February 1997.

SERVICE DESCRIPTION:

This service, established in 1997, provides the services of the Greater Victoria Public Library Board (GVPLB) to the Willis Point and Malahat areas within the Juan de Fuca Electoral Area. The service is on a contract basis because the service area is so small. The contract is annually renewed. Payment to the GVPLB is made in the form of a contribution to the GVLPB's budget. This service is one a number of services in which the CRD makes an annual contribution to a public library service.

PARTICIPATION:

A portion of the Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of $183,000 or $0.33 / $1,000 of actual assessed value of land and improvements.

FUNDING:

Requsition

1.133 - Langford EA - GVPL	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payments to Greater Victoria Public Library	30,350	30,350	30,960	-	-	30,960	31,580	32,210	32,850	33,510
Allocations	726	726	622	-	-	622	634	647	660	673
Other Operating Expenses	10	10	10	-	-	10	10	10	10	10
TOTAL OPERATING COSTS	**31,086**	**31,086**	**31,592**	**-**	**-**	**31,592**	**32,224**	**32,867**	**33,520**	**34,193**
*Percentage Increase over prior year						1.6%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(9)	(9)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(92)	(92)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Interest Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(101)**	**(101)**	**(90)**	**-**	**-**	**(90)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(30,985)**	**(30,985)**	**(31,502)**	**-**	**-**	**(31,502)**	**(32,134)**	**(32,777)**	**(33,430)**	**(34,103)**
*Percentage increase over prior year Requisition						1.7%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Port Renfrew Street Lighting

EAC REVIEW

OCTOBER 2021

Service: 1.232 Port Renfrew Street Lighting **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain street lighting for the Port Renfrew Street Lighting Local Service Area.
Bylaw No. 1746, November 8, 1989; Bylaw No. 1986, January 29, 1992.

PARTICIPATION:

Port Renfrew Local Service Area # 4, D-762.

MAXIMUM LEVY:

Greater of $7,500 or $3.42 / $1,000 of actual assessed value of land and improvements. To a maximum of $109,123.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Port Renfrew Street Lighting Commission established by Bylaw No. 1770 in 1989.
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

USER CHARGE:

50% of operating cost to be imposed as an annual user fee to each connected property.

PARCEL TAX:

50% of operating costs are collected as a parcel tax to be charged to every parcel within the Local Service Area.

1.232 - Port Renfrew Street Lighting	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026
OPERATING COSTS										
Electricity	7,150	7,000	7,240	-	-	7,240	7,380	7,530	7,680	7,830
Allocations	425	425	444	-	-	444	453	462	471	480
Contingency	1,200	-	1,200	-	-	1,200	1,200	1,200	1,200	1,200
Other Operating Expenses	100	100	100	-	-	100	100	100	100	100
TOTAL COSTS	**8,875**	**7,525**	**8,984**	**-**	**-**	**8,984**	**9,133**	**9,292**	**9,451**	**9,610**
*Percentage Increase over prior year						1.2%	1.7%	1.7%	1.7%	1.7%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	1,350	(1,350)	-	-	(1,350)	-	-	-	-
Balance c/fwd from 2020 to 2021	(2,148)	(2,148)	-	-	-	-	-	-	-	-
User Charges	(3,070)	(3,070)	(3,654)	-	-	(3,654)	(4,400)	(4,480)	(4,560)	(4,640)
Grants in Lieu of Taxes	(86)	(86)	(86)	-	-	(86)	(86)	(86)	(86)	(86)
Revenue - Other	(250)	(250)	(250)	-	-	(250)	(250)	(250)	(250)	(250)
TOTAL REVENUE	**(5,554)**	**(4,204)**	**(5,340)**	**-**	**-**	**(5,340)**	**(4,736)**	**(4,816)**	**(4,896)**	**(4,976)**
REQUISITION - PARCEL TAX	**(3,321)**	**(3,321)**	**(3,644)**	**-**	**-**	**(3,644)**	**(4,397)**	**(4,476)**	**(4,555)**	**(4,634)**
*Percentage increase over prior year										
User Fee						19.0%	20.4%	1.8%	1.8%	1.8%
Requisition						9.7%	20.7%	1.8%	1.8%	1.7%
Combined						**14.2%**	**20.5%**	**1.8%**	**1.8%**	**1.7%**

CAPITAL REGIONAL DISTRICT

2022 Budget

JDF Building Numbering

EAC REVIEW

OCTOBER 2021

Service: 1.317 **JDF Building Numbering** **Committee: Electoral Area**

DEFINITION:

To provide the extended service of implementing a civic addressing system for the Juan de Fuca Electoral Area. Establishment Bylaw No. 2010, adopted September 1992. Amendment Bylaw No. 2093 (February 1993).

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.317 - JDF Building Numbering	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Building Inspection	11,797	11,797	12,033	-	-	12,033	12,274	12,519	12,769	13,025
Allocations	673	673	645	-	-	645	658	671	684	698
Other Operating Expenses	430	410	420	-	-	420	430	440	450	460
TOTAL COSTS	**12,900**	**12,880**	**13,098**	**-**	**-**	**13,098**	**13,362**	**13,630**	**13,903**	**14,183**
*Percentage Increase over prior year						1.5%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	20	(20)	-	-	(20)	-	-	-	-
Balance c/fwd from 2020 to 2021	(73)	(73)	-	-	-	-	-	-	-	-
Other Income	(38)	(38)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(111)**	**(91)**	**(60)**	**-**	**-**	**(60)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(12,789)**	**(12,789)**	**(13,038)**	**-**	**-**	**(13,038)**	**(13,322)**	**(13,590)**	**(13,863)**	**(14,143)**
*Percentage increase over prior year Requisition						1.9%	2.2%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Soil Deposit and Removal

EAC REVIEW

OCTOBER 2021

Service: 1.319 Soil Deposit and Removal **Committee: Electoral Area**

DEFINITION:

The regulation of the deposit or removal of soil, sand, gravel, rock or other material on land in the municipality or in any area in the municipality (see 930(d)(e) of the Municipal Act). Authority received under SLP issued February 12, 1973, and as amended by SLP August 25, 1986. This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices, who ensure that permits are purchased by any person who deposits or removes said materials.

SERVICE DESCRIPTION:

Administration and enforcement of the Soil Deposit and Removal Bylaw for the Juan de Fuca Electoral Area (JdF EA).

PARTICIPATION:

Participants consist solely of the Juan de Fuca Electoral Area. Requisition to all participants on the basis of prior year caseload.

Participants Electoral Area	2000 est	Percentage
JDF EA	1	100%

MAXIMUM LEVY:

Net cost of this function not to exceed $50,000.

FUNDING:

Requisition

1.319 - Soil Deposit and Removal	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Allocations	1,233	1,233	1,206	-	-	1,206	1,227	1,249	1,271	1,293
Internal Time Charges	4,398	4,398	4,486	-	-	4,486	4,573	4,663	4,753	4,846
Other Operating Expenses	30	30	30	-	-	30	30	30	30	30
TOTAL OPERATING COSTS	**5,661**	**5,661**	**5,722**	**-**	**-**	**5,722**	**5,830**	**5,942**	**6,054**	**6,169**
*Percentage Increase over prior year						1.1%	1.9%	1.9%	1.9%	1.9%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**5,661**	**5,661**	**5,722**	**-**	**-**	**5,722**	**5,830**	**5,942**	**6,054**	**6,169**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Interest Income	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(40)**	**(40)**	**(40)**	**-**	**-**	**(40)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(5,621)**	**(5,621)**	**(5,682)**	**-**	**-**	**(5,682)**	**(5,790)**	**(5,902)**	**(6,014)**	**(6,129)**
*Percentage increase over prior year Requisition						1.1%	1.9%	1.9%	1.9%	1.9%

Reserve Schedule

Reserve Fund: 1.319 Soil Deposit and Removal - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105405	2021	2022	2023	2024	2025	2026
Beginning Balance		67,073	67,673	67,673	67,673	67,673	67,673
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		600					
Ending Balance $		**67,673**	**67,673**	**67,673**	**67,673**	**67,673**	**67,673**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Community Planning (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.325 **Community Planning** **Committee: Electoral Area**

DEFINITION:

To provide land use planning services at the community level for the JDF electoral area (Supplementary Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

Community Planning service involves preparation, review and amendment of five official community plans and two comprehensive community development plans.

Development Services involves preparation and administration of Land Use Bylaws, subdivision Bylaw, and process zoning amendments, development permits, development variance permits, soil deposit/removal permits, and review land and water referrals, subdivisions referrals, and ALR exclusions.

Administrative Services involves preparation of agendas, minutes and providing administrative support for the Juan de Fuca (JdF) Land Use Committee (LUC), six advisory planning commissions (APC), three board of variances, the Agricultural Advisory Planning Commission (AAPC), and the Economic Development Commission (EDC).

PARTICIPATION:

JDF Electoral Area on the basis of converted hospital assessments.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition and user fees.

Change in Budget 2021 to 2022 Service: 1.325 Community Planning	Total Expenditure	Comments
2021 Budget	**866,356**	
Change in Salaries:		
Base salary change	2,066	Inclusive of estimated collective agreement changes
Other Wages and Benefits	(5,500)	Realignment of budget based on previous actual expenses
Total Change in Salaries	(3,434)	
Other Changes:		
Consultants	(50,000)	One-time Port Renfrew CCDP Review in 2021 funded by grant
LIDAR Photography	(13,550)	Orthophotos purchased every other year funded by ORF, budget in year 2021, 2023, 2025
Supplies	(8,570)	One-time supplies in 2021 to A/V equipment for meeting room funded by COVID Safe Restart funding
Standard Overhead Allocation	2,577	Increase to Standard OH Allocation due to the combination of 2021 operating cost increase and 4th year of new OH model implementation
Human Resources Allocation	2,195	New Corporate Safety Resource
Land Use and Advisory Planning Cttees	1,532	
Other	3,624	Software licences; postage & freight; and telecomunications
Total Other Changes	(62,192)	
2022 Budget	**800,730**	
% Expense decrease from 2021:	***-7.6%***	
% Requisition increase from 2021:	***2.0%***	*Requisition funding is 89% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Fee revenues are projected at $28,000 (88%) higher than budget and we also project to recover $24,000 in salary costs from CRD Regional Parks. Total expenditures are projected at $17,802 (-2.1%) lower than budget primarily due to reductions in auxiliary salary costs, legal services, and advertising. The projected $69,802 surpus will be balanced on a reduced transfer from the Operating Reserve Fund, which has an expected year end balance of $156,197 before this transfer.

1.325 - Community Planning (JDF)	2021		BUDGET REQUEST	2022			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	460,293	454,733	456,859	-	-	456,859	466,483	476,311	486,350	496,612
Consultants	55,080	55,080	5,180	-	-	5,180	5,280	5,380	5,480	5,580
Legal Expenses	10,000	5,000	10,000	-	-	10,000	10,200	10,400	10,610	10,820
LIDAR Photography	13,550	13,550	-	-	-	-	13,500	-	13,770	-
Supplies	17,590	17,590	9,020	-	-	9,020	9,200	9,390	9,580	9,770
Land Use and Advisory Planning Cttees	13,808	11,416	15,340	-	-	15,340	15,460	15,590	15,720	15,850
Allocations	131,304	131,304	136,578	-	-	136,578	139,338	142,158	145,034	147,974
Labour Charges	31,451	31,451	32,083	-	-	32,083	32,714	33,361	34,016	34,690
Other Operating Expenses	57,510	52,660	59,900	-	-	59,900	61,180	62,470	63,800	65,160
TOTAL OPERATING COSTS	**790,586**	**772,784**	**724,960**	**-**	**-**	**724,960**	**753,355**	**755,060**	**784,360**	**786,456**
*Percentage Increase over prior year						-8.3%	3.9%	0.2%	3.9%	0.3%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**5,000**	**5,000**	**5,000**	**-**	**-**	**5,000**	**5,000**	**5,000**	**5,000**	**5,000**
Building Borrowing Repayment to Facilities Reserve	70,770	70,770	70,770	-	-	70,770	70,770	70,770	70,770	70,770
TOTAL COSTS	**866,356**	**848,554**	**800,730**	**-**	**-**	**800,730**	**829,125**	**830,830**	**860,130**	**862,226**
Internal Recoveries	(17,798)	(17,798)	(18,150)	-	-	(18,150)	(18,510)	(18,880)	(19,260)	(19,650)
OPERATING COSTS LESS INTERNAL RECOVERIES	**848,558**	**830,756**	**782,580**	**-**	**-**	**782,580**	**810,615**	**811,950**	**840,870**	**842,576**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(71,248)	(1,446)	(37,329)	-	-	(37,329)	(49,424)	(32,782)	(43,277)	(26,741)
Processing Fee Revenue	(32,000)	(60,000)	(45,000)	-	-	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Community Works Funding	(50,000)	(50,000)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(965)	(965)	(965)	-	-	(965)	(965)	(965)	(965)	(965)
Provincial Grant	(8,750)	(8,750)	-	-	-	-	-	-	-	-
Revenue - Other	(1,570)	(25,570)	(1,580)	-	-	(1,580)	(1,590)	(1,600)	(1,610)	(1,620)
TOTAL REVENUE	**(164,533)**	**(146,731)**	**(84,874)**	**-**	**-**	**(84,874)**	**(96,979)**	**(80,347)**	**(90,852)**	**(74,326)**
REQUISITION	**(684,025)**	**(684,025)**	**(697,706)**	**-**	**-**	**(697,706)**	**(713,636)**	**(731,603)**	**(750,018)**	**(768,250)**
*Percentage increase over prior year Requisition						2.0%	2.3%	2.5%	2.5%	2.4%
AUTHORIZED POSITIONS Salaried	3.7		3.7			3.7	3.7	3.7	3.7	3.7

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.325 Community Planning	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$45,000	$2,650	$4,300	$3,200	$0	$55,150
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$100,000	$0	$0	$0	$0	$100,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$145,000**	**$2,650**	**$4,300**	**$3,200**	**$0**	**$155,150**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$45,000	$2,650	$4,300	$3,200	$0	$55,150
Grants (Federal, Provincial)	Grant	$0	$100,000	$0	$0	$0	$0	$100,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$145,000**	**$2,650**	**$4,300**	**$3,200**	**$0**	**$155,150**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.325

Service Name: Community Planning

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Multi Function Printer	Printer/Copier	$10,000	E	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
20-01	Replacement	Computer Equipment	Computer Replacement	$8,150	E	ERF	$0	$0	$2,650	$4,300	$3,200	$0	$10,150
22-01	Replacement	Vehicle	Vehicle Replacement	$35,000	E	ERF	$0	$35,000	$0	$0	$0	$0	$35,000
22-02	Study	Otter Point Ground Water Study (for OCP)	Study of ground water availability to aid in land use decision making and support OCP policy	$100,000	S	Grant	$0	$100,000	$0	$0	$0	$0	$100,000
			GRAND TOTAL	**$153,150**			**$0**	**$145,000**	**$2,650**	**$4,300**	**$3,200**	**$0**	**$155,150**

Service:	1.325	Community Planning

Project Number	22-02	**Capital Project Title**	Otter Point Ground Water Study (for OCP)	**Capital Project Description**	Study of ground water availability to aid in land use decision making and support OCP policy
Project Rationale	A number of recent subdivision and development proposals have raised concern in the community that there is insuffient ground water resources to support both existing development and new development. The OCP supports development in rural areas where there are sufficient ground water resources and the development will not put resources at risk of contamination or depletion. The study will provide information to help determine this. The study may lead to further studies and monitoring.				

Project Number	19-01	**Capital Project Title**	Multi Function Printer	**Capital Project Description**	Printer/Copier
Project Rationale					

Project Number	20-01	**Capital Project Title**	Computer Equipment	**Capital Project Description**	Computer Replacement
Project Rationale					

Project Number	22-01	**Capital Project Title**	Vehicle	**Capital Project Description**	Vehicle Replacement
Project Rationale					

Community Planning (JDF)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	225,999	188,670	139,246	106,464	63,187	36,446
Equipment Replacement Fund	107,652	67,652	70,002	70,702	72,502	77,502
Total	**333,651**	**256,322**	**209,248**	**177,166**	**135,689**	**113,948**

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105408	2021	2022	2023	2024	2025	2026
Beginning Balance		225,059	225,999	188,670	139,246	106,464	63,187
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		(1,446)	(37,329)	(49,424)	(32,782)	(43,277)	(26,741)
Interest Income		2,386					
Ending Balance $		**225,999**	**188,670**	**139,246**	**106,464**	**63,187**	**36,446**

Assumptions/Background:

For unforeseen legal expenses; ongoing air photo updates; election expenses

Reserve Schedule

Reserve Fund: 1.325 Community Planning - Equipment Replacement Fund

ERF Group: CMPLAN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101428**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		114,482	107,652	67,652	70,002	70,702	72,502
Transfer from Ops Budget		5,000	5,000	5,000	5,000	5,000	5,000
Planned Purchase		(11,830)	(45,000)	(2,650)	(4,300)	(3,200)	-
Interest Income		-					
Ending Balance $		**107,652**	**67,652**	**70,002**	**70,702**	**72,502**	**77,502**

Assumptions/Background:

Maintain balance sufficient to fund required asset replacements

CAPITAL REGIONAL DISTRICT

2022 Budget

JDF Livestock Injury Compensation

EAC REVIEW

OCTOBER 2021

Service: 1.340 **JDF Livestock Injury Compensation** **Committee: Electoral Area**

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act.*
(Livestock Injury Compensation Service (Juan de Fuca) Bylaw No. 1, 2021)

PARTICIPATION:

Juan de Fuca Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.340 - JDF Livestock Injury Compensation	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Allocations	-	-	150	-	-	150	153	156	159	162
Compensation Claim Payments	-	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	**-**	**-**	**3,150**	**-**	**-**	**3,150**	**3,153**	**3,156**	**3,159**	**3,162**
*Percentage Increase over prior year						N/A	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**-**	**-**	**(3,150)**	**-**	**-**	**(3,150)**	**(3,153)**	**(3,156)**	**(3,159)**	**(3,162)**
*Percentage increase over prior year Requisition						N/A	0.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2022 Budget

Willis Point Fire Protection & Recreation

EAC REVIEW

OCTOBER 2021

Service: 1.350 **Willis Point Fire** **Committee: Electoral Area**

DEFINITION:

A service area for the purposes of constructing a fire hall/community centre and to provide fire protection and emergency response services and recreational facilities in the Willis Point Section of the Juan de Fuca Electoral Area.
Local Service Establishment Bylaw No. 1951 (January 15, 1992). Amended by Bylaw 2296 (1995) & 3214 (2004).

PARTICIPATION:

Based on converted hospital assessments - Willis Point Local Service Area #15 - A(763).

COMMISSION:

Wills Point Fire Protection and Recreation Facilities Commission established by Bylaw to oversee this function (Bylaw No. 3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010).

MAXIMUM LEVY:

Bylaw No. 1951 states "Greater of $41,000 or $1.71 / $1,000" to a maximum of $338,813.

FUNDING:

Requisition

1.350 - Willis Point Fire Protection & Recreation	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Fire Protection Costs										
Travel - Vehicles	12,200	12,200	12,440	-	-	12,440	12,690	12,940	13,200	13,460
Insurance	7,470	7,470	7,970	-	-	7,970	8,240	8,510	8,800	9,110
Utilities	12,150	12,150	12,300	-	-	12,300	12,550	12,800	13,060	13,320
Staff Development	24,080	24,080	24,570	-	-	24,570	25,060	25,560	26,060	26,580
Allocations	6,487	6,487	6,174	-	-	6,174	6,298	6,424	6,552	6,683
Operating - Other	38,950	38,950	32,370	-	-	32,370	33,020	33,670	34,330	35,000
TOTAL FIRE PROTECTION COSTS	**101,337**	**101,337**	**95,824**	**-**	**-**	**95,824**	**97,858**	**99,904**	**102,002**	**104,153**
Recreation Costs:										
Recreation Expenses	29,372	29,372	23,020	-	-	23,020	15,730	10,950	11,170	11,390
TOTAL OPERATING COSTS	**130,709**	**130,709**	**118,844**	**-**	**-**	**118,844**	**113,588**	**110,854**	**113,172**	**115,543**
*Percentage Increase over prior year						-5.4%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES / DEBT										
Capital Equipment Purchases	6,300	6,300	6,430	-	-	6,430	6,560	6,690	6,820	6,960
Transfer to Equipment Replacement Fund	39,110	39,110	45,000	-	-	45,000	50,000	40,000	40,000	40,000
Transfer to Reserve Fund	7,500	7,500	7,500	-	-	7,500	5,000	5,000	5,000	5,000
MFA Debt Reserve Fund	-	-	-	-	-	-	2,750	-	-	-
MFA Debt Principal	-	-	-	-	-	-	-	15,902	15,902	15,902
MFA Debt Interest	-	-	-	-	-	-	1,994	7,975	7,975	7,975
TOTAL CAPITAL / RESERVES / DEBT	**52,910**	**52,910**	**58,930**	**-**	**-**	**58,930**	**66,304**	**75,567**	**75,697**	**75,837**
TOTAL COSTS	**183,619**	**183,619**	**177,774**	**-**	**-**	**177,774**	**179,892**	**186,421**	**188,869**	**191,380**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(14,582)	(14,582)	-	-	-	-	-	-	-	-
Rental Revenue	(29,020)	(29,020)	(45,530)	-	-	(45,530)	(45,540)	(45,550)	(45,560)	(45,570)
Provincial Grant-Safe Restart	(7,220)	(7,220)	-	-	-	-	-	-	-	-
Other Revenue	(3,855)	(3,855)	(3,865)	-	-	(3,865)	(3,875)	(3,885)	(3,895)	(3,905)
TOTAL REVENUE	**(54,677)**	**(54,677)**	**(49,395)**	**-**	**-**	**(49,395)**	**(49,415)**	**(49,435)**	**(49,455)**	**(49,475)**
REQUISITION	**(128,942)**	**(128,942)**	**(128,379)**	**-**	**-**	**(128,379)**	**(130,477)**	**(136,986)**	**(139,414)**	**(141,905)**
*Percentage increase over prior year Requisition						-0.4%	1.6%	5.0%	1.8%	1.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.350 Willis Point Fire		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$13,000	$13,000	$5,000	$3,500	$0	$0	$21,500
Equipment		E	$161,865	$167,865	$60,000	$0	$50,000	$0	$277,865
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$650,000	$0	$0	$0	$650,000
			$174,865	**$180,865**	**$715,000**	**$3,500**	**$50,000**	**$0**	**$949,365**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$275,000	$0	$0	$0	$275,000
Equipment Replacement Fund		ERF	$120,000	$126,000	$435,000	$0	$50,000	$0	$611,000
Grants (Federal, Provincial)		Grant	$41,865	$41,865	$0	$0	$0	$0	$41,865
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$13,000	$13,000	$5,000	$3,500	$0	$0	$21,500
			$174,865	**$180,865**	**$715,000**	**$3,500**	**$50,000**	**$0**	**$949,365**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.350
Service Name: Willis Point Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-03	Renewal	handicap access	ramp and handrail	$8,000	B	Res	$8,000	$8,000	$0	$0	$0	$0	$8,000
20-04	Renewal	hall paint	upper hall	$5,000	B	Res	$5,000	$5,000	$0	$0	$0	$0	$5,000
22-02	Renewal	emergency exit	rear of hall	$12,000	B	Res	$0	$0	$5,000	$0	$0	$0	$5,000
23-03	Renewal	kitchen renos	renovate kitchen	$3,500	B	Res	$0	$0	$0	$3,500	$0	$0	$3,500
23-04	Replacement	Engine 2 Replacement	Replace Engine 2 as per requriements of Fire Underwriters. 1994 Ford to be replaced by 2023 at latest (29 years max)	$650,000	V	Debt	$0	$0	$275,000	$0	$0	$0	$275,000
23-04	Replacement	Engine 2 Replacement	Replace Engine 2 as per requriements of Fire Underwriters. 1994 Ford to be replaced by 2023 at latest (29 years max)	$0	V	ERF	$0	$0	$375,000	$0	$0	$0	$375,000
20-01	Replacement	SCBA Replacement	Replace 10 SCBA packs and 20 tanks and 25 masks every 15 years. Purchased in 2004	$80,000	E	ERF	$80,000	$80,000	$0	$0	$0	$0	$80,000
21-01	Replacement	Turn Out Gear	Replace 10 sets every 5 years. Life span of 10 years. Total 20 sets budgeted for.	$40,000	E	ERF	$40,000	$40,000	$0	$0	$0	$0	$40,000
23-01	Replacement	Auto Extrication Equipment	Replace every 15 years. Holmatro 2008	$60,000	E	ERF	$0	$0	$60,000	$0	$0	$0	$60,000
22-01	Replacement	Hose	Replace 20x50 foot hose every 10 years	$6,000	E	ERF	$0	$6,000	$0	$0	$0	$0	$6,000
25-01	New	Community Water Cisterns for Fire Protection	Install 4 new ~25,000 gallon water cisterns around community. 1st tank to be installed 2020/2021	$200,000	E	ERF	$0	$0	$0	$0	$50,000	$0	$50,000
21-02	New	Water Tank	Willis Point Fire Dept Water Supply Expansion	$41,865	E	Grant	$41,865	$41,865	$0	$0	$0	$0	$41,865
			GRAND TOTAL	**$1,106,365**			**$174,865**	**$180,865**	**$715,000**	**$3,500**	**$50,000**	**$0**	**$949,365**

Willis Point Fire Protection & Recreation
Reserves Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	145,393	139,893	139,893	141,393	146,393	151,393
Equipment Replacement Fund	513,524	432,524	47,524	87,524	77,524	117,524
Total	**658,917**	**572,417**	**187,417**	**228,917**	**223,917**	**268,917**

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Capital Reserve Fund - Bylaw 2189

Surplus money from the operation of the fire protection service and recreational facilities may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1014	Estimated	Budget				
Fund Centre:	101358	2021	2022	2023	2024	2025	2026
Beginning Balance		161,449	145,393	139,893	139,893	141,393	146,393
Transfer from Ops Budget		7,500	7,500	5,000	5,000	5,000	5,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(25,000)	(13,000)	(5,000)	(3,500)	-	-
Interest Income		1,445					
Ending Balance $		**145,393**	**139,893**	**139,893**	**141,393**	**146,393**	**151,393**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.350 Willis Point Fire Protection & Creation - Equipment Replacement Fund

For replacement of firefighting equipment, fire trucks, tenders and pumpers.
ERF Group: WILLISPT.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101429	2021	2022	2023	2024	2025	2026
Beginning Balance		479,422	513,524	432,524	47,524	87,524	77,524
Transfer from Ops Budget		39,110	45,000	50,000	40,000	40,000	40,000
Expenditures		(5,008)	(126,000)	(435,000)	-	(50,000)	-
Interest Income		-					
Ending Balance $		**513,524**	**432,524**	**47,524**	**87,524**	**77,524**	**117,524**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Otter Point Fire

EAC REVIEW

OCTOBER 2021

Service: 1.353 **Otter Point Fire** **Committee: Electoral Area**

DEFINITION:

A service area established to provide fire protection and emergency response on a volunteer basis in the Otter Point district of the Juan de Fuca Electoral Area. Fire department is operated by a Commission. Local Service Bylaw No. 2042 (September 9, 1992). Amended by Bylaws 2720, 3171 and 3215.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act.
Local Service Area #17 - G (762).

COMMISION:

Otter Point Fire Protection and Emergency Response Service Commission established to oversee this function (Bylaw No.3654 -April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM LEVY:

Bylaw No. 2042 states "Greater of $125,000 or $2.50 / $1,000" to a maximum of $1,465,080.

FUNDING:

Requisition

1.353 - Otter Point Fire	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Fire Chief Salary and Honorariums	77,750	77,750	79,310	-	-	79,310	80,890	82,500	84,140	85,820
Travel & Vehicles	23,100	23,100	23,560	-	-	23,560	24,030	24,510	25,000	25,500
Contract for Services	114,000	114,000	116,280	-	-	116,280	118,610	120,980	123,400	125,870
Insurance	10,010	10,010	12,170	-	-	12,170	12,580	13,010	13,460	13,930
Staff Training	24,000	24,000	24,480	-	-	24,480	24,970	25,470	25,980	26,500
Recruiting and Retention	15,000	15,000	15,300	-	-	15,300	15,610	15,920	16,240	16,560
Maintenance	19,160	19,160	19,540	-	-	19,540	19,930	20,320	20,720	21,140
Internal Allocations	13,715	13,715	17,108	-	-	17,108	17,450	17,799	18,155	18,518
Operating - Supplies	25,160	22,160	18,890	-	-	18,890	19,270	19,650	20,040	20,440
Operating - Other	27,740	27,740	28,220	-	-	28,220	28,790	29,370	29,960	30,560
TOTAL OPERATING COSTS	**349,635**	**346,635**	**354,858**	**-**	**-**	**354,858**	**362,130**	**369,529**	**377,095**	**384,838**
*Percentage Increase over prior year						1.5%	2.0%	2.0%	2.0%	2.1%
CAPITAL / RESERVES										
Capital Equipment Purchases	5,090	5,090	5,500	-	-	5,500	5,610	5,725	5,850	5,770
Transfer to Capital Reserve Fund	40,000	43,000	40,800	-	-	40,800	41,620	42,450	43,300	44,170
Transfer to Equipment Replacement Fund	110,000	110,000	115,000	-	-	115,000	117,300	119,700	122,100	124,550
Transfer to General Capital Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**155,090**	**158,090**	**161,300**	**-**	**-**	**161,300**	**164,530**	**167,875**	**171,250**	**174,490**
TOTAL COSTS	**504,725**	**504,725**	**516,158**	**-**	**-**	**516,158**	**526,660**	**537,404**	**548,345**	**559,328**
FUNDING SOURCES (REVENUE)										
Provincial Grants-Safe Restart	(7,480)	(7,480)	-	-	-	-	-	-	-	-
Revenue - Other	(310)	(310)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
TOTAL REVENUE	**(7,790)**	**(7,790)**	**(320)**	**-**	**-**	**(320)**	**(330)**	**(340)**	**(350)**	**(360)**
REQUISITION	**(496,935)**	**(496,935)**	**(515,838)**	**-**	**-**	**(515,838)**	**(526,330)**	**(537,064)**	**(547,995)**	**(558,968)**
*Percentage increase over prior year Requisition						3.8%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.353 Otter Point Fire		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$60,000	$40,000	$40,000	$40,000	$40,000	$220,000
Equipment		E	$0	$141,000	$28,300	$15,000	$15,000	$20,000	$219,300
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$201,000**	**$68,300**	**$55,000**	**$55,000**	**$60,000**	**$439,300**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$141,000	$28,300	$15,000	$15,000	$20,000	$219,300
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$60,000	$40,000	$40,000	$40,000	$40,000	$220,000
			$0	**$201,000**	**$68,300**	**$55,000**	**$55,000**	**$60,000**	**$439,300**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.353

Service Name: Otter Point Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
17-02	Replacement	Turnout Gear/Pagers/Hose	Turnout Gear/Pagers/Hose	$79,300	E	ERF	$0	$11,000	$28,300	$15,000	$15,000	$20,000	$89,300
19-02	Replacement	Replace driveway pavement	Replace driveway pavement	$100,000	B	Res	$0	$60,000	$0	$0	$0	$40,000	$100,000
20-01	Replacement	Replace roof	Replace roof	$40,000	B	Res	$0	$0	$0	$0	$40,000	$0	$40,000
22-01	Replacement	Replace SCBA packs	Replace SCBA packs	$130,000	E	ERF	$0	$130,000	$0	$0	$0	$0	$130,000
22-02	Replacement	Building Expansion. Back Office	Building Expansion. Back Office	$40,000	B	Res	$0	$0	$40,000	$0	$0	$0	$40,000
22-03	Replacement	Building and Siding	Building and Siding	$40,000	B	Res	$0	$0	$0	$40,000	$0	$0	$40,000
			GRAND TOTAL	$429,300			$0	$201,000	$68,300	$55,000	$55,000	$60,000	$439,300

Otter Point Fire
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	22,401	3,201	4,821	7,271	10,571	14,741
Equipment Replacement Fund	98,645	72,645	161,645	266,345	373,445	477,995
Total	**121,046**	**75,846**	**166,466**	**273,616**	**384,016**	**492,736**

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Capital Reserve Fund - Bylaw 3995

For improvements, repairs and replacement of Firehall and training centre

Reserve Cash Flow

Fund:	1090	Estimated	Budget				
Fund Centre:	102164	2021	2022	2023	2024	2025	2026
Beginning Balance		19,366	22,401	3,201	4,821	7,271	10,571
Transfer from Ops Budget		43,000	40,800	41,620	42,450	43,300	44,170
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(40,000)	(60,000)	(40,000)	(40,000)	(40,000)	(40,000)
Interest Income		34					
Ending Balance $		**22,401**	**3,201**	**4,821**	**7,271**	**10,571**	**14,741**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.353 Otter Point Fire Protection - Equipment Replacement Fund

ERF Group: OTTERFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101432	2021	2022	2023	2024	2025	2026
Beginning Balance		245,337	98,645	72,645	161,645	266,345	373,445
Transfer from Ops Budget		110,000	115,000	117,300	119,700	122,100	124,550
Expenditures		(256,692)	(141,000)	(28,300)	(15,000)	(15,000)	(20,000)
Interest Income		-					
Ending Balance $		**98,645**	**72,645**	**161,645**	**266,345**	**373,445**	**477,995**

Assumptions/Background:

Transfer as much of operating budget will allow in order to provide sufficient funding for vehicles.

CAPITAL REGIONAL DISTRICT

2022 Budget

Malahat Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.354 **Malahat Fire** **Committee: Electoral Area**

DEFINITION:

A specified area established to provide fire protection and emergency response in the Malahat district of the Juan de Fuca Electoral Area through an agreement with the Cowichan Valley Regional District:

Bylaw No. 1368 (July 24, 1985) (Repealed). Amended Bylaw No. 1375 (September 23, 1985) (Repealed)
Bylaw No. 2731 (November 24, 1999) as amended by Bylaw No. 3226.

ANNUAL LEVY:

On all lands and improvements on the basis of Section 794 of the Municipal Act within the Specified Area # 23 (F-762).

MAXIMUM LEVY:

Greater of $22,400 or $1.28 / $1,000 to a maximum of $93,004.

FUNDING:

Requisition

1.354 - Malahat Fire Protection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payment to Cowichan Valley Regional District	61,172	61,172	62,400	-	-	62,400	63,650	64,920	66,220	67,540
Other Operating Expenses	2,642	2,642	3,201	-	-	3,201	3,265	3,330	3,396	3,464
TOTAL COSTS	**63,814**	**63,814**	**65,601**	**-**	**-**	**65,601**	**66,915**	**68,250**	**69,616**	**71,004**
*Percentage Increase over prior year						2.8%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(4)	(4)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(4)**	**(4)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**(63,810)**	**(63,810)**	**(65,601)**	**-**	**-**	**(65,601)**	**(66,915)**	**(68,250)**	**(69,616)**	**(71,004)**
*Percentage increase over prior year Requisition						2.8%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Durrance Road Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.355 Durrance Road Fire **Committee:** Electoral Area

DEFINITION:

A local service area established by Bylaw No. 2506 (July 9, 1997) to provide fire protection and emergency response to Durrance Road Fire Protection Area. Amended by Bylaw No. 3033 (2002) to increase rate and Bylaw No. 3216 (2004).

MAXIMUM LEVY:

Greater of $1,350 or $0.70 / $1,000 to maximum of $4,122.

FUNDING:

Parcel Tax

1.355 - Durrance Road Fire Protection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payment to District of Saanich	2,500	2,500	2,500	-	-	2,500	2,500	2,500	2,500	2,500
Other Operating Expenses	270	270	219	-	-	219	221	224	227	230
TOTAL OPERATING COSTS	**2,770**	**2,770**	**2,719**	**-**	**-**	**2,719**	**2,721**	**2,724**	**2,727**	**2,730**
*Percentage Increase over prior year						-1.8%	0.1%	0.1%	0.1%	0.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve	220	220	301	-	-	301	299	300	301	300
TOTAL COSTS	**2,990**	**2,990**	**3,020**	**-**	**-**	**3,020**	**3,020**	**3,024**	**3,028**	**3,030**
*Percentage Increase over prior year						1.0%	0.0%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
REQUISITION - PARCEL TAX	**(2,990)**	**(2,990)**	**(3,020)**	**-**	**-**	**(3,020)**	**(3,020)**	**(3,024)**	**(3,028)**	**(3,030)**
*Percentage increase over prior year Requisition						1.0%	0.0%	0.0%	0.1%	0.1%

Reserve Schedule

Reserve Fund: 1.355 Durrance road Fire Protection - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105400	2021	2022	2023	2024	2025	2026
Beginning Balance		2,211	2,452	2,753	3,052	3,352	3,653
Transfer from Op Budget		220	301	299	300	301	300
Planned Payments		-	-	-	-	-	-
Interest Income		21					
Ending Balance $		**2,452**	**2,753**	**3,052**	**3,352**	**3,653**	**3,953**

Assumptions/Background:

To set aside funds for reimbursing District of Saanich for incident response, as per agreement between the CRD and Saanich

CAPITAL REGIONAL DISTRICT

2022 Budget

East Sooke Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.357 East Sooke Fire **Committee: Electoral Area**

DEFINITION:

A service area established by Bylaw No. 3390 (January 10, 2007) to provide fire protection and emergency response on a volunteer basis in the East Sooke district of the Juan de Fuca Electoral Area. Fire department is operated by a committee.

PARTICIPATION:

On net taxable value of land and improvements on the basis of hospital district assessments.

MAXIMUM LEVY:

Bylaw No. 3390 (amended by Bylaw 3862, 2013) states "greater of $550,000 or $1.310 / $1,000" of actual assessments. To a maximum of $866,151.

COMMISSION:

East Sooke Fire Protection and Emergency Response Services Commission established to oversee this function
(Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Maximum Authorized: (Bylaw 3863)	$ 2,120,000
Borrowed: 2014, 3.0%	$ 1,800,000
Borrowed: 2016, 2.1%	$ 150,000
Remaining	$ 170,000

1.357 - East Sooke Fire Protection	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Salaries and Wages	15,030	17,326	75,330	-	-	75,330	76,840	78,380	79,950	81,550
Travel - Vehicles	32,850	37,086	33,510	-	-	33,510	34,180	34,870	35,570	36,280
Insurance	7,170	5,299	5,625	-	-	5,625	5,855	6,090	6,340	6,600
Contract for Service/Legal Expenses	10,320	10,748	10,520	-	-	10,520	10,740	10,960	11,180	11,410
Maintenance	6,110	9,954	11,730	-	-	11,730	11,960	12,200	12,450	12,700
Staff Training	18,860	13,732	19,240	-	-	19,240	19,620	20,010	20,410	20,820
Internal Allocations	9,603	9,603	11,367	-	-	11,367	11,594	11,826	12,063	12,304
Operating - Supplies	35,790	26,954	29,160	-	-	29,160	29,740	30,340	30,950	31,570
Contingency	15,000	2,000	15,300	-	-	15,300	15,610	15,920	16,240	16,560
Operating - Other	37,630	39,478	39,100	-	-	39,100	39,880	40,670	41,480	42,300
TOTAL FIRE DEP OPERATING COSTS	**188,363**	**172,180**	**250,882**	**-**	**-**	**250,882**	**256,019**	**261,266**	**266,633**	**272,094**
*Percentage Increase over prior year						33.2%	2.0%	2.0%	2.1%	2.0%
TOTAL COMMUNITY HALL OPERATING COSTS	45,678	19,053	55,213	-	-	55,213	25,140	25,640	26,150	26,670
TOTAL OPERATING COSTS	**234,041**	**191,233**	**306,095**	**-**	**-**	**306,095**	**281,159**	**286,906**	**292,783**	**298,764**
Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	126,970	133,970	95,000	-	-	95,000	96,900	98,838	100,815	102,834
TOTAL CAPITAL / RESERVES	**126,970**	**133,970**	**95,000**	**-**	**-**	**95,000**	**96,900**	**98,838**	**100,815**	**102,834**
DEBT SERVICING										
MFA Debt Reserve Fund	500	500	450	-	-	450	450	450	450	450
Principal Payment	97,959	97,959	97,959	-	-	97,959	97,959	97,959	97,959	97,959
Interest Payment	57,150	57,150	57,150	-	-	57,150	57,150	57,150	57,150	57,150
TOTAL DEBT SERVICING	**155,609**	**155,609**	**155,559**	**-**	**-**	**155,559**	**155,559**	**155,559**	**155,559**	**155,559**
TOTAL COSTS	**516,620**	**480,812**	**556,654**	**-**	**-**	**556,654**	**533,618**	**541,303**	**549,157**	**557,157**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	30,563	(30,563)	-	-	(30,563)	-	-	-	-
Balance c/fwd from 2020 to 2021	(21,058)	(21,058)	-	-	-	-	-	-	-	-
District of Sooke (for Silver Spray)	(56,010)	(46,827)	(45,000)	-	-	(45,000)	(45,900)	(46,820)	(47,760)	(48,720)
MFA Debt Reserve Fund Earning	(500)	(500)	(450)	-	-	(450)	(450)	(450)	(450)	(450)
Provincial Grant-Safe Restart	(10,890)	(10,890)	-	-	-	-	-	-	-	-
Rental Revenue	(20,930)	(24,620)	(24,650)	-	-	(24,650)	(25,140)	(25,640)	(26,150)	(26,670)
Other Income	(1,040)	(1,288)	(1,060)	-	-	(1,060)	(1,080)	(1,100)	(1,120)	(1,140)
TOTAL REVENUE	**(110,428)**	**(74,620)**	**(101,723)**	**-**	**-**	**(101,723)**	**(72,570)**	**(74,010)**	**(75,480)**	**(76,980)**
REQUISITION	**(406,192)**	**(406,192)**	**(454,931)**	**-**	**-**	**(454,931)**	**(461,048)**	**(467,293)**	**(473,677)**	**(480,177)**
*Percentage increase over prior year Requisition						12.0%	1.3%	1.4%	1.4%	1.4%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.357 East Sooke Fire		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$10,000	$55,000	$0	$0	$0	$0	$55,000
Equipment		E	$11,000	$27,044	$16,295	$16,551	$19,512	$41,578	$120,980
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$150,000	$0	$160,000	$0	$0	$310,000
			$21,000	**$232,044**	**$16,295**	**$176,551**	**$19,512**	**$41,578**	**$485,980**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$11,000	$11,000	$0	$0	$0	$0	$11,000
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$166,044	$16,295	$176,551	$19,512	$41,578	$419,980
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$10,000	$55,000	$0	$0	$0	$0	$55,000
			$21,000	**$232,044**	**$16,295**	**$176,551**	**$19,512**	**$41,578**	**$485,980**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.357

Service Name: East Sooke Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
17-05	Replacement	Turn out Gear	Turn out Gear	$51,702	E	ERF	$0	$12,544	$12,795	$13,051	$13,312	$13,578	$65,280
18-01	Replacement	Tender 2	Tender 2 Replacement	$150,000	V	ERF	$0	$150,000	$0	$0	$0	$0	$150,000
19-01	Replacement	Squad Car	Replace Squad Car 1999 Vehicle	$160,000	V	ERF	$0	$0	$0	$160,000	$0	$0	$160,000
20-01	Replacement	Fire Hall Energy Renovation	Propane conversion; The installation of the fuel lines, equipment and the tank.	$30,000	E	Cap	$7,000	$7,000	$0	$0	$0	$0	$7,000
21-02	Replacement	Roof for training area	Roof snow guards	$14,000	E	Cap	$4,000	$4,000	$0	$0	$0	$0	$4,000
21-03	Replacement	Extrication gear	Replacement of extrication gear (jaws of life)	$23,000	E	ERF	$0	$0	$0	$0	$0	$23,000	$23,000
21-04	Replacement	Landscaping	ESVFD yard	$10,000	B	Res	$10,000	$10,000	$0	$0	$0	$0	$10,000
21-05	Replacement	Roof seal replacement	Roof seal replacement	$5,000	E	ERF	$0	$0	$0	$0	$0	$5,000	$5,000
22-01	Replacement	Pagers	Replacement of old pagers	$10,500	E	ERF	$0	$3,500	$3,500	$3,500	$0	$0	$10,500
22-02	Replacement	Hoses	Replacement of structure fire hoses	$6,200	E	ERF	$0	$0	$0	$0	$6,200	$0	$6,200
22-03	New	SPU Completion	Structure Protection Unit completion	$45,000	B	Res	$0	$45,000	$0	$0	$0	$0	$45,000
			GRAND TOTAL	**$505,402**			**$21,000**	**$232,044**	**$16,295**	**$176,551**	**$19,512**	**$41,578**	**$485,980**

Service: 1.357 East Sooke Fire

Project Number	17-05	**Capital Project Title**	Turn out Gear	**Capital Project Description**	Turn out Gear
Project Rationale	Replacement of 4 sets of turnout gear. Turnout gear expires after 10 years.				

Project Number	18-01	**Capital Project Title**	Tender 2	**Capital Project Description**	Tender 2 Replacement
Project Rationale	Replacement for our 1998 Tender 2 . The plan is to replace the vehicle with a used 10-year old truck.				

Project Number	19-01	**Capital Project Title**	Squad Car	**Capital Project Description**	Replace Squad Car 1999 Vehicle
Project Rationale	Replacement for our 1999 Squad1 (FR vehicle)				

Project Number	20-01	**Capital Project Title**	Fire Hall Energy Renovation	**Capital Project Description**	Propane conversion; The installation of the fuel lines, equipment and the tank.
Project Rationale	Propane conversion; The installation of the fuel lines, equipment and the tank.				

Project Number	21-03	**Capital Project Title**	Extrication gear	**Capital Project Description**	Replacement of extrication gear (jaws of life)
Project Rationale	Replacement of extrication gear (jaws of life)				

Project Number	21-05	**Capital Project Title**	Roof seal replacement	**Capital Project Description**	Roof seal replacement
Project Rationale	Replacement of Roof seals (recommended every 5 years)				

Project Number	21-04	**Capital Project Title**	Landscaping	**Capital Project Description**	ESVFD yard
Project Rationale	New station. Landscape around it needs to be set up.				

Project Number	22-01	**Capital Project Title**	Pagers	**Capital Project Description**	Replacement of old pagers
Project Rationale	Replacement of old and defective pagers				

Project Number	22-02	**Capital Project Title**	Hoses	**Capital Project Description**	Replacement of structure fire hoses
Project Rationale	Replacement of structure fire hoses				

Project Number	21-02	**Capital Project Title**	Roof for training area	**Capital Project Description**	Roof snow guards
Project Rationale	Installation of snow guards for safety				

Project Number	22-03	**Capital Project Title**	SPU Completion	**Capital Project Description**	Structure Protection Unit completion
Project Rationale	To complete the East sooke's existing SPU to a full Type 2 unit to BCWS standards.				

East Sooke Fire Protection
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	30,835	20,835	20,835	20,835	20,835	20,835
Equipment Replacement Fund	521,227	405,183	485,788	408,075	489,378	550,634
Total	**552,062**	**426,018**	**506,623**	**428,910**	**510,213**	**571,469**

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Capital Reserve Fund - Bylaw 3400

Reserve established for expenditures for or in respect of capital projects, construction, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or payment of debt.

Reserve Cash Flow

Fund:	1079	Estimated	Budget				
Fund Centre:	101309	2021	2022	2023	2024	2025	2026
Beginning Balance		24,485	30,835	20,835	20,835	20,835	20,835
Transfer from Ops Budget		-	-	-	-	-	-
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(14,000)	(55,000)	-	-	-	-
Transfer from ERF		20,000	45,000	-	-	-	-
Interest Income		350					
Ending Balance $		**30,835**	**20,835**	**20,835**	**20,835**	**20,835**	**20,835**

Assumptions/Background:

New hall in under construction. Funding of reserve will resume when building is complete.

Reserve Schedule

Reserve Fund: 1.357 East Sooke Fire Protection - Equipment Replacement Fund

ERF Group: ESOOKFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101948	2021	2022	2023	2024	2025	2026
Beginning Balance		417,897	521,227	405,183	485,788	408,075	489,378
Transfer from Ops Budget		126,970	95,000	96,900	98,838	100,815	102,834
Planned Purchase		(3,640)	(166,044)	(16,295)	(176,551)	(19,512)	(41,578)
Transfer to CRF		(20,000)	(45,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**521,227**	**405,183**	**485,788**	**408,075**	**489,378**	**550,634**

Assumptions/Background:

New hall in under construction. Funding of reserve will resume when building is complete.

CAPITAL REGIONAL DISTRICT

2022 Budget

Port Renfrew Fire

EAC REVIEW

OCTOBER 2021

Service: 1.358 Port Renfrew Fire **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain a Fire Protection Service for local service area in the Port Renfrew District of the Juan de Fuca Electoral Area Establishment Bylaw No. 1743 (November, 1989). Amended by Bylaw 3223 (2005)

MAXIMUM LEVY:

Greater of $10,000 or $2.52 / $1,000 to a maximum of $281,651.

COMMISSION:

Port Renfrew Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Bylaw 3456 (Nov 2007) - Authorized to borrow $40,000 - $0 issued

AUTHORIZED:	LA Bylaw No. 3456 (Nov. 2007)	$	40,000
BORROWED:	Bylaw 3456 - 106 (2009 - 4.13%)		(40,000)
REMAINING AUTHORIZATION		$	-

FUNDING:

User fee and requisition.

1.358 - Port Renfrew Fire	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries, Wages, Benefits	35,800	35,800	36,510	-	-	36,510	37,240	37,980	38,740	39,510
Labour Charge Out Alloc	-	-	-	-	-	-	-	-	-	-
Contracted Services	-	-	-	-	-	-	-	-	-	-
Materials and Supplies	25,510	25,510	17,600	-	-	17,600	17,950	18,300	18,670	19,040
Repairs and Maintenance	2,320	2,320	2,360	-	-	2,360	2,410	2,460	2,510	2,560
Utilities	13,470	13,470	13,750	-	-	13,750	14,030	14,310	14,600	14,900
Grant and Other Contrib	-	-	-	-	-	-	-	-	-	-
Allocations	5,401	5,401	6,029	-	-	6,029	6,150	6,273	6,398	6,526
Other Operating Expense	46,330	46,330	47,500	-	-	47,500	48,530	49,570	50,650	51,740
TOTAL OPERATING COSTS	**128,831**	**128,831**	**123,749**	**-**	**-**	**123,749**	**126,310**	**128,893**	**131,568**	**134,276**
*Percentage Increase over prior year						-3.9%	2.1%	2.0%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	24,660	24,660	25,000	-	-	25,000	25,000	25,000	25,000	25,000
TOTAL CAPITAL / RESERVES	**24,660**	**24,660**	**25,000**	**-**	**-**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**
TOTAL FIRE OPERATING COSTS	**153,491**	**153,491**	**148,749**	**-**	**-**	**148,749**	**151,310**	**153,893**	**156,568**	**159,276**
Debt Charges	2,908	2,908	2,908	-	-	2,908	2,908	2,908	10	10
TOTAL COSTS	**156,399**	**156,399**	**151,657**	**-**	**-**	**151,657**	**154,218**	**156,801**	**156,578**	**159,286**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(934)	(934)	(934)	-	-	(934)	(934)	(934)	(934)	(934)
Provincial Grants-Safe Restart	(8,260)	(8,260)	-	-	-	-	-	-	-	-
User Charge	(59,230)	(59,230)	(60,410)	-	-	(60,410)	(61,600)	(62,830)	(63,000)	(63,500)
Other Revenue	(210)	(210)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
TOTAL REVENUE	**(68,634)**	**(68,634)**	**(61,554)**	**-**	**-**	**(61,554)**	**(62,744)**	**(63,974)**	**(64,144)**	**(64,644)**
REQUISITION	**(87,765)**	**(87,765)**	**(90,103)**	**-**	**-**	**(90,103)**	**(91,474)**	**(92,827)**	**(92,434)**	**(94,642)**
*Percentage increase over prior year Requisition						2.7%	1.5%	1.5%	-0.4%	2.4%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.358 Port Renfrew Fire	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$10,000	$10,000	$0	$0	$0	$0	$10,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$10,000	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$10,000	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.358

Service Name: Port Renfrew Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	Replacement	Repelling package	Repelling package	$10,000	E	ERF	$10,000	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$10,000**			**$10,000**	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

Port Renfrew Fire
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	47,129	47,129	47,129	47,129	47,129	47,129
Equipment Replacement Fund	151,084	166,084	191,084	216,084	241,084	266,084
Total	**198,213**	**213,213**	**238,213**	**263,213**	**288,213**	**313,213**

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Capital Reserve Fund - Bylaw 2702

Surplus money from the operation may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1089	Estimated	Budget				
Fund Centre:	102161	2021	2022	2023	2024	2025	2026
Beginning Balance		46,689	47,129	47,129	47,129	47,129	47,129
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		440					
Ending Balance $		**47,129**	**47,129**	**47,129**	**47,129**	**47,129**	**47,129**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.358 Port Renfrew Fire - Equipment Replacement Fund

ERF Group: PTRENFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101434	2021	2022	2023	2024	2025	2026
Beginning Balance		126,424	151,084	166,084	191,084	216,084	241,084
Transfer from Ops Budget		24,660	25,000	25,000	25,000	25,000	25,000
Planned Purchase		-	(10,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**151,084**	**166,084**	**191,084**	**216,084**	**241,084**	**266,084**

Assumptions/Background:

Transfer as much as operating budget will allow in order to have funds sufficient to replace vehicles

CAPITAL REGIONAL DISTRICT

2022 Budget

Shirley Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.360 **Shirley Fire Department** **Committee: Electoral Area**

DEFINITION:

A Specified Area to provide Fire Protection Service and Emergency Response on a volunteer basis in the Shirley District of the Juan de Fuca Electoral Areas local service. Establishment Bylaw No. 1927 (September 11, 1991). Amended by Bylaw 3220 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of $18,200 or $1.31 / $1,000 to a maximum of $282,254.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Shirley Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

FUNDING:

Requisition

1.360 - Shirley Fire Protection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Honoraria	8,440	8,440	8,610	-	-	8,610	8,780	8,960	9,140	9,320
Travel - Vehicles	6,040	6,040	6,160	-	-	6,160	6,280	6,410	6,540	6,670
Insurance	7,380	7,380	7,800	-	-	7,800	8,050	8,300	8,560	8,830
Maintenance	9,770	9,770	9,970	-	-	9,970	10,170	10,370	10,570	10,790
Staff Development	6,870	6,870	7,010	-	-	7,010	7,150	7,290	7,440	7,590
Internal Allocations	3,973	3,973	4,159	-	-	4,159	4,242	4,327	4,414	4,502
Operating - Supplies	28,980	28,980	22,220	-	-	22,220	22,670	23,130	23,600	24,070
Contingency	3,000	3,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000
Purchases - Equipment	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Operating - Other	15,930	15,930	16,210	-	-	16,210	16,520	16,830	17,150	17,480
TOTAL OPERATING COSTS	**100,383**	**100,383**	**95,139**	**-**	**-**	**95,139**	**96,862**	**98,617**	**100,414**	**102,252**
*Percentage Increase over prior year						-5.2%	1.8%	1.8%	1.8%	1.8%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	35,910	35,910	36,000	-	-	36,000	36,000	36,000	36,000	36,000
Transfer to Capital Reserve Fund	25,060	25,060	25,000	-	-	25,000	25,000	25,000	25,000	25,000
TOTAL CAPITAL / RESERVES	**60,970**	**60,970**	**61,000**	**-**	**-**	**61,000**	**61,000**	**61,000**	**61,000**	**61,000**
TOTAL COSTS	**161,353**	**161,353**	**156,139**	**-**	**-**	**156,139**	**157,862**	**159,617**	**161,414**	**163,252**
FUNDING SOURCES (REVENUE)										
Provincial Grants-Safe Restart	(7,200)	(7,200)	-	-	-	-	-	-	-	-
Interest Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(7,400)**	**(7,400)**	**(200)**	**-**	**-**	**(200)**	**(200)**	**(200)**	**(200)**	**(200)**
REQUISITION	**(153,953)**	**(153,953)**	**(155,939)**	**-**	**-**	**(155,939)**	**(157,662)**	**(159,417)**	**(161,214)**	**(163,052)**
*Percentage increase over prior year Requisition						1.3%	1.1%	1.1%	1.1%	1.1%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.360 Shirley Fire Department	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$10,000	$0	$0	$0	$0	$10,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.360
Service Name: Shirley Fire Department

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Firefighting Equipment	Firefighting Equipment	$10,000	E	ERF	$0	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$10,000**			**$0**	**$10,000**	**$0**	**$0**	**$0**	**$0**	**$10,000**

Shirley Fire Protection
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	103,770	128,770	153,770	178,770	203,770	228,770
Equipment Replacement Fund	260,519	286,519	322,519	358,519	394,519	430,519
Total	**364,289**	**415,289**	**476,289**	**537,289**	**598,289**	**659,289**

Reserve Schedule

Reserve Fund: 1.360Shirley Fire Protection - Capital Reserve Fund - Bylaw 2938

Surplus money from the operation may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1062	Estimated	Budget				
Fund Centre:	101701	2021	2022	2023	2024	2025	2026
Beginning Balance		77,974	103,770	128,770	153,770	178,770	203,770
Transfer from Ops Budget		25,060	25,000	25,000	25,000	25,000	25,000
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		736					
Ending Balance $		**103,770**	**128,770**	**153,770**	**178,770**	**203,770**	**228,770**

Assumptions/Background:

Transfers in accordance with long term capital plan

Reserve Schedule

Reserve Fund: 1.360Shirley Fire Protection - Equipment Replacement Fund

ERF Group: SHIRFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101436	2021	2022	2023	2024	2025	2026
Beginning Balance		234,609	260,519	286,519	322,519	358,519	394,519
Transfer from Ops Budget		35,910	36,000	36,000	36,000	36,000	36,000
Planned Purchase		(10,000)	(10,000)	-	-	-	-
Interest Income		-					
Ending Balance $		**260,519**	**286,519**	**322,519**	**358,519**	**394,519**	**430,519**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Electoral Area Fire Services

EAC REVIEW

OCTOBER 2021

Service: 1.369 **Electoral Area Fire Services** **Committee: Electoral Area**

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of $0.246 per $1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2021		BUDGET REQUEST	2022			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	80,330	61,330	15,640	-	70,270	85,910	87,630	16,270	16,600	16,930
Staff Training & Development	5,110	5,110	5,210	-	-	5,210	5,310	5,420	5,530	5,640
Software Licenses	11,607	11,607	11,840	-	-	11,840	12,080	12,320	12,570	12,820
Allocation to Finance & Corp	9,244	9,244	9,414	-	-	9,414	9,602	9,794	9,990	10,190
Allocation to Emergency Coordination	74,862	74,862	76,359	-	-	76,359	77,886	79,443	81,033	82,653
Contingency	4,060	2,030	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Operating - Other	3,060	3,060	3,120	-	5,000	8,120	8,280	2,160	2,200	2,240
TOTAL OPERATING COSTS	**188,273**	**167,243**	**123,653**	**-**	**75,270**	**198,923**	**202,898**	**127,557**	**130,113**	**132,703**
*Percentage Increase over prior year						5.7%	2.0%	-37.1%	2.0%	2.0%
CAPITAL / RESERVE										
Equipment Purchases	7,370	3,685	3,760	-	-	3,760	3,840	3,920	4,000	4,080
Transfer to Operating Reserve Fund	11,647	17,362	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**19,017**	**21,047**	**3,760**	**-**	**-**	**3,760**	**3,840**	**3,920**	**4,000**	**4,080**
TOTAL COSTS	**207,290**	**188,290**	**127,413**	**-**	**75,270**	**202,683**	**206,738**	**131,477**	**134,113**	**136,783**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(65,000)	(46,000)	-	-	(55,270)	(55,270)	(54,018)	-	-	-
Interest Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(65,100)**	**(46,100)**	**(100)**	**-**	**(55,270)**	**(55,370)**	**(54,118)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(142,190)**	**(142,190)**	**(127,313)**	**-**	**(20,000)**	**(147,313)**	**(152,620)**	**(131,377)**	**(134,013)**	**(136,683)**
*Percentage increase over prior year Requisition						3.6%	3.6%	-13.9%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.369 Electoral Area Fire Services	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$156,300	$156,300	$0	$0	$0	$0	$156,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$156,300	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$156,300	$156,300	$0	$0	$0	$0	$156,300
		$156,300	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.369

Service Name: Electoral Area Fire Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Study	Structure Protection Unit (Sprinkler trailer)	Provision of capacity to protect infrastructure and structures from wildfire	$156,300	E	Res	$156,300	$156,300	$0	$0	$0	$0	$156,300
			GRAND TOTAL	**$156,300**			**$156,300**	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105404	2021	2022	2023	2024	2025	2026
Beginning Balance		316,689	285,016	73,446	19,428	19,428	19,428
Transfer from Ops Budget		11,647	-	-	-	-	-
Transfer to Ops Budget		(46,000)	(55,270)	(54,018)	-	-	-
Planned Expenditures		-	(156,300)	-	-	-	-
Interest Income		2,680					
Ending Balance $		**285,016**	**73,446**	**19,428**	**19,428**	**19,428**	**19,428**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Emergency Program (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.370 JDF Emergency Program **Committee: Electoral Area**

DEFINITION:

To provide an Emergency Program as an Extended Service under the Emergency Program Act.
Establishment Bylaw No. 2109 (April 28, 1993). Repealed and replaced by Bylaw No. 2268 (December 14, 1994).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3444, this service provides planning and management of an emergency response plan for the Juan de Fuca (JdF) Electoral Area, including Port Renfrew, Willis Point and the Malahat. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Emergency Management Commission (JDFEMC) administers the service.

PARTICIPATION:

Electoral Area of Juan de Fuca.

LEVY:

The annual costs of providing the Extended Service of Emergency Program, net of grants and other revenue, shall be recovered by requisition of money under Section 809.1 of the Municipal Act under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 (1) of the Municipal Act.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.370 - Emergency Program (JDF)	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Travel Expense	4,970	4,722	5,070	-	-	5,070	5,170	5,270	5,380	5,490
Contract for Services	22,080	20,976	22,500	-	-	22,500	22,950	23,410	23,880	24,360
Neighbourhood Program	1,450	1,379	1,480	-	-	1,480	1,510	1,540	1,570	1,600
Emergency Social Services	5,160	4,904	5,270	-	-	5,270	5,380	5,490	5,610	5,730
Staff Training & Development	2,980	2,831	3,040	-	-	3,040	3,100	3,160	3,220	3,280
Supplies	9,080	8,627	4,160	-	-	4,160	4,240	4,320	4,410	4,500
Allocations	12,935	12,935	13,773	-	-	13,773	14,053	14,341	14,633	14,932
Other Operating Expenses	18,290	17,425	17,640	-	-	17,640	18,010	18,390	18,770	19,160
TOTAL OPERATING COSTS	**76,945**	**73,799**	**72,933**	**-**	**-**	**72,933**	**74,413**	**75,921**	**77,473**	**79,052**
*Percentage Increase over prior year						-5.2%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	4,000	7,740	4,000	-	-	4,000	4,000	4,000	4,000	4,000
TOTAL CAPITAL / RESERVE	**4,000**	**7,740**	**4,000**	**-**	**-**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**
Building Borrowing Repayment to Facilities Reserve	11,880	11,286	11,880	-	-	11,880	11,880	11,880	11,880	11,880
TOTAL COSTS	**92,825**	**92,825**	**88,813**	**-**	**-**	**88,813**	**90,293**	**91,801**	**93,353**	**94,932**
FUNDING SOURCES (REVENUE)										
Estimated Balance C/FW from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance C/FW from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(6,122)	(6,122)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
Revenue - Other	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(6,222)**	**(6,222)**	**(220)**	**-**	**-**	**(220)**	**(220)**	**(220)**	**(220)**	**(220)**
REQUISITION	**(86,603)**	**(86,603)**	**(88,593)**	**-**	**-**	**(88,593)**	**(90,073)**	**(91,581)**	**(93,133)**	**(94,712)**
*Percentage increase over prior year Requisition						2.3%	1.7%	1.7%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.370 JDF Emergency Program		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$11,710	$7,470	$0	$0	$0	$19,180
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$0	**$11,710**	**$7,470**	**$0**	**$0**	**$0**	**$19,180**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$11,710	$7,470	$0	$0	$0	$19,180
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$11,710**	**$7,470**	**$0**	**$0**	**$0**	**$19,180**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.370

Service Name: JDF Emergency Program

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Replacement	Portable generators	Portable generators	$20,080	E	ERF	$0	$5,070	$5,170	$0	$0	$0	$10,240
20-01	New	In-reach devices	In-reach devices	$3,940	E	ERF	$0	$3,940	$0	$0	$0	$0	$3,940
20-02	Replacement	Computer	Computer	$5,000	E	ERF	$0	$2,700	$2,300	$0	$0	$0	$5,000
			GRAND TOTAL	**$29,020**			**$0**	**$11,710**	**$7,470**	**$0**	**$0**	**$0**	**$19,180**

Reserve Schedule

Reserve Fund: 1.370 Emergency Program (JDF) - Equipment Replacement Fund

ERF Group: JDFEMERG.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101785	2021	2022	2023	2024	2025	2026
Beginning Balance		77,183	76,213	68,503	65,033	69,033	73,033
Transfer from Ops Budget		4,000	4,000	4,000	4,000	4,000	4,000
Expenditues		(4,970)	(11,710)	(7,470)	-	-	-
Interest Income		-					
Ending Balance $		**76,213**	**68,503**	**65,033**	**69,033**	**73,033**	**77,033**

Assumptions/Background:

Balance of $15 - $20k required for maintenance of equipment inventory

CAPITAL REGIONAL DISTRICT

2022 Budget

Search and Rescue (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.377 JDF Search and Rescue **Committee: Electoral Area**

DEFINITION:

To establish the operation of a search and rescue service in the Juan de Fuca Electoral Area.
Establishment Bylaw No. 3101 (October 24, 2003).

SERVICE DESCRIPTION:

Governed by Bylaw #3128, the service provides Search and Rescue (SAR) for the Juan de Fuca (JdF) Electoral Area.

The Planning and Protective Services department has administrative responsibility for the service and the Senior Manager of Protective Services has immediate operational responsibility. The Juan de Fuca Search and Rescue Committee administrates the service.

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

Greater of $62,000 or $0.102 / $1,000 on actual assessed value of land and improvements. To a maximum of $224,121.

FUNDING:

Requisition

1.377 - Search and Rescue (JDF)	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	8,190	8,190	8,350	-	-	8,350	8,520	8,690	8,860	9,040
Building Rent	23,090	23,090	23,550	-	-	23,550	24,020	24,500	24,990	25,490
Staff Training & Development	16,420	8,190	16,750	-	-	16,750	17,090	17,430	17,780	18,140
Supplies	11,700	17,700	11,930	-	-	11,930	12,160	12,410	12,660	12,920
Allocations	3,689	3,689	4,244	-	-	4,244	4,329	4,415	4,504	4,594
Other Operating Expenses	21,790	25,388	22,250	-	-	22,250	22,720	23,190	23,670	24,160
TOTAL OPERATING COSTS	**84,879**	**86,247**	**87,074**	**-**	**-**	**87,074**	**88,839**	**90,635**	**92,464**	**94,344**
*Percentage Increase over prior year						2.6%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	2,500	-	-	2,500	4,000	4,000	4,000	4,000
TOTAL CAPITAL / RESERVE	**-**	**-**	**2,500**	**-**	**-**	**2,500**	**4,000**	**4,000**	**4,000**	**4,000**
TOTAL COSTS	**84,879**	**86,247**	**89,574**	**-**	**-**	**89,574**	**92,839**	**94,635**	**96,464**	**98,344**
FUNDING SOURCES (REVENUE)										
Estimated Balance CFW from 2021 to 2022	-	(1,468)	1,468	-	-	1,468	-	-	-	-
Balance CFW from 2020 to 2021	4,465	4,465	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(91)	(91)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Revenue - Other	(20,590)	(20,490)	(21,000)	-	-	(21,000)	(21,420)	(21,850)	(22,280)	(22,720)
TOTAL REVENUE	**(16,216)**	**(17,584)**	**(19,622)**	**-**	**-**	**(19,622)**	**(21,510)**	**(21,940)**	**(22,370)**	**(22,810)**
REQUISITION	**(68,663)**	**(68,663)**	**(69,952)**	**-**	**-**	**(69,952)**	**(71,329)**	**(72,695)**	**(74,094)**	**(75,534)**
*Percentage increase over prior year Requisition						1.9%	2.0%	1.9%	1.9%	1.9%

Reserve Schedule

Reserve Fund: 1.377 Search and Rescue (JDF) - Equipment Replacement Fund

ERF Group: JDFSAR.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101986	2021	2022	2023	2024	2025	2026
Beginning Balance		27,116	27,116	29,616	33,616	37,616	41,616
Transfer from Ops Budget		-	2,500	4,000	4,000	4,000	4,000
Expenditues		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**27,116**	**29,616**	**33,616**	**37,616**	**41,616**	**45,616**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

EA - Community Parks (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.405 JDF EA Community Parks & Recreation **Committee:** Juan De Fuca Electoral Area Parks & Rec

DEFINITION:

To acquire, develop, operate and maintain community parks in the JDF Electoral Area.
(Letters Patent - August 28, 1975).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for the Juan de Fuca Electoral Area. The services provide for ocean and lake beach/foreshore access, trails, right-of-ways, easements, playgrounds, sports fields, a tennis court and skate park.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

Greater of $227,173 or $0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $329,590.
(Bylaw 4087, Amend bylaw 245, March, 2016)

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area.
Original establishment Bylaw for this commission Dec 2004.

AUTHORITY:

Requires written approval of electoral area Director. Participating electoral areas must be designated by bylaw.

FUNDING:

Requisition

1.405 - EA - Community Parks (JDF)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	96,264	75,480	97,316	-	-	97,316	99,349	101,428	103,554	105,718
Contract for Services	20,340	28,796	20,750	-	-	20,750	21,170	21,590	22,020	22,460
Vehicles	5,090	14,894	5,190	-	-	5,190	5,290	5,400	5,510	5,620
Supplies	8,140	9,410	8,300	-	-	8,300	8,470	8,640	8,810	8,990
Allocations	30,109	30,109	31,365	-	-	31,365	31,995	32,635	33,286	33,949
Other Operating Expenses	18,150	17,231	11,170	-	-	11,170	11,410	11,650	11,890	12,140
TOTAL OPERATING COSTS	**178,093**	**175,920**	**174,091**	**-**	**-**	**174,091**	**177,684**	**181,343**	**185,070**	**188,877**
*Percentage Increase over prior year						-2.2%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	12,000	16,383	12,000	-	-	12,000	12,000	12,000	12,000	12,000
Transfer to Equipment Replacement Fund	8,000	8,000	8,000	-	-	8,000	8,000	8,000	8,000	8,000
TOTAL CAPITAL / RESERVES	**20,000**	**24,383**	**20,000**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
TOTAL COSTS	**198,093**	**200,303**	**194,091**	**-**	**-**	**194,091**	**197,684**	**201,343**	**205,070**	**208,877**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(268)	(268)	(270)	-	-	(270)	(280)	(270)	(280)	(290)
Provincial Grants-Safe Restart	(7,140)	(7,140)	-	-	-	-	-	-	-	-
Revenue - Other	(510)	(2,720)	(520)	-	-	(520)	(530)	(540)	(550)	(560)
TOTAL REVENUE	**(7,918)**	**(10,128)**	**(790)**	**-**	**-**	**(790)**	**(810)**	**(810)**	**(830)**	**(850)**
REQUISITION	**(190,175)**	**(190,175)**	**(193,301)**	**-**	**-**	**(193,301)**	**(196,874)**	**(200,533)**	**(204,240)**	**(208,027)**
*Percentage increase over prior year Requisition						1.6%	1.8%	1.9%	1.8%	1.9%
AUTHORIZED POSITIONS										
Salaried FTE	0.42	0.42	0.42			0.42	0.42	0.42	0.42	0.42

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.405 JDF EA Community Parks & Recrea	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$50,000	$50,000	$50,000	$0	$0	$0	$100,000
Engineered Structures	S	$30,000	$215,000	$0	$0	$0	$0	$215,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$80,000	**$265,000**	**$50,000**	**$0**	**$0**	**$0**	**$315,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$80,000	$265,000	$50,000	$0	$0	$0	$315,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$80,000	**$265,000**	**$50,000**	**$0**	**$0**	**$0**	**$315,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.405

Service Name: JDF EA Community Parks & Recreation

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	New	Wieland Trail	Develop 1.7km trail from William Simmons Park to Kemp Lake Road as part of an Otter Point alternate transportation route	$100,000	L	Grant	$50,000	$50,000	$50,000	$0	$0	$0	$100,000
21-02	New	Carpenter Road Park - Dam Remediation	Remediation of Carpenter Rd earthen dam. Work subject to professional report findings.	$80,000	S	Grant	$30,000	$60,000	$0	$0	$0	$0	$60,000
22-01	New	Coppermine - Tennis Court Resurfacing	Resurfacing of the existing tennis court with the addition of basketball backboards, line painting, fence repair, tennis backboard, new nets, pickleball	$65,000	S	Grant	$0	$65,000	$0	$0	$0	$0	$65,000
22-02	New	Chubb Rd - Dock Installation	Install dock system at Chubb Rd on Kemp Lake	$50,000	S	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
22-03	New	Community Planning	Creation of a long term strategic plan for JDF EA	$40,000	S	Grant	$0	$40,000	$0	$0	$0	$0	$40,000
			GRAND TOTAL	**$335,000**			**$80,000**	**$265,000**	**$50,000**	**$0**	**$0**	**$0**	**$315,000**

EA - Community Parks (JDF)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	604,273	616,273	628,273	640,273	652,273	664,273
Equipment Replacement Fund	109,650	117,650	125,650	133,650	141,650	149,650
Total	**713,924**	**733,924**	**753,924**	**773,924**	**793,924**	**813,924**

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Capital Reserve Fund - Bylaw 1133

Pursuant to Section 686 of the Municipal Act the Regional District may, by by-law approved by the Minister of Municipal Affairs, dispose of any portion of land dedicated to the Public for the purpose of a park by subdivision plan deposited in the Land Titles Office, and provide that the proceeds shall be placed in a reserve fund for the purpose of acquiring other lands suitable for park purposes within the Sooke Electoral Area.

Reserve Cash Flow

Fund:	1034	Estimated	Budget				
Fund Centre:	101378	2021	2022	2023	2024	2025	2026
Beginning Balance		586,733	604,273	616,273	628,273	640,273	652,273
Transfer from Ops Budget		12,000	12,000	12,000	12,000	12,000	12,000
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		5,540					
Ending Balance $		**604,273**	**616,273**	**628,273**	**640,273**	**652,273**	**664,273**

Assumptions/Background:

$100,000 was received from Orveas Bay Subdivision in 2011.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.405 Community Parks (JDF) - Equipment Replacement Fund

ERF Group: JDFEAPRK.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	102158	2021	2022	2023	2024	2025	2026
Beginning Balance		101,650	109,650	117,650	125,650	133,650	141,650
Transfer from Parks Ops Budget		8,000	8,000	8,000	8,000	8,000	8,000
Expenditues		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**109,650**	**117,650**	**125,650**	**133,650**	**141,650**	**149,650**

Assumptions/Background:

Transfers limited by maximum requisition level. Transfer as much as operating budget will allow.

CAPITAL REGIONAL DISTRICT

2022 Budget

EA - Community Recreation (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.408 **JDF EA Community Recreation** **Committee: Juan De Fuca Electoral Area Parks & Rec**

DEFINITION:

Supplementary Letters Patent - October 3, 1975, established to provide recreational programs in the JDF Electoral Area.

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs for the Juan de Fuca Electoral Area.

PARTICIPATION:

Electoral Area of Juan de Fuca

MAXIMUM LEVY:

$0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $115,765.

COMMISSION:

Continuation Bylaw #3763 (May 2011), an advisory commission for Community Parks and Recreation in the Juan de Fuca Electoral Area. Original establishment Bylaw for this commission Dec 2004.

FUNDING:

Requisition

1.408 - EA - Community Recreation (JDF)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	43,722	43,632	44,214	-	-	44,214	45,132	46,082	47,043	48,026
Recreation Programs	15,000	15,000	14,300	-	-	14,300	14,590	14,880	15,180	15,480
Maintenance	4,070	1,770	4,150	-	-	4,150	4,230	4,310	4,400	4,490
Utilities & fuel	6,100	6,640	6,220	-	-	6,220	6,340	6,460	6,590	6,720
Supplies	910	250	930	-	-	930	950	970	990	1,010
Allocations	11,424	11,424	12,584	-	-	12,584	12,837	13,095	13,360	13,631
Other Operating Expenses	7,300	3,780	7,730	-	-	7,730	7,940	8,150	8,370	8,600
TOTAL OPERATING COSTS	**88,526**	**82,496**	**90,128**	**-**	**-**	**90,128**	**92,019**	**93,947**	**95,933**	**97,957**
*Percentage Increase over prior year						1.8%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	10,164	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**10,164**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**88,526**	**92,660**	**90,128**	**-**	**-**	**90,128**	**92,019**	**93,947**	**95,933**	**97,957**
FUNDING SOURCES (REVENUE)										
Provincial Grant	(3,982)	(3,982)	-	-	-	-	-	-	-	-
Rentals	(16,018)	(20,142)	(20,400)	-	-	(20,400)	(20,810)	(21,230)	(21,650)	(22,080)
Revenue - Other	(216)	(226)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	**(20,216)**	**(24,350)**	**(20,620)**	**-**	**-**	**(20,620)**	**(21,030)**	**(21,450)**	**(21,870)**	**(22,300)**
REQUISITION	**(68,310)**	**(68,310)**	**(69,508)**	**-**	**-**	**(69,508)**	**(70,989)**	**(72,497)**	**(74,063)**	**(75,657)**
*Percentage increase over prior year Requisition						1.8%	2.1%	2.1%	2.2%	2.2%
AUTHORIZED POSITIONS Salaried FTE	0.18	0.18	0.18			0.18	0.18	0.18	0.18	0.18

CAPITAL REGIONAL DISTRICT

2022 Budget

Port Renfrew Refuse Disposal

EAC REVIEW

OCTOBER 2021

Service: 1.523 Port Renfrew Refuse Disposal **Committee: Electoral Area**

DEFINITION:

To provide, maintain, operate and regulate disposal facilities. Local Service Bylaw No. 1745 (November 8, 1989), latest amendment 3357 (February 19, 2007).

SERVICE DESCRIPTION:

Provision of recycling and solid waste transfer station operations in Port Renfrew.

PARTICIPATION:

Local Service Area #3 of the Electoral Area of Sooke B(762)

MAXIMUM LEVY:

$15.18 / $1,000 on actual assessed value of land and improvements. To a maximum of $1,705,387.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Bylaw No. 3280, continues Port Renfrew Local Services Committee (September 14, 2005).
Bylaw No. 3707, discontinues Local Services Committee (June 9, 2010).
Bylaw No. 3745, continues under Port Renfrew Utility Committee (December 8, 2010).

RESERVE FUND:

Bylaw No. 2665 - Port Renfrew Solid Waste Removal and Disposal Capital Reserve Fund.

1.523 - Port Renfrew Refuse Disposal	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	25,170	25,170	26,000	-	-	26,000	26,520	27,050	27,590	28,140
Contracts	47,520	47,520	49,220	-	-	49,220	50,200	51,210	52,230	53,280
Allocations	3,867	3,867	4,037	-	-	4,037	4,118	4,200	4,284	4,370
Electricity	1,150	1,150	1,170	-	-	1,170	1,190	1,210	1,230	1,250
Other Operating Expenses	3,030	2,811	3,070	-	-	3,070	3,130	3,190	3,250	3,320
TOTAL OPERATING COSTS	**80,737**	**80,518**	**83,497**	**-**	**-**	**83,497**	**85,158**	**86,860**	**88,584**	**90,360**
*Percentage Increase over prior year						3.4%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	2,000	4,179	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
TOTAL CAPITAL / RESERVES	**6,000**	**8,179**	**6,000**	**-**	**-**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**
TOTAL COSTS	**86,737**	**88,697**	**89,497**	**-**	**-**	**89,497**	**91,158**	**92,860**	**94,584**	**96,360**
Internal Recovery	(15,590)	(15,590)	(17,000)	-	-	(17,000)	(17,340)	(17,687)	(18,041)	(18,402)
NET COSTS	**71,147**	**73,107**	**72,497**	**-**	**-**	**72,497**	**73,818**	**75,173**	**76,543**	**77,958**
FUNDING SOURCES (REVENUE)										
Sale - Recyclables	(4,000)	(6,000)	(4,000)	-	-	(4,000)	(4,080)	(4,162)	(4,245)	(4,330)
Recovery Cost	(33,439)	(33,439)	(34,248)	-	-	(34,248)	(34,677)	(35,314)	(35,957)	(36,622)
Grants in Lieu of Taxes	(334)	(334)	(334)	-	-	(334)	(334)	(334)	(334)	(334)
Other Revenue	(50)	(10)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(37,823)**	**(39,783)**	**(38,632)**	**-**	**-**	**(38,632)**	**(39,141)**	**(39,860)**	**(40,586)**	**(41,336)**
REQUISITION	**(33,324)**	**(33,324)**	**(33,865)**	**-**	**-**	**(33,865)**	**(34,677)**	**(35,313)**	**(35,957)**	**(36,622)**
*Percentage increase over prior year Requisition						1.6%	2.4%	1.8%	1.8%	1.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.523 Port Renfrew Refuse Disposal	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$25,000	$0	$0	$0	$0	$25,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$25,000	$0	$0	$0	$0	$25,000
		$0	**$25,000**	**$0**	**$0**	**$0**	**$0**	**$25,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.523

Service Name: Port Renfrew Refuse Disposal

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-02	Renewal	Fencing	Replace aged site fencing	$48,000	S	Res	$0	$25,000	$0	$0	$0	$0	$25,000
			GRAND TOTAL	$48,000			$0	$25,000	$0	$0	$0	$0	$25,000

Service:	1.523	Port Renfrew Refuse Disposal

Project Number	19-02	Capital Project Title	Fencing	Capital Project Description	Replace aged site fencing
Project Rationale	Fencing for the transfer station.				

Port Renfrew Refuse Disposal
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	54,984	33,984	37,984	41,984	45,984	49,984
Equipment Replacement Fund	39,222	41,222	43,222	45,222	47,222	49,222
Total	**94,206**	**75,206**	**81,206**	**87,206**	**93,206**	**99,206**

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Capital Reserve Fund - Bylaw 2665

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them, and extension or renewal of existing capital works.

Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1021	Estimated	Budget				
Fund Centre:	101365	2021	2022	2023	2024	2025	2026
Beginning Balance		73,400	54,984	33,984	37,984	41,984	45,984
Transfer from Ops Budget		4,000	4,000	4,000	4,000	4,000	4,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(23,000)	(25,000)	-	-	-	-
Interest Income*		584					
Ending Balance $		**54,984**	**33,984**	**37,984**	**41,984**	**45,984**	**49,984**

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.523 Port Renfrew Refuse Disposal - Equipment Replacement Fund

The Equipment Replacement Fund established for the purpose of vehicle and equipment replacement.
Surplus monies from the operation of the solid waste removal and disposal service may be paid from time to time into this reserve fund.
ERF Group: PTRENREF.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101448	2021	2022	2023	2024	2025	2026
Beginning Balance		37,222	39,222	41,222	43,222	45,222	47,222
Transfer from Ops Budget		2,000	2,000	2,000	2,000	2,000	2,000
Transfer from Cap Fund		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		39,222	41,222	43,222	45,222	47,222	49,222

CAPITAL REGIONAL DISTRICT

2022 Budget

Emergency Comm - CREST (JDF)

EAC REVIEW

OCTOBER 2021

Service: 1.924 JDF Emergency Comm. - CREST **Committee:** Governance & Finance

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Juan de Fuca.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.924 - Emergency Comm - CREST (JDF)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payments to CREST	110,982	110,982	113,148	-	-	113,148	115,410	117,720	120,070	122,470
Allocations	2,064	2,064	2,387	-	-	2,387	2,434	2,483	2,533	2,583
Other Operating Expenses	6,290	6,857	7,700	-	-	7,700	7,840	7,980	8,130	8,280
TOTAL OPERATING COSTS	**119,336**	**119,903**	**123,235**	**-**	**-**	**123,235**	**125,684**	**128,183**	**130,733**	**133,333**
*Percentage Increase over prior year						3.3%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated balance C/fwd from 2021 to 2022	-	(567)	567	-	-	567	-	-	-	-
Balance C/fwd from 2020 to 2021	2,134	2,134	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(151)	(151)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
Revenue-Other	(70)	(70)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**1,913**	**1,346**	**347**	**-**	**-**	**347**	**(220)**	**(220)**	**(220)**	**(220)**
REQUISITION	**(121,249)**	**(121,249)**	**(123,582)**	**-**	**-**	**(123,582)**	**(125,464)**	**(127,963)**	**(130,513)**	**(133,113)**
*Percentage increase over prior year Requisition						1.9%	1.5%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Port Renfrew Water

EAC REVIEW

OCTOBER 2021

Service: 2.650 **Port Renfrew Water** **Committee: Electoral Area**

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Port Renfrew Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.1747 (Nov 8, 1989). Amended Bylaw No. 1960 (Jan. 29, 1992).

PARTICIPATION:

Local Service Area #5, E(762)

MAXIMUM LEVY:

Greater of $40,000 or $18.28 / $1,000 of actual assessed value of land and improvements. To a maximum of $1,683,478.

COMMISSION:

Port Renfrew Local Service Committee established by Bylaw No. 1770 (November 22, 1989).
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

User Charge:
50% of operating cost to be collected by an annual user fee to be charged per single family equivalency actually connected to the system.

Parcel Tax:
50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.

Connection Charges:
At cost - Bylaw No. 1803 (amended Bylaw 3892).

RESERVE FUND:

Approved by Bylaw No. 2138 (June 23, 1993); amended to sewer and water reserve fund by Bylaw No. 2577 (December 1997).

2.650 - Port Renfrew Water	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Repairs & Maintenance	8,560	8,500	8,730	-	-	8,730	8,900	9,070	9,250	9,430
Allocations - Operations	77,724	77,724	79,280	-	-	79,280	80,870	82,490	84,140	85,820
Allocations - Other	9,054	9,054	8,932	-	-	8,932	9,089	9,256	9,425	9,597
Electricity	4,680	4,680	4,770	-	-	4,770	4,870	4,970	5,070	5,170
Supplies	3,090	4,670	3,310	-	-	3,310	3,370	3,430	3,490	3,550
Other Operating Expenses	4,000	10,086	5,084	-	13,000	18,084	5,210	5,340	5,470	6,100
TOTAL OPERATING COSTS	**107,108**	**114,714**	**110,106**	**-**	**13,000**	**123,106**	**112,309**	**114,556**	**116,845**	**119,667**
*Percentage Increase over prior year						14.9%	-8.8%	2.0%	2.0%	2.4%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	2,000	2,000	2,000	-	-	2,000	5,000	5,000	5,000	5,000
Transfer to Capital Reserve Fund	12,000	4,375	20,000	-	-	20,000	30,000	25,000	5,000	15,000
MFA Debt Reserve Fund	-	-	-	-	-	-	500	4,500	-	2,000
Interest Payments	-	-	-	-	-	-	-	4,713	14,500	15,950
Principal Payments	-	-	-	-	-	-	-	2,839	28,394	28,394
TOTAL DEBT / RESERVES	**14,000**	**6,375**	**22,000**	**-**	**-**	**22,000**	**35,500**	**42,052**	**52,894**	**66,344**
TOTAL COSTS	**121,108**	**121,089**	**132,106**	**-**	**13,000**	**145,106**	**147,809**	**156,608**	**169,739**	**186,011**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	(4,000)	(4,000)	-	-	-	(500)
User Charges	(60,009)	(60,200)	(65,508)	-	(4,500)	(70,008)	(73,355)	(77,749)	(84,310)	(92,191)
Other Revenue	(1,083)	(873)	(1,090)	-	-	(1,090)	(1,100)	(1,110)	(1,120)	(1,130)
TOTAL REVENUE	**(61,092)**	**(61,073)**	**(66,598)**	**-**	**(8,500)**	**(75,098)**	**(74,455)**	**(78,859)**	**(85,430)**	**(93,821)**
REQUISITION - PARCEL TAX	**(60,016)**	**(60,016)**	**(65,508)**	**-**	**(4,500)**	**(70,008)**	**(73,354)**	**(77,749)**	**(84,309)**	**(92,190)**
*Percentage increase over prior year										
User Fees			**9.2%**			16.7%	4.8%	6.0%	8.4%	9.3%
Requisition			**9.2%**			16.6%	4.8%	6.0%	8.4%	9.3%
Combined			**9.2%**			**16.7%**	**4.8%**	**6.0%**	**8.4%**	**9.3%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.650 Port Renfrew Water	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$10,000	$10,000	$260,000	$10,000	$10,000	$300,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$1,638,918	$200,000	$0	$200,000	$2,038,918
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$1,648,918**	**$460,000**	**$10,000**	**$210,000**	**$2,338,918**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$50,000	$450,000	$0	$200,000	$700,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$1,573,918	$0	$0	$0	$1,573,918
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$10,000	$25,000	$10,000	$10,000	$10,000	$65,000
		$0	**$10,000**	**$1,648,918**	**$460,000**	**$10,000**	**$210,000**	**$2,338,918**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.650

Service Name: Port Renfrew Water

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	Replacement	Hydrant Replacement Program	Hydrants are reaching their end of life and require replacement.	$85,000	E	Res	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
22-01	Replacement	Alternative Approval Process	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.	$1,623,918	S	Grant	$0	$0	$1,573,918	$0	$0	$0	$1,573,918
23-01	Replacement	Supply System Replacement	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service		S	Debt	$0	$0	$50,000	$0	$0	$0	$50,000
23-02	Replacement	AC Pipe Replacement Program	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.	$400,000	S	Debt	$0	$0	$0	$200,000	$0	$200,000	$400,000
23-03	Replacement	Miscellaneous Repairs & Replacements	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof	$250,000	E	Debt	$0	$0	$0	$250,000	$0	$0	$250,000
			GRAND TOTAL	**$2,373,918**			**$0**	**$10,000**	**$1,648,918**	**$460,000**	**$10,000**	**$210,000**	**$2,338,918**

Service:	2.650	Port Renfrew Water

Project Number	20-01	**Capital Project Title**	Hydrant Replacement Program	**Capital Project Description**	Hydrants are reaching their end of life and require replacement.
Project Rationale	The hydrants in the water system are nearing their end of life. To maintain fire protection planned hydrant replacement is required.				

Project Number	22-01	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	An alternative approval process to fund Supply System Replacement and AC Pipe Replacement Program
Project Rationale	A referendum is required to seek elector consent to borrow to fund the supply system replacement, AC pipe replacement, and SCADA replacements.				

Project Number	23-01	**Capital Project Title**	Supply System Replacement	**Capital Project Description**	Replacement of the remainder of the asbestos cement supply system is required to maintain level of service.
Project Rationale	The 2017 project to replace a section of the aging asbestos supply pipe from the water treatment plant to the distribution system was complete. Funds are required to replace the remaining approximately 1.4 km of pipe so that service is maintained.				

Project Number	23-02	**Capital Project Title**	AC Pipe Replacement Program	**Capital Project Description**	Frequent asbestos cement distribution pipe failures necessitate their replacement to maintain the level of service.
Project Rationale	There have been frequent pipe breaks with the existing asbestos cement pipe, replacement is required to maintain the level of service. Funds are requried to design and develop a replacement program and replace priority pipe, starting with pipe in the Beach Camp area and Queesto Drv and Tsonoqua Drv, approximately 1 km of pipe.				

Service:	2.650	Port Renfrew Water

Project Number	23-03	Capital Project Title	Miscellaneous Repairs & Replacements	Capital Project Description	Replacement of SCADA equipment before equipment failure, and replacement of the water treatment roof
Project Rationale	The SCADA equipment is nearing its end of life and requires replacement before the equipment fails.The water treatment roof has had some minor repairs to address leaks, but requires replacement.				

Port Renfrew Water
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	4,041	2,041	7,041	12,041	17,041	21,541
Capital Reserve Fund	75,936	85,936	90,936	105,936	100,936	105,936
Total	**79,978**	**87,978**	**97,978**	**117,978**	**117,978**	**127,478**

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105536	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	2,021	4,041	2,041	7,041	12,041	17,041
Transfer from Ops Budget	2,000	2,000	5,000	5,000	5,000	5,000
Transfer to Ops Budget	-	(4,000)	-	-	-	(500)
Interest Income	20					
Ending Balance $	**4,041**	**2,041**	**7,041**	**12,041**	**17,041**	**21,541**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.650 Port Renfrew Water - Capital Reserve Fund - Bylaw 2577

The Capital Reserve Fund established for general capital services and facilities in the Port Renfrew Water Supply and Port Renfrew Sewer System local service area to be used for capital expenditures for the utilities, and redemption of debentures issued for the utilities.

Reserve Cash Flow

Fund: 1026 / Fund Centre: 101370	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	80,799	75,936	85,936	90,936	105,936	100,936
Transfer from Ops Budget	4,375	20,000	30,000	25,000	5,000	15,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(10,000)	(10,000)	(25,000)	(10,000)	(10,000)	(10,000)
Interest Income*	763					
Ending Balance $	**75,936**	**85,936**	**90,936**	**105,936**	**100,936**	**105,936**

Assumptions/Background:

-Transfer as much as operating budget will allow.

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Wilderness Mountain Water

EAC REVIEW

OCTOBER 2021

Service: 2.691 Wilderness Mountain Water Service **Committee: Electoral Area**

DEFINITION:

To finance, operate and maintain the supply, conveyance, treatment, storage and distribution of water to the Wilderness Mountain Local Service area that is within the JDF Electoral Area. The service was established by Bylaw No. 3503, adopted on May 14, 2008.

PARTICIPATION:

Wilderness Mountain Local Service Area

MAXIMUM LEVY:

Greater of $130,000 or $3.27/ $1,000 of actual assessed value of land and improvements. To a maximum of $227,007.

MAXIMUM CAPITAL DEBT:

Maximum Authorized:	$281,000	(MFA Bylaw No.3504, Wilderness Mountain Water Service adopted on May 14, 2008)
Borrowed:	$281,000	(MFA Bylaw No.3504, Wilderness Mountain Water Service)

COMMISSION:

Wilderness Mountain Water Service Commission established by Bylaw No. 3511 (July 9, 2008).

FUNDING:

Consumption Charge:
Water Consumption charge will be collected from each Single Family Equivalent connected to the water system

User Charge:
Collected as a fixed user fee charged quarterly to each Single Family Equivalent connected to the system

Parcel Tax:
Charged to each taxable parcel in the service area whether connected or not.

RESERVE FUND # 1075:

Approved by Bylaw No. 3535 adopted on November 12, 2008.

2.691 - Wilderness Mountain Water	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	900	100	900	-	-	900	920	940	960	980
Allocations	9,187	9,187	9,700	-	-	9,700	9,889	10,083	10,290	10,500
Electricity	6,470	6,600	6,700	-	-	6,700	6,830	6,970	7,110	7,250
Supplies	22,160	29,010	23,860	-	-	23,860	24,340	24,830	25,320	25,830
Labour Charges	69,970	65,500	70,000	-	10,000	80,000	71,900	76,830	74,280	75,770
Insurance	1,250	1,250	1,460	-	-	1,460	1,530	1,600	1,680	1,760
Other Operating Expenses	10,940	8,844	10,970	-	-	10,970	11,180	11,390	11,610	11,840
TOTAL OPERATING COSTS	**120,877**	**120,491**	**123,590**	**-**	**10,000**	**133,590**	**126,589**	**132,643**	**131,250**	**133,930**
*Percentage Increase over prior year			2.24%			10.5%	-5.2%	4.8%	-1.1%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	-	-	25,000	-	-	25,000	25,000	25,000	25,000	25,000
Transfer to Operating Reserve Fund	5,000	6,523	6,000	-	-	6,000	6,000	6,000	6,000	6,000
MFA Debt Reserve Fund	80	80	70	-	-	70	5,070	70	70	70
MFA Debt Principal	14,033	14,033	14,033	-	-	14,033	14,033	42,428	42,428	42,428
MFA Debt Interest	9,554	9,554	9,554	-	-	9,554	13,179	24,054	24,054	24,054
TOTAL DEBT / RESERVES	**28,667**	**30,190**	**54,657**	**-**	**-**	**54,657**	**63,282**	**97,552**	**97,552**	**97,552**
TOTAL COSTS	**149,544**	**150,681**	**178,247**	**-**	**10,000**	**188,247**	**189,871**	**230,195**	**228,802**	**231,482**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	(10,000)	(10,000)	(500)	(4,000)	-	-
Balance c/fwd from 2020 to 2021	(2,932)	(2,932)	-	-	-	-	-	-	-	-
User Charges	(69,442)	(70,239)	(90,386)	-	-	(90,386)	(100,491)	(116,763)	(119,370)	(122,050)
Sale - Water	(17,520)	(17,760)	(17,760)	-	-	(17,760)	(17,760)	(17,760)	(17,760)	(17,760)
Other Revenue	(130)	(230)	(120)	-	-	(120)	(120)	(120)	(120)	(120)
TOTAL REVENUE	**(90,024)**	**(91,161)**	**(108,266)**	**-**	**(10,000)**	**(118,266)**	**(118,871)**	**(138,643)**	**(137,250)**	**(139,930)**
REQUISITION - PARCEL TAX	**(59,520)**	**(59,520)**	**(69,981)**	**-**	**-**	**(69,981)**	**(71,000)**	**(91,552)**	**(91,552)**	**(91,552)**
*Percentage increase over prior year										
User Charge						30.2%	11.2%	16.2%	2.2%	2.2%
Water Sale						1.4%	0.0%	0.0%	0.0%	0.0%
Requisition						17.6%	1.5%	28.9%	0.0%	0.0%
Combined						**21.6%**	**6.2%**	**19.5%**	**1.2%**	**1.2%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.691 Wilderness Mountain Water Servic	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$65,000	$500,000	$0	$0	$0	$565,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$65,000**	**$500,000**	**$0**	**$0**	**$0**	**$565,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$500,000	$0	$0	$0	$500,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$65,000	$0	$0	$0	$0	$65,000
		$0	**$65,000**	**$500,000**	**$0**	**$0**	**$0**	**$565,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.691

Service Name: Wilderness Mountain Water Service

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	New	Alternative Approval Process	Undertake an Alternative Approval Process to borrow funds for water treatment plant upgrades.	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
22-02	New	Water Treatment Plant Conceptual Design	Conceptually design the water treatment plant upgrades	$50,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
23-01	New	Water Treatment Plant Upgrades	Water Treatment Plant Upgrades	$500,000	S	Debt	$0	$0	$500,000	$0	$0	$0	$500,000
			GRAND TOTAL	**$565,000**			**$0**	**$65,000**	**$500,000**	**$0**	**$0**	**$0**	**$565,000**

Wilderness Mountain Reserves
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	8,195	4,195	9,695	11,695	17,695	23,695
Capital Reserve Fund	46,590	6,590	31,590	56,590	81,590	106,590
Total	**54,785**	**10,785**	**41,285**	**68,285**	**99,285**	**130,285**

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500	**Estimated**	**Budget**				
Fund Centre: 105540	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	1,657	8,195	4,195	9,695	11,695	17,695
Transfer from Ops Budget	6,523	6,000	6,000	6,000	6,000	6,000
Transfer to Ops Budget	-	(10,000)	(500)	(4,000)	-	-
Planned Maintenance Activity		Reservoir Cleaning and Inspection	PRV Maintenance	Distribution System Flushing, Valve Exercising		
Interest Income*	15					
Ending Balance $	**8,195**	**4,195**	**9,695**	**11,695**	**17,695**	**23,695**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.691 Wilderness Mountain Water - Capital Reserve Fund - Bylaw 3535

The capital Reserve Fund established to provide for capital expenditures for or in respect of capital projects, land purchases, machinery or equipment necessary for them and extension or renewal of existing capital works or related debt servicing payments.

Surplus monies from the operation of the Wilderness Mountain Water Service may be paid from time to time into the Reserve Fund.

Reserve Cash Flow

Fund:	1075	Estimated	Budget				
Fund Centre:	101994	2021	2022	2023	2024	2025	2026
Beginning Balance		50,130	46,590	6,590	31,590	56,590	81,590
Transfer from Ops Budget		-	25,000	25,000	25,000	25,000	25,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(4,000)	(65,000)	-	-	-	-
Interest Income*		460					
Ending Balance $		**46,590**	**6,590**	**31,590**	**56,590**	**81,590**	**106,590**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Port Renfrew Sewer

EAC REVIEW

OCTOBER 2021

Service: 3.850 Port Renfrew Sewer **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Port Renfrew Sewerage System Specified Area - Bylaw No.1744, November 8, 1989. Amended Bylaw No. 1961, January 29, 1992.

PARTICIPATION:

Local Service Area C(762) LSA#2.

MAXIMUM LEVY:

Greater of $40,000 or $18.28 / $1,000 on actual assessed value of land and improvements. To a maximum of $583,265.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

Port Renfrew Local Services Committee established by Bylaw No. 1770, November 22, 1989.
Port Renfrew Utility Services Committee (Juan de Fucan EA) established by Bylaw No. 3281 (September 14, 2005).

FUNDING:

User Charge:	50% of operating cost to be imposed as an annual user fee to each connected property.
Parcel Tax:	50% of operating costs are collected as a parcel tax to be charged to every parcel within the local service area.
Connection Charge:	Based on actual cost.

RESERVE FUND:

Port Renfrew Sewer System Capital Reserve Fund, Bylaw No. 2139 (June 23, 1993).

3.850 - Port Renfrew Sewer	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Grit Disposal	9,250	9,250	9,441	-	-	9,441	9,625	9,801	9,990	10,127
Electricity	6,820	6,400	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Supplies	2,440	2,440	2,580	-	-	2,580	2,630	2,680	2,730	2,780
Allocations - Operations	56,791	60,740	57,925	-	-	57,925	59,080	60,265	61,471	62,697
Allocations - Other	16,097	16,097	17,224	-	-	17,224	17,477	17,806	18,139	18,478
Other Operating Expenses	9,430	11,027	10,290	-	-	10,290	10,500	10,710	10,930	11,160
TOTAL OPERATING COSTS	**100,828**	**105,954**	**104,360**	**-**	**-**	**104,360**	**106,352**	**108,442**	**110,580**	**112,712**
*Percentage Increase over prior year			3.5%			3.5%	1.9%	2.0%	2.0%	1.9%
DEBT / RESERVES										
Transfer to Capital Reserve	13,000	8,934	18,000	-	-	18,000	18,000	18,000	18,000	18,000
Transfer to Operating Reserve	2,000	2,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
MFA Debt Reserve Fund	-	-	-	-	-	-	1,500	13,500	4,000	-
MFA Debt Principal	-	-	-	-	-	-	-	4,680	46,830	59,318
MFA Debt Interest	-	-	-	-	-	-	1,238	16,088	52,800	62,700
TOTAL DEBT / RESERVES	**15,000**	**10,934**	**22,000**	**-**	**-**	**22,000**	**24,738**	**56,268**	**125,630**	**144,018**
TOTAL COSTS	**115,828**	**116,888**	**126,360**	**-**	**-**	**126,360**	**131,090**	**164,710**	**236,210**	**256,730**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	2,202	2,202	-	-	-	-	-	-	-	-
User Charges	(57,309)	(57,309)	(62,595)	-	-	(62,595)	(64,915)	(81,715)	(117,455)	(127,705)
Grants in Lieu of Taxes	(1,115)	(1,115)	(1,140)	-	-	(1,140)	(1,160)	(1,180)	(1,200)	(1,220)
Other Revenue	(150)	(1,210)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
Provincial Grants	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(56,372)**	**(57,432)**	**(63,835)**	**-**	**-**	**(63,835)**	**(66,175)**	**(82,995)**	**(118,755)**	**(129,025)**
REQUISITION - PARCEL TAX	**(59,456)**	**(59,456)**	**(62,525)**	**-**	**-**	**(62,525)**	**(64,915)**	**(81,715)**	**(117,455)**	**(127,705)**
*Percentage increase over prior year										
User Fees						9.2%	3.7%	25.9%	43.7%	8.7%
Requisition						5.2%	3.8%	25.9%	43.7%	8.7%
Combined						**7.2%**	**3.8%**	**25.9%**	**43.7%**	**8.7%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.850 Port Renfrew Sewer	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$75,000	$150,000	$1,350,000	$400,000	$0	$1,975,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$75,000**	**$150,000**	**$1,350,000**	**$400,000**	**$0**	**$1,975,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$150,000	$1,350,000	$400,000	$0	$1,900,000
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$60,000	$0	$0	$0	$0	$60,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$15,000	$0	$0	$0	$0	$15,000
		$0	**$75,000**	**$150,000**	**$1,350,000**	**$400,000**	**$0**	**$1,975,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.850

Service Name: Port Renfrew Sewer

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Genset Upgrade	A new genset is required to provide standy power for the whole WWTP.	$60,000	S	Grant	$0	$60,000	$0	$0	$0	$0	$60,000
22-02	Renewal	Alternative Approval Process	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases)	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
23-01	Replacement	Phase 1 - System Renewal - Outfall and Sewer Replacement	Design and install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration	$1,500,000	S	Debt	$0	$0	$150,000	$1,350,000	$0	$0	$1,500,000
25-01	Renewal	Phase 2 - System Renewal - New WWTP and Pump Station	Design a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP (design completed in 2025, construction is anticipated to start in 2027).	$400,000	S	Debt	$0	$0	$0	$0	$400,000	$0	$400,000
			GRAND TOTAL	**$1,975,000**			**$0**	**$75,000**	**$150,000**	**$1,350,000**	**$400,000**	**$0**	**$1,975,000**

Service:	3.850	Port Renfrew Sewer

Project Number	22-01	**Capital Project Title**	Genset Upgrade	**Capital Project Description**	A new genset is required to provide standy power for the whole WWTP.
Project Rationale	The existing genset only provides standby power for the influent pumps. During a power outage the blowers do not operate and this is out of compliance with the regulations. A new genset is required to provide standy power for the whole WWTP.				

Project Number	22-02	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).
Project Rationale	Based on information in the Options Study (21-02), carry out an alternative approval process in order to borrow funds for required system renewal (one or multiple phases).				

Project Number	23-01	**Capital Project Title**	Phase 1 - System Renewal - Outfall and Sewer Replacement	**Capital Project Description**	Design and install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to
Project Rationale	Install new, deeper, longer outfall into the ocean away from the mouth of the San Juan River. In addition, aquire/rezone land for new WWTP location and replace leaky/failed sewers to lower inflow and infiltration. Design the outfall/sewer upgrades and obtain regulatory and First Nation approvals in 2023, and install the outfall/sewers in 2024.				

Project Number	25-01	**Capital Project Title**	Phase 2 - System Renewal - New WWTP and Pump Station	**Capital Project Description**	Design a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP (design completed in 2025,
Project Rationale	Install a new packaged WWTP out of the Tsunami Zone to meet regulatory requirements and upgrade the Beach Camp Pump Station to pump to the new WWTP. The plant is to be designed so that additional modules can be added for increased capacity as the septic systems are converted into the sewer service and the community grows. Commence with design in 2025 and construction in 2027 or when grants and funds from developers are received.				

Port Renfrew Sewer
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	2,328	6,328	10,328	14,328	18,328	22,328
Capital Reserve Fund	10,542	13,542	31,542	49,542	67,542	85,542
Total	**12,869**	**19,869**	**41,869**	**63,869**	**85,869**	**107,869**

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Operating Reserve Fund - Bylaw 4242

The Operating Reserve Fund is used to undertake maintenance activities that typically do not occur on an annual basis.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105537	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	21	2,328	6,328	10,328	14,328	18,328
Transfer from Ops Budget	2,000	4,000	4,000	4,000	4,000	4,000
Transfer from ERF	305	-	-	-	-	-
Transfer to Ops Budget	-	-	-	-	-	-
Interest Income	2					
Ending Balance $	**2,328**	**6,328**	**10,328**	**14,328**	**18,328**	**22,328**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.850 Port Renfrew Sewer - Capital Reserve Fund - Bylaw 2139

Surplus money from the operation of the sewer system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1044 / Fund Centre: 101388	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	21,548	10,542	13,542	31,542	49,542	67,542
Transfer from Ops Budget	8,934	18,000	18,000	18,000	18,000	18,000
Transfer to Cap Fund	(20,000)	(15,000)	-	-	-	-
Transfer from Cap Fund	-	-	-	-	-	-
Interest Income	60					
Ending Balance $	**10,542**	**13,542**	**31,542**	**49,542**	**67,542**	**85,542**

Assumptions/Background:

Transfer as much as operating budget will allow.

Appendix B-1: Requisition Summary (SSI)

	Electoral Area Salt Spring Island	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	337,980	50.44	277,690	41.45	60,289	9.00	21.71%
1.101	G.I.S.	3,847	0.57	2,076	0.31	1,771	0.26	85.27%
1.224	Community Health - Homeless Sec.	19,807	2.96	19,053	2.84	754	0.11	3.95%
1.280	Regional Parks	494,387	73.79	353,593	52.77	140,794	21.01	39.82%
1.280A	Regional Parks - Land Acquisition	2,559	0.38	128,879	19.24	(126,319)	(18.85)	-98.01%
1.309	Climate Action and Adaptation	14,138	2.11	13,469	2.01	669	0.10	4.97%
1.310	Land Banking & Housing	46,213	6.90	42,793	6.39	3,420	0.51	7.99%
1.324	Regional Planning Service	38,123	5.69	37,376	5.58	748	0.11	2.00%
1.335	Geo-Spatial Referencing System	5,070	0.76	5,242	0.78	(173)	(0.03)	-3.29%
1.374	Regional Emergency Program Support	3,873	0.58	3,798	0.57	76	0.01	2.00%
1.375	Hazardous Material Incident Response	9,495	1.42	9,309	1.39	186	0.03	2.00%
1.911	Call Answer	4,720	0.70	4,105	0.61	615	0.09	14.99%
1.921	Regional CREST Contribution	44,612	6.66	43,755	6.53	858	0.13	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	4,818	0.72	(4,818)	(0.72)	-100.00%
	Total Regional	**$1,024,825**	**$152.96**	**$945,955**	**$141.18**	**$78,869**	**$11.77**	**8.34%**
1.230	Traffic Safety Commission	2,426	0.36	2,378	0.35	47	0.01	1.99%
1.311	Regional Housing Trust Fund	33,308	4.97	34,896	5.21	(1,588)	(0.24)	-4.55%
1.313	Animal Care Services	126,657	18.90	122,374	18.26	4,283	0.64	3.50%
1.913	Fire Dispatch	72,138	10.77	90,881	13.56	(18,743)	(2.80)	-20.62%
	Total Sub-Regional	**$234,529**	**$35.00**	**$250,529**	**$37.39**	**($16,000)**	**($2.39)**	**-6.39%**
1.103	Elections	28,323	4.23	10,811	1.61	17,512	2.61	161.98%
1.104	U.B.C.M.	5,193	0.78	3,385	0.51	1,808	0.27	53.40%
1.318	Building Inspection	201,453	30.07	194,078	28.97	7,375	1.10	3.80%
1.320	Noise Control	17,628	2.63	17,259	2.58	369	0.06	2.14%
1.322	Nuisances & Unsightly Premises	23,553	3.52	22,940	3.42	613	0.09	2.67%
1.372	Electoral Area Emergency Program	65,609	9.79	64,323	9.60	1,286	0.19	2.00%
	Total Joint Electoral Area	**$341,759**	**$51.01**	**$312,796**	**$46.69**	**$28,963**	**$4.32**	**9.26%**
1.111	Electoral Area Admin Exp-SSI	517,459	77.23	517,576	77.25	(117)	(0.02)	-0.02%
1.116	Grants in Aid - Salt Spring Island	50,052	7.47	50,052	7.47	-	-	0.00%
1.124	SSI Economic Development Commission	98,232	14.66	77,008	11.49	21,224	3.17	27.56%
1.141	Salt Spring Island Public Library	663,579	99.04	661,352	98.71	2,227	0.33	0.34%
1.236	Salt Spring Island Fernwood Dock	25,677	4.63	31,283	5.64	(5,606)	(1.01)	-17.92%
1.238A	Community Transit (S.S.I.)	197,332	29.45	182,252	27.20	15,080	2.25	8.27%
1.238B	Community Transportation (S.S.I.)	171,036	25.53	170,232	25.41	804	0.12	0.47%
1.299	Salt Spring Island Arts	120,120	17.93	118,512	17.69	1,608	0.24	1.36%
1.316	SSI House Numbering	9,567	1.43	9,458	1.41	109	0.02	1.15%
1.342	SSI Livestock Injury Compensation	3,150	0.47	-	-	3,150	0.47	0.00%
1.371	S.S.I. Emergency Program	127,913	19.09	127,913	19.09	-	-	0.00%
1.378	SSI Search and Rescue	24,955	3.72	23,336	3.48	1,619	0.24	6.94%
1.455	Salt Spring Island Community Parks	458,070	68.37	417,511	62.31	40,559	6.05	9.71%
1.458	Salt Spring Island Community Rec	54,580	8.15	53,511	7.99	1,069	0.16	2.00%
1.459	Salt Spring Island Park, Land & Rec Prog	1,547,913	231.03	1,468,919	219.24	78,994	11.79	5.38%
1.535	Stormwater Quality Management - S.S.I.	27,940	4.17	27,500	4.10	440	0.07	1.60%
1.925	Emergency Comm - Crest - S.S.I.	145,874	21.77	141,771	21.16	4,103	0.61	2.89%
3.705	S.S.I. Liquid Waste Disposal	375,745	67.94	356,696	64.50	19,049	3.44	5.34%
	Total SSI Electoral Area	**$4,619,194**	**$702.08**	**$4,434,882**	**$674.14**	**$184,312**	**$27.94**	**4.14%**
	Total Capital Regional District	**$6,220,307**	**$941.04**	**$5,944,162**	**$899.40**	**$276,144**	**$41.64**	**4.63%**
CRHD	Capital Regional Hospital District	846,378	126.32	900,244	$134.36	(53,866)	(8.04)	-5.98%
	Total CRD and CRHD	**$7,066,685**	**$1,067.37**	**$6,844,407**	**$1,033.76**	**$222,278**	**$33.60**	**3.25%**
	Average residential assessment - 2021	**$741,764**		**$741,764**				

Major Impacts (changes > +/- $1.00)

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	9.00	0.87%
Regional Parks	21.01	2.03%
Regional Parks - Land Acquisition	(18.85)	-1.82%
SUB-REGIONAL		
Fire Dispatch	(2.80)	-0.27%
JOINT EA		
Elections	2.61	0.25%
Building Inspection	1.10	0.11%
SSI EA		
SSI Economic Development Commission	3.17	0.31%
Salt Spring Island Fernwood Dock	(1.01)	-0.10%
Community Transit (S.S.I.)	2.25	0.22%
Salt Spring Island Community Parks	6.05	0.59%
Salt Spring Island Park, Land & Rec Prog	11.79	1.14%
S.S.I. Liquid Waste Disposal**	3.44	0.33%
Capital Regional Hospital District	(8.04)	-0.78%
Other (changes < +/- $1.00)	3.87	0.37%
Total	**$33.60**	**3.25%**

	Salt Spring Island Local/Specified/Defined Services	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.234	Salt Spring Island Street Lighting	25,912	3.97	22,527	3.45	3,385	0.52	15.03%
2.620	SSI Highland Water System	30,861	127.88	31,119	128.95	(258)	(1.07)	-0.83%
2.621	Highland / Fernwood Water - SSI	75,000	237.06	75,000	237.06	-	-	0.00%
2.624	Beddis Water	74,960	575.88	73,470	564.43	1,490	11.45	2.03%
2.626	Fulford Water	47,500	490.16	37,500	386.97	10,000	103.19	26.67%
2.628	Cedar Lane Water	15,000	426.69	10,024	285.14	4,976	141.55	49.64%
2.660	Fernwood Water	14,427	192.21	13,493	179.76	934	12.44	6.92%
3.755	Regional Source Control - Maliview Estates / Ganges Sewer	6,395	15.04	6,270	*14.75*	125	0.29	2.00%
3.810	Ganges Sewer	58,140	146.74	57,000	143.86	1,140	2.88	2.00%
3.820	Maliview Estates Sewer System	4,760	50.49	4,670	49.54	90	0.95	1.93%
	Total Local/Specified/Defined Services	**352,955**		**331,073**		**21,882**		

Appendix B-2

Salt Spring Island - Operating Budget Highlights - Gross Expenditure (+/- 2.0% and +/- $20,000)

JDF Services +/- 2.0% and +/- $20,000	Gross Expenditure 2022	Gross Expenditure 2021	Changes $	Changes %	Main Budget Driver
1.124 - SSI Economic Development Commission	100,822	132,588	(31,766)	-24.0%	• One-time initiative in 2021 for Economic Development Officer(EDO) - funded by COVID 19 Safe Restart grant and external contribution
1.455 - Salt Spring Island - Community Parks	1,009,096	975,615	33,481	3.4%	• IBC 6c-1.3 Crime Prevention in Community Parks for Bylaw Enforcement • Increased transfer to Capital Reserve Fund (CRF) to fund capital program
1.459 - Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,988,640	1,759,079	229,561	13.1%	• Increase auxiliary staffing for Aquatic Program Workers $133k • IBC 13a-1.5: SSI Community Centre for additional recreation program $130k • Decrease in debt servicing cost due to debt retirement in 2021 $(28k)
1.535 - Stormwater Quality Management - S.S.I.	47,970	27,528	20,442	74.3%	• One-time project in 2022 for Option Analysis on island-wide drinking water and wastewater protection - funded by Operating Reserve Fund (ORF
3.705 - S.S.I. Liquid Waste Disposal	991,525	897,276	94,249	10.5%	• Sludge hauling costs $80k due to increase in volume and rate • Increased transfer to Capital Reserve Fund (CRF) to fund capital program $10k
Total Salt Spring Island Electoral Area	**4,138,053**	**3,792,086**	**345,967**	**9.1%**	
2.626 - Fulford Water	248,329	207,368	40,961	19.8%	• Increased transfer to Capital Reserve Fund (CRF) to fund capital program
3.810 - Ganges Sewer	1,085,199	1,059,376	25,823	2.4%	• Cyclical maintenance program for Outfall Inspection in 2022 $10k - funded by ORF • Increased transfer to Operating Reserve Fund (ORF) $2k
Total Local/Specified/Defined Area	**1,333,528**	**1,266,744**	**66,784**	**5.3%**	
Other (Services not meeting criteria above)	4,350,682	4,368,141	(17,459)	-0.4%	
Total Salt Spring Island	**9,822,263**	**9,426,971**	**395,292**	**4.2%**	

Appendix B-3

Salt Spring Islands 2022 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
Planning & Development		
1.238B SSI Community Transportation		
Construction Program for Pathway Network	220	Grants, Reserve
Recreation & Cultural Services		
1.455 SSI Community Parks		
Centennial Park upgrades	600	Grants
1.459 SSI Park Land & Rec		
Sport Field Development	450	Grants, Reserve
Expand or upgrade Trail Network and parking	100	Grants, Reserve
Design and construction of a new park maintenance facility	100	Reserves
Recreation Centre Expansion	1,203	Grants, Reserve
Water		
2.621 Highland/Fernwood Water		
Construct new intake and screen	110	Grants, Reserve
Sewer		
3.810 Ganges Sewer		
Construction of WWTP Chemical storage, lab, crew room facilities	200	Reserves
Aeration system improvement construction	100	Grants
3.820 Maliview Estates Sewer		
Upgrade current RBC process WWTP to MBBR process	300	Debt

Total Projects ≥ $100K	3,383
Total Projects < $100K	2,194
Total 2022 Capital Projects	5,577

Appendix B-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SSI
2022

Schedule B - Extract

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.111	SSI Admin. Expenditures	11,080					11,080			11,080				11,080
1.141	SSI Public Library			120,000			120,000				110,000	10,000		120,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				47,500		47,500					47,500		47,500
1.238A	Community Transit (SSI)						-							-
1.238B	Community Transportation (SSI)				445,000		445,000				260,000	185,000		445,000
1.318	Building Inspection	35,032					35,032			35,032				35,032
1.455	SSI Community Parks	85,000	170,000		750,000		1,005,000			55,000	730,000	150,000	70,000	1,005,000
1.458	SSI Community Recreation	5,000			30,000		35,000			5,000		30,000		35,000
1.459	SSI Park Land & Rec Programs	70,000		1,427,735	450,000	200,002	2,147,737			70,000	1,542,862	534,875		2,147,737
2.620	Highland Water (SSI)				98,792		98,792	98,792						98,792
2.621	Highland & Fernwood Water (SSI)	64,000			140,000		204,000				140,000	64,000		204,000
2.622	Cedars of Tuam Water (SSI)	5,000			5,000		10,000					10,000		10,000
2.624	Beddis Water (SSI)	30,000					30,000					30,000		30,000
2.626	Fulford Water (SSI)	38,000			190,000		228,000				70,000	148,000	10,000	228,000
2.628	Cedar Lane Water (SSI)				30,000		30,000					30,000		30,000
3.705	SSI Septage / Composting				152,500		152,500				75,000	77,500		152,500
3.810	Ganges Sewer Utility (SSI)	190,000			487,500		677,500				140,000	537,500		677,500
3.820	Maliview Sewer Utility (SSI)				300,000		300,000		300,000					300,000
TOTAL		**533,112**	**170,000**	**1,547,735**	**3,126,292**	**200,002**	**5,577,141**	**98,792**	**300,000**	**176,112**	**3,067,862**	**1,854,375**	**80,000**	**5,577,141**

Appendix B-5: SSI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

SALT SPRING ISLANDS

1.111 Administration

1.116 Grants in Aid

1.124 Economic Development

1.141 SSI Public Library

1.234 Street Lighting

1.236 Fernwood Dock

1.238A Community Transit

1.238B Community Transportation

1.299 SSI Arts

1.316 Building Numbering

1.342 Livestock Injury Compensation

1.371 Emergency Program

1.378 Search and Rescue

Appendix B-5: SSI Service Budgets

1.455 SSI Parks

1.458 SSI Recreation

1.459 SSI Pool & Parks Land

1.535 Stormwater Quality Management

1.925 SSI Emergency Comm-CREST

2.620 Highland Water

2.621 Highland/Fernwood Water

2.622 Cedars of Tuam Water

2.624 Beddis Water

2.626 Fulford Water

2.628 Cedar Lane Water

2.660 Fernwood Water

3.705 Septage/Composting

3.810 Ganges Sewer

3.820 Maliview Sewer

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Elections

EAC REVIEW

OCTOBER 2021

Service: 1.103 Elections **Committee: Electoral Area**

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

Change in Budget 2021 to 2022 Service: 1.103 Elections	Total Expenditure	Comments
2021 Budget	**25,070**	Non-election year, budget is soley for ORF transfer
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Electoral Area Elections Expenditure:	122,500	EA Election Costs
	40,000	IBC-15d-2 EA Elections - To contract a Chief Election Officer (CEO) to coordinate the EA elections
Islands Trust	74,900	Island Trust Election - Full recovery from Island Trust
Other	462	
Total Other Changes	237,862	
2022 Budget	**262,932**	
% expense increase from 2021:	***948.8%***	
% Requisition increase from 2021 (if applicable):	***162.0%***	*Requisition funding is 27.6% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

No major variance is expected. Any minor variance will be adjusted to the ORF transfer at year end.

1.103 - Elections	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Electoral Area Elections	-	-	122,500	-	40,000	162,500	-	-	-	175,895
Islands Trust	-	-	74,900	-	-	74,900	-	-	-	81,074
Allocations and Insurance	37	37	32	-	-	32	32	32	32	32
TOTAL OPERATING COSTS	**37**	**37**	**197,432**	**-**	**40,000**	**237,432**	**32**	**32**	**32**	**257,001**
*Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	25,033	25,033	25,500	-	-	25,500	45,000	45,000	45,000	45,000
TOTAL COSTS	**25,070**	**25,070**	**222,932**	**-**	**40,000**	**262,932**	**45,032**	**45,032**	**45,032**	**302,001**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	(122,457)	-	-	(122,457)	-	-	-	(175,895)
Recovery from Islands Trust	-	-	(74,900)	-	-	(74,900)	-	-	-	(81,074)
Other Income	(66)	(66)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(66)**	**(66)**	**(197,427)**	**-**	**-**	**(197,427)**	**(70)**	**(70)**	**(70)**	**(257,039)**
REQUISITION	**(25,004)**	**(25,004)**	**(25,505)**	**-**	**(40,000)**	**(65,505)**	**(44,962)**	**(44,962)**	**(44,962)**	**(44,962)**
*Percentage increase over prior year Requisition			2.0%			162.0%	-31.4%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2021	2022	2023	2024	2025	2026
Beginning Balance		76,873	102,647	5,690	50,690	95,690	140,690
Transfer from Op Budget		25,033	25,500	45,000	45,000	45,000	45,000
Transfer to Op Budget		-	(122,457)	-	-	-	(175,895)
Transfer from ERF		41	-	-	-	-	-
Interest Income		700	-	-	-	-	-
Ending Balance $		**102,647**	**5,690**	**50,690**	**95,690**	**140,690**	**9,795**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections in 2022 at an estimated cost of $120,000 - $140,000

CAPITAL REGIONAL DISTRICT

2022 Budget

UBCM

EAC REVIEW

OCTOBER 2021

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Area**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Membership Fee	12,893	11,748	12,945	-	-	12,945	13,198	13,461	13,724	13,998
TOTAL COSTS	**12,893**	**11,748**	**12,945**	**-**	**-**	**12,945**	**13,198**	**13,461**	**13,724**	**13,998**
*Percentage Increase over prior year						0.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	1,145	(1,145)	-	-	(1,145)	-	-	-	-
Balance c/fwd from 2020 to 2021	(5,169)	(5,169)	-	-	-	-	-	-	-	-
Other Revenue	(97)	(97)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(5,266)**	**(4,121)**	**(1,245)**	**-**	**-**	**(1,245)**	**(100)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(7,627)**	**(7,627)**	**(11,700)**	**-**	**-**	**(11,700)**	**(13,098)**	**(13,361)**	**(13,624)**	**(13,898)**
*Percentage increase over prior year Requisition						53.4%	11.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Building Inspection

EAC Review

OCTOBER 2021

Service: 1.318 Building Inspection **Committee: Electoral Area**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2021 to 2022 Service: 1.318 Building Inspection	Total Expenditure	Comments
2021 Budget	**1,653,290**	
Change in Salaries:		
Base salary change	6,603	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(768)	
0.5 FTE Administrative Clerk	38,204	2022 IBC: 11c-2 Building Inspection Information Services
Total Change in Salaries	44,039	
Other Changes:		
Standard Overhead Allocation	17,580	Increase due to 2021 operating cost increase and 4th year of new OH model implementation
Building Occupancy Allocation	41,952	Increased due to office space change, facility reserve contributions, loss revenue from rental and extended rental space for temporary swing office space
Human Resources Allocation	5,178	New Corporate Safety Resources
Bylaw Enforcement Labour Charge Out	5,000	Cost recovery from Bylaw services to issue building fines for building infractions
Real Estate Services Labour Charge Out	3,000	Labour charges from Real Estates Services to review land covenants
Staff Training and Development	4,500	Increased required training for Building Inspectors for WETT Certification
Transfer to Equipment Replacement Fund	10,000	Increase ERF contribution to fund 7 new workstations at Fisgard office and vehicle replacement
Other	4,895	
Total Other Changes	92,105	
2022 Budget	**1,789,434**	
% Expense increase from 2021:	***8.2%***	
% Requisition increase from 2021:	***3.8%***	*Requisition funding is 25.4% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Permit fee revenues are projected at $180,859 (17.75%) higher than budget as we have experienced higher permit fee revenue in 2021. Total expenditures are projected at $75,990 (-4.7%) lower than budget mainly due to staff vacancies. $256,849 surplus in 2021 is projected to be balanced on increased transfers to the Operating Reserve Fund ($182,849) and Equipment Replacement Fund ($74,000).

1.318 - Building Inspection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	1,151,316	1,088,446	1,157,151	38,204	-	1,195,355	1,220,911	1,247,014	1,273,685	1,300,932
Telecommunications	35,890	35,890	36,610	-	-	36,610	37,340	38,090	38,850	39,630
Legal Expenses	10,390	10,390	10,600	-	-	10,600	10,810	11,030	11,250	11,480
Building Rent	34,450	34,450	34,880	-	-	34,880	35,610	36,350	37,110	37,860
Supplies	16,380	16,380	16,700	-	-	16,700	17,040	17,380	17,720	18,080
Allocations	225,494	227,634	298,869	-	-	298,869	303,484	309,401	315,451	321,620
Other Operating Expenses	146,070	130,810	153,120	-	-	153,120	156,220	159,410	162,660	165,960
TOTAL OPERATING COSTS	**1,619,990**	**1,544,000**	**1,707,930**	**38,204**	**-**	**1,746,134**	**1,781,415**	**1,818,675**	**1,856,726**	**1,895,562**
*Percentage Increase over prior year						7.8%	2.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	10,000	84,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Transfer to Operating Reserve Fund	-	182,849	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,000**	**266,849**	**20,000**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,653,290**	**1,834,149**	**1,751,230**	**38,204**	**-**	**1,789,434**	**1,824,715**	**1,861,975**	**1,900,026**	**1,938,862**
Internal Recoveries	(29,486)	(29,486)	(30,076)	-	-	(30,076)	(30,678)	(31,290)	(31,916)	(32,555)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,623,804**	**1,804,663**	**1,721,154**	**38,204**	**-**	**1,759,358**	**1,794,037**	**1,830,685**	**1,868,110**	**1,906,307**
FUNDING SOURCES (REVENUE)						8.3%	2.0%	2.0%	2.0%	2.0%
Transfer from Operating Reserve Fund	(126,400)	(126,400)	(63,668)	-	-	(63,668)	(56,280)	(49,695)	(42,697)	(35,245)
Permit Fees Revenue	(1,019,141)	(1,200,000)	(1,200,000)	-	-	(1,200,000)	(1,224,000)	(1,248,480)	(1,273,450)	(1,298,920)
Contract Revenue	(36,781)	(36,781)	(37,510)	-	-	(37,510)	(38,250)	(39,020)	(39,800)	(40,590)
Grants in Lieu of Taxes	(1,656)	(1,656)	(1,690)	-	-	(1,690)	(1,720)	(1,750)	(1,790)	(1,830)
Revenue - Other	(2,562)	(2,562)	(2,610)	-	-	(2,610)	(2,660)	(2,710)	(2,760)	(2,820)
TOTAL REVENUE	**(1,186,540)**	**(1,367,399)**	**(1,305,478)**	**-**	**-**	**(1,305,478)**	**(1,322,910)**	**(1,341,655)**	**(1,360,497)**	**(1,379,405)**
REQUISITION	**(437,264)**	**(437,264)**	**(415,676)**	**(38,204)**	**-**	**(453,880)**	**(471,127)**	**(489,030)**	**(507,613)**	**(526,902)**
*Percentage increase over prior year Requisition			-4.9%	8.7%		3.8%	3.8%	3.8%	3.8%	3.8%
AUTHORIZED POSITIONS Salaried FTE	9.7		9.7	0.5		10.2	10.2	10.2	10.2	10.2

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.318 Building Inspection		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$78,900	$6,000	$5,500	$4,500	$6,000	$100,900
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$50,000	$0	$0	$50,000	$100,000
			$0	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$78,900	$56,000	$5,500	$4,500	$56,000	$200,900
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.318

Service Name: Building Inspection

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$90,000	V	ERF	$0	$0	$50,000	$0	$0	$50,000	$100,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$5,000	E	ERF	$0	$8,600	$6,000	$5,500	$4,500	$6,000	$30,600
22-01	Replacement	Phone System	Salt Spring Island phone system replacement	$16,000	E	ERF	$0	$16,000	$0	$0	$0	$0	$16,000
22-02	New	New Furniture - Fisgard	7 furniture workstations for Fisgard department move to new location (Starbucks)	$50,000	E	ERF	$0	$50,000	$0	$0	$0	$0	$50,000
22-03	New	Microfiche Computer	New pc and monitor for microfiche reader used for FOI requests at Fisgard	$1,300	E	ERF	$0	$1,300	$0	$0	$0	$0	$1,300
22-04	Replacement	JDF Printer	Replacement of shared printer	$3,000	E	ERF	$0	$3,000	$0	$0	$0	$0	$3,000
			GRAND TOTAL	**$165,300**			**$0**	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**

Service:	1.318	Building Inspection

Project Number	18-01	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	22-01	**Capital Project Title**	Phone System	**Capital Project Description**	Salt Spring Island phone system replacement
Project Rationale	Replace 20 year-old phone system that is antiquated, has insufficient number of phones lines and no voicemail. Telus has advised parts are no longer available.				

Project Number	22-02	**Capital Project Title**	New Furniture - Fisgard	**Capital Project Description**	7 furniture workstations for Fisgard department move to new location (Starbucks)
Project Rationale	Department has been reassigned to a new locaton on the first floor at Fisgard and advised that new furniture is required to fit the dimensions of the new area.				

Project Number	22-03	**Capital Project Title**	Microfiche Computer	**Capital Project Description**	New pc and monitor for microfiche reader used for FOI requests at Fisgard
Project Rationale	Add new pc for microfiche reader used for FOI requests at Fisgard. Volume of FOI's have substantially increased that a stand-alone pc is required.				

Project Number	22-04	**Capital Project Title**	JDF Printer	**Capital Project Description**	Replacement of shared printer
Project Rationale	Building Inspection JDF office shares a printer with the Planning Department. Expected replacement of printer in 2022.				

Building Inspection
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	247,741	184,073	127,793	78,098	35,401	156
Equipment Replacement Fund	106,605	47,705	11,705	26,205	41,705	5,705
Total	**354,346**	**231,778**	**139,498**	**104,303**	**77,106**	**5,861**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105544**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		189,592	247,741	184,073	127,793	78,098	35,401
Transfer from Ops Budget		182,849	-	-	-	-	-
Expenditures		(126,400)	(63,668)	(56,280)	(49,695)	(42,697)	(35,245)
Interest Income		1,700					
Ending Balance $		**247,741**	**184,073**	**127,793**	**78,098**	**35,401**	**156**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101425**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		77,605	106,605	47,705	11,705	26,205	41,705
Transfer from Ops Budget		84,000	20,000	20,000	20,000	20,000	20,000
Planned Purchase		(55,000)	(78,900)	(56,000)	(5,500)	(4,500)	(56,000)
Interest Income		-					
Ending Balance $		**106,605**	**47,705**	**11,705**	**26,205**	**41,705**	**5,705**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

NOISE CONTROL

EAC REVIEW

OCTOBER 2021

Service: 1.320 Noise Control **Committee: Electoral Area**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - NOISE CONTROL	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Legal	6,900	6,900	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Allocations	2,304	2,304	2,597	-	-	2,597	2,646	2,696	2,747	2,798
Internal Time Charges	29,876	29,876	30,474	-	-	30,474	31,068	31,673	32,290	32,921
Other Operating Expenses	60	80	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	**39,140**	**39,160**	**40,021**	**-**	**-**	**40,021**	**40,804**	**41,599**	**42,407**	**43,239**
*Percentage Increase over prior year						2.3%	2.0%	1.9%	1.9%	2.0%
Transfer to Operating Reserve Fund	-	30	-	-	-	-	-	-	-	-
TOTAL COSTS	**39,140**	**39,190**	**40,021**	**-**	**-**	**40,021**	**40,804**	**41,599**	**42,407**	**43,239**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(155)	(155)	(155)	-	-	(155)	(155)	(155)	(155)	(155)
Revenue - Other	(100)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(255)**	**(305)**	**(305)**	**-**	**-**	**(305)**	**(305)**	**(305)**	**(305)**	**(305)**
REQUISITION	**(38,885)**	**(38,885)**	**(39,716)**	**-**	**-**	**(39,716)**	**(40,499)**	**(41,294)**	**(42,102)**	**(42,934)**
*Percentage increase over prior year Requisition						2.1%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2021	2022	2023	2024	2025	2026
Beginning Balance		8,977	9,061	9,061	9,061	9,061	9,061
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		84					
Ending Balance $		**9,061**	**9,061**	**9,061**	**9,061**	**9,061**	**9,061**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Nuisance & Unsightly Premises

EAC REVIEW

OCTOBER 2021

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Area**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Legal	2,085	2,085	2,130	-	-	2,130	2,170	2,210	2,250	2,300
Allocations	2,825	2,825	3,240	-	-	3,240	3,301	3,365	3,429	3,494
Internal Time Charges	46,750	46,750	47,685	-	-	47,685	48,615	49,562	50,528	51,515
Other Operating Expenses	330	330	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	**51,990**	**51,990**	**53,375**	**-**	**-**	**53,375**	**54,406**	**55,457**	**56,527**	**57,629**
*Percentage Increase over prior year						2.7%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**51,990**	**51,990**	**53,375**	**-**	**-**	**53,375**	**54,406**	**55,457**	**56,527**	**57,629**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(206)	(206)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(306)**	**(306)**	**(310)**	**-**	**-**	**(310)**	**(310)**	**(310)**	**(310)**	**(310)**
REQUISITION	**(51,684)**	**(51,684)**	**(53,065)**	**-**	**-**	**(53,065)**	**(54,096)**	**(55,147)**	**(56,217)**	**(57,319)**
*Percentage increase over prior year Requisition						2.7%	1.9%	1.9%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2021	2022	2023	2024	2025	2026
Beginning Balance		2,234	2,256	2,256	2,256	2,256	2,256
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		21					
Ending Balance $		**2,256**	**2,256**	**2,256**	**2,256**	**2,256**	**2,256**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Electora Area Emergency Planning Coordination

EAC REVIEW

OCTOBER 2021

Service: 1.372 **Emergency Planning Coordination** **Committee: Planning, Transportation & Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electora Area Emergency Planning Coordination	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET*	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries	532,583	511,000	538,896	-	-	538,896	550,487	562,330	574,420	586,772
Contract for Services	-	-	-	-	-	-	-	-	-	-
Travel Expenses	1,820	1,000	1,860	-	-	1,860	1,900	1,940	1,980	2,020
Telecommunications	6,810	6,810	6,950	-	-	6,950	7,090	7,230	7,370	7,520
Staff Training & Development	1,620	1,620	1,650	-	-	1,650	1,680	1,710	1,740	1,770
Supplies	2,010	2,010	2,050	-	-	2,050	2,090	2,130	2,170	2,210
Allocations	59,170	59,170	62,608	-	-	62,608	63,862	65,141	66,440	67,769
Other Operating Expenses	8,630	8,630	8,750	-	-	8,750	8,930	9,110	9,290	9,470
TOTAL OPERATING COSTS	**612,643**	**590,240**	**622,764**	**-**	**-**	**622,764**	**636,039**	**649,591**	**663,410**	**677,531**
*Percentage Increase over prior year						1.7%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	22,693	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	7,324	7,324	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	**7,324**	**30,017**	**7,500**	**-**	**-**	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**
TOTAL COSTS	**619,967**	**620,257**	**630,264**	**-**	**-**	**630,264**	**643,539**	**657,091**	**670,910**	**685,031**
Internal Recoveries	(459,671)	(459,671)	(468,860)	-	-	(468,860)	(478,240)	(487,801)	(497,561)	(507,510)
OPERATING COSTS LESS INTERNAL RECOVERIES	**160,296**	**160,586**	**161,404**	**-**	**-**	**161,404**	**165,299**	**169,290**	**173,349**	**177,521**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(14,486)	(14,486)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	(12,674)	-	-	(12,674)	(10,639)	(8,460)	(6,099)	(3,601)
Grants in Lieu of Taxes	(578)	(578)	(590)	-	-	(590)	(600)	(610)	(620)	(630)
Revenue - Other	(310)	(600)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
TOTAL REVENUE	**(15,374)**	**(15,664)**	**(13,584)**	**-**	**-**	**(13,584)**	**(11,569)**	**(9,410)**	**(7,069)**	**(4,591)**
REQUISITION	**(144,922)**	**(144,922)**	**(147,820)**	**-**	**-**	**(147,820)**	**(153,730)**	**(159,880)**	**(166,280)**	**(172,930)**
*Percentage increase over prior year Requisition						2.0%	4.0%	4.0%	4.0%	4.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0		4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.372 Emergency Planning Coordination	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$2,500	$0	$0	$2,500
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$2,500	$0	$0	$2,500
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.372

Service Name: Emergency Planning Coordination

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$2,500	E	ERF	$0	$0	$0	$2,500	$0	$0	$2,500
			GRAND TOTAL	**$2,500**			**$0**	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**

Electora Area Emergency Planning Coordination
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	59,344	46,670	36,031	27,571	21,472	17,871
Equipment Replacement Fund	7,494	14,994	22,494	27,494	34,994	42,494
Total	**66,838**	**61,664**	**58,525**	**55,065**	**56,466**	**60,365**

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105545	2021	2022	2023	2024	2025	2026
Beginning Balance		36,311	59,344	46,670	36,031	27,571	21,472
Transfer from Ops Budget		22,693	-	-	-	-	-
Transfer to Ops Budget		-	(12,674)	(10,639)	(8,460)	(6,099)	(3,601)
Interest Income		340					
Ending Balance $		**59,344**	**46,670**	**36,031**	**27,571**	**21,472**	**17,871**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101985	2021	2022	2023	2024	2025	2026
Beginning Balance		2,670	7,494	14,994	22,494	27,494	34,994
Transfer from Op Budget		7,324	7,500	7,500	7,500	7,500	7,500
Planned Purchase		(2,500)	-	-	(2,500)	-	-
Interest Income		-					
Ending Balance $		**7,494**	**14,994**	**22,494**	**27,494**	**34,994**	**42,494**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2022 Budget

Admin Expenditures (SSI)

EAC REVIEW

OCTOBER 2021

Service: 1.111 SSI Admin. Expenditures **Committee: Electoral Area**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel, electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition and internal allocation

1.111 - Admin Expenditures (SSI) Director & Management	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Director Admin	101,718	81,668	86,837	-	15,000	101,837	88,594	90,386	92,218	94,070
Management Services	900,180	876,254	886,608	-	-	886,608	917,396	924,539	959,084	964,089
TOTAL OPERATING COSTS	**1,001,898**	**957,922**	**973,445**	**-**	**15,000**	**988,445**	**1,005,990**	**1,014,925**	**1,051,302**	**1,058,159**
*Percentage Increase over prior year						-1.3%	1.8%	0.9%	3.6%	0.7%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,500	26,761	500	-	-	500	5,500	5,500	5,500	5,500
TOTAL CAPITAL / RESERVES	**5,500**	**26,761**	**500**	**-**	**-**	**500**	**5,500**	**5,500**	**5,500**	**5,500**
TOTAL COSTS	**1,007,398**	**984,683**	**973,945**	**-**	**15,000**	**988,945**	**1,011,490**	**1,020,425**	**1,056,802**	**1,063,659**
Labour Recovery	(240,729)	(240,729)	(245,510)	-	-	(245,510)	(254,613)	(258,104)	(266,025)	(269,270)
Internal Allocations	(199,482)	(196,817)	(205,206)	-	-	(205,206)	(215,574)	(213,770)	(225,822)	(222,691)
TOTAL RECOVERIES	**(440,211)**	**(437,546)**	**(450,716)**	**-**	**-**	**(450,716)**	**(470,187)**	**(471,874)**	**(491,847)**	**(491,961)**
COSTS LESS INTERNAL RECOVERIES	**567,187**	**547,137**	**523,229**	**-**	**15,000**	**538,229**	**541,303**	**548,551**	**564,955**	**571,698**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2021 to 2022	-	20,050	(5,050)	-	(15,000)	(20,050)	-	-	-	-
Balance C/F from 2020 to 2021	(37,102)	(37,102)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(399)	(399)	(400)	-	-	(400)	(370)	(380)	(390)	(400)
Provincial Grant	(11,800)	(11,800)	-	-	-	-	-	-	-	-
Other Income	(310)	(310)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
TOTAL REVENUE	**(49,611)**	**(29,561)**	**(5,770)**	**-**	**(15,000)**	**(20,770)**	**(700)**	**(720)**	**(740)**	**(760)**
REQUISITION	**(517,576)**	**(517,576)**	**(517,459)**	**-**	**-**	**(517,459)**	**(540,603)**	**(547,831)**	**(564,215)**	**(570,938)**
*Percentage increase over prior year Requisition						0.0%	4.5%	1.3%	3.0%	1.2%
FTE's	5.8	5.8	5.8			5.8	5.8	5.8	5.8	5.8

1.111 - Admin Expenditures (SSI) Director Admin	2021		BUDGET REQUEST	2022			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries and Wages	55,772	55,772	55,829	-	-	55,829	56,964	58,124	59,310	60,510
Contract for Services	15,000	-	-	-	15,000	15,000	-	-	-	-
Allocations	11,936	11,936	11,843	-	-	11,843	12,080	12,322	12,568	12,820
Travel & Training	5,550	5,000	5,660	-	-	5,660	5,770	5,890	6,010	6,130
Building Rental	6,840	6,840	7,045	-	-	7,045	7,190	7,330	7,480	7,630
Operating - Other	6,620	2,120	6,460	-	-	6,460	6,590	6,720	6,850	6,980
TOTAL OPERATING COSTS	**101,718**	**81,668**	**86,837**	**-**	**15,000**	**101,837**	**88,594**	**90,386**	**92,218**	**94,070**
*Percentage Increase over prior year						0.1%	-13.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	500	500	500	-	-	500	500	500	500	500
TOTAL CAPITAL / RESERVES	**500**	**500**	**500**	**-**	**-**	**500**	**500**	**500**	**500**	**500**
TOTAL COSTS	**102,218**	**82,168**	**87,337**	**-**	**15,000**	**102,337**	**89,094**	**90,886**	**92,718**	**94,570**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2021 to 2022	-	20,050	(5,050)	-	(15,000)	(20,050)	-	-	-	-
Balance C/F from 2020 to 2021	(15,000)	(15,000)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(69)	(69)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Other Income	(310)	(310)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
TOTAL REVENUE	**(15,379)**	**4,671**	**(5,440)**	**-**	**(15,000)**	**(20,440)**	**(400)**	**(410)**	**(420)**	**(430)**
REQUISITION	**(86,839)**	**(86,839)**	**(81,897)**	**-**	**-**	**(81,897)**	**(88,694)**	**(90,476)**	**(92,298)**	**(94,140)**
*Percentage increase over prior year Requisition						-5.7%	8.3%	2.0%	2.0%	2.0%

1.111 - Admin Expenditures (SSI) Management Services	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries and Wages	705,780	696,000	697,281	-	-	697,281	712,288	727,610	743,264	759,256
Allocations	46,720	46,720	50,527	-	-	50,527	51,538	52,569	53,620	54,693
Vehicles & Travel	9,000	6,500	9,060	-	-	9,060	9,240	9,420	9,600	9,790
Legal Expenses	5,000	-	5,000	-	-	5,000	5,100	5,200	5,300	5,410
Staff Training, Moving & Dues	13,700	1,327	14,000	-	-	14,000	14,280	14,560	14,840	15,140
Operating - Other	119,980	125,707	110,740	-	-	110,740	124,950	115,180	132,460	119,800
TOTAL OPERATING COSTS	**900,180**	**876,254**	**886,608**	**-**	**-**	**886,608**	**917,396**	**924,539**	**959,084**	**964,089**
*Percentage Increase over prior year						-1.5%	3.5%	0.8%	3.7%	0.5%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,000	26,261	-	-	-	-	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	**5,000**	**26,261**	**-**	**-**	**-**	**-**	**5,000**	**5,000**	**5,000**	**5,000**
TOTAL COSTS	**905,180**	**902,515**	**886,608**	**-**	**-**	**886,608**	**922,396**	**929,539**	**964,084**	**969,089**
Labour Recovery	(240,729)	(240,729)	(245,510)	-	-	(245,510)	(254,613)	(258,104)	(266,025)	(269,270)
Internal Allocations	(199,482)	(196,817)	(205,206)	-	-	(205,206)	(215,574)	(213,770)	(225,822)	(222,691)
TOTAL RECOVERIES	**(440,211)**	**(437,546)**	**(450,716)**	**-**	**-**	**(450,716)**	**(470,187)**	**(471,874)**	**(491,847)**	**(491,961)**
COSTS LESS INTERNAL RECOVERIES	**464,969**	**464,969**	**435,892**	**-**	**-**	**435,892**	**452,209**	**457,665**	**472,237**	**477,128**
FUNDING SOURCES (REVENUE)										
Estimated balance C/F from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance C/F from 2020 to 2021	(22,102)	(22,102)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(330)	(330)	(330)	-	-	(330)	(300)	(310)	(320)	(330)
Provincial Grant	(11,800)	(11,800)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(34,232)**	**(34,232)**	**(330)**	**-**	**-**	**(330)**	**(300)**	**(310)**	**(320)**	**(330)**
REQUISITION	**(430,737)**	**(430,737)**	**(435,562)**	**-**	**-**	**(435,562)**	**(451,909)**	**(457,355)**	**(471,917)**	**(476,798)**
*Percentage increase over prior year Requisition						1.1%	3.8%	1.2%	3.2%	1.0%
FTE's	5.8	5.8	5.8			5.8	5.8	5.8	5.8	5.8

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.111 SSI Admin. Expenditures	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$11,080	$1,650	$5,400	$2,750	$8,900	$29,780
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$11,080**	**$1,650**	**$5,400**	**$2,750**	**$8,900**	**$29,780**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$11,080	$1,650	$5,400	$2,750	$8,900	$29,780
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$11,080**	**$1,650**	**$5,400**	**$2,750**	**$8,900**	**$29,780**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.111

Service Name: SSI Admin. Expenditures

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Replacement	Computer	Computer Replacement - Admin 1.11	$27,300	E	ERF	$0	$8,600	$1,650	$5,400	$2,750	$8,900	$27,300
22-02	Replacement	Computer	Computer Replacement - Director	$2,480	E	ERF	$0	$2,480	$0	$0	$0	$0	$2,480
			GRAND TOTAL	**$29,780**			**$0**	**$11,080**	**$1,650**	**$5,400**	**$2,750**	**$8,900**	**$29,780**

Admin Expenditures (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Equipment Replacement Funds	46,763	36,183	40,033	40,133	42,883	39,483
Total	**46,763**	**36,183**	**40,033**	**40,133**	**42,883**	**39,483**

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Management

ERF Group: EASSIMGMT.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**102119**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		17,053	37,104	26,024	29,374	28,974	31,224
Transfer from Ops Budget		26,261	-	5,000	5,000	5,000	5,000
Planned Purchase		(6,210)	(11,080)	(1,650)	(5,400)	(2,750)	(8,900)
Interest Income		-					
Ending Balance $		**37,104**	**26,024**	**29,374**	**28,974**	**31,224**	**27,324**

Assumptions/Background:

Office equipment, computers, and vehicle replacement

Reserve Schedule

Reserve Fund: 1.111 Admin Expenditures (SSI) - Equipment Replacement Fund - Director

ERF Group: SSIADMIN.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101837**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		9,159	9,659	10,159	10,659	11,159	11,659
Transfer from Ops Budget		500	500	500	500	500	500
Planned Purchase		-					
Interest Income		-					
Ending Balance $		**9,659**	**10,159**	**10,659**	**11,159**	**11,659**	**12,159**

Assumptions/Background:

Office equipment, computers, and vehicle replacement

CAPITAL REGIONAL DISTRICT

2021 Budget

SSI Grant-in-Aid

EAC REVIEW

OCTOBER 2021

Service: 1.116 SSI Grants in Aid **Committee:** Electoral Area

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of $152,452 or $0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $235,427.

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

1.116 - SSI Grants in Aid	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2021 CORE BUDGET	ONGOING	ONE-TIME	TOTAL	FUTURE PROJECTIONS 2022	2023	2024	2025
OPERATING COSTS										
Grants in Aid	79,398	59,951	51,905	-	15,000	66,905	48,399	49,361	50,342	51,342
Allocations	2,287	2,287	2,834	-	-	2,834	2,891	2,949	3,008	3,068
Payments to 3rd parties	-	-	-	-	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**81,685**	**62,238**	**54,739**	**-**	**15,000**	**69,739**	**51,290**	**52,310**	**53,350**	**54,410**
*Percentage Increase over prior year						-14.6%	-26.5%	2.0%	2.0%	2.0%
TRANSFERS										
Transfer to General Capital Funds	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**81,685**	**62,238**	**54,739**	**-**	**15,000**	**69,739**	**51,290**	**52,310**	**53,350**	**54,410**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	19,447	(4,447)	-	(15,000)	(19,447)	-	-	-	-
Balance c/fwd from 2020 to 2021	(6,398)	(6,398)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(35)	(35)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Other Grants	(25,000)	(25,000)	-	-	-	-	-	-	-	-
Other Revenue	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(31,633)**	**(12,186)**	**(4,687)**	**-**	**(15,000)**	**(19,687)**	**(240)**	**(240)**	**(240)**	**(240)**
REQUISITION	**(50,052)**	**(50,052)**	**(50,052)**	**-**	**-**	**(50,052)**	**(51,050)**	**(52,070)**	**(53,110)**	**(54,170)**
*Percentage increase over prior year Requisition						0.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Economic Development Commission

EAC REVIEW

OCTOBER 2021

Service: 1.124 **SSI Economic Development** **Committee: Electoral Area**

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3727, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

$0.063 / $1,000 of actual assessed value of land and improvements. To a maximum of $313,105.

COMMISSION:

Not less than 7 and no more than 9 members.

FUNDING:

Requisition

1.124 - SSI Economic Development Commission	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	15,000	15,000	15,000	10,000	-	25,000	75,500	77,010	78,550	80,120
Website Maintenance	15,000	15,000	15,000	-	-	15,000	15,000	15,000	15,000	15,000
Project Costs	60,286	52,986	20,000	-	-	20,000	28,400	20,000	20,000	20,000
Third Payment Payments	20,000	20,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Internal Allocations	9,992	9,992	11,642	-	-	11,642	12,092	12,066	12,583	12,507
Operating - Other	9,750	12,050	9,180	-	-	9,180	9,370	9,560	9,750	9,950
TOTAL OPERATING COSTS	**130,028**	**125,028**	**90,822**	**10,000**	**-**	**100,822**	**160,362**	**153,636**	**155,883**	**157,577**
*Percentage Increase over prior year						-22.5%	59.1%	-4.2%	1.5%	1.1%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	2,560	2,560	-	-	-	-	-	1,000	1,000	1,000
TOTAL COSTS	**132,588**	**127,588**	**90,822**	**10,000**	**-**	**100,822**	**160,362**	**154,636**	**156,883**	**158,577**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(20,000)	(20,000)	(2,000)	-	-	(2,000)	-	-	-	-
Grants in Lieu of Taxes	(60)	(60)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
Provincial Grants-Safe Restart	(10,000)	(10,000)	-	-	-	-	-	-	-	-
Contributions from Chamber of Commerce	(25,000)	(20,000)	-	-	-	-	-	-	-	-
Other Income	(520)	(520)	(530)	-	-	(530)	(540)	(550)	(560)	(570)
TOTAL REVENUE	**(55,580)**	**(50,580)**	**(2,590)**	**-**	**-**	**(2,590)**	**(600)**	**(610)**	**(620)**	**(630)**
REQUISITION	**(77,008)**	**(77,008)**	**(88,232)**	**(10,000)**	**-**	**(98,232)**	**(159,762)**	**(154,026)**	**(156,263)**	**(157,947)**
*Percentage increase over prior year Requisition			14.6%			27.6%	62.6%	-3.6%	1.5%	1.1%

Reserve Schedule

Reserve Fund: 1.124 SSI Economic Development - Operating Reserve Fund - Bylaw 4243

To help offset fluctuations in operating revenues, special projects, and cover operational expenditures as required

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105534	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	30,181	13,021	11,021	11,021	12,021	13,021
Transfer from Ops Budget	2,560	-	-	1,000	1,000	1,000
Transfer to Ops Budget	(20,000)	(2,000)	-	-	-	-
Planned Maintenance Activity	Phase 2: Regulatory Road Map	Transfer to support core budget				
Interest Income	280					
Ending Balance $	**13,021**	**11,021**	**11,021**	**12,021**	**13,021**	**14,021**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Public Library

EAC REVIEW

OCTOBER 2021

Service: 1.141 SSI Public Library **Committee:** Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Salt Spring Island Public Library service by Bylaw No. 2725 adopted November 1999 and amended December 2009.

SERVICE DESCRIPTION:

This service makes an annual contribution to the Salt Spring Island Public Library Association to provide public library service for Salt Spring Island Electoral Area. In recent years in response to a drive for a new library, the CRD has passed loan authorization bylaws – one for the purchase of land (2006), the other for construction of a building (2009). Both transactions are supported by referendums. SSI Library was grandfathered in being allowed to own its own library, but under provincial legislation cannot build or acquire a new building. The new library building construction, completed in 2013, is owned by the CRD, and was funded two thirds by federal/provincial infrastructure grants.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

Greater of $600,000 or $0.186 / $1,000 of actual assessed value of land and improvements. To a maximum of $875,789.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3308 (2005)	$ 600,000
AUTHORIZED:	LA Bylaw No. 3613 (2006)	2,100,000
BORROWED:	S.I. Bylaw No. 3308 (2006, 4.43%)	(350,000)
	S.I. Bylaw No. 3613 (2011, 3.25%)	(2,000,000)
	S.I. Bylaw No. 3613 (2013, 3.85%)	(100,000)
EXPIRED:	LA Bylaw No. 3308 (2005)	(250,000)
REMAINING AUTHORIZATION		$ -

FUNDING:

Requisition

1.141 - SSI Public Library	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Contribution to Library	425,850	425,850	434,370	11,480	-	445,850	454,770	463,870	473,150	482,610
Allocations	20,217	20,217	30,138	-	-	30,138	30,741	31,356	31,983	32,622
Insurance	5,840	5,840	7,170	-	-	7,170	7,530	7,910	8,300	8,710
Other Operating Expenses	10,908	10,908	6,573	-	-	6,573	6,648	6,728	6,808	6,888
Contingency	2,520	2,520	2,500	-	-	2,500	2,500	2,500	2,500	2,500
TOTAL OPERATING COSTS	**465,335**	**465,335**	**480,751**	**11,480**	**-**	**492,231**	**502,189**	**512,364**	**522,741**	**533,330**
*Percentage Increase over prior year						5.8%	2.0%	2.0%	2.0%	2.0%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	-	-	26,780	-	-	26,780	30,107	33,482	36,925	40,426
MFA Debt Reserve Fund	730	730	650	-	-	650	650	650	650	650
MFA Principal Payment	122,355	122,355	112,357	-	-	112,357	112,357	112,357	112,357	112,357
MFA Interest Payment	74,975	74,975	33,250	-	-	33,250	33,250	33,250	33,250	33,250
TOTAL DEBT / RESERVE	**198,060**	**198,060**	**173,037**	**-**	**-**	**173,037**	**176,364**	**179,739**	**183,182**	**186,683**
TOTAL COSTS	**663,395**	**663,395**	**653,788**	**11,480**	**-**	**665,268**	**678,553**	**692,103**	**705,923**	**720,013**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(513)	(513)	(513)	-	-	(513)	(513)	(513)	(513)	(513)
MFA Debt reserve fund earnings	(730)	(730)	(650)	-	-	(650)	(650)	(650)	(650)	(650)
Other Income	(800)	(800)	(526)	-	-	(526)	(540)	(550)	(560)	(570)
TOTAL REVENUE	**(2,043)**	**(2,043)**	**(1,689)**	**-**	**-**	**(1,689)**	**(1,703)**	**(1,713)**	**(1,723)**	**(1,733)**
REQUISITION	**(661,352)**	**(661,352)**	**(652,099)**	**(11,480)**	**-**	**(663,579)**	**(676,850)**	**(690,390)**	**(704,200)**	**(718,280)**
*Percentage increase over prior year Requisition						0.3%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.141 SSI Public Library		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$15,000	$120,000	$0	$0	$0	$0	$120,000
Equipment		E	$0	$0	$0	$0	$0	$0	$0
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$0	$0	$0	$0	$0
			$15,000	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$120,000**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		Grant	$15,000	$110,000	$0	$0	$0	$0	$110,000
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$10,000	$0	$0	$0	$0	$10,000
			$15,000	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$120,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.141
Service Name: SSI Public Library

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	New	Library Interior Renovation	Library Interior Renovation	$50,000	B	Grant	$15,000	$15,000	$0	$0	$0	$0	$15,000
21-02	New	Emergency Repairs	Unforseen Emergency Repairs	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
22-01	New	HVAC Upgrades	New A/C Unit	$95,000	B	Grant	$0	$95,000	$0	$0	$0	$0	$95,000
			GRAND TOTAL	**$155,000**			**$15,000**	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$120,000**

Reserve Schedule

Reserve Fund: 1.141 SSI Public Library - Capital Reserve Fund - Bylaw 3940

-Capital Reserve Fund for SSI Library was established in 2014 under Bylaw No. 3940.
-Surplus monies from the operation of the service may be paid from time to time into the reserve fund.
-Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capital works and related debt servicing payments.

Reserve Cash Flow

Fund:	1084	Estimated	Budget				
Fund Centre:	102136	2021	2022	2023	2024	2025	2026
Beginning Balance		63,136	43,736	60,516	90,623	124,105	161,030
Transfer from Ops Budget		-	26,780	30,107	33,482	36,925	40,426
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(20,000)	(10,000)	-	-	-	-
Interest Income		600					
Ending Balance $		**43,736**	**60,516**	**90,623**	**124,105**	**161,030**	**201,456**

Assumptions/Backgrounds:
Building and capital reserve fund are new. Fund should be maintained at level required to pay for capital improvements and repairs.

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Street Lighting

EAC REVIEW

OCTOBER 2021

Service: 1.234 SSI Street Lighting **Committee: Electoral Area**

DEFINITION:

To provide street lighting on Salt Spring Island.
Bylaw No. 3746, December 14, 2011.

PARTICIPATION:

Salt Spring Island Electoral Area # 65, 2(764).
Order in Council No. 444, September 16, 2011.

MAXIMUM LEVY:

Greater of $24,370 or $0.0075 / $1,000 of actual assessed value of land and improvements. To a maximum of $34,538.

FUNDING:

Requisition

1.234 - SSI Street Lighting	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Electricity	24,648	24,400	24,900	-	-	24,900	25,400	25,910	26,430	26,960
Allocations	1,347	1,347	1,300	-	-	1,300	1,326	1,352	1,379	1,407
Other Operating Expenses	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**25,995**	**25,747**	**26,200**	**-**	**-**	**26,200**	**26,726**	**27,262**	**27,809**	**28,367**
*Percentage Increase over prior year						0.8%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	248	(248)	-	-	(248)	-	-	-	-
Balance c/fwd from 2020 to 2021	(3,428)	(3,428)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**(3,468)**	**(3,220)**	**(288)**	**-**	**-**	**(288)**	**(40)**	**(40)**	**(40)**	**(40)**
REQUISITION	**(22,527)**	**(22,527)**	**(25,912)**	**-**	**-**	**(25,912)**	**(26,686)**	**(27,222)**	**(27,769)**	**(28,327)**
*Percentage increase over prior year Requisition						15.0%	3.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Fernwood Dock (SSI)

EAC REVIEW

OCTOBER 2021

Service: 1.236 SSI Small Craft Harbour (Fernwood Dock) **Committee: Salt Spring Island Parks & Recreation**

DEFINITION:

A local service area to establish, acquire and operate a service of small craft harbour facilities.
Bylaw No. 3030, November 27, 2002.

SERVICE DESCRIPTION:

This is a service for funding and operating the Fernwood Dock, a small craft harbour facility on Salt Spring Island. This dock was divested to the CRD from the Department of Transportation in 2002. The Federal Government provided one-time funding of approximately $280,000 for dock rehabilitation. This service is administered by the Salt Spring Island Parks and Recreation Commission.

PARTICIPATION:

Salt Spring Island Electoral Area.

MAXIMUM LEVY:

Greater of $162,800 or $0.05 / $1,000 on hospital assessments for the Electoral Area of Salt Spring Island. To a maximum of $235,427.

COMMISSION:

Fernwood Dock Management Commission (Bylaw # 3030, Nov 2002, Amendment Bylaw # 3762, Feb 2011).
Salt Spring Island Parks and Recreation Commission (Bylaw #4293 No.1, 2019)

FUNDING:

Parcel Tax

1.236 - Fernwood Dock (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Repairs & Maintenance	9,150	2,500	3,500	-	-	3,500	3,570	3,640	3,710	3,780
Insurance	3,244	3,244	3,220	-	-	3,220	3,380	3,550	3,720	3,900
Supplies	745	725	760	-	-	760	770	780	790	800
Allocations	3,846	6,346	6,177	-	-	6,177	6,460	6,740	7,030	7,330
Other Operating Expenses	2,158	1,400	2,190	-	-	2,190	2,230	2,270	2,310	2,350
TOTAL OPERATING COSTS	**19,143**	**14,215**	**15,847**	**-**	**-**	**15,847**	**16,410**	**16,980**	**17,560**	**18,160**
*Percentage Increase over prior year						-17.2%	3.6%	3.5%	3.4%	3.4%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	12,310	17,238	10,000	-	-	10,000	9,950	9,900	9,850	9,790
TOTAL CAPITAL / RESERVE	**12,310**	**17,238**	**10,000**	**-**	**-**	**10,000**	**9,950**	**9,900**	**9,850**	**9,790**
TOTAL COSTS	**31,453**	**31,453**	**25,847**	**-**	**-**	**25,847**	**26,360**	**26,880**	**27,410**	**27,950**
FUNDING SOURCES (REVENUE)										
Interest Income	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu of Taxes	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(170)**	**(170)**	**(170)**	**-**	**-**	**(170)**	**(170)**	**(170)**	**(170)**	**(170)**
REQUISITION - PARCEL TAX	**(31,283)**	**(31,283)**	**(25,677)**	**-**	**-**	**(25,677)**	**(26,190)**	**(26,710)**	**(27,240)**	**(27,780)**
*Percentage increase over prior year Requisition						-17.9%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.236 SSI Small Craft Harbour (Fernwood	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$2,500	$47,500	$150,000	$0	$0	$0	$197,500
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$2,500	**$47,500**	**$150,000**	**$0**	**$0**	**$0**	**$197,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$50,000	$0	$0	$0	$50,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$2,500	$47,500	$100,000	$0	$0	$0	$147,500
		$2,500	**$47,500**	**$150,000**	**$0**	**$0**	**$0**	**$197,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.236

Service Name: SSI Small Craft Harbour (Fernwood Dock)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-02	Renewal	Painting and Repairs	Paint and replace rotten deck boards, float rail and antisplip gangway.	$45,000	S	Res	$0	$45,000	$0	$0	$0	$0	$45,000
21-01	Renewal	Rub Boards	Replace rub boards as identified in 2019 condition assessment	$2,500	S	Res	$2,500	$2,500	$0	$0	$0	$0	$2,500
22-01	New	Anticipated work from 2019 inspection	Replace and repair damaged sections	$100,000	S	Res	$0	$0	$100,000	$0	$0	$0	$100,000
22-01	Renewal	Anticipated work from 2019 inspection	Replace and repair damaged sections	$50,000	S	Grant	$0	$0	$50,000	$0	$0	$0	$50,000
			GRAND TOTAL	$197,500			$2,500	$47,500	$150,000	$0	$0	$0	$197,500

Service:	1.236	SSI Small Craft Harbour (Fernwood Dock)

Project Number	21-02	**Capital Project Title**	Painting and Repairs	**Capital Project Description**	Paint and replace rotten deck boards, float rail and antisplip gangway.
Project Rationale	Repairs and maintenance identified in 2020 dock instpection report				

Project Number	21-01	**Capital Project Title**	Rub Boards	**Capital Project Description**	Replace rub boards as identified in 2019 condition assessment
Project Rationale	Replacement of rub boards as recommended in 2019 assessment report				

Project Number	22-01	**Capital Project Title**	Anticipated work from 2019 inspection	**Capital Project Description**	Replace and repair damaged sections
Project Rationale	Anticipated work from 2019 condition assessment report				

Reserve Schedule

Reserve Fund: 1.236 Fernwood Dock (SSI) - Capital Reserve Fund - Bylaw 3808

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund:	1080	Estimated	Budget				
Fund Centre:	102111	2021	2022	2023	2024	2025	2026
Beginning Balance		168,345	176,743	139,243	49,193	59,093	68,943
Transfer from Ops Budget		12,310	10,000	9,950	9,900	9,850	9,790
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(5,500)	(47,500)	(100,000)	-	-	-
Interest Income		1,588					
Ending Balance $		**176,743**	**139,243**	**49,193**	**59,093**	**68,943**	**78,733**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Community Transit (SSI)

EAC REVIEW

OCTOBER 2021

Service: 1.238 SSI Community Transit & Transportation
1.238A Community Transit (SSI)

Commission: SSI Community Transit & Transportation

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $71,750 or $0.026 / $1,000 of actual assessed value of land and improvements. To a maximum of $357,849.

COMMISSION:

Salt Spring Island Community Transit & Transportation Commission.

FUNDING:

The transit service is funded by Transit Fare Revenue and requisition.

1.238A - Community Transit (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Gross Municipal Obligation	420,259	405,451	448,618	26,339	-	474,957	489,647	499,440	509,429	519,618
Allocations	21,216	21,216	22,625	-	-	22,625	23,077	23,538	24,009	24,490
Other Operating Expenses	820	820	1,000	-	-	1,000	1,050	1,100	1,150	1,200
TOTAL OPERATING COSTS	**442,295**	**427,487**	**472,243**	**26,339**	**-**	**498,582**	**513,774**	**524,078**	**534,588**	**545,308**
*Percentage Increase over prior year						12.7%	3.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	10,000	25,783	10,000	5,000	-	15,000	30,000	35,000	35,000	35,000
Transfer to Operating Reserve Fund	53,880	53,880		-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**63,880**	**79,663**	**10,000**	**5,000**	**-**	**15,000**	**30,000**	**35,000**	**35,000**	**35,000**
TOTAL COSTS	**506,175**	**507,150**	**482,243**	**31,339**	**-**	**513,582**	**543,774**	**559,078**	**569,588**	**580,308**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	(130,000)	-	-	(130,000)	(111,203)	(44,816)	(13,237)	-
Transit Pass Revenue	(126,922)	(127,897)	(147,294)	(10,232)	-	(157,526)	(189,467)	(231,813)	(236,450)	(241,178)
Safe Restart Funding Allocation (2021)	(196,310)	(196,310)	(28,044)	-	-	(28,044)	-	-	-	-
Other Income	(510)	(510)	(520)	-	-	(520)	(530)	(540)	(550)	(560)
Grants in Lieu of Taxes	(181)	(181)	(160)	-	-	(160)	(160)	(160)	(160)	(160)
TOTAL REVENUE	**(323,923)**	**(324,898)**	**(306,018)**	**(10,232)**	**-**	**(316,250)**	**(301,360)**	**(277,329)**	**(250,397)**	**(241,898)**
REQUISITION	**(182,252)**	**(182,252)**	**(176,225)**	**(21,107)**	**-**	**(197,332)**	**(242,414)**	**(281,749)**	**(319,191)**	**(338,410)**
*Percentage increase over prior year Requisition			-3.31%			8.3%	22.8%	16.2%	13.3%	6.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.238A Community Transit (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$40,000	$40,000	$40,000	$40,000	$160,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$160,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$5,000	$5,000	$5,000	$5,000	$20,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$35,000	$35,000	$35,000	$35,000	$140,000
		$0	**$0**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$160,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.238A

Service Name: Community Transit (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
23-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$35,000	S	Res	$0	$0	$35,000	$0	$0	$0	$35,000
23-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$5,000	S	Grant	$0	$0	$5,000	$0	$0	$0	$5,000
24-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$35,000	S	Res	$0	$0	$0	$35,000	$0	$0	$35,000
24-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$5,000	S	Grant	$0	$0	$0	$5,000	$0	$0	$5,000
25-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$35,000	S	Res	$0	$0	$0	$0	$35,000	$0	$35,000
25-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$5,000	S	Grant	$0	$0	$0	$0	$5,000	$0	$5,000
26-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$35,000	S	Res	$0	$0	$0	$0	$0	$35,000	$35,000
26-01	New	Art Inspired Bus Shelters	Bus Shelter program. Location TBA.	$5,000	S	Grant	$0	$0	$0	$0	$0	$5,000	$5,000
			GRAND TOTAL	**$160,000**			**$0**	**$0**	**$40,000**	**$40,000**	**$40,000**	**$40,000**	**$160,000**

Community Transit (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	300,256	170,256	59,053	14,237	1,000	1,000
Capital Reserve Fund	38,774	53,774	48,774	48,774	48,774	48,774
Total	**339,030**	**224,030**	**107,827**	**63,011**	**49,774**	**49,774**

Reserve Schedule

Reserve Fund: 1.238A SSI Transit - Operating Reserve Fund - Bylaw 4146

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105409	2021	2022	2023	2024	2025	2026
Beginning Balance		244,072	300,256	170,256	59,053	14,237	1,000
Transfer from Ops Budget		53,880	-	-	-	-	-
Transfer to Ops Budget		-	(130,000)	(111,203)	(44,816)	(13,237)	-
Interest Income		2,304					
Ending Balance $		**300,256**	**170,256**	**59,053**	**14,237**	**1,000**	**1,000**

Assumptions/Background:

To fund service expansions & bus leasing costs

Reserve Schedule

Reserve Fund: 1.238A SSI Transit - Capital Reserve Fund - Bylaw 4214

Monies in the reserve fund will be used to provide for new capital works and extension or renewal of existing capital works, including the planning, study, design, construction of facilities, land acquisition, as well as machinery or equipment necessary for capitalworks and related debt servicing payments.

Reserve Cash Flow

Fund:	1091	Estimated	Budget				
Fund Centre:	102201	2021	2022	2023	2024	2025	2026
Beginning Balance		52,495	38,774	53,774	48,774	48,774	48,774
Transfer from Ops Budget		25,783	15,000	30,000	35,000	35,000	35,000
Planned Purchase		(40,000)	-	(35,000)	(35,000)	(35,000)	(35,000)
Interest Income		496					
Ending Balance $		**38,774**	**53,774**	**48,774**	**48,774**	**48,774**	**48,774**

Assumptions/Background:

Capital Reserve Fund for new capital works, extension or renewal of capital works, planning, study, design, construction of facilties, land acquisition as well as machinery or equipmnent necessary for capital works and related dept servicing.

CAPITAL REGIONAL DISTRICT

2022 Budget

Community Transportation (SSI)

EAC REVIEW

OCTOBER 2021

Service: 1.238 SSI Community Transit & Transportation
1.238B Community Transportation (SSI)

Commission: SSI Community Transit & Transportation

SERVICE DESCRIPTION:

Established by Bylaw #3438 the Salt Spring Island Transit and Transportation Service provides a public transportation system on Salt Spring Island, carries out transportation studies, provides for the construction, installation, maintenance and regulation of sidewalks and bicycle paths, parking facilities, pedestrian and safety and traffic calming facilities and implements transportation demand management programs.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $146,250 or $0.044 / $1,000 of actual assesses value of land and improvements. To a maximum of $207,176.

COMMISSION:

Salt Spring Island Community Transit & Transportation Commission.

FUNDING:

Requisition

1.238B - Community Transportation (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Pathway Maintenance	6,000	6,000	-	-	-	-	-	-	-	-
Allocations	59,637	59,637	59,274	-	-	59,274	61,827	61,762	64,693	64,355
Labour Cost	8,008	8,008	8,127	13,185	-	21,312	21,848	22,220	22,756	23,131
Other Operating Expenses	1,620	1,370	1,620	-	-	1,620	1,660	1,700	1,740	1,780
TOTAL OPERATING COSTS	**75,265**	**75,015**	**69,021**	**13,185**	**-**	**82,206**	**85,335**	**85,682**	**89,189**	**89,266**
*Percentage Increase over prior year						9.2%	3.8%	0.4%	4.1%	0.1%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	91,117	91,367	85,000	-	-	85,000	90,000	90,000	90,000	90,000
Transfer to Operating Reserve Fund	5,000	5,000	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL DEBT / RESERVES	**96,117**	**96,367**	**90,000**	**-**	**-**	**90,000**	**95,000**	**95,000**	**95,000**	**95,000**
TOTAL COSTS	**171,382**	**171,382**	**159,021**	**13,185**	**-**	**172,206**	**180,335**	**180,682**	**184,189**	**184,266**
FUNDING SOURCES (REVENUE)										
Other Income	(1,020)	(1,020)	(1,040)	-	-	(1,040)	(1,060)	(1,080)	(1,100)	(1,120)
Grants in Lieu of Taxes	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
TOTAL REVENUE	**(1,150)**	**(1,150)**	**(1,170)**	**-**	**-**	**(1,170)**	**(1,190)**	**(1,210)**	**(1,230)**	**(1,250)**
REQUISITION	**(170,232)**	**(170,232)**	**(157,851)**	**(13,185)**	**-**	**(171,036)**	**(179,145)**	**(179,472)**	**(182,959)**	**(183,016)**
*Percentage increase over prior year Requisition			-7.3%			0.5%	4.7%	0.2%	1.9%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.238B Community Transportation (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$445,000	$431,500	$96,000	$106,000	$118,000	$1,196,500
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$445,000**	**$431,500**	**$96,000**	**$106,000**	**$118,000**	**$1,196,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$260,000	$365,000	$60,000	$60,000	$80,000	$825,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$185,000	$66,500	$36,000	$46,000	$38,000	$371,500
		$0	**$445,000**	**$431,500**	**$96,000**	**$106,000**	**$118,000**	**$1,196,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
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For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
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Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.238B
Service Name: Community Transportation (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-03	New	Pathway Detailed Design and Permiting Program	Design of pathway at Merchant Mews to just south of Liesure Lane.	$20,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
22-04	New	Construction Program for Pathway Network	Construction of pathway at Merchant Mews to just south of Liesure Lane.	$200,000	S	Grant	$0	$200,000	$0	$0	$0	$0	$200,000
22-04			Construction of pathway at Merchant Mews to just south of Liesure Lane.	$20,000	S	Res	$0	$20,000					$20,000
22-05	New	Ganges Village Transportation Plan	Develop a Ganges Village Transportation Plan.	$60,000	S	Grant	$0	$60,000	$0	$0	$0	$0	$60,000
22-06	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	Removal of barriers along Lower Ganges Road from Baker Road south.	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
22-07	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	Detailed engineering and design to demolish/replace pathway/retaining wall along Lower Ganges Road north of Baker Road.	$30,000	S	Res	$0	$30,000	$0	$0	$0	$0	$30,000
22-08	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	Relocate concrete barriers along Lower Ganges Road.	$50,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
22-09	New	Lower Ganges Road - Barrier and Retaining Wall Modifications	Demolish/replace pathway/retaining wall.	$90,000	S	Grant	$0	$0	$90,000	$0	$0	$0	$90,000
22-09			Demolish/replace pathway/retaining wall.	$9,000	S	Res	$0	$0	$9,000	$0	$0	$0	$9,000
22-11	New	Pathway Detailed Design and Permiting Program	Design an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road	$30,000	S	Res	$0	$30,000		$0	$0	$0	$30,000
22-12	New	Construction Program for Pathway Network	Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road	$200,000	S	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
22-12			Construct an asphalt sidewalk along the south side of Rainbow Road from Lower Ganges Road to 100-167 Rainbow Road	$20,000	S	Res	$0	$0	$20,000	$0	$0	$0	$20,000
22-13	New	Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals - Kanaka from Lakeview Crescent to Aldous Road	$25,000	S	Res	$0	$25,000		$0	$0	$0	$25,000
22-14	New	Construction Program for Pathway Network	Construction of pathway network sections that has been designed in the previous year - Kanaka from Lakeview Crescent to Aldous Road	$75,000	S	Grant	$0	$0	$75,000	$0	$0	$0	$75,000
22-14			Construction of pathway network sections that has been designed in the previous year - Kanaka from Lakeview Crescent to Aldous Road	$7,500	S	Res	$0	$0	$7,500	$0	$0	$0	$7,500
23-01	New	Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals - Park Drive from LGR to Aldous Road.	$30,000	S	Res	$0	$0	$30,000	$0	$0	$0	$30,000
23-02	New	Construction Program for Pathway Network	Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road.	$60,000	S	Grant	$0	$0	$0	$60,000	$0	$0	$60,000
23-02			Construction of pathway network sections that has been designed in the previous year - Park Drive from LGR to Aldous Road.	$6,000	S	Res	$0	$0	$0	$6,000	$0	$0	$6,000
24-01	New	Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals - Whims Road from Maliview to North End Road.	$30,000	S	Res	$0	$0	$0	$30,000	$0	$0	$30,000
24-02	New	Construction Program for Pathway Network	Construction of pathway network sections that has been designed in the previous year - Whims Road from Maliview to North End Road.	$60,000	S	Grant	$0	$0	$0	$0	$60,000	$0	$60,000
24-02			Construction of pathway network sections that has been designed in the previous year - Whims Road from Maliview to North End Road.	$6,000	S	Res	$0	$0	$0	$0	$6,000	$0	$6,000
25-01	New	Annual Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals - Sunset Road from Vesuvius Bay Raod to Duck Creek Park.	$40,000	S	Res	$0	$0	$0	$0	$40,000	$0	$40,000
25-02	New	Construction Program for Pathway Network	Construction of pathway network sections that has been designed in the previous year - Sunset Road from Vesuvius Bay Raod to Duck Creek Park.	$80,000	S	Grant	$0	$0	$0	$0	$0	$80,000	$80,000
25-02			Construction of pathway network sections that has been designed in the previous year - Sunset Road from Vesuvius Bay Raod to Duck Creek Park.	$8,000	S	Res	$0	$0	$0	$0	$0	$8,000	$8,000
26-01	New	Pathway Detailed Design and Permiting Program	Annual program to develop detailed design and obtain permits and regulatory approvals - Swanson Road from Atkins to Lakeside.	$30,000	S	Res	$0	$0	$0	$0	$0	$30,000	$30,000
			GRAND TOTAL	**$1,196,500**			**$0**	**$445,000**	**$431,500**	**$96,000**	**$106,000**	**$118,000**	**$1,196,500**

Community Transportation (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	15,192	20,192	25,192	30,192	35,192	40,192
Pathways CRF	111,692	38,852	62,352	116,352	160,352	212,352
Sidewalks CRF	27,160	-	-	-	-	-
North Ganges Transportation Plan	6,117	6,117	6,117	6,117	6,117	6,117
Total	**160,161**	**65,161**	**93,661**	**152,661**	**201,661**	**258,661**

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Operating Reserve Fund - Bylaw 4146

For non-recurring repairs and maintenance on paths and trails

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105539	2021	2022	2023	2024	2025	2026
Beginning Balance		10,144	15,192	20,192	25,192	30,192	35,192
Transfer from Ops Budget		5,000	5,000	5,000	5,000	5,000	5,000
Interest Income		48					
Ending Balance $		**15,192**	**20,192**	**25,192**	**30,192**	**35,192**	**40,192**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund - Bylaw 3943

For Pathway and Bike Lane infrastructure

Reserve Cash Flow

Fund:	1086	Estimated	Budget				
Fund Centre:	102142	2021	2022	2023	2024	2025	2026
Beginning Balance		20,229	111,692	38,852	62,352	116,352	160,352
Transfer from Ops Budget		91,367	85,000	90,000	90,000	90,000	90,000
Planned Purchase		-	(157,840)	(66,500)	(36,000)	(46,000)	(38,000)
Interest Income		95					
Ending Balance $		**111,692**	**38,852**	**62,352**	**116,352**	**160,352**	**212,352**

Assumptions/Background:

Fund balance to provide for capital expenditures for or in respect of capital projects, land, machinery or equipment for them and extension or renewal of existing capital works and related debt servcing payments. Should allow for CRD to participate in partnership with Island Pathways on planned projects

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund

Bylaw 3943

Reserve Cash Flow

Fund:	1086	Estimated	Budget				
Fund Centre:	102147	2021	2022	2023	2024	2025	2026
Beginning Balance		27,032	27,160	-	-	-	-
Transfer from Ops Budget			-	-	-	-	-
Planned Purchase		-	(27,160)	-	-	-	-
Interest Income		128					
Ending Balance $		**27,160**	**-**	**-**	**-**	**-**	**-**

Assumptions/Background:

Funds received from property owners for sidewalks infront of their properties

Reserve Schedule

Reserve Fund: 1.238B Transportation (SSI) - Capital Reserve Fund

Bylaw 3943

Reserve Cash Flow

Fund:	1086	Estimated	Budget				
Fund Centre:	102148	2021	2022	2023	2024	2025	2026
Beginning Balance		6,088	6,117	6,117	6,117	6,117	6,117
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Amended Planned Purchase		-	-	-	-	-	-
Interest Income		29					
Ending Balance $		**6,117**	**6,117**	**6,117**	**6,117**	**6,117**	**6,117**

Assumptions/Background:

$250,000 per year transferred from requisition in accordance with Bylaw 3956 (four years 2015-2018)

CAPITAL REGIONAL DISTRICT

2022 Budget

Salt Spring Island Arts

EAC REVIEW

OCTOBER 2021

Service: 1.299 SSI Arts **Committee: Electoral Area**

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the ArtSpring Theatre and contributing to arts programming through the Gulf Islands Community Arts Council (Bylaw No. 3116, January 29, 2004).

SERVICE DESCRIPTION:

This is a service for the contribution to the operation of the ArtSpring Theatre and the arts programs on Salt Spring Island. ArtSpring Theatre is operated by the Island Arts Centre Society. The arts programs are run by the Gulf Islands Community Arts Council. The CRD owns the land that the ArtSpring Theatre is situated on and there is a 10 year license of occupation with the Island Arts Society. Funds provided to ArtSpring Theatre are for maintaining, equipping and operating the facility. Funds provided to the Community Arts Council are for arts programming.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $93,050 or $0.031 / $1,000 of actual assessed value of land and improvements. To a maximum of $145,965.

FUNDING:

Requisition

1.299 - Salt Spring Island Arts	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Art Centre Society	81,130	81,130	82,348	-	-	82,348	98,816	98,816	98,816	98,816
Gulf Islands Community Arts Council	34,770	34,770	35,292	-	-	35,292	42,350	42,350	42,350	42,350
Allocations	2,377	2,377	2,370	-	-	2,370	2,417	2,465	2,515	2,565
Other Operating Expenses	200	200	200	-	-	200	200	200	200	200
TOTAL COSTS	**118,477**	**118,477**	**120,210**	**-**	**-**	**120,210**	**143,783**	**143,831**	**143,881**	**143,931**
*Percentage Increase over prior year						1.5%	19.6%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	125	125	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(90)	(90)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
TOTAL REVENUE	**35**	**35**	**(90)**	**-**	**-**	**(90)**	**(90)**	**(90)**	**(90)**	**(90)**
REQUISITION	**(118,512)**	**(118,512)**	**(120,120)**	**-**	**-**	**(120,120)**	**(143,693)**	**(143,741)**	**(143,791)**	**(143,841)**
*Percentage increase over prior year Requisition						1.4%	19.6%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Building Numbering

EAC REVIEW

OCTOBER 2021

Service: 1.316 SSI Building Numbering **Committee: Electoral Area**

DEFINITION:

To provide the extended service of numbering of buildings within the Electoral Area of Salt Spring Island.
Bylaw No. 2082, adopted February 1993.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.316 - SSI Building Numbering	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Building Inspection	8,916	8,916	9,094	-	-	9,094	9,276	9,462	9,651	9,844
Allocations	514	514	473	-	-	473	482	492	501	511
Other Operating Expenses	20	20	20	-	-	20	20	20	20	20
TOTAL COSTS	**9,450**	**9,450**	**9,587**	**-**	**-**	**9,587**	**9,778**	**9,974**	**10,172**	**10,375**
*Percentage Increase over prior year						1.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	28	28	-	-	-	-	-	-	-	-
Other Revenue	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**8**	**8**	**(20)**	**-**	**-**	**(20)**	**(20)**	**(20)**	**(20)**	**(20)**
REQUISITION	**(9,458)**	**(9,458)**	**(9,567)**	**-**	**-**	**(9,567)**	**(9,758)**	**(9,954)**	**(10,152)**	**(10,355)**
*Percentage increase over prior year Requisition						1.2%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Livestock Injury Compensation

EAC REVIEW

OCTOBER 2021

Service: 1.342 **SSI Livestock Injury Compensation** **Committee: Electoral Area**

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act.*
(Livestock Injury Compensation Service (Salt Spring Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Salt Spring Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.342 - SSI Livestock Injury Compensation	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Allocations	-	-	150	-	-	150	153	156	159	162
Compensation Claim Payments	-	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	**-**	**-**	**3,150**	**-**	**-**	**3,150**	**3,153**	**3,156**	**3,159**	**3,162**
*Percentage Increase over prior year						N/A	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**-**	**-**	**(3,150)**	**-**	**-**	**(3,150)**	**(3,153)**	**(3,156)**	**(3,159)**	**(3,162)**
*Percentage increase over prior year Requisition						N/A	0.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Emergency Program

EAC REVIEW

OCTOBER 2021

Service: 1.371 SSI Emergency Program **Committee: Electoral Area**

DEFINITION:

To provide an Emergency Program as an Extended Service in preparation for emergencies.
Establishment Bylaw No. 2084 (December 16, 1992). Bylaw No. 2094 (February 1993), establishes the mode of operation and administration of the program.
Bylaw No. 2204 (April 27, 1994) and Bylaw No. 2205 (April 27, 1994) repeal and replace Bylaws 2084 and 2094 respectively.
Bylaw No. 2486 (March 26, 1997) establishes guidelines for the operation and administration of the SSI Program and repeals Bylaw No. 2205.
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3446, this service provides planning and management of community disaster emergency response and recovery plans for the communities of Salt Spring Island Electoral Area. The service was started in 1992 in response to the *Provincial Emergency Program Act*.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

PARTICIPATION:

The service and participating area shall be coterminous with that of the Salt Spring Island Electoral Area.

LEVY:

The cost of providing the service established shall be recovered by requisition of money under Section 809.1 of the Municipal Act to be collected by a property value tax to be levied and collected under Section 810.1 of the Municipal Act.

FUNDING:

Requisition

1.371 - SSI Emergency Program	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Travel Expense	1,500	1,425	1,530	-	-	1,530	1,560	1,590	1,620	1,650
Contract for Services	79,969	75,971	78,510	-	-	78,510	80,080	81,680	83,320	84,990
Neighbourhood Program	4,400	4,180	4,490	-	-	4,490	4,580	4,670	4,760	4,850
Emergency Social Services	100	95	100	-	-	100	100	100	100	100
Building Rent	17,100	16,245	14,898	-	-	14,898	15,200	15,500	15,810	16,130
Staff Training & Development	2,000	1,900	2,040	-	-	2,040	2,080	2,120	2,160	2,200
Supplies	10,250	9,738	5,360	-	-	5,360	5,470	5,580	5,700	5,820
Allocations	4,821	4,821	6,955	-	-	6,955	7,094	7,236	7,381	7,528
Other Operating Expenses	18,960	18,094	16,220	-	-	16,220	16,580	16,950	17,320	17,710
TOTAL OPERATING COSTS	**139,100**	**132,469**	**130,103**	**-**	**-**	**130,103**	**132,744**	**135,426**	**138,171**	**140,978**
*Percentage Increase over prior year						-6.5%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	2,131	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**-**	**2,131**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**139,100**	**134,600**	**130,103**	**-**	**-**	**130,103**	**132,744**	**135,426**	**138,171**	**140,978**
FUNDING SOURCES (REVENUE)										
Estimated Balance C/FW from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance C/FW from 2020 to 2021	(6,000)	(6,000)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	(5,000)	-	(2,000)	-	-	(2,000)	(1,500)	(1,000)	(500)	-
Grants in Lieu of Taxes	(87)	(87)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
Revenue - Other	(100)	(600)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
						-				
TOTAL REVENUE	**(11,187)**	**(6,687)**	**(2,190)**	**-**	**-**	**(2,190)**	**(1,690)**	**(1,190)**	**(690)**	**(190)**
REQUISITION	**(127,913)**	**(127,913)**	**(127,913)**	**-**	**-**	**(127,913)**	**(131,054)**	**(134,236)**	**(137,481)**	**(140,788)**
*Percentage increase over prior year Requisition						0.0%	2.5%	2.4%	2.4%	2.4%

SSI Emergency Program
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	42,334	42,334	42,334	42,334	42,334	42,334
Operating Reserve Fund	29,039	27,039	25,539	24,539	24,039	24,039
Equipment Replacement Fund	3,483	3,483	3,483	3,483	3,483	3,483
Total	**74,856**	**72,856**	**71,356**	**70,356**	**69,856**	**69,856**

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Capital Reserve Fund - Bylaw 3389

Reserve established for capital expenditures for or in respect of capital projects, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund:	1073	Estimated	Budget				
Fund Centre:	101949	2021	2022	2023	2024	2025	2026
Beginning Balance		41,934	42,334	42,334	42,334	42,334	42,334
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		400					
Ending Balance $		**42,334**	**42,334**	**42,334**	**42,334**	**42,334**	**42,334**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Operating Reserve Fund - Bylaw 4146

Reserve established to help offset fluctuations in operating revenues, special projects and cover operational expenditures as required.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105402	2021	2022	2023	2024	2025	2026
Beginning Balance		31,628	29,039	27,039	25,539	24,539	24,039
Transfer from Ops Budget		2,131	-	-	-	-	-
Transfer to Ops Budget		(5,000)	(2,000)	(1,500)	(1,000)	(500)	-
Interest Income		280					
Ending Balance $		**29,039**	**27,039**	**25,539**	**24,539**	**24,039**	**24,039**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.371 SSI Emergency Program - Equipment Replacement Fund

ERF Group: SSIEMERG.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101437**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		3,483	3,483	3,483	3,483	3,483	3,483
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**3,483**	**3,483**	**3,483**	**3,483**	**3,483**	**3,483**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Search and Rescue

EAC REVIEW

OCTOBER 2021

Service: 1.378 SSI Search and Rescue **Committee: Electoral Area**

DEFINITION:

To establish a contribution to a search and rescue service in the Salt Spring Island Electoral Area.
Establishment Bylaw No. 3494 (Nov. 14, 2007).

SERVICE DESCRIPTION:

Governed by Bylaw #3494, the service provides cost coverage for overhead expenses for the Salt Spring Island Search and Rescue Society.

The CRD has no operational responsibility beyond payment for overhead.

PARTICIPATION:

The Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $15,000 or $0.0053 / $1,000 on actual assessed value of land and improvements. To a maximum of $24,955.

FUNDING:

Requisition

1.378 - SSI Search and Rescue	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Transfers to SSI SAR Society	26,980	22,956	27,661	-	-	27,661	23,609	23,580	23,550	23,520
Allocations	1,323	1,323	1,415	-	-	1,415	1,443	1,472	1,502	1,532
Other Expenses	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**28,303**	**24,279**	**29,076**	**-**	**-**	**29,076**	**25,052**	**25,052**	**25,052**	**25,052**
*Percentage Increase over prior year						2.7%	-13.8%	0.0%	0.0%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	4,024	(4,024)	-	-	(4,024)	-	-	-	-
Balance c/fwd from 2020 to 2021	(4,870)	(4,870)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(17)	(17)	(17)	-	-	(17)	(17)	(17)	(17)	(17)
Revenue - Other	(80)	(80)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
						-				
TOTAL REVENUE	**(4,967)**	**(943)**	**(4,121)**	**-**	**-**	**(4,121)**	**(97)**	**(97)**	**(97)**	**(97)**
REQUISITION	**(23,336)**	**(23,336)**	**(24,955)**	**-**	**-**	**(24,955)**	**(24,955)**	**(24,955)**	**(24,955)**	**(24,955)**
*Percentage increase over prior year Requisition						6.9%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Salt Spring Island Community Parks

EAC REVIEW

OCTOBER 2021

Service: 1.455 SSI Community Parks **Committee:** Salt Spring Island Parks & Recreation

DEFINITION:

Supplementary Letters Patent - August, 1975 grants the power of acquiring, developing, operating and maintaining community parks.
Bylaw No. 245 (Nov. 26, 1975); amended by Bylaw No. 461 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of, parks, trails, Saturday market, disc golf course and playgrounds on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $498,297 or $0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $706.281.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

1.455 - Salt Spring Island Recreation - Community Parks	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Salaries	430,030	414,019	424,416	38,179	-	462,595	472,536	482,694	493,061	503,654
Maintenance, Security & Insurance	43,920	45,892	40,830	-	-	40,830	43,110	44,190	45,300	46,430
Internal Allocations	117,483	117,303	135,451	-	-	135,451	138,156	140,924	143,746	146,622
Utilities & Operating - Supplies	35,070	33,233	33,775	-	-	33,775	34,450	35,120	35,800	36,500
Contract for Services	33,100	34,911	31,150	-	-	31,150	31,770	32,400	33,040	33,700
Travel - Vehicles	17,800	28,530	25,060	-	-	25,060	25,560	26,070	26,590	27,120
Parks Maintenance Labour	186,207	200,677	208,370	-	-	208,370	193,730	197,605	201,557	205,589
Bylaw Labour	45,977	53,477	46,897	9,968	-	56,865	57,973	59,102	60,255	61,431
TOTAL OPERATING COSTS	**909,587**	**928,042**	**945,949**	**48,147**	**-**	**994,096**	**997,285**	**1,018,105**	**1,039,349**	**1,061,046**
*Percentage Increase						9.3%	0.3%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	5,090	5,090	5,000	-	-	5,000	5,000	5,500	5,500	5,500
Transfer to Capital Reserve Fund	5,000	5,000	5,000	5,000	-	10,000	10,000	15,000	15,000	15,000
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,090**	**10,090**	**10,000**	**5,000**	**-**	**15,000**	**15,000**	**20,500**	**20,500**	**20,500**
Debt	-	-	-	-	-	-	31,750	85,789	85,789	85,789
TOTAL COST	**919,677**	**938,132**	**955,949**	**53,147**	**-**	**1,009,096**	**1,044,035**	**1,124,394**	**1,145,638**	**1,167,335**
Internal Time Recovery	(356,700)	(356,700)	(397,958)	-	-	(397,958)	(387,274)	(395,166)	(403,222)	(411,445)
TOTAL COSTS NET OF RECOVERIES	**562,977**	**581,432**	**557,991**	**53,147**	**-**	**611,138**	**656,761**	**729,228**	**742,416**	**755,890**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2020 to 2021	55,938	55,938	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Rental Income	(45,170)	(70,525)	(117,200)	-	-	(117,200)	(119,540)	(121,930)	(124,360)	(126,850)
Grants in Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
Provincial Grant	(125,938)	(125,938)	-	-	-	-	-	-	-	-
Other Grant	-	-	-	-	(9,968)	(9,968)	-	-	-	-
Revenue-Other	(30,296)	(23,396)	(25,900)	-	-	(25,900)	(26,020)	(26,140)	(26,270)	(26,400)
TOTAL REVENUE	(145,466)	(163,921)	(143,100)	-	(9,968)	(153,068)	(145,560)	(148,070)	(150,630)	(153,250)
REQUISITION	**(417,511)**	(18,455) **(417,511)**	**(414,891)**	**(53,147)**	**9,968**	**(458,070)**	**(511,201)**	**(581,158)**	**(591,786)**	**(602,640)**
*Percentage increase over prior year requisition						9.7%	11.6%	13.7%	1.8%	1.8%
AUTHORIZED POSITIONS:										
Salaried	4.6	4.6	4.6	0.5		5.1	5.1	5.1	5.1	5.1
User Funding	8.02%					19.18%	18.20%	16.72%	16.75%	16.78%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.455 SSI Community Parks	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$75,000	$85,000	$15,000	$5,000	$5,000	$5,000	$115,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$750,000	$1,170,000	$100,000	$85,000	$90,000	$2,195,000
Vehicles	V	$65,000	$170,000	$0	$0	$55,000	$0	$225,000
		$140,000	**$1,005,000**	**$1,185,000**	**$105,000**	**$145,000**	**$95,000**	**$2,535,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
Equipment Replacement Fund	ERF	$5,000	$55,000	$15,000	$5,000	$60,000	$5,000	$140,000
Grants (Federal, Provincial)	Grant	$0	$730,000	$55,000	$55,000	$55,000	$30,000	$925,000
Donations / Third Party Funding	Other	$70,000	$70,000	$0	$0	$0	$0	$70,000
Reserve Fund	Res	$65,000	$150,000	$115,000	$45,000	$30,000	$60,000	$400,000
		$140,000	**$1,005,000**	**$1,185,000**	**$105,000**	**$145,000**	**$95,000**	**$2,535,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.455

Service Name: SSI Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-08	New	Centennial Park Upgrades	Upgrades or replacement of park features and ammenities	$800,000	S	Res	$0	$0	$75,000	$0	$0	$0	$75,000
20-08	New		Community Works Funds commited to park upgrades	$0	S	Grant	$0	$600,000	$0	$0	$0	$0	$600,000
20-06	New	Construction of Ganges Boardwalk	The construction of the Ganges boardwalk to connect the village core to the harbours end has been a long standing project. CWF have been allocated to design work. 5k from reserves is required to fund CRD staff time	$1,005,000	S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
20-06	New		Debt funding required for boardwalk project		S	Debt	$0	$0	$1,000,000	$0	$0	$0	$1,000,000
19-07	Renewal	Improve Beach Accesses	Upgrades and improvements required for existing beach accesses on MOTI right of ways. 2022 Cusheon Lake.	$55,000	S	Res	$0	$20,000	$0	$10,000	$0	$10,000	$40,000
20-04	Replacement	Rotary Dock Replacement	Replace rotary dock	$45,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
20-04	Replacement		CWF/Grant required for replacement		S	Grant	$0	$25,000	$0	$0	$0	$0	$25,000
20-05	Renewal	Centennial Park Boardwalk Upgrades	Repair existing boardwalk & gazebo based on 2020 structural assessment	$150,000	S	Res	$0	$5,000	$5,000	$10,000	$5,000	$25,000	$50,000
20-05	Renewal		CWF/Grant funding required for boardwalk repairs		S	Grant	$0	$25,000	$25,000	$25,000	$25,000		$100,000
21-05	Replacement	Vehicle Replacement	Replace maintenance truck	$90,000	V	ERF	$0	$40,000	$0	$0	$55,000		$95,000
21-05	Replacement		CWF to upgrade vehicle replacement to EV		V	Grant	$0	$50,000	$0	$0	$0	$0	$50,000
19-09	Replacement	ERF for maintenance equipment	Replace maintenance equipment	$25,000	E	ERF	$5,000	$15,000	$15,000	$5,000	$5,000	$5,000	$45,000
21-06	New	New mower	New EV mower for parks	$20,000	V	Res	$20,000	$40,000	$0	$0	$0	$0	$40,000
21-08	New	New park maintenance truck	Partial funding for new EV truck. Additional funding in ParkLand CRF	$40,000	V	Res	$45,000	$40,000	$0	$0	$0	$0	$40,000
21-01	New	Linear Park Development	Trial and parking upgrades or development	$150,000	S	Res	$0	$5,000	$20,000	$25,000	$25,000	$25,000	$100,000
21-01	New		CWF/Grant funding required for trail development	$150,000	S	Grant	$0	$30,000	$30,000	$30,000	$30,000	$30,000	$150,000
21-02	New	Centennial Park Playground - Donation	Centennial Park Playground - Donation	$70,000	E	Other	$70,000	$70,000	$0	$0	$0	$0	$70,000
22-03	Renewal	Playground upgrades	Upgrade and replace gravel at Portlock and Drummond Playground	$30,000	S	Res	$0	$15,000	$15,000	$0	$0	$0	$30,000
			GRAND TOTAL	**$2,630,000**			**$140,000**	**$1,005,000**	**$1,185,000**	**$105,000**	**$145,000**	**$95,000**	**$2,535,000**

Service:	1.455	SSI Community Parks

Project Number	20-08	**Capital Project Title**	Centennial Park Upgrades	**Capital Project Description**	Upgrades or replacement of park features and ammenities
Project Rationale	Upgrades based on the 2016 Centennial Park Master Plan				

Project Number	20-06	**Capital Project Title**	Construction of Ganges Boardwalk	**Capital Project Description**	The construction of the Ganges boardwalk to connect the village core to the harbours end has been a long standing project. CWF have been allocated to design work. 5k from reserves is required to fund CRD staff time
Project Rationale	Project is dependant on securing tenure along the foreshore				

Project Number	19-07	**Capital Project Title**	Improve Beach Accesses	**Capital Project Description**	Upgrades and improvements required for existing beach accesses on MOTI right of ways. 2022 Cusheon Lake.
Project Rationale					

Project Number	20-04	**Capital Project Title**	Rotary Dock Replacement	**Capital Project Description**	Replace rotary dock
Project Rationale	Project is dependant on securing grant funding or donations.				

Project Number	20-05	**Capital Project Title**	Centennial Park Boardwalk Upgrades	**Capital Project Description**	Repair existing boardwalk & gazebo based on 2020 structural assessment
Project Rationale	New vehicle to replace 2011 Chevy Colorado				

Project Number	19-09	**Capital Project Title**	ERF for maintenance equipment	**Capital Project Description**	Replace maintenance equipment
Project Rationale	Replacement of equipment that has reached its end of life.				

Project Number	21-06	**Capital Project Title**	New mower	**Capital Project Description**	New EV mower for parks
Project Rationale	New mower required for park maintenance. Green or electric options are to be considered.				

Project Number	21-08	**Capital Project Title**	New park maintenance truck	**Capital Project Description**	Partial funding for new EV truck. Additional funding in ParkLand CRF
Project Rationale	Additional vehicle required for park maintenance				

Project Number	21-01	**Capital Project Title**	Linear Park Development	**Capital Project Description**	Trial and parking upgrades or development
Project Rationale	Upgrade existing trail network, develop new trails, improve or expand parking				

Project Number	21-02	**Capital Project Title**	Centennial Park Playground - Donation	**Capital Project Description**	Centennial Park Playground - Donation
Project Rationale	PARC has an opportunity to be granted a one-time donation gift of up to $70,000 to add additional playground features to Centennial Park.				

1.45X SSI Pool, Parks, Recreation and Parkland
Reserves Summary
2021 - 2025 Financial Plan

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated 2021	Budget 2022	2023	2024	2025	2026
1.45X - Equipment Replacement Funds	145,634	68,134	53,134	78,634	55,134	76,634
1.459 - Land Acquisition Reserve Fund	869,125	769,125	69,125	69,125	69,125	69,125
1.459 - Pool Facility Capital Reserve Fund	50,306	55,306	55,306	85,306	140,306	230,306
1.455 - Community Parks Reserve Fund	67,269	2,269	7,269	12,269	17,269	22,269
1.455/458 - Parks & Rec Reserve Funds	423,614	143,000	48,000	70,000	116,500	230,000
1.459 - 2nd Land Reserve Fund	1,392	1,392	1,392	1,392	1,392	1,392
1.455 - Community Parks Operating Reserve Fund	-	-	-	-	-	-
1.458 - Community Recreation Operating Reserve Fund	-	-	-	-	-	-
1.459 - Pool & Park Land Operating Reserve Fund	66,005	56,367	71,367	91,367	111,367	131,367
Total projected year end balance	**1,623,346**	**1,095,594**	**305,594**	**408,094**	**511,094**	**761,094**

ERF Summary

Fund: 1022 Fund Center: 101412/44/45 ERF Group: SSIPARC.ERF	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	128,044	145,634	68,134	53,134	78,634	55,134
Planned Purchase	55,090	52,500	67,500	70,500	71,500	71,500
Transfer from Operating Budget	(37,500)	(130,000)	(82,500)	(45,000)	(95,000)	(50,000)
Interest Income	-					
Ending Balance $	**145,634**	**68,134**	**53,134**	**78,634**	**55,134**	**76,634**

Equipment Replacement Reserve Schedule

Reserve Fund: 1.455 SSI Parks

For replacement of equipment and vehicles belonging to SSI Parks.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101444	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	87,153	97,243	54,743	54,743	65,243	21,743
Transfer from Ops Budget	15,090	12,500	15,000	15,500	16,500	16,500
Expenditures (Based on Capital Plan)	(5,000)	(55,000)	(15,000)	(5,000)	(60,000)	(5,000)
Interest Income	-					
Ending Balance $	**97,243**	**54,743**	**54,743**	**65,243**	**21,743**	**33,243**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Schedule

1.455 - Community Parks

Bylaw 3085

Reserve Cash Flow

Fund: 1064 / Fund Centre: 101792	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	176,119	67,269	2,269	7,269	12,269	17,269
Transfer from Ops Budget	10,000	20,000	25,000	30,000	30,000	30,000
Expenditures (Based on Capital Plan)	(120,000)	(85,000)	(20,000)	(25,000)	(25,000)	(25,000)
Interest Income	1,150					
Ending Balance $	**67,269**	**2,269**	**7,269**	**12,269**	**17,269**	**22,269**

Assumptions/Background:

Fund balance to provide for community park capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.455 - Community Park Facilities

Bylaw 2859

Reserve Cash Flow

Fund: 1060 Fund Centre: 102030	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	21,766	46,900	6,900	11,900	16,900	36,900
Transfer from Ops Budget	20,000	25,000	25,000	25,000	25,000	25,000
Expenditures (Based on Capital Plan)	5,000	(65,000)	(20,000)	(20,000)	(5,000)	(35,000)
Interest Income	134					
Ending Balance $	**46,900**	**6,900**	**11,900**	**16,900**	**36,900**	**26,900**

Assumptions/Background:

Fund balance to provide for community park facilities capital expenditures or in respect of capital projects and extension or renewal of existing facilities capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Salt Spring Island - Community Recreation

EAC REVIEW

OCTOBER 2021

Service: 1.458 **SSI Community Recreation** **Committee: Salt Spring Island Parks & Recreation**

DEFINITION:

Supplementary Letters Patent, Division XV, October 3, 1975 established to provide recreational programs for any Electoral Area.
Bylaw No. 462 (March 8, 1978) to add Salt Spring Island as a participant.

SERVICE DESCRIPTION:

This is a service for the provision of recreation programs and day camps for youth on Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

$0.063 / $1,000 on actual assessed value of land and improvements. To a maximum of $296,638.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

1.458 - Salt Spring Island - Community Recreation Programs	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026
OPERATING COSTS										
Salaries and Wages	136,993	103,704	118,098	-	-	118,098	120,550	123,054	125,607	128,218
Recreation Programs	74,910	65,532	95,004	-	-	95,004	97,310	99,260	101,240	103,270
Internal Allocations	36,287	11,948	38,131	-	-	38,131	43,649	44,526	45,417	46,325
Travel and Insurance	6,500	6,622	6,180	-	-	6,180	6,320	6,460	6,600	6,750
Other Operating	9,630	5,213	7,390	-	-	7,390	7,550	7,710	7,870	8,030
TOTAL OPERATING COSTS	**264,320**	**193,019**	**264,803**	**-**	**-**	**264,803**	**275,379**	**281,010**	**286,734**	**292,593**
*Percentage Increase						0.2%	4.0%	2.0%	2.0%	2.0%
TOTAL COSTS	**264,320**	**193,019**	**264,803**	**-**	**-**	**264,803**	**275,379**	**281,010**	**286,734**	**292,593**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	1,335	1,335	-	-	-	-	-	-	-	-
Revenue - Fees	(170,770)	(92,544)	(210,183)	-	-	(210,183)	(214,909)	(219,340)	(223,834)	(228,433)
Grants in Lieu of Taxes	(39)	(39)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Provincial Grant	(41,335)	(48,260)	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(210,809)	(139,508)	(210,223)	**-**	**-**	(210,223)	(214,949)	(219,380)	(223,874)	(228,473)
REQUISITION	**(53,511)**	**(53,511)**	**(54,580)**	**-**	**-**	**(54,580)**	**(60,430)**	**(61,630)**	**(62,860)**	**(64,120)**
*Percentage increase over prior year requisition						2.0%	10.7%	2.0%	2.0%	2.0%
AUTHORIZED POSITIONS:										
Salaried	0.7	0.7	0.7			0.7	0.7	0.7	0.7	0.7
User Funding %						79.4%	78.0%	78.1%	78.1%	78.1%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.458 SSI Community Recreation	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$30,000	$300,000	$5,000	$0	$5,000	$340,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$35,000**	**$305,000**	**$10,000**	**$5,000**	**$10,000**	**$365,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
Grants (Federal, Provincial)	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$30,000	$100,000	$5,000	$0	$5,000	$140,000
		$0	**$35,000**	**$305,000**	**$10,000**	**$5,000**	**$10,000**	**$365,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
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Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.458

Service Name: SSI Community Recreation

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-09	Replacement	Replace Tennis Court #2,3,4	Tennis court replacement required to mediate drainage issues and replace cracked pads	$300,000	S	Res	$0	$0	$100,000	$0	$0	$0	$100,000
21-09	Replacement	Replace Tennis Court #2,3,4	Grant funding required for tennis court replacement	$0	S	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
19-09	Replacement	Office and computer equipment	Upgrade and replace office and computer equipment	$25,000	E	ERF	$0	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000
21-07	Renewal	Tennis Court Upgrades	Resurface tennis courts	$35,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
22-01	Study	Skate Board Park Condition Assessment	Assess Kanaka skate board park	$5,000	S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
22-02	Renewal	Bike Park Annual Repairs and Upgrades	Uprades and repiars to Lions Bike Park	$15,000	S	Res	$0	$5,000	$0	$5,000	$0	$5,000	$15,000
			GRAND TOTAL	**$380,000**			**$0**	**$35,000**	**$305,000**	**$10,000**	**$5,000**	**$10,000**	**$365,000**

Service:	1.458	SSI Community Recreation

Project Number	Capital Project Title	Capital Project Description
21-09	Replace Tennis Court #2,3,4	Tennis court replacement required to mediate drainage issues and replace cracked pads

Project Rationale The existing court seface is at the end of its life and needs to be replaced.

Project Number	Capital Project Title	Capital Project Description
19-09	Office and computer equipment	Upgrade and replace office and computer equipment

Project Rationale Equipment replacement for recreation programs and services

Project Number	Capital Project Title	Capital Project Description
21-07	Tennis Court Upgrades	Resurface tennis courts

Project Rationale Cracks in tennis courts need to be filled and resurfaced

1.45X SSI Pool, Parks, Recreation and Parkland
Reserves Summary
2021 - 2025 Financial Plan

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated 2021	Budget 2022	2023	2024	2025	2026
1.45X - Equipment Replacement Funds	145,634	68,134	53,134	78,634	55,134	76,634
1.459 - Land Acquisition Reserve Fund	869,125	769,125	69,125	69,125	69,125	69,125
1.459 - Pool Facility Capital Reserve Fund	50,306	55,306	55,306	85,306	140,306	230,306
1.455 - Community Parks Reserve Fund	67,269	2,269	7,269	12,269	17,269	22,269
1.455/458 - Parks & Rec Reserve Funds	423,614	143,000	48,000	70,000	116,500	230,000
1.459 - 2nd Land Reserve Fund	1,392	1,392	1,392	1,392	1,392	1,392
1.455 - Community Parks Operating Reserve Fund	-	-	-	-	-	-
1.458 - Community Recreation Operating Reserve Fund	-	-	-	-	-	-
1.459 - Pool & Park Land Operating Reserve Fund	66,005	56,367	71,367	91,367	111,367	131,367
Total projected year end balance	**1,623,346**	**1,095,594**	**305,594**	**408,094**	**511,094**	**761,094**

ERF Summary

Fund: 1022 Fund Center: 101412/44/45 ERF Group: SSIPARC.ERF	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	128,044	145,634	68,134	53,134	78,634	55,134
Planned Purchase	55,090	52,500	67,500	70,500	71,500	71,500
Transfer from Operating Budget	(37,500)	(130,000)	(82,500)	(45,000)	(95,000)	(50,000)
Interest Income	-					
Ending Balance $	**145,634**	**68,134**	**53,134**	**78,634**	**55,134**	**76,634**

Equipment Replacement Reserve Schedule

Reserve Fund: 1.458 SSI Recreation

For replacement of equipment and vehicles belonging to SSI Recreation services.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101445	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	14,643	14,643	14,643	14,643	14,643	14,643
Transfer from Ops Budget	5,000	5,000	5,000	5,000	5,000	5,000
Expenditures (Based on Capital Plan)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest Income	-					
Ending Balance $	**14,643**	**14,643**	**14,643**	**14,643**	**14,643**	**14,643**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, program supplies and equipment.

Reserve Schedule

1.458 - Community Recreation Facilities

Bylaw 2859

Reserve Cash Flow

Fund:	1060	Estimated	Budget				
Fund Centre:	101786	2021	2022	2023	2024	2025	2026
Beginning Balance		141,677	133,943	109,943	15,943	16,943	23,443
Transfer from Ops Budget		6,000	6,000	6,000	6,000	6,500	6,500
Expenditures (Based on Capital Plan)		(15,000)	(30,000)	(100,000)	(5,000)	-	(5,000)
Interest Income		1,266					
Ending Balance $		**133,943**	**109,943**	**15,943**	**16,943**	**23,443**	**24,943**

Assumptions/Background:

Fund balance to provide for community recreation facilities capital expenditures or in respect of capital projects and extension or renewal of existing capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Salt Spring Island - Pool & Park Land

EAC REVIEW

OCTOBER 2021

Service: 1.459 SSI Pool & Park Land **Committee:** Salt Spring Island Parks & Recreation

DEFINITION:

A specified area established in 1972 to provide parks, recreation and related community programs, equipment, facilities and acquisition of real property. Bylaw No. 91(February 23, 1972). Since repealed, Bylaw No. 2422 (1996) and Bylaw No. 3183 (2004).
Bylaw 4002 (2015) repeals bylaw 2422 and 3206.

SERVICE DESCRIPTION:

This is a service for the provision of general administrative services, water access points, active parks (playing fields) and overseeing facility upgrades, leisure brochures for Salt Spring Island.

PARTICIPATION:

Electoral Area of Salt Spring Island

MAXIMUM LEVY:

Greater of $1,861,432 or $0.6325 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,978,153.

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Salt Spring Island Parks and Recreation Advisory Commission
Continuation Bylaw #3763 (May 2011), an advisory commission for Parks and Recreation in the Salt Spring Island Electoral Area.
Original established by Bylaw (Bylaw No. 327 - January 12, 1977).

FUNDING:

Requisition

Change in Budget 2021 to 2022
Service: 1.459 SSI Pool and Park Land

	Total Expenditure	Comments
2021 Budget	**1,759,079**	
Change in Salaries:		
SSI Pool		
Base salary change	(26,766)	Inclusive of estimated collective agreement changes
0.25 FTE Program Assistant	14,152	IBC 13a-1.5: SSI Community Centre
Other Wages and Benefits	132,846	Increase in auxiliary staffing: Aquatic Program Workers
0.5 FTE Facility Maintenance Worker	(38,179)	Reallign budget to actual expenses by moving Facility Maintenance Worker to 1.455 SSI Parks
SSI Park Land		
Base salary change	21,154	Inclusive of estimated collective agreement changes
0.175 FTE Program Assistant	11,114	IBC 13a-1.5: SSI Community Centre
0.5 FTE Facility Maintenance Worker	28,634	
Other Wages and Benefits	1,690	Auxiliary employees
Total Change in Salaries	144,645	
Other Changes:		
SSI Pool		
Debt Charges	(27,716)	Debt retirement in 2021
Contract for Services	15,080	Pool Building Condition Assessment
Other	(271)	
SSI Park Land		
Utilities	28,622	IBC 13a-1.5: SSI Community Centre
Maintenance, Disposal & Security	22,135	
Contract for Services, Rent & Legal	13,925	
Licenses, Fees & Insurance	11,550	
Internal Allocations	18,119	Standard OH, HR, SSI Admin
Reserve Transfers	(4,241)	Transfer to ERF $(2.500), CRF $(6,741), and ORF $10,000
Other	7,713	
Total Other Changes	84,916	
2022 Budget	**1,988,640**	
% Expense increase from 2021:	***13.1%***	
% Requisition increase from 2021:	***5.4%***	*Requisition funding is 82% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Total Operating Costs are projected at $25,936 (-1.6%) lower than budget mainly due to lower salaries and wages for the pool and lower parks maintenance labour costs. Total Revenue are projected at $12,853 (-0.8%) lower than budget primarily due to lower pool fees. We project a $13,083 surplus to be balanced on a transfer to the Pool Operating Reserve Fund which has an expected year-end balance of $35,233 before this transfer.

1.459 - Salt Spring Island - Pool & Park Land	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Pool	809,271	764,460	929,312	(38,179)	15,000	906,133	913,791	932,504	951,588	971,087
Park Land	680,782	659,955	722,711	112,727	10,000	845,438	969,510	1,003,328	1,046,871	1,063,577
TOTAL OPERATING COSTS	**1,490,053**	**1,424,415**	**1,652,023**	**74,548**	**25,000**	**1,751,571**	**1,883,301**	**1,935,832**	**1,998,459**	**2,034,664**
*Percentage Increase						17.6%	7.5%	2.8%	3.2%	1.8%
CAPITAL / RESERVES										
Transfer to Pool CRF	65,000	65,000	65,000	-	-	65,000	70,000	80,000	85,000	90,000
Transfer to Pool ERF	35,000	35,000	35,000	-	-	35,000	47,500	50,000	50,000	50,000
Transfer to Pool ORF	-	13,083	-	-	-	-	-	-	-	-
Transfer to Park, Land & Recreation CRF	126,000	126,000	119,259	-	-	119,259	160,000	162,000	166,500	168,500
Transfer to Park, Land & Recreation ERF	15,000	15,000	12,500	-	-	12,500	15,000	15,000	16,000	16,000
Transfer to Park, Land & Recreation ORF	-	17,689	-	5,000	-	5,000	15,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	**241,000**	**271,772**	**231,759**	**5,000**	**-**	**236,759**	**307,500**	**327,000**	**337,500**	**344,500**
DEBT CHARGES	28,026	28,365	310	-	-	310	146,310	506,198	506,198	506,198
TOTAL COSTS	**1,759,079**	**1,724,552**	**1,884,092**	**79,548**	**25,000**	**1,988,640**	**2,337,111**	**2,769,030**	**2,842,157**	**2,885,362**
Internal Recoveries	(96,138)	(74,464)	(100,780)	-	-	(100,780)	(102,790)	(104,860)	(106,960)	(109,100)
OPERATING LESS RECOVERIES	**1,662,941**	**1,650,088**	**1,783,312**	**79,548**	**25,000**	**1,887,860**	**2,234,321**	**2,664,170**	**2,735,197**	**2,776,262**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	(8,500)	(8,500)	(13,083)	-	(15,000)	(28,083)	-	-	-	-
Pool Fees	(141,150)	(131,101)	(260,000)	-	-	(260,000)	(265,200)	(270,500)	(275,910)	(281,430)
Provincial Grant	(30,928)	(31,828)	-	-	-	-	-	-	-	-
Lease and Rental Income	(7,895)	(5,991)	(8,050)	(36,234)	-	(44,284)	(97,193)	(115,977)	(122,577)	(124,979)
Payments in Lieu	(1,199)	(1,199)	(1,230)	-	-	(1,230)	(1,250)	(1,270)	(1,290)	(1,310)
Revenue - Other	(4,350)	(2,550)	(5,310)	(1,040)	-	(6,350)	(9,570)	(13,996)	(14,266)	(14,549)
MFA Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(194,022)	(181,169)	(287,673)	(37,274)	(15,000)	(339,947)	(373,213)	(401,743)	(414,043)	(422,268)
REQUISITION	**(1,468,919)**	**(1,468,919)**	**(1,495,639)**	**(42,274)**	**(10,000)**	**(1,547,913)**	**(1,861,108)**	**(2,262,427)**	**(2,321,154)**	**(2,353,994)**
*Percentage increase over prior year requisition						5.4%	20.2%	21.6%	2.6%	1.4%
AUTHORIZED POSITIONS:										
Salaried	6.10	6.10	6.35	0.18		6.53	6.53	6.53	6.53	6.53
User Funding %	8.0%					13.1%	11.3%	9.8%	9.7%	9.8%

1.459 - Salt Spring Island Recreation - Swimming Pool	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	452,264	414,372	572,496	(38,179)	-	534,317	549,854	561,304	572,990	584,926
Contract for Services	4,070	4,400	4,150	-	15,000	19,150	4,230	4,310	4,400	4,490
Utilities	128,060	124,580	128,750	-	-	128,750	131,330	133,960	136,630	139,360
Supplies - Chemicals	50,940	51,000	51,960	-	-	51,960	53,000	54,060	55,140	56,240
Programs and Other Operating	59,701	62,372	64,317	-	-	64,317	65,590	66,890	68,210	69,570
Maintenance & Insurance	54,500	48,000	46,220	-	-	46,220	47,140	48,080	49,040	50,020
Internal Allocations	18,936	18,936	19,803	-	-	19,803	20,199	20,603	21,015	21,435
Parks Maintenance Labour	40,800	40,800	41,616	-	-	41,616	42,448	43,297	44,163	45,046
TOTAL OPERATING COSTS	**809,271**	**764,460**	**929,312**	(38,179)	15,000	**906,133**	**913,791**	**932,504**	**951,588**	**971,087**
*Percentage Increase						12.0%	0.8%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	65,000	65,000	65,000	-	-	65,000	70,000	80,000	85,000	90,000
Transfer to Operating Reserve Fund	-	13,083	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	35,000	35,000	35,000	-	-	35,000	47,500	50,000	50,000	50,000
DEBT CHARGES	28,026	28,365	310	-	-	310	146,310	506,198	506,198	506,198
TOTAL CAPITAL / RESERVES	**128,026**	**141,448**	**100,310**	-	-	**100,310**	**263,810**	**636,198**	**641,198**	**646,198**
TOTAL COSTS	**937,297**	**905,908**	**1,029,622**	(38,179)	15,000	**1,006,443**	**1,177,601**	**1,568,702**	**1,592,786**	**1,617,285**
Internal Recoveries	(20,440)	-	(20,850)	-	-	(20,850)	(21,270)	(21,700)	(22,130)	(22,570)
OPERATING LESS RECOVERIES	**916,857**	**905,908**	**1,008,772**	(38,179)	15,000	**985,593**	**1,156,331**	**1,547,002**	**1,570,656**	**1,594,715**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve	(8,500)	(8,500)	(13,083)	-	(15,000)	(28,083)	-	-	-	-
Revenue - Fees	(141,150)	(131,101)	(260,000)	-	-	(260,000)	(265,200)	(270,500)	(275,910)	(281,430)
Grants in Lieu of Taxes	(662)	(662)	(680)	-	-	(680)	(690)	(700)	(710)	(720)
Provincial Grant	(30,928)	(31,828)	-	-	-	-	-	-	-	-
Revenue - Other	(4,350)	(2,550)	(5,310)	-	-	(5,310)	(5,410)	(5,510)	(5,610)	(5,720)
MFA Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(185,590)	(174,641)	(279,073)	-	(15,000)	(294,073)	(271,300)	(276,710)	(282,230)	(287,870)
REQUISITION	**(731,267)**	**(731,267)**	**(729,699)**	**38,179**	**-**	**(691,520)**	**(885,031)**	**(1,270,292)**	**(1,288,426)**	**(1,306,845)**
*Percentage increase over prior year requisition						-5.4%	28.0%	43.5%	1.4%	1.4%
AUTHORIZED POSITIONS:										
Salaried	4.1	4.1	4.35	-0.50		3.85	3.85	3.85	3.85	3.85
User Funding %	15.1%					25.8%	22.5%	17.2%	17.3%	17.4%
User Funding excluding debt %	15.5%					25.8%	25.7%	25.5%	25.4%	25.3%

1.459 - Salt Spring Island - Park Land	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026
OPERATING COSTS										
Salaries & Wages	256,590	259,280	279,434	39,748	-	319,182	378,220	386,301	394,554	402,980
Allocation to SSI Admin	132,744	135,510	140,051	-	-	140,051	147,108	145,933	154,134	152,063
Maintenance, Disposal & Security	24,200	23,354	24,985	21,350	-	46,335	68,200	86,364	104,541	106,631
Utilities	27,890	29,615	30,825	25,687	-	56,512	82,815	84,483	86,181	87,910
Contract for Services, Rent & Legal	31,040	29,877	32,465	2,500	10,000	44,965	38,110	38,860	39,632	40,416
Recreation Programs	-	-	-	-	-	-	-	-	-	-
Advertsing, Promotion & Planning	7,250	5,000	6,250	3,000	-	9,250	10,380	10,590	10,802	11,015
Internal Allocations	75,438	75,447	76,308	9,942	-	86,250	93,276	95,980	98,722	100,693
Travel & Training	6,360	2,500	5,560	-	-	5,560	5,670	5,780	5,890	6,000
Licences, Fees & Insurance	15,510	19,429	22,060	5,000	-	27,060	27,860	28,810	29,792	30,806
Supplies & Other	13,620	11,812	12,830	5,500	-	18,330	24,090	24,570	25,054	25,543
Parks Maintenance Labour	87,750	65,741	89,505	-	-	89,505	91,296	93,123	94,986	96,886
Bylaw Labour	2,390	2,390	2,438	-	-	2,438	2,485	2,534	2,583	2,634
TOTAL OPERATING COSTS	**680,782**	**659,955**	**722,711**	**112,727**	**10,000**	**845,438**	**969,510**	**1,003,328**	**1,046,871**	**1,063,577**
*Percentage Increase						24.2%	14.7%	3.5%	4.3%	1.6%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	15,000	15,000	12,500	-	-	12,500	15,000	15,000	16,000	16,000
Transfer to Capital Reserve Fund - Pool	-	-	-	-	-	-	-	-	-	-
Transfer to Capital Reserve Fund - Parkland	126,000	126,000	119,259	-	-	119,259	160,000	162,000	166,500	168,500
Transfer to Operating Reserve Fund - Parkland	-	17,689	-	5,000	-	5,000	15,000	20,000	20,000	20,000
TOTAL CAPITAL / RESERVES	141,000	158,689	131,759	**5,000**	**-**	**136,759**	190,000	197,000	202,500	204,500
Debt Servicing	-	-	-	-	-		-	-	-	-
TOTAL COSTS	**821,782**	**818,644**	**854,470**	**117,727**	**10,000**	**982,197**	**1,159,510**	**1,200,328**	**1,249,371**	**1,268,077**
Internal Recoveries	(75,698)	(74,464)	(79,930)	-	-	(79,930)	(81,520)	(83,160)	(84,830)	(86,530)
OPERATING LESS RECOVERIES	**746,084**	**744,180**	**774,540**	**117,727**	**10,000**	**902,267**	**1,077,990**	**1,117,168**	**1,164,541**	**1,181,547**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve	-	-	-	-	-	-	-	-	-	-
Lease Income	-	-	-	(20,729)	-	(20,729)	(49,750)	(59,203)	(64,675)	(65,919)
Rental Income	(7,895)	(5,991)	(8,050)	(15,505)	-	(23,555)	(47,443)	(56,774)	(57,902)	(59,060)
Grants in Lieu of Taxes	(537)	(537)	(550)	-	-	(550)	(560)	(570)	(580)	(590)
Revenue - Other	-	-	-	(1,040)	-	(1,040)	(4,160)	(8,486)	(8,656)	(8,829)
TOTAL REVENUE	(8,432)	(6,528)	(8,600)	(37,274)	-	(45,874)	(101,913)	(125,033)	(131,813)	(134,398)
REQUISITION	**(737,652)**	**(737,652)**	**(765,940)**	**(80,453)**	**(10,000)**	**(856,393)**	**(976,077)**	**(992,135)**	**(1,032,728)**	**(1,047,149)**
*Percentage increase over prior year requisition			3.8%			16.1%	14.0%	1.6%	4.1%	1.4%
AUTHORIZED POSITIONS:										
Salaried	2.0	2.0	2.0	0.68		2.68	2.68	2.68	2.68	2.68
User Funding %	1.0%					2.4%	4.1%	4.7%	4.6%	4.7%

1.455 / 1.458 / 1.459 / 1.236 Salt Spring Island Recreation - All Service Areas	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026
OPERATING COSTS										
Swimming Pool	809,271	764,460	929,312	(38,179)	15,000	906,133	913,791	932,504	951,588	971,087
Park Land	680,782	659,955	722,711	112,727	10,000	845,438	969,510	1,003,328	1,046,871	1,063,577
Community Recreation	264,320	193,019	264,803	-	-	264,803	275,379	281,010	286,734	292,593
Community Parks	909,587	928,042	945,949	48,147	-	994,096	997,285	1,018,105	1,039,349	1,061,046
Fernwood Dock	19,143	14,215	15,847	-	-	15,847	16,410	16,980	17,560	18,160
TOTAL OPERATING COSTS	**2,683,103**	**2,559,691**	**2,878,622**	**122,695**	**25,000**	**3,026,317**	**3,172,375**	**3,251,927**	**3,342,102**	**3,406,463**
*Percentage Increase						12.8%	4.8%	2.5%	2.8%	1.9%
CAPITAL / RESERVE										
Swimming Pool	100,000	113,083	100,000	-	-	100,000	117,500	130,000	135,000	140,000
Park Land	141,000	158,689	131,759	5,000	-	136,759	190,000	197,000	202,500	204,500
Community Parks	10,090	10,090	10,000	5,000	-	15,000	15,000	20,500	20,500	20,500
Fernwood Dock	12,310	17,238	10,000	-	-	10,000	9,950	9,900	9,850	9,790
DEBT CHARGES	28,026	28,365	310	-	-	310	178,060	591,987	591,987	591,987
TOTAL CAPITAL / RESERVES	291,426	327,465	252,069	10,000	-	262,069	510,510	949,387	959,837	966,777
TOTAL COSTS	**2,974,529**	**2,887,156**	**3,130,691**	**132,695**	**25,000**	**3,288,386**	**3,682,885**	**4,201,314**	**4,301,939**	**4,373,240**
Internal Recoveries	(452,838)	(431,164)	(498,738)	-	-	(498,738)	(490,064)	(500,026)	(510,182)	(520,545)
OPERATING LESS RECOVERIES	**2,521,691**	**2,455,992**	**2,631,953**	**132,695**	**25,000**	**2,789,648**	**3,192,821**	**3,701,288**	**3,791,757**	**3,852,695**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2020 to 2021	57,273	57,273	-	-	-	-	-	-	-	-
Swimming Pool	(185,590)	(174,641)	(279,073)	-	(15,000)	(294,073)	(271,300)	(276,710)	(282,230)	(287,870)
Park Land	(8,432)	(6,528)	(8,600)	(37,274)	-	(45,874)	(101,913)	(125,033)	(131,813)	(134,398)
Community Recreation	(212,144)	(140,843)	(210,223)	-	-	(210,223)	(214,949)	(219,380)	(223,874)	(228,473)
Community Parks	(201,404)	(219,859)	(143,100)	-	(9,968)	(153,068)	(145,560)	(148,070)	(150,630)	(153,250)
Fernwood Dock	(170)	(170)	(170)	-	-	(170)	(170)	(170)	(170)	(170)
TOTAL REVENUE	(550,467)	(484,768)	(641,166)	(37,274)	(24,968)	(703,408)	(733,892)	(769,363)	(788,717)	(804,161)
REQUISITION	**(1,971,224)**	**(1,971,224)**	**(1,990,787)**	**(95,421)**	**(32)**	**(2,086,240)**	**(2,458,929)**	**(2,931,925)**	**(3,003,040)**	**(3,048,534)**
*Percentage increase over prior year requisition			1.0%			5.8%	17.9%	19.2%	2.4%	1.5%
AUTHORIZIED POSITIONS: Salaried	11.4	11.4	11.65	0.68		12.33	12.33	12.33	12.33	12.33

1.236 - Fernwood Dock (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Repairs & Maintenance	9,150	2,500	3,500	-	-	3,500	3,570	3,640	3,710	3,780
Insurance	3,244	3,244	3,220	-	-	3,220	3,380	3,550	3,720	3,900
Supplies	745	725	760	-	-	760	770	780	790	800
Allocations	3,846	6,346	6,177	-	-	6,177	6,460	6,740	7,030	7,330
Other Operating Expenses	2,158	1,400	2,190	-	-	2,190	2,230	2,270	2,310	2,350
	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**19,143**	**14,215**	**15,847**	**-**	**-**	**15,847**	**16,410**	**16,980**	**17,560**	**18,160**
*Percentage Increase over prior year						-17.2%	3.6%	3.5%	3.4%	3.4%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	12,310	17,238	10,000	-	-	10,000	9,950	9,900	9,850	9,790
TOTAL CAPITAL / RESERVE	**12,310**	**17,238**	**10,000**	**-**	**-**	**10,000**	**9,950**	**9,900**	**9,850**	**9,790**
TOTAL COSTS	**31,453**	**31,453**	**25,847**	**-**	**-**	**25,847**	**26,360**	**26,880**	**27,410**	**27,950**
FUNDING SOURCES (REVENUE)										
Interest Income	(130)	(130)	(130)	-	-	(130)	(130)	(130)	(130)	(130)
Grants in Lieu of Taxes	(40)	(40)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
TOTAL REVENUE	**(170)**	**(170)**	**(170)**	**-**	**-**	**(170)**	**(170)**	**(170)**	**(170)**	**(170)**
REQUISITION - PARCEL TAX	**(31,283)**	**(31,283)**	**(25,677)**	**-**	**-**	**(25,677)**	**(26,190)**	**(26,710)**	**(27,240)**	**(27,780)**
*Percentage increase over prior year Requisition						-17.9%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.459 SSI Park Land & Rec Programs	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$1,427,735	$8,215,000	$2,625,000	$55,000	$25,000	$12,347,735
Equipment	E	$0	$70,000	$62,500	$35,000	$40,000	$40,000	$247,500
Land	L	$0	$200,002	$700,000	$0	$100,000	$0	$1,000,002
Engineered Structures	S	$0	$450,000	$90,000	$50,000	$0	$0	$590,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$2,147,737**	**$9,067,500**	**$2,710,000**	**$195,000**	**$65,000**	**$14,185,237**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$8,000,000	$2,500,000	$0	$0	$10,500,000
Equipment Replacement Fund	ERF	$0	$70,000	$62,500	$35,000	$30,000	$40,000	$237,500
Grants (Federal, Provincial)	Grant	$0	$1,542,862	$75,000	$25,000	$25,000	$25,000	$1,692,862
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$534,875	$930,000	$150,000	$140,000	$0	$1,754,875
		$0	**$2,147,737**	**$9,067,500**	**$2,710,000**	**$195,000**	**$65,000**	**$14,185,237**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.459

Service Name: SSI Park Land & Rec Programs

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-10	New	Sport Field Development	Develop additional sports fields for youth and adults	$550,000	S	Res	$0	$150,000	$90,000	$0	$0	$0	$240,000
20-10	New	Sport Field Development	CWF/Grant required to complete sports field development and upgrades.		S	Grant	$0	$300,000	$0	$0	$0	$0	$300,000
19-12	New	Expand or upgrade Trail Network and parking	Upgrade Drake Road to Bishops walk Trail	$100,000	L	Res	$0	$9,875	$0	$0	$0	$0	$9,875
19-12	New	Expand or upgrade Trail Network and parking	Grant funding secured to fund Bishops whal trail	$90,127	L	Grant	$0	$90,127	$0	$0	$0	$0	$90,127
19-13	New	Purchase Additional Parkland	The purchase of additional parkland for community parks, trails, water front accesses and sportsfields	$750,000	L	Res	$0	$50,000	$700,000	$0	$0	$0	$750,000
22-02	Study	Firehall Acquisition	Complete business case, assesments and associated fees for Fire Hall acquisition	$50,000	L	Res	$0	$50,000	$0	$0	$0	$0	$50,000
19-14	Renewal	Portlock Park Upgrades	Community consultation, conceptual designs, detailed designs and construction	$2,650,000	L	Res	$0	$0	$0	$0	$100,000	$0	$100,000
19-14	Renewal	Portlock Park Upgrades	Grant funding required to upgrade portlock park		B	Grant	$0	$0	$50,000	$0		$0	$50,000
19-14	Renewal	Portlock Park Upgrades	Grant/Debt funding required for Portlock Park		B	Debt	$0	$0	$0	$2,500,000	$0	$0	$2,500,000
20-14	New	Park Maintenance Facility	Fesability study, design and construction of a new park maintenance facility.	$335,000	B	Res	$0	$100,000	$70,000	$100,000	$0	$0	$270,000
25-01	Replacement	Life Rings	Replace four life rings at waterfront access points	$10,000	E	Res	$0	$0	$0	$0	$10,000	$0	$10,000
18-01	Renewal	Repairs to Pool Building	Repairs to doors, windows, pipes, fencing and other building components as the facility reaches its tenth year.	$125,000	B	Res	$0	$0	$0	$0	$0	$0	$0
18-01	Renewal	Repairs to Pool Building	CWF/Grant required for pool upgrades		B	Grant	$0	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
20-01	Study	Pool site master plan	A site master plan is required prior to a facility expansion	$30,000	B	Res	$0	$5,000	$0	$0	$0	$0	$5,000
20-02	Renewal	Pool Electrical Equipment Repair and Replacement	A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.	$276,500	B	Res	$0	$0	$0	$0	$0	$0	$0
20-02	Renewal	Pool Electrical Equipment Repair and Replacement	A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.		B	Grant	$0	$0	$0	$0	$0	$0	$0
21-01	New	Recreation Centre Expansion	Facility expansion for Multipurpose Room and additional funding for bus	$1,202,735	B	Res	$0	$75,000	$0	$0	$0	$0	$75,000
21-01	New	Recreation Centre Expansion	Approved grant for MP room and Bus		B	Grant	$0	$832,735	$0	$0	$0	$0	$832,735
21-01	New	Recreation Centre Expansion	CWF for MP room construction		B	Grant	$0	$295,000	$0	$0	$0	$0	$295,000
21-02	New	Pool expansion	Funding & designs for public referendum for pool expansion	$95,000	B	Res	$0	$50,000	$45,000	$0	$0	$0	$95,000
21-02	New	Pool expansion	Debt funding required for leisure pool expansion	$8,000,000	B	Debt	$0	$0	$8,000,000	$0	$0	$0	$8,000,000
20-03	Replacement	Replace Pool Flooring	Replacement of pool lobby flooring and re-grouting of pool tile bottom	$25,000	B	Res	$0	$0	$25,000	$0	$0	$0	$25,000
22-04	Renewal	Upgrade Pool Parking Lot	Upgrade existing gravel lot to capped, paved or permeable surface.	$30,000	S	Res	$0	$0	$0	$50,000	$0	$0	$50,000
19-15	Replacement	Pool equipment replacements	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator	$241,215	E	ERF	$0	$30,000	$22,500	$35,000	$30,000	$40,000	$157,500
21-04	New	EV Charger	EV charger at the pool.	$5,000	B	Res	$0	$5,000	$0	$0	$0	$0	$5,000
25-01	Replacement	Replace pool expansion joints	New caulking in pool basin	$10,000	B	Res	$0	$0	$0	$0	$10,000	$0	$10,000
25-02	Replacement	Rainbow Road Dog Park	Upgrade or relocate dog park	$20,000	B	Res	$0	$0	$0	$0	$20,000	$0	$20,000
22-05	Replacement	Pool Changeroom Lockers	Replace lockers in mens and family changerooms	$80,000	E	ERF	$0	$40,000	$40,000	$0	$0	$0	$80,000
22-06	New	New EV Maintenance Truck	Partial funding to purchase new EV vehicle. Comm parks CRF has additional funding	$40,000	B	Res	$0	$40,000	$0	$0	$0	$0	$40,000
			GRAND TOTAL	**$14,715,577**			**$0**	**$2,147,737**	**$9,067,500**	**$2,710,000**	**$195,000**	**$65,000**	**$14,185,237**

Service:	1.459	SSI Park Land & Rec Programs

Project Number	20-10	**Capital Project Title**	Sport Field Development	**Capital Project Description**	Develop additional sports fields for youth and adults
Project Rationale	Limited playing field options on Salt Spring Island				

Project Number	19-12	**Capital Project Title**	Expand or upgrade Trail Network and parking	**Capital Project Description**	Upgrade Drake Road to Bishops walk Trail
Project Rationale	Upgrades to existing trail required to address drainage issues				

Project Number	19-13	**Capital Project Title**	Purchase Additional Parkland	**Capital Project Description**	The purchase of additional parkland for community parks, trails, water front accesses and sportsfields
Project Rationale	Additional parkland required to build additional sports fields				

Project Number	19-14	**Capital Project Title**	Portlock Park Upgrades	**Capital Project Description**	Community consultation, conceptual designs, detailed designs and construction
Project Rationale	Upgrades to existing infrastructure that is at or near its end of lif				

Project Number	20-14	**Capital Project Title**	Park Maintenance Facility	**Capital Project Description**	Fesability study, design and construction of a new park maintenance facility.
Project Rationale					

Project Number	18-01	**Capital Project Title**	Repairs to Pool Building	**Capital Project Description**	Repairs to doors, windows, pipes, fencing and other building components as the facility reaches its tenth year.
Project Rationale	Capital improvements to pool building				

Project Number	20-01	**Capital Project Title**	Pool site master plan	**Capital Project Description**	A site master plan is required prior to a facility expansion
Project Rationale	Master plan to inform future capital improvements				

Project Number	20-02	**Capital Project Title**	Pool Electrical Equipment Repair and Replacement	**Capital Project Description**	A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.
Project Rationale	A condition assessment of the Rainbow Road pool found the electrical infrastructure in a state of urgent repair and replacement.				

Project Number	21-01	**Capital Project Title**	Recreation Centre Expansion	**Capital Project Description**	Facility expansion for Multipurpose Room and additional funding for bus
Project Rationale	Facility expansion to meet growing community needs				

Project Number	21-02	**Capital Project Title**	Pool expansion	**Capital Project Description**	Funding & designs for public referendum for pool expansion
Project Rationale					

Project Number	20-03	**Capital Project Title**	Replace Pool Flooring	**Capital Project Description**	Replacement of pool lobby flooring and re-grouting of pool tile bottom
Project Rationale	Lobby flooring is reaching end of useful life				

Project Number	22-04	**Capital Project Title**	Upgrade Pool Parking Lot	**Capital Project Description**	Upgrade existing gravel lot to capped, paved or permeable surface.
Project Rationale					

Project Number	19-15	**Capital Project Title**	Pool equipment replacements	**Capital Project Description**	Replace pool office and mechanical equipment including pumps, filters, boilers, fans, strantrol, chlorinator
Project Rationale					

Project Number	21-04	**Capital Project Title**	EV Charger	**Capital Project Description**	EV charger at the pool.
Project Rationale					

Project Number	25-01	**Capital Project Title**	Replace pool expansion joints	**Capital Project Description**	New caulking in pool basin
Project Rationale					

Project Number	25-02	**Capital Project Title**	Rainbow Road Dog Park	**Capital Project Description**	Upgrade or relocate dog park
Project Rationale					

Project Number	22-05	**Capital Project Title**	Pool Changeroom Lockers	**Capital Project Description**	Replace lockers in mens and family changerooms
Project Rationale					

1.45X SSI Pool, Parks, Recreation and Parkland
Reserves Summary
2021 - 2025 Financial Plan

Reserve/Fund Summary

Reserve/Fund Summary Projected year end balance	Estimated 2021	Budget 2022	2023	2024	2025	2026
1.45X - Equipment Replacement Funds	145,634	68,134	53,134	78,634	55,134	76,634
1.459 - Land Acquisition Reserve Fund	869,125	769,125	69,125	69,125	69,125	69,125
1.459 - Pool Facility Capital Reserve Fund	50,306	55,306	55,306	85,306	140,306	230,306
1.455 - Community Parks Reserve Fund	67,269	2,269	7,269	12,269	17,269	22,269
1.455/458 - Parks & Rec Reserve Funds	423,614	143,000	48,000	70,000	116,500	230,000
1.459 - 2nd Land Reserve Fund	1,392	1,392	1,392	1,392	1,392	1,392
1.455 - Community Parks Operating Reserve Fund	-	-	-	-	-	-
1.458 - Community Recreation Operating Reserve Fund	-	-	-	-	-	-
1.459 - Pool & Park Land Operating Reserve Fund	66,005	56,367	71,367	91,367	111,367	131,367
Total projected year end balance	**1,623,346**	**1,095,594**	**305,594**	**408,094**	**511,094**	**761,094**

ERF Summary

Fund: 1022 Fund Center: 101412/44/45 ERF Group: SSIPARC.ERF	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	128,044	145,634	68,134	53,134	78,634	55,134
Planned Purchase	55,090	52,500	67,500	70,500	71,500	71,500
Transfer from Operating Budget	(37,500)	(130,000)	(82,500)	(45,000)	(95,000)	(50,000)
Interest Income	-					
Ending Balance $	**145,634**	**68,134**	**53,134**	**78,634**	**55,134**	**76,634**

Equipment Replacement Reserve Schedule

Reserve Fund: 1.459 SSI Pool

Maintain adequate funding for lifecycle replacement of maintenance equipment, machinery and vehicles.

Reserve Cash Flow

Fund: 1022 Fund Centre: 101412	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	46,449	53,949	18,949	3,949	18,949	38,949
Transfer from Ops Budget	35,000	35,000	47,500	50,000	50,000	50,000
Expenditures (Based on Capital Plan)	(27,500)	(70,000)	(62,500)	(35,000)	(30,000)	(40,000)
Interest Income	-					
Ending Balance $	**53,949**	**18,949**	**3,949**	**18,949**	**38,949**	**48,949**

Assumptions/Background:

Maintain adequate funding for lifecycle replacement of computer equipment, furnishings, pool mechanical, machinery and vehicles.

Reserve Schedule

1.459 - Parkland Acquisition

Bylaw 2110

Reserve Cash Flow

Fund:	1035	Estimated	Budget				
Fund Centre:	101379	2021	2022	2023	2024	2025	2026
Beginning Balance		860,825	869,125	769,125	69,125	69,125	69,125
Transfer from Ops Budget		-	-	-	-	-	-
Cash in Lieu							
Expenditures (Based on Capital Plan)		-	(100,000)	(700,000)	-	-	-
Interest Income		8,300					
Ending Balance $		**869,125**	**769,125**	**69,125**	**69,125**	**69,125**	**69,125**

Assumptions/Background:

Fund balance to provide for the purchase of land for the purpose of community parks, trails or beach accesses.

Reserve Schedule

1.459 - Salt Spring Island Pool

Bylaw 3686

Reserve Cash Flow

Fund: 1078 / Fund Centre: 102045	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	228,346	50,306	55,306	55,306	85,306	140,306
Transfer from Ops Budget	65,000	65,000	70,000	80,000	85,000	90,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures (Based on Capital Plan)	(245,000)	(60,000)	(70,000)	(50,000)	(30,000)	-
Interest Income	1,960					
Ending Balance $	**50,306**	**55,306**	**55,306**	**85,306**	**140,306**	**230,306**

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, pool mechanical, machinery or equipment and extension or renewal of existing capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

1.459 - Park Land

Bylaw 2859

Reserve Cash Flow

Fund:	1060	Estimated	Budget				
Fund Centre:	101603	2021	2022	2023	2024	2025	2026
Beginning Balance		176,351	242,771	26,157	20,157	36,157	56,157
Transfer from Ops Budget		110,000	83,259	114,000	116,000	120,000	122,000
Transfer from Cap Fund		-	-	-	-	-	-
Expenditures (Based on Capital Plan)		(45,000)	(299,873)	(120,000)	(100,000)	(100,000)	-
Interest Income		1,420					
Ending Balance $		**242,771**	**26,157**	**20,157**	**36,157**	**56,157**	**178,157**

Assumptions/Background:

Fund balance to provide for capital expenditures or in respect of capital projects, land, machinery or equipment and extension or renewal of existing capital works.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Capital Reserve Fund - Bylaw 3286

Fund 1071 was created as a CRF for the 2nd SSI Parks service established by Bylaw 2809 for the purpose of buying real estate, servicing debt and contributing to a CRF. That Bylaw expired on Dec 31, 2010.

Reserve Cash Flow

Fund:	1071	Estimated	Budget				
Fund Centre:	101898	2021	2022	2023	2024	2025	2026
Beginning Balance		1,380	1,392	1,392	1,392	1,392	1,392
Transfer from Ops Budget		-	-	-	-	-	-
Expenditures (Based on Capital Plan)		-	-	-	-	-	-
Interest Income		12					
Ending Balance $		**1,392**	**1,392**	**1,392**	**1,392**	**1,392**	**1,392**

Assumptions/Background:

Reserve Schedule

1.459 - Pool & Park Land Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating revenues.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105550	2021	2022	2023	2024	2025	2026
Beginning Balance		40,000	66,005	56,367	71,367	91,367	111,367
Transfer from Ops Budget		30,772	5,000	15,000	20,000	20,000	20,000
Expenditures		(4,861)	(15,000)	-	-	-	-
Interest Income		94	362				
Ending Balance $		**66,005**	**56,367**	**71,367**	**91,367**	**111,367**	**131,367**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Storm Water Quality Management (SSI)

EAC REVIEW

OCTOBER 2021

Service: 1.535 SSI Stormwater Quality Management **Committee: Electoral Area Services**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2454 (adopted February, 1997 for the EA of Salt Spring Island) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Salt Spring Island Electoral Area to coordinate and provide information for management of stormwater quality and watershed protection.

PARTICIPATION:

The Electoral Area of the Salt Spring Island.

MAXIMUM LEVY:

Greater of $34,365 or $0.0078 / $1,000 on actual assessed value of land and improvements. To a maximum of $36,750.

FUNDING:

Requisition

1.535 - Storm Water Quality Management (SSI)	2021 BOARD BUDGET	2021 ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Contract for Services & Consulting	16,498	19,499	16,830	-	20,000	36,830	17,160	17,510	17,860	18,210
Allocations	10,390	7,899	10,480	-	-	10,480	10,690	10,904	11,122	11,344
Other Operating Expenses	640	130	660	-	-	660	670	680	690	700
TOTAL OPERATING COSTS	**27,528**	**27,528**	**27,970**	**-**	**20,000**	**47,970**	**28,520**	**29,094**	**29,672**	**30,254**
*Percentage Increase over prior year						74.3%	-40.5%	2.0%	2.0%	2.0%
CAPITAL/RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	**27,528**	**27,528**	**27,970**	**-**	**20,000**	**47,970**	**28,520**	**29,094**	**29,672**	**30,254**
*Percentage Increase over prior year						74.3%	-40.5%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	(20,000)	(20,000)	-	-	-	-
Grants in Lieu of Taxes	(18)	(18)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Revenue	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	**(28)**	**(28)**	**(30)**	**-**	**(20,000)**	**(20,030)**	**(30)**	**(30)**	**(30)**	**(30)**
REQUISITION	**(27,500)**	**(27,500)**	**(27,940)**	**-**	**-**	**(27,940)**	**(28,490)**	**(29,064)**	**(29,642)**	**(30,224)**
*Percentage increase over prior year Requisition						1.6%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SSI) - Operating Reserve Fund

Reserve is being applied to supporting Salt Spring Island Watershed Protection Authority for studies related to drinking water lakes impacted by stormwater runoff.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105529	2021	2022	2023	2024	2025	2026
Beginning Balance		53,385	53,895	33,895	33,895	33,895	33,895
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	(20,000)	-	-	-	-
Interest Income*		510					
Ending Balance $		**53,895**	**33,895**	**33,895**	**33,895**	**33,895**	**33,895**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Emergency Comm - CREST (SSI)

EAC REVIEW

OCTOBER 2021

Service: 1.925 **SSI Emergency Comm. - CREST** **Committee: Governance & Finance**

DEFINITION:

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Salt Spring Island.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.925 - Emergency Comm - CREST (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payments to CREST	139,694	139,694	142,952	-	-	142,952	145,810	148,730	151,700	154,730
Allocations	1,811	1,811	2,842	-	-	2,842	2,899	2,957	3,016	3,076
Other Operating Expenses	600	400	400	-	-	400	400	400	400	400
TOTAL COSTS	**142,105**	**141,905**	**146,194**	**-**	**-**	**146,194**	**149,109**	**152,087**	**155,116**	**158,206**
*Percentage Increase over prior year						2.9%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	200	(200)	-	-	(200)	-	-	-	-
Balance c/fwd from 2020 to 2021	(215)	(215)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
Revenue-Other	(69)	(69)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(334)**	**(134)**	**(320)**	**-**	**-**	**(320)**	**(120)**	**(120)**	**(120)**	**(120)**
REQUISITION	**(141,771)**	**(141,771)**	**(145,874)**	**-**	**-**	**(145,874)**	**(148,989)**	**(151,967)**	**(154,996)**	**(158,086)**
*Percentage increase over prior year Requisition						2.9%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Highland Water System (SSI)

EAC REVIEW

OCTOBER 2021

Service: 2.620 **Highland Water (SSI)** **Committee: Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Highland Water System Specified Area. Bylaw No. 847 (March 25, 1981). Local Service Establishment Bylaw No. 1937 (October 9, 1991).

PARTICIPATION:

Local Service Area #13, H(764)

MAXIMUM LEVY:

Greater of $120,000 or $5.50 / $1,000 of actual assessed value of land and improvements. To a maximum of $766,196.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3580 (April 3, 2009)	$559,000 *
Borrowed:	SI Bylaw 3634 (2009, 4.13%)	($250,000)
	SI Bylaw 3817 (2012, 3.4%)	($150,680)
Remaining:		$158,320

COMMITTEE:

Highland Water Committee established by Resolution No. 675.

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

Parcel Tax: - Annual, only on properties capable of being connected to the system.

RESERVE FUND:

Highland Water System Capital Reserve Fund, Bylaw No. 1501 (Dec. 17, 1986)

2.620 - Highland Water System (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Allocations	394	394	103	-	-	103	105	107	109	111
TOTAL OPERATING COSTS	**394**	**394**	**103**	**-**	**-**	**103**	**105**	**107**	**109**	**111**
*Percentage Increase over prior year						-73.9%	1.9%	1.9%	1.9%	1.8%
DEBT										
MFA Debt Principal	20,010	20,010	20,010	-	-	20,010	20,010	20,010	7,525	7,525
MFA Debt Interest	10,748	10,748	10,748	-	-	10,748	10,748	10,748	5,123	5,123
MFA Debt Reserve Fund	120	120	110	-	-	110	110	110	110	110
TOTAL DEBT	**30,878**	**30,878**	**30,868**	**-**	**-**	**30,868**	**30,868**	**30,868**	**12,758**	**12,758**
TOTAL COSTS	**31,272**	**31,272**	**30,971**	**-**	**-**	**30,971**	**30,973**	**30,975**	**12,867**	**12,869**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2020 to 2021	(33)	(33)	-	-	-	-	-	-	-	-
Other Income	(120)	(120)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	**(153)**	**(153)**	**(110)**	**-**	**-**	**(110)**	**(110)**	**(110)**	**(110)**	**(110)**
REQUISITION - PARCEL TAX	**(31,119)**	**(31,119)**	**(30,861)**	**-**	**-**	**(30,861)**	**(30,863)**	**(30,865)**	**(12,757)**	**(12,759)**
*Percentage increase over prior year Requisition						-0.8%	0.0%	0.0%	-58.7%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.620 Highland Water (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$98,792	$98,792	$0	$0	$0	$0	$98,792
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$98,792	**$98,792**	**$0**	**$0**	**$0**	**$0**	**$98,792**
SOURCE OF FUNDS								
Capital Funds on Hand		$98,792	$98,792	$0	$0	$0	$0	$98,792
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$98,792	**$98,792**	**$0**	**$0**	**$0**	**$0**	**$98,792**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.620

Service Name: Highland Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
16-01	Renewal	Infrastructure Upgrades (Valve Distribution)	Middle & Upper Reservoir Repairs	$122,442	S	Cap	$98,792	$98,792	$0	$0	$0	$0	$98,792
			GRAND TOTAL	**$122,442**			**$98,792**	**$98,792**	**$0**	**$0**	**$0**	**$0**	**$98,792**

Service:	2.620	Highland Water (SSI)

Project Number	16-01	Capital Project Title	Infrastructure Upgrades (Valve Distribution)	Capital Project Description	Middle & Upper Reservoir Repairs
Project Rationale	These funds are reserved for Highland only upgrade/repairs/replacement. The middle reservoir needs an access hatch and a replacement of a failed outlet piping and it has also recently starts to leak. The upper reservoir has been leaking and needs to be replaced. The fund is reserved for the repair of Middle reservoir and the planning, option analysis and the design of Upper Reservoir replacement.				

CAPITAL REGIONAL DISTRICT

2022 Budget

Highland/Fernwood Water (SSI)

EAC REVIEW

OCTOBER 2021

Service: 2.621 Highland & Fernwood Water (SSI) **Committee: Electoral Area**

DEFINITION:

To construct water works for the provision, supply, treatment, conveyance, storage and distribution of water for the Salt Spring Island Highland and Fernwood Water Service, Bylaw No. 3753 (April 13, 2011).

PARTICIPATION:

Local Service Area #63, 3(764)

MAXIMUM LEVY:

Greater of $350,000 or $2.572 / $1,000 of actual assessed value of land and improvements. To a maximum of $519,156.

MAXIMUM CAPITAL DEBT:

Authorized:	LA3754 (April 13, 2011)	$500,000	
Borrowed:	SI Bylaw 3800 (Aug 10, 2011)	($500,000)	3.25%
Remaining:		$0	

COMMITTEE:

Highland Water Committee established by Resolution No. 675 and Fernwood Local Service Committee established by Bylaw No. 1774.
Highland Fernwood Water Services Commission Established by Bylaw 3911, March 2015

FUNDING:

Parcel Tax: Annual, levied only on all properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate: (BL4311, June 2019)

- First 38 cubic metres or portion - $0.64 / cubic metre
- Next 68 cubic metres or portion - $2.00 / cubic metre
- Greater than 106 cubic metres - $5.13 / cubic metre

Water Connection Charge: Actual cost for the connection.

RESERVE FUND:

Established by Bylaw #3907 (April 16, 2014)

2.621 - Highland/Fernwood Water (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Sludge Hauling Contract	9,150	9,150	9,330	-	-	9,330	9,520	9,710	9,900	10,100
Waste Sludge Disposal	12,500	14,500	14,500	-	-	14,500	14,790	15,065	15,239	15,532
Repairs & Maintenance	8,880	7,890	9,050	-	27,000	36,050	29,220	29,410	9,600	9,790
Allocations	20,944	20,944	19,870	-	-	19,870	20,295	20,614	21,073	21,389
Water Testing	13,470	13,650	13,740	-	-	13,740	14,010	14,290	14,580	14,870
Electricity	20,390	20,960	20,800	-	-	20,800	21,220	21,640	22,070	22,510
Supplies	22,720	27,600	23,170	-	-	23,170	23,630	24,100	24,580	25,060
Labour Charges	172,553	228,103	183,174	-	-	183,174	186,907	190,602	194,478	198,315
Other Operating Expenses	17,400	15,790	18,220	-	-	18,220	18,650	19,090	19,550	20,020
TOTAL OPERATING COSTS	**298,007**	**358,587**	**311,854**	**-**	**27,000**	**338,854**	**338,242**	**344,521**	**331,070**	**337,586**
*Percentage Increase over prior year						13.7%	-0.2%	1.9%	-3.9%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	48,250	48,250	50,000	-	-	50,000	50,000	20,000	20,000	20,000
Transfer to Operating Reserve Fund	19,710	19,710	30,000	-	-	30,000	20,000	20,000	20,000	20,000
MFA Debt Principal	24,971	24,971	26,841	-	-	26,841	26,841	72,556	110,351	110,351
MFA Debt Interest	18,445	16,250	7,350	-	-	7,350	19,023	48,820	66,945	66,945
MFA Debt Reserve Fund	5,040	140	130	-	-	130	8,180	12,630	130	130
TOTAL DEBT / RESERVES	**116,416**	**109,321**	**114,321**	**-**	**-**	**114,321**	**124,044**	**174,006**	**217,426**	**217,426**
TOTAL COSTS	**414,423**	**467,908**	**426,175**	**-**	**27,000**	**453,175**	**462,286**	**518,527**	**548,496**	**555,012**
FUNDING SOURCES (REVENUE)										
Estimated Deficit C/ FW from 2021 to 2022	-	(61,485)	61,485	-	-	61,485	-	-	-	-
Balance C/FW from 2020 to 2021	100,918	100,918	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	-	-	(27,000)	(27,000)	(20,000)	(20,000)	-	-
Sales - Water	(60,000)	(52,000)	(60,000)	-	-	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
User Charges	(379,591)	(379,591)	(351,910)	-	-	(351,910)	(305,026)	(359,727)	(408,125)	(413,040)
Other Revenue	(750)	(750)	(750)	-	-	(750)	(760)	(770)	(780)	(790)
TOTAL REVENUE	**(339,423)**	**(392,908)**	**(351,175)**	**-**	**(27,000)**	**(378,175)**	**(385,786)**	**(440,497)**	**(468,905)**	**(473,830)**
REQUISITION - PARCEL TAX	**(75,000)**	**(75,000)**	**(75,000)**	**-**	**-**	**(75,000)**	**(76,500)**	**(78,030)**	**(79,591)**	**(81,182)**
*Percentage increase over prior year										
Sales						0.0%	0.0%	0.0%	0.0%	0.0%
User Fee						-7.3%	-13.3%	17.9%	13.5%	1.2%
Requisition						0.0%	2.0%	2.0%	2.0%	2.0%
Combined						**-5.4%**	**-9.3%**	**12.7%**	**10.0%**	**1.2%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.621 Highland & Fernwood Water (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$64,000	$240,000	$45,000	$40,000	$0	$389,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$490,000	$140,000	$765,000	$1,500,000	$0	$0	$2,405,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$490,000	**$204,000**	**$1,005,000**	**$1,545,000**	**$40,000**	**$0**	**$2,794,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$390,000	$0	$805,000	$1,250,000	$0	$0	$2,055,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$100,000	$140,000	$200,000	$250,000	$0	$0	$590,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$64,000	$0	$45,000	$40,000	$0	$149,000
		$490,000	**$204,000**	**$1,005,000**	**$1,545,000**	**$40,000**	**$0**	**$2,794,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.621

Service Name: Highland & Fernwood Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Replace intake	Construct new intake and screen	$110,000	S	Grant	$100,000	$100,000	$0	$0	$0	$0	$100,000
19-01	Replacement	Replace intake			S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
19-05	New	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the intake,back up power and upper reservoir projects.	$20,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-01	New	Public Engagement for Future Projects	Public engagement for the intake and upper reservoir projects.	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-02	New	Power generation equipment	Back-Up Power Detailed Design	$24,000	E	Res	$0	$24,000	$0	$0	$0	$0	$24,000
22-01	New	Power generation equipment	Back-Up Power Construction	$240,000	E	Debt	$0	$0	$240,000	$0	$0	$0	$240,000
21-03	Replacement	Highland Upper Reservoir Replacement	Construction to replace existing leaking upper reservoir	$665,000	S	Debt	$390,000	$0	$465,000	$0	$0	$0	$465,000
21-03					S	Grant	$0	$0	$200,000	$0	$0	$0	$200,000
21-04	New	Water main replacement strategy and detailed design	Conduct watermain replacement assessment and develop a phased replacement strategy and design drawings and specs	$100,000	S	Debt	$0	$0	$100,000	$0	$0	$0	$100,000
23-01	New	Initial phase of Water main replacement	Engineering and construction of replacement/renewal of failing water main for high priority areas	$1,250,000	S	Debt	$0	$0	$0	$1,250,000	$0	$0	$1,250,000
23-01				$250,000	S	Grant	$0	$0	$0	$250,000	$0	$0	$250,000
22-03	New	Safety Improvements for the WTF	Design and installation of eyewash, safe access platform, roof access hatch	$40,000	E	Grant	$0	$40,000	$0	$0	$0	$0	$40,000
24-01	New	Fernwood PS Haz Assess and Demolition	Assessment of hazard and demolition.	$20,000	E	Res	$0	$0	$0	$20,000	$0	$0	$20,000
24-02	New	Strainer installation for PRV	Install strainer for North End and Maliview PRV	$25,000	E	Res	$0	$0	$0	$25,000	$0	$0	$25,000
25-01	New	Fence installation around storage reservoirs	Install fencing around all reservoirs and WTP	$40,000	E	Res	$0	$0	$0	$0	$40,000	$0	$40,000
			GRAND TOTAL	**$2,794,000**			**$490,000**	**$204,000**	**$1,005,000**	**$1,545,000**	**$40,000**	**$0**	**$2,794,000**

Service:	2.621	Highland & Fernwood Water (SSI)

Project Number	19-01	**Capital Project Title**	Replace intake	**Capital Project Description**	Construct new intake and screen
Project Rationale	Tender and construct intake. Current intake is undersized for capacity of WTP and creates a bottleneck upstream.				

Project Number	19-02	**Capital Project Title**	#N/A	**Capital Project Description**	#N/A
Project Rationale	To design and install a system to pump DAF (Dissolved Air Flotation) Float Waste, to replace the existing failing pumps.				

Project Number	19-05	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds to carry out the intake,back up power and upper reservoir projects.
Project Rationale	Undertake a referendum or AAP to borrow funds to carry out the intake, back up power and upper reservoir projects.				

Project Number	21-01	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Public engagement for the intake and upper reservoir projects.
Project Rationale	Public engagement for the intake and upper reservoir projects.				

Project Number	21-02	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back-Up Power Detailed Design
Project Rationale	Need to design a back up power system to provide power (water) in the event of a temporary power failure.				

Project Number	21-03	**Capital Project Title**	Highland Upper Reservoir Replacement	**Capital Project Description**	Construction to replace existing leaking upper reservoir
Project Rationale	Upper reservoir is leaking and wasting water. Needs to be replaced.				

Project Number	21-04	**Capital Project Title**	Water main replacement strategy and detailed design	**Capital Project Description**	Conduct watermain replacement assessment and develop a phased replacement strategy and design drawings and specs
Project Rationale	The water main system needs to be replaced so this will assess the system and create a strategy to deal with it along with design drawings and specifications.				

Project Number	22-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back-Up Power Construction
Project Rationale	This is the construction phase of the previously designed backup power system needed in the event of a power failure to continue to provide water to the community.				

Project Number	22-03	**Capital Project Title**	Safety Improvements for the WTF	**Capital Project Description**	Design and installation of eyewash, safe access platform, roof access hatch
Project Rationale	These are Health and Safety improvements required to provide a safe working environment for CRD personnel.				

Project Number	23-01	**Capital Project Title**	Initial phase of Water main replacement	**Capital Project Description**	Engineering and construction of replacement/renewal of failing water main for high priority areas
Project Rationale	This is the initial phase for the replacement of the failing water main system building on the assessment that was completed previously under Project 22-01.				

Project Number	24-01	**Capital Project Title**	Fernwood PS Haz Assess and Demolition	**Capital Project Description**	Assessment of hazard and demolition.
Project Rationale	Assessment of hazard and demolition.				

Project Number	24-02	**Capital Project Title**	Strainer installation for PRV	**Capital Project Description**	Install strainer for North End and Maliview PRV
Project Rationale	A new strainer is needed for the system. CRD Operations may be able to carry out this task.				

Project Number	25-01	**Capital Project Title**	Fence installation around storage reservoirs	**Capital Project Description**	Install fencing around all reservoirs and WTP
Project Rationale	This fence is required for community safety (child access etc.) and security of the asset (vandalism).				

Highland/Fernwood Water (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	22,608	25,608	25,608	25,608	45,608	65,608
Capital Reserve Fund	75,302	61,302	111,302	86,302	66,302	86,302
Total	**97,910**	**86,910**	**136,910**	**111,910**	**111,910**	**151,910**

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of $30,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105205	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	2,818	22,608	25,608	25,608	25,608	45,608
Transfer from Ops Budget	19,710	30,000	20,000	20,000	20,000	20,000
Expenditures	-	(27,000)	(20,000)	(20,000)	-	-
Planned Maintenance Activity		Hydrant maintenance & Reservior cleaning & inspection (Ph2)	Fiter media replacement	Reservoir cleaning & inspection		
Interest Income	80					
Ending Balance $	**22,608**	**25,608**	**25,608**	**25,608**	**45,608**	**65,608**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.621 Highland/Fernwood Water (SSI) - Capital Reserve Fund - Bylaw 3991

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund: 1088 / Fund Centre: 102156	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	25,744	75,302	61,302	111,302	86,302	66,302
Transfer from Ops Budget	48,250	50,000	50,000	20,000	20,000	20,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	-	(64,000)	-	(45,000)	(40,000)	-
Interest Income*	1,308					
Ending Balance $	**75,302**	**61,302**	**111,302**	**86,302**	**66,302**	**86,302**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Cedars of Tuam Water (SSI)

EAC REVIEW

OCTOBER 2021

Service: 2.622 Cedars of Tuam Water (SSI) **Committee:** Electoral Area

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedars of Tuam Water System Service Area. Bylaw No. 3021 (October 9, 2002).

PARTICIPATION:

Local Service Area #45, T(764).

MAXIMUM LEVY:

Greater of $25,425 or $6.75 / $1,000 of actual assessed value of land and improvements. To a maximum of $81,899.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3024 (October 10, 2002)		24,000	
BORROWED:	SI Bylaw No. 3050 (March 12, 2003)	5.5%	(24,000)	(Rate reduced to 2.1% June 2013)
REMAINING:			$0	

COMMITTEE:

Cedars of Tuam Water Service Committee established by bylaw No 3055 (March 12, 2003).

FUNDING:

User Charge

- Annual Fixed Fee per per single family dwelling unit or equivalent plus consumption charge
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:
  - First 38 cubic metres or portion - $3.50 / cubic metre
  - Greater than 38 cubic metres - $9.00 / cubic metre

Water Connection Charge

- Actual cost for the connection.

RESERVE FUND:

Fund 1057, established by Bylaw #3136 (June 14, 2004); amended by Bylaw 3948 (April 16, 2014).

2.622 - Cedars of Tuam Water (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Repairs & Maintenance	13,060	12,750	560	-	1,500	2,060	560	560	560	10,560
Allocations	3,314	3,314	3,209	-	-	3,209	3,330	3,331	3,468	3,457
Water Testing	2,060	2,060	2,100	-	-	2,100	2,140	2,180	2,220	2,260
Electricity	640	750	650	-	-	650	660	670	680	690
Supplies	720	620	730	-	-	730	740	750	760	770
Labour Charges	20,369	17,423	20,774	-	-	20,774	21,202	21,625	22,063	22,495
Other Operating Expenses	1,400	1,470	1,440	-	-	1,440	1,460	1,480	1,500	1,520
TOTAL OPERATING COSTS	**41,563**	**38,387**	**29,463**	**-**	**1,500**	**30,963**	**30,092**	**30,596**	**31,251**	**41,752**
*Percentage Increase over prior year						-25.5%	-2.8%	1.7%	2.1%	33.6%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	5,000	8,163	5,100	-	-	5,100	6,000	5,000	3,000	3,000
Transfer to Operating Reserve Fund	2,800	2,800	3,000	-	-	3,000	3,100	3,160	3,220	3,280
MFA Debt Reserve Fund	-	-	-	-	-	-	820	4,500	-	-
MFA Debt Principal	-	-	-	-	-	-	-	2,479	16,086	16,086
MFA Debt Interest	-	-	-	-	-	-	677	6,419	17,556	17,556
TOTAL DEBT / RESERVES	**7,800**	**10,963**	**8,100**	**-**	**-**	**8,100**	**10,597**	**21,558**	**39,862**	**39,922**
TOTAL COSTS	**49,363**	**49,350**	**37,563**	**-**	**1,500**	**39,063**	**40,689**	**52,154**	**71,113**	**81,674**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(12,500)	(12,500)	-	-	(1,500)	(1,500)	-	-	-	(10,000)
Sales - Water	(4,513)	(4,500)	(4,513)	-	-	(4,513)	(4,513)	(4,513)	(4,513)	(4,513)
User Charges	(32,300)	(32,300)	(33,000)	-	-	(33,000)	(36,126)	(47,591)	(66,550)	(67,111)
Other Revenue	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(49,363)**	**(49,350)**	**(37,563)**	**-**	**(1,500)**	**(39,063)**	**(40,689)**	**(52,154)**	**(71,113)**	**(81,674)**
REQUISITION - PARCEL TAX	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year										
Sales						0.0%	0.0%	0.0%	0.0%	0.0%
User Charge						2.2%	9.5%	31.7%	39.8%	0.8%
Other						0.0%	0.0%	0.0%	0.0%	0.0%
Combined						**2.2%**	**9.5%**	**31.7%**	**39.8%**	**0.8%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.622 Cedars of Tuam Water (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$5,000	$15,000	$650,000	$0	$0	$670,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$5,000	$77,000	$0	$0	$0	$82,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$92,000**	**$650,000**	**$0**	**$0**	**$752,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$82,000	$450,000	$0	$0	$532,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$10,000	$200,000	$0	$0	$210,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$10,000	$0	$0	$0	$0	$10,000
		$0	**$10,000**	**$92,000**	**$650,000**	**$0**	**$0**	**$752,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.622

Service Name: Cedars of Tuam Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Decommission	Abandon unused wells	Decommission wells	$5,000	S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
21-01	Renewal	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund and electoral participating area petition for borrowing (sec.408 LGA	$5,000	E	Res	$0	$5,000	$0	$0	$0	$0	$5,000
21-03	Study	New well detailed designs	Detailed designs, IHA application, construction documents	$77,000	S	Debt	$0	$0	$77,000	$0	$0	$0	$77,000
21-04	New	Construct new well and dist system	Construction of new infrastructure for future needs	$650,000	E	Debt	$0	$0	$0	$450,000	$0	$0	$450,000
21-04					E	Grant	$0	$0	$0	$200,000	$0	$0	$200,000
22-01	Study	Power generation equipment	Back up power detailed designs	$5,000	E	Debt	$0	$0	$5,000	$0	$0	$0	$5,000
22-02	New	Power generation equipment	Back up power construction	$10,000	E	Grant	$0	$0	$10,000	$0	$0	$0	$10,000
			GRAND TOTAL	**$752,000**			**$0**	**$10,000**	**$92,000**	**$650,000**	**$0**	**$0**	**$752,000**

Service: **2.622** **Cedars of Tuam Water (SSI)**

Project Number	18-01	**Capital Project Title**	Abandon unused wells	**Capital Project Description**	Decommission wells
Project Rationale	Abandon unused wells to prevent groundwater contamination.				

Project Number	21-01	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Inform and engage public within service area on upcoming works that will require borrowing to fund and electoral participating area petition for borrowing (sec 408 LGA)
Project Rationale	Public engagement for projects to fund and electoral particpaing area petition for borrowing (section 408 LGA)				

Project Number	21-03	**Capital Project Title**	New well detailed designs	**Capital Project Description**	Detailed designs, IHA application, construction documents
Project Rationale	Detailed design for new well				

Project Number	21-04	**Capital Project Title**	Construct new well and dist system	**Capital Project Description**	Construction of new infrastructure for future needs
Project Rationale	Construction of new well.				

Project Number	21-05	**Capital Project Title**	#N/A	**Capital Project Description**	#N/A
Project Rationale	Replace chlorniator and chlorine analyzer, install well level transducer and replace raw water flow meter				

Project Number	22-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power detailed designs
Project Rationale	Design of back up power. Project contingent on the the new well project not proceeding				

Project Number	22-02	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power construction
Project Rationale	Construct back up power				

Project Number	22-03	**Capital Project Title**	#N/A	**Capital Project Description**	#N/A
Project Rationale	Need to investigate current issues and install a suitable sand seperator.				

Cedars of Tuam Water (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	2,258	3,758	6,858	10,018	13,238	6,518
Capital Reserve Fund	18,684	13,784	19,784	24,784	27,784	30,784
Total	**20,942**	**17,542**	**26,642**	**34,802**	**41,022**	**37,302**

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Operating Reserve Fund

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant teardowns and ground water well maintenance. Optimum minimum balance of $2,500 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105532	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	11,838	2,258	3,758	6,858	10,018	13,238
Transfer from Op Budget	2,800	3,000	3,100	3,160	3,220	3,280
Expenditures	(12,500)	(1,500)	-	-	-	(10,000)
Planned Maintenance Activity	Reservoir cleaning and inspection/ Well inspection	Hydrant/Standpipe Maintenance/ System Flush				Reservoir cleaning and inspection
Interest Income*	120					
Ending Balance $	**2,258**	**3,758**	**6,858**	**10,018**	**13,238**	**6,518**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.622 Cedars of Tuam Water (SSI) - Capital Reserve Fund - Bylaw 3948

Monies in the reserve fund will be used to provide for capital works, including the planning, study, design, onstruction of water facilities, conveyance, treatment, storage, distribution of water, land purchases, machinery or equipment necessary for the extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: 1057 / Fund Centre: 101843	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	16,367	18,684	13,784	19,784	24,784	27,784
Transfer from Ops Budget	8,163	5,100	6,000	5,000	3,000	3,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(6,000)	(10,000)	-	-	-	-
Interest Income*	154					
Ending Balance $	**18,684**	**13,784**	**19,784**	**24,784**	**27,784**	**30,784**

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Beddis Water

EAC REVIEW

OCTOBER 2021

Service: 2.624 Beddis Water (SSI) **Committee: Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Beddis Water System Service Area.
Bylaw No. 3188 (November 24, 2004).

PARTICIPATION:

Order in Council No 176, February 24, 2005.

MAXIMUM LEVY:

Greater of $133,000 or $2.71 / $1,000 of actual assessed value of land and improvements. To a maximum of $315,538.

MAXIMUM CAPITAL DEBT:

Beddis Waterworks 1994 previous debt paid out 2011		$95,909		
AUTHORIZED:	LA Bylaw No. 3193 (November 24, 2004)		$325,500	
BORROWED:	SI Bylaw No. 3291		($325,500)	1.80%
Remaining:			$0	
AUTHORIZED:	LA Bylaw No. 3825 (July 11, 2012)		$400,000	
BORROWED:	SI Bylaw No. 3882 (Jan 9, 2013) Matured 2023		($300,000)	3.15%
BORROWED:	SI Bylaw No. 3910 (July 2013)		($70,000)	3.85%
Remaining:			$30,000	

COMMITTEE:

Beddis Water Service committee established by Bylaw No. 3247 (Dec 15, 2004)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes by Special Act.

User Charge: Fixed user charge + variable consumption charge to all metered properties

Parcel Tax: Annual, only on properties capable of being connected to the system, starting 2006

User Charge:

- Annual Fixed Fee per per single family dwelling unit or equivalent
- The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:
  - First 38 cubic metres or portion - $3.10 / cubic metre
  - Next 68 cubic metres or portion - $6.30 / cubic metre
  - Greater than 106 cubic metres - $8.50 / cubic metre

Water Connection Charge: The connection charge for a service shall be the actual cost for the connection

RESERVE FUND:

Fund 1069, established by Bylaw # 3274 (April 27, 2005)

2.624 - Beddis Water	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Operations Contracts	54,300	52,000	55,390	-	-	55,390	56,500	57,630	58,780	59,960
Grit & Waste Sludge Disposal	12,140	13,960	12,390	-	-	12,390	12,640	12,890	13,140	13,410
Repairs & Maintenance	13,650	15,000	5,760	-	14,000	19,760	5,870	5,980	16,100	6,220
Allocations	12,042	12,042	12,201	-	-	12,201	12,493	12,681	13,008	13,189
Water Testing	9,840	7,000	10,040	-	-	10,040	10,240	10,440	10,650	10,860
Electricity	11,420	12,600	11,650	-	-	11,650	11,880	12,120	12,360	12,610
Supplies	10,550	10,550	10,760	-	-	10,760	10,970	11,180	11,400	11,630
Labour Charges	36,008	39,799	36,736	-	-	36,736	37,514	38,238	39,041	39,791
Other Operating Expenses	15,380	26,890	16,930	-	-	16,930	17,340	17,750	18,170	18,600
TOTAL OPERATING COSTS	**175,330**	**189,841**	**171,857**	**-**	**14,000**	**185,857**	**175,447**	**178,909**	**192,649**	**186,270**
*Percentage Increase over prior year						6.0%	-5.6%	2.0%	7.7%	-3.3%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	4,190	4,190	15,000	-	-	15,000	10,000	10,000	10,000	10,000
Transfer to Capital Reserve Fund	23,000	6,563	35,000	-	-	35,000	70,000	112,000	100,000	105,000
MFA Debt Reserve Fund	220	220	180	-	-	180	180	3,080	180	180
MFA Debt Principal	30,817	30,817	30,817	-	-	30,817	30,817	-	16,469	16,469
MFA Debt Interest	12,145	12,145	12,145	-	-	12,145	7,420	4,205	8,410	8,410
TOTAL DEBT / RESERVES	**70,372**	**53,935**	**93,142**	**-**	**-**	**93,142**	**118,417**	**129,285**	**135,059**	**140,059**
TOTAL COSTS	**245,702**	**243,776**	**264,999**	**-**	**14,000**	**278,999**	**293,864**	**308,194**	**327,708**	**326,329**
FUNDING SOURCES (REVENUE)										
Balance C/FW from 2020 to 2021	13,650	13,650	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(8,000)	(8,000)	-	-	(14,000)	(14,000)	-	-	(10,000)	-
Sales - Water	(72,000)	(69,974)	(72,000)	-	-	(72,000)	(72,000)	(72,000)	(72,000)	(72,000)
User Charges	(105,562)	(105,562)	(117,759)	-	-	(117,759)	(145,084)	(157,884)	(165,828)	(172,849)
Other Revenue	(320)	(420)	(280)	-	-	(280)	(280)	(280)	(280)	(280)
TOTAL REVENUE	**(172,232)**	**(170,306)**	**(190,039)**	**-**	**(14,000)**	**(204,039)**	**(217,364)**	**(230,164)**	**(248,108)**	**(245,129)**
REQUISITION - PARCEL TAX	**(73,470)**	**(73,470)**	**(74,960)**	**-**	**-**	**(74,960)**	**(76,500)**	**(78,030)**	**(79,600)**	**(81,200)**
*Percentage increase over prior year										
Sales						0.0%	0.0%	0.0%	0.0%	0.0%
User Fee						11.6%	23.2%	8.8%	5.0%	4.2%
Requisition						2.0%	2.1%	2.0%	2.0%	2.0%
Combined						**5.5%**	**10.9%**	**4.9%**	**3.1%**	**2.7%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.624 Beddis Water (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$30,000	$0	$160,000	$0	$0	$190,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$63,000	$446,000	$0	$0	$509,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$30,000**	**$63,000**	**$606,000**	**$0**	**$0**	**$699,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$290,000	$0	$0	$290,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$200,000	$0	$0	$200,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$30,000	$63,000	$116,000	$0	$0	$209,000
		$0	**$30,000**	**$63,000**	**$606,000**	**$0**	**$0**	**$699,000**

CAPITAL REGIONAL DISTRICT

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.624
Service Name: Beddis Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Seek service area electors approval to fund projects	$20,000	S	Res	$0	$0	$20,000	$0	$0	$0	$20,000
21-02	Study	Public Engagement for Future Projects	Undertake a referendum or AAP to borrow funds	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
21-01	New	Power generation equipment	Back up power construction	$110,000	E	Debt	$0	$0	$0	$110,000	$0	$0	$110,000
21-01	New	Power generation equipment	Back up power construction	$50,000	E	Grant	$0	$0	$0	$50,000	$0	$0	$50,000
21-03	New	Preliminary design of booster pump and second reservoir at Sky Valley lower reservior and decomission of upper reservoir and Lautman reservoir	Preliminary design of booster pump and second reservoir at Sky Valley lower reservior	$33,000	S	Res	$0	$0	$33,000	$0	$0	$0	$33,000
21-03	New	Detailed design of booster pump and second reservoir at Sky Valley lower reservior and dcomission of upper reservoir and Lautman reservoir	Detailed design of booster pump and second reservoir at Sky Valley lower reservior-ineligible	$66,000	S	Res	$0	$0	$0	$66,000	$0	$0	$66,000
25-02	New	Construction of booster pump and second reservoir at Sky Valley lower reservior	Construction of booster pump and second reservoir at Sky Valley lower reservior	$180,000	S	Debt	$0	$0	$0	$180,000	$0	$0	$180,000
25-02	New	Construction of booster pump and second reservoir at Sky Valley lower reservior	Construction of booster pump and second reservoir at Sky Valley lower reservior	$150,000	S	Grant	$0	$0	$0	$150,000	$0	$0	$150,000
25-01	Decommission	Decommission of Sky Valley Upper Reservoir	Decommission and removal of Sky Valley Upper Reservoir	$50,000	S	Res	$0	$0	$0	$50,000	$0	$0	$50,000
17-01	Decommission	Lautman reservoir	Dismantle and remove Lautman reservior	$30,000	E	Res	$0	$30,000	$0	$0	$0	$0	$30,000
			GRAND TOTAL	**$699,000**			**$0**	**$30,000**	**$63,000**	**$606,000**	**$0**	**$0**	**$699,000**

Service: **2.624** **Beddis Water (SSI)**

Project Number	20-02	**Capital Project Title**	Referendum or Alternative Approval Process - Funding for Future Projects	**Capital Project Description**	Seek service area electors approval to fund projects
Project Rationale	Need to obtain approval from the area electors for futue projects.				

Project Number	21-02	**Capital Project Title**	Public Engagement for Future Projects	**Capital Project Description**	Undertake a referendum or AAP to borrow funds to carry out the
Project Rationale	As per Commission request (Dec. 15/2015), capital construction projects greater than $50,000 are to be funded thru debt, in which case a referndum may be required.				

Project Number	21-01	**Capital Project Title**	Power generation equipment	**Capital Project Description**	Back up power construction
Project Rationale	Back up power				

Project Number	21-03	**Capital Project Title**	Preliminary design of booster pump and second reservoir at Sky Valley lower reservior and decomission of upper reservoir and Lautman reservoir	**Capital Project Description**	Preliminary design of booster pump and second reservoir at Sky Valley lower reservior
Project Rationale	Need to replace an existing reservoir with a new one and this will require a booster pump to operate it.				

Project Number	25-02	**Capital Project Title**	Construction of booster pump and second reservoir at Sky Valley lower reservior	**Capital Project Description**	Construction of booster pump and second reservoir at Sky Valley lower reservior
Project Rationale	Need to replace an existing reservoir with a new one and this will require a booster pump to operate it.				

Project Number	25-01	**Capital Project Title**	Decommission of Sky Valley Upper Reservoir	**Capital Project Description**	Decommission and removal of Sky Valley Upper Reservoir
Project Rationale	This is the decommissioning of an old reservoir that is being replaced.				

Project Number	17-01	**Capital Project Title**	Lautman reservoir	**Capital Project Description**	Dismantle and remove Lautman reservior
Project Rationale	This is an abandoned reservoir that needs to be demolished and disposed of.				

Beddis Water Reserves
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	11,629	12,629	22,629	32,629	32,629	42,629
Capital Reserve Fund	8,257	13,257	20,257	16,257	116,257	221,257
Total	**19,887**	**25,887**	**42,887**	**48,887**	**148,887**	**263,887**

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Operating Reserve Fund

Reserve fund used for unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance. Optimum minimum balance of $14,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105206**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		15,284	11,629	12,629	22,629	32,629	32,629
Transfer from Ops Budget		4,190	15,000	10,000	10,000	10,000	10,000
Transfer to Ops Budget		-	-	-	-	-	-
Expenditures		(8,000)	(14,000)	-	-	(10,000)	-
Planned Maintenance Activity			Reservoir cleaning and inspection			Reservoir cleaning and inspection	
Interest Income		156					
Ending Balance $		**11,629**	**12,629**	**22,629**	**32,629**	**32,629**	**42,629**

Reserve Schedule

Reserve Fund: 2.624 Beddis Water - Capital Reserve Fund - Bylaw 3274

For capital repairs, additions and improvements to water system infrastructure

Reserve Cash Flow

Fund:	1069	Estimated	Budget				
Fund Centre:	101894	2021	2022	2023	2024	2025	2026
Beginning Balance		14,544	8,257	13,257	20,257	16,257	116,257
Transfer from Ops Budget		6,563	35,000	70,000	112,000	100,000	105,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(12,984)	(30,000)	(63,000)	(116,000)	-	-
Interest Income		134					
Ending Balance $		**8,257**	**13,257**	**20,257**	**16,257**	**116,257**	**221,257**

Assumptions/Background:

Debt costs will be reduced by $22k in 2021. Transfers to CRF may increase at that time

CAPITAL REGIONAL DISTRICT

2022 Budget

Fulford Water (SSI)

EAC REVIEW

OCTOBER 2021

Service: 2.626 Fulford Water (SSI) **Committee:** Electoral Area

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fulford Water Local Service Area on Salt Spring Island. Bylaw No. 3202 (November 24, 2004).

PARTICIPATION:

Order In Council No 177, Feb 24, 2005.

MAXIMUM LEVY:

Greater of $156,000 or $5.46 / $1,000 to a maximum of $396,306.

MAXIMUM CAPITAL DEBT:

COMMITTEE:

Fulford Water Service committee established by Bylaw No 3248 (Dec 15, 2004).

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.

User Charge: Fixed user charge for residential properties.

Parcel Tax: Annual, levied only on properties capable of being connected to the system, starting 2006.

Connection Charge: The connection charge for a service shall be the actual cost for the connection.

Consumption Charge: Single Family Residential: No Consumption Charge
Other: $3.27 per cubic metre
Minimum charge for non-residential properties is equal to residential fixed user charge per SFE.

MAXIMUM OPERATING EXPENDITURE:

RESERVE FUND BYLAW:

Fund 1070, established by Bylaw #3275 (April 27, 2005)

2.626 - Fulford Water (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Operations Contract	56,270	56,270	57,400	-	-	57,400	58,550	59,720	60,920	62,140
Grit & Waste Sludge Disposal	7,510	6,500	7,660	-	-	7,660	7,810	7,970	8,130	8,290
Repairs & Maintenance	28,000	7,000	8,170	-	20,000	28,170	8,750	8,930	9,120	9,310
Allocations	8,622	8,622	9,382	-	-	9,382	9,626	9,753	10,019	10,138
Water Testing	5,780	4,900	5,900	-	-	5,900	6,020	6,140	6,260	6,390
Electricity	10,360	10,360	10,570	-	-	10,570	10,780	11,000	11,220	11,440
Supplies	7,650	12,490	7,800	-	-	7,800	7,950	8,100	8,250	8,410
Labour Charges	22,821	25,774	23,282	-	-	23,282	23,786	24,238	24,748	25,215
Other Operating Expenses	17,550	22,102	18,210	-	-	18,210	18,640	19,080	19,530	20,000
TOTAL OPERATING COSTS	**164,563**	**154,018**	**148,374**	**-**	**20,000**	**168,374**	**151,912**	**154,931**	**158,197**	**161,333**
*Percentage Increase over prior year			-9.8%			2.3%	-9.8%	2.0%	2.1%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	7,400	7,400	7,600	-	-	7,600	7,750	7,900	8,000	8,100
Transfer to Capital Reserve Fund	21,000	21,000	58,000	-	-	58,000	45,000	10,000	10,000	10,000
MFA Debt ReserveFund	260	260	210	-	-	210	5,210	7,210	7,210	7,210
MFA Debt Principal	8,490	8,490	8,490	-	-	8,490	8,490	23,608	44,773	65,938
MFA Debt Interest	5,655	5,655	5,655	-	-	5,655	13,905	33,705	56,805	79,905
TOTAL DEBT / RESERVES	**42,805**	**42,805**	**79,955**	**-**	**-**	**79,955**	**80,355**	**82,423**	**126,788**	**171,153**
TOTAL COSTS	**207,368**	**196,823**	**228,329**	**-**	**20,000**	**248,329**	**232,267**	**237,354**	**284,985**	**332,486**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(20,000)	(7,855)	-	-	(20,000)	(20,000)	-	-	-	-
Sales - Water	(16,400)	(18,000)	(16,400)	-	-	(16,400)	(16,400)	(16,400)	(16,400)	(16,400)
User Charges	(132,598)	(132,598)	(163,599)	-	-	(163,599)	(165,027)	(167,104)	(197,725)	(235,216)
Other Revenue	(870)	(870)	(830)	-	-	(830)	(840)	(850)	(860)	(870)
TOTAL REVENUE	**(169,868)**	**(159,323)**	**(180,829)**	**-**	**(20,000)**	**(200,829)**	**(182,267)**	**(184,354)**	**(214,985)**	**(252,486)**
REQUISITION - PARCEL TAX	**(37,500)**	**(37,500)**	**(47,500)**	**-**	**-**	**(47,500)**	**(50,000)**	**(53,000)**	**(70,000)**	**(80,000)**
*Percentage increase over prior year										
Sales						0.00%	0.00%	0.00%	0.00%	0.00%
User Fee						23.4%	0.9%	1.3%	18.3%	19.0%
Requisition						26.7%	5.3%	6.0%	32.1%	14.3%
Combined						**22.0%**	**1.7%**	**2.2%**	**20.1%**	**16.7%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.626 Fulford Water (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$13,000	$38,000	$806,000	$710,000	$700,000	$700,000	$2,954,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$120,000	$190,000	$0	$0	$0	$0	$190,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$133,000	**$228,000**	**$806,000**	**$710,000**	**$700,000**	**$700,000**	**$3,144,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$500,000	$700,000	$700,000	$700,000	$2,600,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$70,000	$300,000	$0	$0	$0	$370,000
Donations / Third Party Funding		$10,000	$10,000	$0	$0	$0	$0	$10,000
Reserve Fund		$123,000	$148,000	$6,000	$10,000	$0	$0	$164,000
		$133,000	**$228,000**	**$806,000**	**$710,000**	**$700,000**	**$700,000**	**$3,144,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
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Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
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Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.626

Service Name: Fulford Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	New	WTP, Reservoir, PST Sunnyside Site Security	Security fencing to secure assets.	$20,000	S	Res	$20,000	$20,000	$0	$0	$0	$0	$20,000
20-01				$10,000	S	Other	$10,000	$10,000	$0	$0	$0	$0	$10,000
21-02	Study	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.	$15,000	E	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the new well design and construction	$10,000	E	Res	$0	$10,000	$0	$0	$0	$0	$10,000
22-01	New	Replacement of Flocculation mixer motor	Replace two flocculation mixer motors	$9,000	E	Res	$9,000	$9,000	$0	$0	$0	$0	$9,000
22-02	New	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line	$4,000	E	Res	$4,000	$4,000	$0	$0	$0	$0	$4,000
23-01	New	Replacement of impellers of pumps at Sunnyside Pumpstation	Replacement of impellers of pumps at Sunnyside Pumpstation	$6,000	E	Res	$0	$0	$6,000	$0	$0	$0	$6,000
24-01	New	Electrical service improvement at Fulford WTP	Replacement of panel board directory and address issues with regard to resetting motor overload	$10,000	E	Res	$0	$0	$0	$10,000	$0	$0	$10,000
22-03	New	Water main assessment and replacement strategy and initial phase detailed desigr	Develop a stragey and phased program to replace aging AC water mains in the system and perform detailed design for initial phase	$90,000	S	Res	$90,000	$90,000	$0		$0	$0	$90,000
25-01	New	Initial phase of water main replacement	Water main replacement detailed design and construction for priority sections	$2,900,000	E	Debt	$0	$0	$500,000	$700,000	$700,000	$700,000	$2,600,000
25-01	New				E	Grant	$0	$0	$300,000	$0	$0	$0	$300,000
22-04	New	Relocate Water Line at Weston Creek	Complete detailed design, issue an RFP and complete the field construction to relocate the line.	$70,000	S	Grant	$0	$70,000	$0	$0	$0	$0	$70,000
			GRAND TOTAL	**$3,144,000**			**$133,000**	**$228,000**	**$806,000**	**$710,000**	**$700,000**	**$700,000**	**$3,144,000**

Service:	2.626	Fulford Water (SSI)

Project Number	Capital Project Title	Capital Project Description
20-01	WTP, Reservoir, PST Sunnyside Site Security	Security fencing to secure assets.

Project Rationale Perimeter fencing is required to secure assets.

Project Number	Capital Project Title	Capital Project Description
21-02	Public Engagement for Future Projects	Inform and engage public within service area on upcoming works that will require borrowing to fund.

Project Rationale Referendum to secure borrowing.

Project Number	Capital Project Title	Capital Project Description
22-01	Replacement of Flocculation mixer motor	Replace two flocculation mixer motors

Project Rationale Replacement of aging equipment.

Project Number	Capital Project Title	Capital Project Description
22-02	Installation of turbidity meter on influent line	Installation of turbidity meter on influent line

Project Rationale Meter required to measure water quality.

Project Number	Capital Project Title	Capital Project Description
23-01	Replacement of impellers of pumps at Sunnyside Pumpstation	Replacement of impellers of pumps at Sunnyside Pumpstation

Project Rationale Replacement of aging equipment.

Project Number	24-01	**Capital Project Title**	Electrical service improvement at Fulford WTP	**Capital Project Description**	Replacement of panel board directory and address issues with regard to resetting motor overload
Project Rationale	Replacement of aging equipment.				

Project Number	22-03	**Capital Project Title**	Water main assessment and replacement strategy and initial phase detailed design	**Capital Project Description**	Develop a stragey and phased program to replace aging AC water mains in the system and perform detailed design for initial phase
Project Rationale	Aging asbestos concrete water lines require replacement.				

Project Number	25-01	**Capital Project Title**	Initial phase of water main replacement	**Capital Project Description**	Water main replacement detailed design and construction for priority sections
Project Rationale	Aging asbestos concrete water lines require replacement.				

Project Number	22-04	**Capital Project Title**	Relocate Water Line at Weston Creek	**Capital Project Description**	Complete detailed design, issue an RFP and complete the field construction to relocate the line.
Project Rationale	The existing water line which runs on the downstream side of the culvert containing Weston Creek has become exposed due to erosion. The plan is to relocate the line under the road and above the culvert, the best option out of the three presented by the engineering consultant. These are additional funds to complete the detailed design, issue an RFP and complete the field construction to relocate the line.				

Fulford Water (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operaring Reserve Fund	17,993	5,593	13,343	21,243	29,243	37,343
Capital Reserve Fund	95,094	5,094	44,094	44,094	54,094	64,094
Total	**113,087**	**10,687**	**57,437**	**65,337**	**83,337**	**101,437**

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance. Optimum minimum balance of $14,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105207	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	18,256	17,993	5,593	13,343	21,243	29,243
Transfer from Ops Budget	7,400	7,600	7,750	7,900	8,000	8,100
Expenditures	(7,855)	(20,000)		-	-	-
Planned Maintenance Activity		Reservoir cleaning and inspection				
Interest Income	192					
Ending Balance $	**17,993**	**5,593**	**13,343**	**21,243**	**29,243**	**37,343**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.626 Fulford Water (SSI) - Capital Reserve Fund

Bylaw 3275

Reserve Cash Flow

Fund: 1070 / Fund Centre: 101897	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	73,402	95,094	5,094	44,094	44,094	54,094
Transfer from Ops Budget	21,000	58,000	45,000	10,000	10,000	10,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	-	(148,000)	(6,000)	(10,000)	-	-
Interest Income*	692					
Ending Balance $	**95,094**	**5,094**	**44,094**	**44,094**	**54,094**	**64,094**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Cedar Lane Water (SSI)

EAC REVIEW

OCTOBER 2021

Service: 2.628 **Cedar Lane Water (SSI)** **Committee: Electoral Area**

DEFINITION:

To provide and operate water supply and distribution facilities for the Salt Spring Island Cedar Lane Water Service Area.
Bylaw 3424 (Oct 10, 2007)

PARTICIPATION:

Local Service Area #31, P(764)

MAXIMUM LEVY:

Greater of $54,000 or $4.76/ $1,000 of actual assessed value of land and improvements to a maximum of $105,473.

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3425 (Oct 10, 2007)	$168,000
Borrowed:	SI Bylaw 3514 (Feb 13, 2008)	($60,000)
	SI Bylaw 3634 (Aug 12, 2009)	($108,000)
Remaining:		$0

COMMISSION:

Cedar Lane Water Service Commission established by Bylaw 3505, Feb 13, 2008.

FUNDING:

Parcel Tax: Annual charge only on properties capable of being connected to the system.

User Charge: Annual Fixed Fee per single family dwelling unit or equivalent.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- First 30 cubic metres or portion - $2.50 / cubic metre
- Next 30 cubic metres or portion - $9.00 / cubic metre
- Greater than 61 cubic metres - $25.00 / cubic metre

RESERVE FUND BYLAW:

Cedar Lane Water Service Capital Reserve Fund, Bylaw #3582 (Nov 12, 2008).
Cedar Lane Water Service Operating Reserve Fund, Bylaw #4144 (Dec 14, 2016).

2.628 - Cedar Lane Water (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Operations Contract	22,200	32,100	22,650	-	-	22,650	23,100	23,560	24,030	24,510
Repairs & Maintenance	26,080	25,000	1,600	-	-	1,600	1,630	1,670	21,710	1,750
Allocations	4,786	4,786	4,889	-	-	4,889	5,044	5,081	5,255	5,281
Water Testing	3,040	3,700	3,100	-	-	3,100	3,160	3,220	3,280	3,350
Electricity	4,580	4,300	4,670	-	-	4,670	4,760	4,860	4,960	5,060
Supplies	1,540	2,386	1,570	-	-	1,570	1,600	1,630	1,660	1,690
Labour Charges	11,231	11,226	11,464	-	-	11,464	11,706	11,932	12,181	12,415
Other Operating Expenses	3,070	2,620	3,200	-	-	3,200	3,280	3,360	3,440	3,520
TOTAL OPERATING COSTS	**76,527**	**86,118**	**53,143**	**-**	**-**	**53,143**	**54,280**	**55,313**	**76,516**	**57,576**
*Percentage Increase over prior year						-30.6%	2.1%	1.9%	38.3%	-24.8%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	2,170	2,170	15,000		-	15,000	20,000	20,000	30,000	32,000
Transfer to Operating Reserve Fund	3,200	3,200	3,200	-	-	3,200	5,000	4,500	6,000	6,000
MFA Debt Reserve Fund	30	30	30	-	-	30	930	30	30	30
MFA Debt Principal	5,394	5,394	5,394	-	-	5,394	5,394	10,505	5,111	5,111
MFA Debt Interest	2,430	2,430	2,430	-	-	2,430	3,735	5,040	2,610	2,610
TOTAL DEBT / RESERVES	**13,224**	**13,224**	**26,054**	**-**	**-**	**26,054**	**35,059**	**40,075**	**43,751**	**45,751**
TOTAL COSTS	**89,751**	**99,342**	**79,197**	**-**	**-**	**79,197**	**89,339**	**95,388**	**120,267**	**103,327**
FUNDING SOURCES (REVENUE)										
Estimated Deficit CFW 2021 to 2022	-	(10,090)	10,090	-	-	10,090	-	-	-	-
Transfers from Operations Reserve Fund	(25,000)	(25,000)	-	-	-	-	-	-	(20,000)	-
Sales - Water	(11,500)	(11,000)	(11,500)	-	-	(11,500)	(11,500)	(11,500)	(11,500)	(11,500)
User Charges	(43,047)	(43,048)	(62,607)	-	-	(62,607)	(52,659)	(53,708)	(57,587)	(59,647)
Other Revenue	(180)	(180)	(180)	-	-	(180)	(180)	(180)	(180)	(180)
TOTAL REVENUE	**(79,727)**	**(89,318)**	**(64,197)**	**-**	**-**	**(64,197)**	**(64,339)**	**(65,388)**	**(89,267)**	**(71,327)**
REQUISITION - PARCEL TAX	**(10,024)**	**(10,024)**	**(15,000)**	**-**	**-**	**(15,000)**	**(25,000)**	**(30,000)**	**(31,000)**	**(32,000)**
*Percentage increase over prior year										
Sales						0.0%	0.0%	0.0%	0.0%	0.0%
User Charge						45.4%	-15.9%	2.0%	7.2%	3.6%
Requisition						49.6%	66.7%	20.0%	3.3%	3.2%
Combined						**38.0%**	**0.1%**	**6.8%**	**5.1%**	**3.1%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.628 Cedar Lane Water (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$30,000	$266,500	$10,000	$0	$0	$306,500
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$30,000**	**$266,500**	**$10,000**	**$0**	**$0**	**$306,500**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$90,000	$0	$0	$0	$90,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$140,000	$0	$0	$0	$140,000
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$30,000	$36,500	$10,000	$0	$0	$76,500
		$0	**$30,000**	**$266,500**	**$10,000**	**$0**	**$0**	**$306,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.628

Service Name: Cedar Lane Water (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Renewal	Abandon unsused wells	Decommission wells	$10,000	S	Res	$0	$0	$0	$10,000	$0	$0	$10,000
21-01	New	Power generation equipment	Back up power construction	$16,500	S	Grant	$15,000	$0	$15,000	$0	$0	$0	$15,000
21-01					S	Res	$0	$0	$1,500	$0	$0	$0	$1,500
23-01	New	Investigation for new groundwater sources	Conduct study and site investigation to identify groundwater sources and new well location	$30,000	S	Res	$0	$0	$30,000	$0	$0	$0	$30,000
21-02	New	Detailed Hydrogeological Assessment	Conduct a detailed hydrogelogical assement of the Cedar Lane water system.	$55,000	S	Grant	$50,000	$0	$50,000	$0	$0	$0	$50,000
21-02					S	Res	$5,000	$0	$5,000	$0	$0	$0	$5,000
21-03	Study	Referendum or Alternative Approval Process - Funding for Manganese Removal Project and others	Seek service area electors approval to fund Mn removal project and others.	$20,000	S	Res	$0	$20,000	$0	$0	$0	$0	$20,000
21-04	Study	Public Engagement for Mn removal project and others	Undertake a referendum or AAP to borrow funds to carry out the Mn removal project and others.	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-05	New	WTP Manganese removal construction	Construct and install manganese removal system	$165,000	S	Debt	$0	$0	$90,000	$0	$0	$0	$90,000
21-05					S	Grant	$0	$0	$75,000	$0	$0	$0	$75,000
			GRAND TOTAL	**$306,500**			**$70,000**	**$30,000**	**$266,500**	**$10,000**	**$0**	**$0**	**$306,500**

Cedar Lane Water (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	4,784	7,984	12,984	17,484	3,484	9,484
Capital Reserve Fund	41,837	26,837	10,337	20,337	50,337	82,337
Total	**46,621**	**34,821**	**23,321**	**37,821**	**53,821**	**91,821**

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and ground water well maintenance. Optimum minimum balance of $4,500 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105208	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	26,328	4,784	7,984	12,984	17,484	3,484
Transfer from Ops Budget	3,200	3,200	5,000	4,500	6,000	6,000
Expenditures	(25,000)	-	-	-	(20,000)	-
Planned Maintenance Activity	Well No.1 Inspection& Reservoir cleaning &inspection				Reservoir cleaning & inspection	
Interest Income*	256					
Ending Balance $	**4,784**	**7,984**	**12,984**	**17,484**	**3,484**	**9,484**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 2.628 Cedar Lane Water (SSI) - Capital Reserve Fund

Bylaw 3582

Reserve Cash Flow

Fund: 1076 / Fund Centre: 102020	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	74,434	41,837	26,837	10,337	20,337	50,337
Transfer from Ops Budget	2,170	15,000	20,000	20,000	30,000	32,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(35,000)	(30,000)	(36,500)	(10,000)	-	-
Interest Income*	233					
Ending Balance $	**41,837**	**26,837**	**10,337**	**20,337**	**50,337**	**82,337**

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Fernwood Water (SSI)

EAC REVIEW

OCTOBER 2021

Service: **2.660 Fernwood Water (SSI)** **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain water supply and distribution facilities for the Fernwood Water Local Service Area on Salt Spring Island Bylaw No. 1772 (January 1990). Amended Bylaw No. 2034 (July 15, 1992).

PARTICIPATION:

Fernwood Area of Salt Spring Island. Local Service Area #6, F(764).

MAXIMUM LEVY:

Greater of $56,000 or $5.07 / $1,000 of actual assessed value of land and improvements. To a maximum of $316,923.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3581 (April 8, 2009)	$195,000
BORROWED:	SI Bylaw 3634 (Nov 2009)	$ (100,000)
	SI Bylaw 3677 (Feb 2010)	$ (50,000)
	SI Bylaw 3817 (May 2012)	$ (45,000)
REMAINING:		$0

COMMISSION:

Fernwood Local Services Committee established by Bylaw No. 1774.

FUNDING:

Any deficiencies after user charge and/or parcel tax to be levied on taxable hospital assessments.
Parcel Tax: - Annual, levied only on properties capable of being connected to the system.

MAXIMUM OPERATING EXPENDITURE:

Under Bylaw No. 2187 - Maximum requisition greater of $56,000 or $5.07 / $1,000 of actual assessments for land and improvements.

RESERVE FUND BYLAW:

Bylaw No. 1832.

2.660 - Fernwood Water (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Allocations	348	348	82	-	-	82	83	85	87	88
TOTAL OPERATING COSTS	**348**	**348**	**82**	**-**	**-**	**82**	**83**	**85**	**87**	**88**
*Percentage Increase over prior year						-76.4%	1.2%	2.4%	2.4%	1.1%
DEBT										
MFA Debt Principal	9,925	9,925	9,925	-	-	9,925	9,925	9,925	4,931	2,247
MFA Debt Interest	4,420	4,420	4,420	-	-	4,420	4,420	4,420	1,850	1,530
MFA Debt Reserve Fund	60	60	50	-	-	50	50	50	50	50
TOTAL DEBT	**14,405**	**14,405**	**14,395**	**-**	**-**	**14,395**	**14,395**	**14,395**	**6,831**	**3,827**
TOTAL COSTS	**14,753**	**14,753**	**14,477**	**-**	**-**	**14,477**	**14,478**	**14,480**	**6,918**	**3,915**
FUNDING SOURCES (REVENUE)										
Balance c/f from 2020 to 2021	(1,200)	(1,200)	-	-	-	-	-	-	-	-
Othere Revenue	(60)	(60)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(1,260)**	**(1,260)**	**(50)**	**-**	**-**	**(50)**	**(50)**	**(50)**	**(50)**	**(50)**
REQUISITION - PARCEL TAX	**(13,493)**	**(13,493)**	**(14,427)**	**-**	**-**	**(14,427)**	**(14,428)**	**(14,430)**	**(6,868)**	**(3,865)**
*Percentage increase over prior year Requisition						6.9%	0.0%	0.0%	-52.4%	-43.7%

CAPITAL REGIONAL DISTRICT

2022 Budget

SSI Liquid Waste Disposal

EAC REVIEW

OCTOBER 2021

Service: 3.705 SSI Liquid Waste Disposal **Committee:** Electoral Area

DEFINITION:

To provide, operate, collect, treat and dispose of septage and sewage sludge and co-compost septage and sewage sludge with wood waste for the local service area on Salt Spring Island under Bylaw No. 2118 (April 1993).

PARTICIPATION:

The additional local service area is co-terminus with the boundaries of the electoral area of Salt Spring Island.
The electoral area of Salt Spring Island is the only participating area for this additional local service.

MAXIMUM LEVY:

Greater of $126,650 or $0.10 / $1,000 on actual assessments for land and improvements. To a maximum of $470,854.

COMMITTEE:

Salt Spring Island Liquid Waste Disposal Local Services Committee established by Bylaw No. 2119 (May, 1993).

FUNDING:

Parcel Tax:	Annual, levied on all properties in the Electoral Area
Tipping Fee:	$0.445 per imperial gallon (Bylaw No. 4395, December 9, 2020)
Connection Charge:	N/A

RESERVE FUND:

Bylaw No. 2274 (Feb 22, 1995)

Change in Budget 2021 to 2022
Service: 3.705 SSI Liquid Waste Disposal

	Total Expenditure	Comments
2021 Budget	**897,276**	
Changes:		
Sludge Hauling Contract	80,600	Estimate $0.015/IGAL increase in sludge disposal costs and 155,000 IGAL increase in volume
Grit & Waste Sludge Disposal	(2,400)	Decrease in monthly bin rental and screenings disposal costs
Repairs & Maintenance	(5,000)	One time cyclical maintenance planned in 2021
Standard Overhead Allocation	8,556	Increase due to 2021 operating cost increase and 4th year of new OH model implementation
Labour Charges	3,163	Increase in 2022 operating costs
Transfer to Capital Reserve Fund	8,430	Transfer to fund future capital projects
Other	900	
Total Changes	94,249	
2022 Budget	**991,525**	
% Expense increase from 2021:	***10.5%***	
% Parcel tax increase from 2021:	***5.3%***	*Parcel tax funding is 38% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Total Revenue is projected at $161,470 (18.1%) higher than budget due to higher than expected revenue from tipping fees. Total Operating Costs are projected at $152,999 (17.1%) higher than budget mainly due to the increased cost to dispose of the higher volume of sludge. The one-time favourable variance of $8,471 will be balanced on an increased transfer to the Capital Reserve Fund, which has a expected year-end balance of $160,383 before this transfer.

3.705 - SSI Liquid Waste Disposal	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Sludge Hauling Contract	477,400	629,960	558,000	-	-	558,000	569,160	580,540	592,150	603,990
Grit & Waste Sludge Disposal	6,000	3,500	3,600	-	-	3,600	3,670	3,740	3,810	3,890
Repairs & Maintenance	12,490	10,000	7,750	-	-	7,750	16,910	8,070	8,230	8,390
Allocations	29,030	29,030	37,626	-	-	37,626	38,333	39,054	39,789	40,539
Electricity	7,800	4,200	6,500	-	-	6,500	6,630	6,760	6,900	7,040
Supplies	7,530	9,500	7,680	-	-	7,680	7,830	7,990	8,150	8,310
Labour Charges	154,073	162,982	157,236	-	-	157,236	160,522	163,646	167,036	170,266
Other Operating Expenses	11,970	10,120	13,500	-	-	13,500	13,830	14,170	14,530	14,891
TOTAL OPERATING COSTS	**706,293**	**859,292**	**791,892**	**-**	**-**	**791,892**	**816,885**	**823,970**	**840,595**	**857,316**
*Percentage Increase over prior year						12.1%	3.2%	0.9%	2.0%	2.0%
DEBT / RESERVES										
MFA Debt Reserve	620	620	560	-	-	560	560	20,560	560	560
MFA Debt Principal	107,308	107,308	107,308	-	-	107,308	107,308	107,308	186,926	152,033
MFA Debt Interest	53,265	53,265	53,265	-	-	53,265	53,265	64,615	91,805	87,645
Transfer to Operating Reserve Fund	3,720	3,720	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Transfer to Capital Reserve Fund	26,070	34,541	34,500	-	-	34,500	79,500	90,633	-	35,800
TOTAL DEBT / RESERVES	**190,983**	**199,454**	**199,633**	**-**	**-**	**199,633**	**244,633**	**287,116**	**283,291**	**280,038**
TOTAL COSTS	**897,276**	**1,058,746**	**991,525**	**-**	**-**	**991,525**	**1,061,518**	**1,111,086**	**1,123,886**	**1,137,354**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(5,000)	(5,000)	-	-	-	-	(9,000)	-	-	-
Sale - Septage Sludge	(356,000)	(440,550)	(409,500)	-	-	(409,500)	(417,690)	(426,040)	(434,560)	(443,250)
Sale - Sewage Sludge	(178,000)	(255,430)	(204,750)	-	-	(204,750)	(208,850)	(213,030)	(217,290)	(221,640)
Grants in Lieu of Taxes	(450)	(450)	(460)	-	-	(460)	(470)	(480)	(490)	(500)
Recoveries	-	-	-	-	-	-	-	-	-	-
Other Revenue	(1,130)	(620)	(1,070)	-	-	(1,070)	(1,080)	(1,090)	(1,100)	(1,110)
TOTAL REVENUE	**(540,580)**	**(702,050)**	**(615,780)**	**-**	**-**	**(615,780)**	**(637,090)**	**(640,640)**	**(653,440)**	**(666,500)**
REQUISITION - PARCEL TAX	**(356,696)**	**(356,696)**	**(375,745)**	**-**	**-**	**(375,745)**	**(424,428)**	**(470,446)**	**(470,446)**	**(470,854)**
*Percentage increase over prior year Requisition						5.3%	13.0%	10.8%	0.0%	0.1%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No. 3.705 SSI Septage / Composting		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$155,000	$152,500	$180,000	$2,000,000	$50,000	$0	$2,382,500
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$155,000	**$152,500**	**$180,000**	**$2,000,000**	**$50,000**	**$0**	**$2,382,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$2,000,000	$0	$0	$2,000,000
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$75,000	$75,000	$0	$0	$40,000	$0	$115,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$80,000	$77,500	$180,000	$0	$10,000	$0	$267,500
		$155,000	**$152,500**	**$180,000**	**$2,000,000**	**$50,000**	**$0**	**$2,382,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.705

Service Name: SSI Septage / Composting

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
16-03	Study	Options Analysis	Options for treatment and disposal.	$70,000	S	Res	$65,000	$70,000	$0	$0	$0	$0	$70,000
17-01	Study	Public Engagement for Treatment Capital Project	Inform and engage public within service area on upcoming works that will require borrowing to fund.	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
17-02	Study	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the project.	$60,000	S	Res	$15,000	$0	$60,000	$0	$0	$0	$60,000
18-01	Replacement	Treatment and Disposal	Engineering design of treatment and disposal	$110,000	S	Res	$0	$0	$110,000	$0	$0	$0	$110,000
18-01	Replacement	Treatment and Disposal	Construction of treatment and disposal	$2,000,000	S	Debt	$0	$0	$0	$2,000,000	$0	$0	$2,000,000
20-01	Replacement	Lagoon Closure	Lagoon Closure	$82,500	S	Grant	$75,000	$75,000	$0	$0	$0	$0	$75,000
20-01					S	Res	$0	$7,500	$0	$0	$0	$0	$7,500
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset invetory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	$40,000	S	Grant	$0	$0	$0	$0	$40,000	$0	$40,000
21-01	Study	Strategic Asset management plan	Develop an asset management plan to develop asset invetory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.	$10,000	S	Res	$0	$0	$0	$0	$10,000	$0	$10,000
			GRAND TOTAL	**$2,382,500**			**$155,000**	**$152,500**	**$180,000**	**$2,000,000**	**$50,000**	**$0**	**$2,382,500**

Service:	3.705	SSI Septage / Composting

Project Number	Capital Project Title	Capital Project Description
16-03	Options Analysis	Options for treatment and disposal.

Project Rationale Review options for the treatment and disposal of the septage sludge. Do complete life cycle analysis. Public engagement and referendum to borrow. Estimates to date indicate it will not be possible to construct the treatment and disposal facilities without additional money. While this may change once the septage receiving and storage phase is complete and prefered treatement and disposal option selected, it is prudent to assume a referendum and significant public engagement will be required.

Project Number	Capital Project Title	Capital Project Description
17-01	Public Engagement for Treatment Capital Project	Inform and engage public within service area on upcoming works that will require borrowing to fund.

Project Rationale Need to inform and engage public within service area on upcoming works that will require borrowing to fund.

Project Number	Capital Project Title	Capital Project Description
17-02	Referendum or Alternative Approval Process - Funding for Future Projects	Undertake a referendum or AAP to borrow funds to carry out the project.

Project Rationale Need to undertake a referendum or AAP to borrow funds to carry out the project.

Project Number	Capital Project Title	Capital Project Description
18-01	Treatment and Disposal	Engineering design of treatment and disposal

Project Rationale This is the design and construction of the preferred treatment and disposal chosen through the options analysis.

Project Number	20-01	**Capital Project Title**	Lagoon Closure	**Capital Project Description**	Lagoon Closure
Project Rationale	Old lagoons have not been officially closed.				

Project Number	21-01	**Capital Project Title**	Strategic Asset management plan	**Capital Project Description**	Develop an asset management plan to develop asset invetory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.
Project Rationale	Need to develop an asset management plan to develop asset invetory, asset conditions and develop strategies for near, medium, and long term capital/maintenance projects.				

SSI Liquid Waste Disposal
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	13,710	17,710	12,710	16,710	20,710	24,710
Capital Reserve Fund	169,309	126,309	25,809	116,442	106,442	142,242
Total	**183,019**	**144,019**	**38,519**	**133,152**	**127,152**	**166,952**

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Operating Reserve Fund - Bylaw 4144

Reserve fund used for the purposes of unforeseen operational repairs and maintenance; infrequent maintenance activities such as access road maintenance, power line maintenance and septage holding tank maintenance etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500	**Estimated**	**Budget**				
Fund Centre: 105209	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	14,850	13,710	17,710	12,710	16,710	20,710
Transfer from Ops Budget	3,720	4,000	4,000	4,000	4,000	4,000
Expenditures	(5,000)	-	(9,000)	-	-	-
Planned Maintenance Activity	Access Road Maintenance		Power Line Maintenance			
Interest Income*	140					
Ending Balance $	**13,710**	**17,710**	**12,710**	**16,710**	**20,710**	**24,710**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.705 SSI Septage - Capital Reserve Fund - Bylaw 2274

Reserve fund used for the purposes of capital expenditures including planning, engineering and legal costs for providing, accessing, altering or expanding liquid waste disposal and co-composting facilities related directly or indirectly to the Saltspring Island Liquid Waste Disposal Facilities.

Reserve Cash Flow

Fund: 1087 / Fund Centre: 102146	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	143,416	169,309	126,309	25,809	116,442	106,442
Transfer from Ops Budget	34,541	34,500	79,500	90,633	-	35,800
Transfer to Cap Fund	(10,000)	(77,500)	(180,000)	-	(10,000)	-
Interest Income*	1,352					
Ending Balance $	**169,309**	**126,309**	**25,809**	**116,442**	**106,442**	**142,242**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Ganges Sewer (SSI)

EAC REVIEW

OCTOBER 2021

Service: 3.810 Ganges Sewer Utility (SSI) **Committee:** Electoral Area

DEFINITION:

To provide, operate and maintain sewage collection treatment and disposal facilities in the Ganges area on Salt Spring Island. (Letters Patent - March, 1978; Bylaw No. 492, 1978) Local Service Conversion Bylaw No. 1923, July 12, 1991.

PARTICIPATION:

Ganges - C(764) LSA#10

MAXIMUM LEVY:

Greater of $270,000 or $7.46 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,347,290

MAXIMUM CAPITAL DEBT:

Authorized: (A Bylaw 4007, Aug 12, 2015)	$3,900,000
Borrowed:	$3,900,000
Remaining	$0

COMMISSION:

Ganges Sewer Local Services Committee established by Bylaw No. 1906, April 24, 1991.

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding all the property of BC Hydro and Power Authority.

User Charge: Based on water consumption billed annually to properties connected to the system.

Parcel Tax: Annual charge based only on properties capable of being connected to system.

Connection Charge: Based on actual cost.

RESERVE FUND:

Bylaw No. 3125 (November 26, 2003)

3.810 - Ganges Sewer (SSI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Sludge Hauling Contracts	29,490	42,400	30,080	-	-	30,080	30,680	31,290	31,920	32,560
Screenings, Grit & Waste Sludge Disposal	124,380	148,440	124,740	-	-	124,740	127,230	129,770	132,360	135,010
Repairs & Maintenance	13,140	7,300	14,320	-	10,000	24,320	94,610	44,900	15,200	15,510
Allocations	46,181	46,181	48,481	-	-	48,481	49,395	50,203	51,171	52,004
Electricity	63,050	60,750	61,850	-	-	61,850	63,080	64,340	65,620	66,930
Water	7,600	2,200	7,750	-	-	7,750	7,910	8,070	8,230	8,390
Supplies	15,890	13,930	16,210	-	-	16,210	16,540	16,870	17,210	17,560
Labour Charges	366,839	344,801	374,535	-	-	374,535	382,040	389,584	397,513	405,346
Other Operating Expenses	27,940	28,870	30,590	-	-	30,590	31,420	32,280	33,150	34,050
TOTAL OPERATING COSTS	**694,510**	**694,872**	**708,556**	**-**	**10,000**	**718,556**	**802,905**	**767,307**	**752,374**	**767,360**
*Percentage Increase over prior year						3.5%	11.7%	-4.4%	-1.9%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	68,173	67,811	70,000	-	-	70,000	71,400	72,830	74,290	75,780
Transfer to Capital Reserve Fund	50,000	50,000	50,000	-	-	50,000	60,000	60,000	60,000	60,000
MFA Principal Payment	128,013	128,013	128,013	-	-	128,013	128,013	181,402	181,402	181,402
MFA Interest Payment	117,800	117,800	117,800	-	-	117,800	128,108	159,030	159,030	159,030
MFA Debt Reserve Fund	880	880	830	-	-	830	14,130	830	830	830
TOTAL DEBT / RESERVES	**364,866**	**364,504**	**366,643**	**-**	**-**	**366,643**	**401,651**	**474,092**	**475,552**	**477,042**
TOTAL COSTS	**1,059,376**	**1,059,376**	**1,075,199**	**-**	**10,000**	**1,085,199**	**1,204,556**	**1,241,399**	**1,227,926**	**1,244,402**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	-	-	(10,000)	(10,000)	(80,000)	(30,000)	-	-
User Charges	(1,000,303)	(1,000,303)	(1,015,009)	-	-	(1,015,009)	(1,061,230)	(1,140,994)	(1,156,291)	(1,171,513)
Other Revenue	(2,073)	(2,073)	(2,050)	-	-	(2,050)	(2,070)	(2,090)	(2,110)	(2,130)
TOTAL REVENUE	**(1,002,376)**	**(1,002,376)**	**(1,017,059)**	**-**	**(10,000)**	**(1,027,059)**	**(1,143,300)**	**(1,173,084)**	**(1,158,401)**	**(1,173,643)**
REQUISITION - PARCEL TAX	**(57,000)**	**(57,000)**	**(58,140)**	**-**	**-**	**(58,140)**	**(61,256)**	**(68,315)**	**(69,525)**	**(70,759)**
*Percentage increase over prior year										
User Fee						1.5%	4.6%	7.5%	1.3%	1.3%
Requisition						2.0%	5.4%	11.5%	1.8%	1.8%
Combined						**1.5%**	**4.6%**	**7.7%**	**1.4%**	**1.3%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.810 Ganges Sewer Utility (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$90,000	$190,000	$607,000	$25,000	$0	$0	$822,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$357,500	$487,500	$800,000	$0	$0	$0	$1,287,500
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$447,500	**$677,500**	**$1,407,000**	**$25,000**	**$0**	**$0**	**$2,109,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$200,000	$0	$1,330,000	$0	$0	$0	$1,330,000
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$140,000	$0	$0	$0	$0	$140,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$247,500	$537,500	$77,000	$25,000	$0	$0	$639,500
		$447,500	**$677,500**	**$1,407,000**	**$25,000**	**$0**	**$0**	**$2,109,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
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Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
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B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
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WU - Water Utility
If there is more than one funding source, use additional rows for the project.

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Cost Benefit = Economic benefit to the organization.

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Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
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Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.810

Service Name: Ganges Sewer Utility (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	New	Strategic Asset Management Plan	Identify condition of assets, develop prioritized list of infrastructure replacement	$50,000	S	Grant	$0	$40,000	$0	$0	$0	$0	$40,000
21-01					S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-02	New	Reclaimed Water Study	Feasibility study,identify infrastrucutre and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water.	$57,500	S	Res	$57,500	$57,500	$0	$0	$0	$0	$57,500
21-03	New	VFD installation for EQ Tank	Installation of VFD for EQ pumps to equalize feed rate for the plant	$50,000	S	Res	$50,000	$50,000	$0	$0	$0	$0	$50,000
21-04	New	Ganges WWTP Lab Room, Crew Room and blower room design	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP	$60,000	S	Res	$50,000	$60,000	$0	$0	$0	$0	$60,000
21-05	New	Construction of WWTP Chemical storage, lab, crew room facilities	Construction of chemical storage, lab, crew room facilities	$1,000,000	S	Res	$0	$200,000	$0	$0	$0	$0	$200,000
21-05					S	Debt	$200,000	$0	$800,000	$0	$0	$0	$800,000
21-06	New	Aeration system improvement detailed design	Conduct detailed design for aeration system improvements including blowers, diffusers and piping systems.	$90,000	E	Res	$90,000	$90,000	$0	$0	$0	$0	$90,000
22-01	Replacement	Electorate Assent for Borrowing	Referendum or Alternative Approval Process - Funding for Construction of WWTP chemical storage, lab, crew room facilities	$60,000	S	Res	$0	$60,000	$0	$0	$0	$0	$60,000
22-02	Replacement	Public Engagement	Inform and engage public within service area on upcoming works required for borrowing to fund	$10,000	S	Res	$0	$10,000	$0	$0	$0	$0	$10,000
22-03	New	Aeration system improvement construction	Construction of aeration system improvements including blowers, diffusers and piping systems.	$630,000	E	Grant	$0	$100,000	$0	$0	$0	$0	$100,000
22-03					E	Debt	$0	$0	$530,000	$0	$0	$0	$530,000
24-01	New	Electrical upgrdes -lighting and HMI	Installation of additional lighting and HMI upgrade	$25,000	E	Res	$0	$0	$0	$25,000	$0	$0	$25,000
23-04	Replacement	Replace IWOps Trailer F00845 1999 Ublit Generator Trailer	Vehicle replacement	$77,000	E	Res	$0	$0	$77,000	$0	$0	$0	$77,000
			GRAND TOTAL	**$2,109,500**			**$447,500**	**$677,500**	**$1,407,000**	**$25,000**	**$0**	**$0**	**$2,109,500**

Service:	3.810	Ganges Sewer Utility (SSI)

Project Number	21-01	**Capital Project Title**	Strategic Asset Management Plan	**Capital Project Description**	Identify condition of assets, develop prioritized list of infrastructure replacement
Project Rationale	Expanded facilities are required for the lab, cew area, blower room and storage at the Ganges WWTP.				

Project Number	21-02	**Capital Project Title**	Reclaimed Water Study	**Capital Project Description**	Feasibility study,identify infrastrucutre and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water.
Project Rationale	Feasibility study,identify infrastrucutre and regulatory requirements and develop conceptual plan and cost estimated for use reclaimed water.				

Project Number	21-03	**Capital Project Title**	VFD installation for EQ Tank	**Capital Project Description**	Installation of VFD for EQ pumps to equalize feed rate for the plant
Project Rationale	Current pumps in the Equalization tank are stop when the flow in Bioreactor is high. VFD equipped pumps can better regulate the flow rate for the plant.				

Project Number	21-04	**Capital Project Title**	Ganges WWTP Lab Room, Crew Room and blower room design	**Capital Project Description**	Detailed Design for lab and crew room/facility and Blower room expansion for Ganges WWTP
Project Rationale	Detailed designs of expanded facilities are required for the lab, cew area, blower room and storage at the Ganges WWTP.				

Project Number	21-05	**Capital Project Title**	Construction of WWTP Chemical storage, lab, crew room facilities	**Capital Project Description**	Construction of chemical storage, lab, crew room facilities
Project Rationale	Construction of expanded facilities are required for the lab, cew area, blower room and storage at the Ganges WWTP.				

Ganges Sewer (SSI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	106,746	166,746	158,146	200,976	275,266	351,046
Total Capital Reserve Fund	855,347	367,847	350,847	385,847	445,847	505,847
Total	**962,093**	**534,593**	**508,993**	**586,823**	**721,113**	**856,893**

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tank cleaning and inspection, collection system flushing and inspection, outfall inspection etc.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105210**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		38,495	106,746	166,746	158,146	200,976	275,266
Transfer from Ops Budget		67,811	70,000	71,400	72,830	74,290	75,780
Expenditures		-	(10,000)	(80,000)	(30,000)	-	-
Planned Maintenance Activity			Outfall Inspection	Sanitary sewer flushing and inspecitons	WWTP tank draining, cleaning and inspection		
Interest Income*		440					
Ending Balance $		**106,746**	**166,746**	**158,146**	**200,976**	**275,266**	**351,046**

Assumptions/Background:

Membrane replacement at $500K every 10 years = $50k/yr

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #1 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
Fund Centre:	101836	2021	2022	2023	2024	2025	2026
Beginning Balance		793,529	788,970	301,470	284,470	319,470	379,470
Transfer from Ops Budget		50,000	50,000	60,000	60,000	60,000	60,000
Transfer from Cap Fund		40,886	-	-	-	-	-
Transfer to Cap Fund		(101,902)	(537,500)	(77,000)	(25,000)	-	-
Interest Income*		6,457					
Ending Balance $		**788,970**	**301,470**	**284,470**	**319,470**	**379,470**	**439,470**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.810 Ganges Sewer (SSI) - Capital Reserve Fund #2 - Bylaw 3125

For capital repairs, additions and improvements to sewage system infrastructure

Reserve Cash Flow

Fund:	1056	Estimated	Budget				
Fund Centre:	101900	2021	2022	2023	2024	2025	2026
Beginning Balance		65,756	66,377	66,377	66,377	66,377	66,377
Transfer from Ops Budget		-	-	-	-	-	-
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		621					
Ending Balance $		**66,377**	**66,377**	**66,377**	**66,377**	**66,377**	**66,377**

Assumptions/Background:

For use only to fund costs resulting from expansion of service

CAPITAL REGIONAL DISTRICT

2022 Budget

Maliview Sewer Utility (SSI)

EAC REVIEW

OCTOBER 2021

Service: 3.820 Maliview Sewer Utility (SSI) **Committee:** Electoral Area

DEFINITION:

To operate and maintain a sewage collection and disposal system for the Maliview Estates Sewage Collection and disposal System Specified Area on Salt Spring Island (Local Service Establishment Bylaw No. 1938, October 23, 1991)

PARTICIPATION:

Maliview Estates - G(764) LSA#12

MAXIMUM LEVY:

Greater of $20,000 or $2.50 / $1,000 on actual assessed value of land and improvements. To a maximum of $110,665.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 2991	65,500
BORROWED:	Bylaw No. 3196 (Aug 2004)	(40,982)
	Bylaw No. 3364 (Aug 2006)	(24,000)
	Expired	(518)
REMAINING:		$0

COMMITTEE:

Highland Water & Sewer Services Committee (Maliview)

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments, excluding property that is taxable for school purposes on by Special Act.

User Charge: Annual Fixed Fee per water service connection

Parcel Tax: Annual, levied only on properties capable of being connected to the system.

Consumption Charge: $1.75 per cubic meter of total water provided or delivered to the building served by the sewer connection to the CRD Highland Water System

Connection Charge: Actual cost to connect

RESERVE FUND:

Maliview Estates Sewerage System Capital Reserve Fund, Bylaw No. 1499 (Dec. 17, 1986)

3.820 - Maliview Estates Sewer System	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Sludge Hauling Contracts	23,000	27,000	23,460	-	-	23,460	23,930	24,410	24,900	25,400
Screenings, Grit & Waste Sludge Disposal	36,000	40,800	36,720	-	-	36,720	37,450	38,200	38,960	39,740
Repairs & Maintenance	7,810	7,110	3,820	-	7,000	10,820	3,890	43,960	4,030	4,100
Allocations	19,672	19,672	21,422	-	-	21,422	21,834	22,198	22,713	23,086
Electricity	3,200	3,200	3,260	-	-	3,260	3,330	3,400	3,470	3,540
Water	1,350	1,100	1,380	-	-	1,380	1,410	1,440	1,470	1,500
Supplies	1,120	910	1,140	-	-	1,140	1,160	1,180	1,200	1,220
Labour Charges	44,135	39,240	41,273	-	-	41,273	42,126	42,956	43,837	44,693
Other Operating Expenses	8,690	6,240	9,160	-	-	9,160	9,390	9,620	9,860	10,100
TOTAL OPERATING COSTS	**144,977**	**145,272**	**141,635**	**-**	**7,000**	**148,635**	**144,520**	**187,364**	**150,440**	**153,379**
*Percentage Increase over prior year						2.5%	-2.8%	29.6%	-19.7%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	26,570	28,065	50,000	-	-	50,000	27,500	5,000	8,000	10,000
Transfer to Operating Reserve Fund	12,000	12,000	15,000	-	-	15,000	13,000	13,000	13,000	13,000
Debt Reserve Fund	3,010	-	3,000	-	-	3,000	19,100	-	-	-
MFA Principal Payment	1,199	1,199	-	-	-	-	12,657	89,329	89,329	89,329
MFA Interest Payment	2,100	420	1,680	-	-	1,680	36,325	65,930	65,930	65,930
TOTAL DEBT / RESERVES	**44,879**	**41,684**	**69,680**	**-**	**-**	**69,680**	**108,582**	**173,259**	**176,259**	**178,259**
TOTAL COSTS	**189,856**	**186,956**	**211,315**	**-**	**7,000**	**218,315**	**253,102**	**360,623**	**326,699**	**331,638**
FUNDING SOURCES (REVENUE)										
Balance Carry Forward from 2020 to 2021- Deficit	27,727	27,727	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(5,000)	(5,000)	-	-	(7,000)	(7,000)	-	(40,000)	-	-
Sales - Sewer Use	(27,000)	(24,250)	(25,000)	-	-	(25,000)	(27,000)	(27,000)	(27,000)	(27,000)
User Charges	(180,753)	(180,753)	(181,405)	-	-	(181,405)	(219,952)	(283,473)	(288,549)	(292,488)
Other Revenue	(160)	(10)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(185,186)**	**(182,286)**	**(206,555)**	**-**	**(7,000)**	**(213,555)**	**(247,102)**	**(350,623)**	**(315,699)**	**(319,638)**
REQUISITION - PARCEL TAX	**(4,670)**	**(4,670)**	**(4,760)**	**-**	**-**	**(4,760)**	**(6,000)**	**(10,000)**	**(11,000)**	**(12,000)**
*Percentage increase over prior year										
Sales						-7.4%	8.0%	0.0%	0.0%	0.0%
User Fees						0.4%	21.2%	28.9%	1.8%	1.4%
Requisition						1.9%	26.1%	66.7%	10.0%	9.1%
Combined						**-0.6%**	**19.8%**	**26.7%**	**1.9%**	**1.5%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.820 Maliview Sewer Utility (SSI)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$300,000	$1,910,000	$41,000	$0	$0	$2,251,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$300,000**	**$1,910,000**	**$41,000**	**$0**	**$0**	**$2,251,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$300,000	$1,910,000	$0	$0	$0	$2,210,000
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$32,000	$0	$0	$32,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$9,000	$0	$0	$9,000
		$0	**$300,000**	**$1,910,000**	**$41,000**	**$0**	**$0**	**$2,251,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.820

Service Name: Maliview Sewer Utility (SSI)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-03	Replacement	Wastewater Treatment Plant Upgrade	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements	$2,010,000	S	Debt	$300,000	$300,000	$1,710,000	$0	$0	$0	$2,010,000
22-02	Renewal	Collection system repairs	Replacement/repair of collection pipe and manholes.	$200,000	S	Debt	$0	$0	$200,000	$0	$0	$0	$200,000
23-01	New	SAMP Development	Develop an asset management plan for the facility.	$9,000	S	Res	$0	$0	$0	$9,000	$0	$0	$9,000
23-01	New	SAMP Development	Develop an asset management plan for the facility.	$32,000	S	Grant	$0	$0	$0	$32,000	$0	$0	$32,000
			GRAND TOTAL	**$2,251,000**			**$300,000**	**$300,000**	**$1,910,000**	**$41,000**	**$0**	**$0**	**$2,251,000**

Service:	3.820	Maliview Sewer Utility (SSI)

Project Number	21-03	**Capital Project Title**	Wastewater Treatment Plant Upgrade	**Capital Project Description**	Upgrading current RBC process WWTP to MBBR process to meet regulatory requirements
Project Rationale	Current RBC system can not consistently meet regulatory requirement and have been warned by both federal and provincial regulators in 2019 regarding effluent noncompliance.				

Project Number	22-02	**Capital Project Title**	Collection system repairs	**Capital Project Description**	Replacement/repair of collection pipe and manholes.
Project Rationale	The current collection systems are aged and failing need to be replaced.This is the initial phase.				

Project Number	23-01	**Capital Project Title**	SAMP Development	**Capital Project Description**	Develop an asset management plan for the facility.
Project Rationale	This service has no up-to-date asset management plan				

Maliview Estates Sewer System
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	13,943	21,943	34,943	7,943	20,943	33,943
Capital Reserve Fund	26,885	76,885	104,385	100,385	108,385	118,385
Total	**40,829**	**98,829**	**139,329**	**108,329**	**129,329**	**152,329**

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage cleaning and inspection, collection system flushing and inspection, outfall inspection etc. Optimum minimum balance of $10,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 Fund Centre: 105211	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	6,848	13,943	21,943	34,943	7,943	20,943
Transfer from Ops Budget	12,000	15,000	13,000	13,000	13,000	13,000
Transfer from Cap Fund	-	-	-	-	-	-
Expenditures	(5,000)	(7,000)	-	(40,000)	-	-
Planned Maintenance Activity	Biofilter media replacement	Outfall inspection		Sanitary sewer system flushing and inspections		
Interest Income*	95					
Ending Balance $	**13,943**	**21,943**	**34,943**	**7,943**	**20,943**	**33,943**

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 3.820 Maliview Sewer Utility (SSI) - Capital Reserve Fund - Bylaw 1499

Surplus money from the operation of the sewerage system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1041 Fund Centre: 101385	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	45,570	26,885	76,885	104,385	100,385	108,385
Transfer from Ops Budget	28,065	50,000	27,500	5,000	8,000	10,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(47,000)	-	-	(9,000)	-	-
Interest Income*	250					
Ending Balance $	**26,885**	**76,885**	**104,385**	**100,385**	**108,385**	**118,385**

Assumptions/Background:

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Appendix C-1: Requisition Summary (SGI)

	Electoral Area Southern Gulf Islands	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.010	Legislative & General Government	248,001	35.74	203,762	29.37	44,239	6.38	21.71%
1.101	G.I.S.	2,823	0.41	1,524	0.22	1,299	0.19	85.27%
1.224	Community Health - Homeless Sec.	14,534	2.09	13,981	2.01	553	0.08	3.95%
1.280	Regional Parks	362,768	52.28	259,457	37.39	103,311	14.89	39.82%
1.280A	Regional Parks - Land Acquisition	1,878	0.27	94,568	13.63	(92,690)	(13.36)	-98.01%
1.309	Climate Action and Adaptation	8,467	1.22	8,066	1.16	401	0.06	4.97%
1.310	Land Banking & Housing	33,910	4.89	31,400	4.53	2,510	0.36	7.99%
1.324	Regional Planning Service	27,974	4.03	27,425	3.95	549	0.08	2.00%
1.335	Geo-Spatial Referencing System	3,720	0.54	3,847	0.55	(127)	(0.02)	-3.29%
1.374	Regional Emergency Program Support	2,320	0.33	2,274	0.33	45	0.01	2.00%
1.375	Hazardous Material Incident Response	5,686	0.82	5,575	0.80	112	0.02	2.00%
1.911	Call Answer	2,066	0.30	1,797	0.26	269	0.04	14.99%
1.921	Regional CREST Contribution	19,524	2.81	19,149	2.76	375	0.05	1.96%
21.ALL	Feasibility Study Reserve Fund - ALL	-	-	3,535	0.51	(3,535)	(0.51)	-100.00%
	Total Regional	**$733,669**	**$105.74**	**$676,359**	**$97.48**	**$57,310**	**$8.26**	**8.47%**
1.230	Traffic Safety Commission	1,780	0.26	1,745	0.25	35	0.01	1.99%
1.297	Arts Grants	22,380	3.23	21,945	3.16	434	0.06	1.98%
1.311	Regional Housing Trust Fund	19,876	2.86	20,824	3.00	(947)	(0.14)	-4.55%
1.313	Animal Care Services	92,938	13.39	89,795	12.94	3,143	0.45	3.50%
1.913	Fire Dispatch	31,570	4.55	39,773	5.73	(8,203)	(1.18)	-20.62%
	Total Sub-Regional	**$168,544**	**$24.29**	**$174,082**	**$25.09**	**($5,538)**	**($0.80)**	**-3.18%**
1.103	Elections	20,783	3.00	7,933	1.14	12,850	1.85	161.98%
1.104	U.B.C.M.	3,810	0.55	2,484	0.36	1,327	0.19	53.40%
1.318	Building Inspection	147,821	21.30	142,409	20.52	5,412	0.78	3.80%
1.320	Noise Control	12,935	1.86	12,664	1.83	271	0.04	2.14%
1.322	Nuisances & Unsightly Premises	17,282	2.49	16,833	2.43	450	0.06	2.67%
1.372	Electoral Area Emergency Program	48,142	6.94	47,199	6.80	944	0.14	2.00%
	Total Joint Electoral Area	**$250,773**	**$36.14**	**$229,522**	**$33.08**	**$21,252**	**$3.06**	**9.26%**
1.110	Electoral Area Admin Exp-SGI	388,395	55.98	341,564	49.23	46,831	6.75	13.71%
1.117	Grants in Aid - Southern Gulf Islands	105,023	15.14	102,981	14.84	2,042	0.29	1.98%
1.125	SGI Economic Development Commission	119,324	17.20	116,984	16.86	2,340	0.34	2.00%
1.138	Southern Gulf Islands - Public Library	228,928	32.99	224,053	32.29	4,875	0.70	2.18%
1.235	SGI Small Craft Harbour Facilities**	296,980	50.67	291,104	49.67	5,876	1.00	2.02%
1.314	SGI House Numbering	9,375	1.35	9,203	1.33	172	0.02	1.87%
1.341	SGI Livestock Injury Compensation	3,150	0.45	-	-	3,150	0.45	0.00%
1.373	Southern Gulf Islands. Emergency Program	247,378	35.65	242,608	34.96	4,770	0.69	1.97%
1.533	Stormwater Quality Management - Southern Gulf Is.	38,630	5.57	37,875	5.46	755	0.11	1.99%
1.923	Emergency Comm - Crest - S.G.I.	181,397	26.14	178,188	25.68	3,209	0.46	1.80%
	Total SGI Electoral Area	**$1,618,580**	**$241.14**	**$1,544,560**	**$230.32**	**$74,020**	**$10.82**	**4.70%**
	Total Capital Regional District	**$2,771,566**	**$407.31**	**$2,624,522**	**$385.97**	**$147,044**	**$21.35**	**5.53%**
CRHD	Capital Regional Hospital District	621,050	89.51	660,575	95.20	(39,525)	(5.70)	-5.98%
	Total CRD and CRHD	**$3,392,617**	**$496.82**	**$3,285,097**	**$481.17**	**$107,519**	**$15.65**	**3.25%**
	Average residential assessment - 2021	**$525,581**		**$525,581**				

Major Impacts (changes > +/- $1.00)

Change in Cost per Average Household

	$ Change	% of Total Increase
REGIONAL		
Legislative & General Government	6.38	1.33%
Regional Parks	14.89	3.09%
Regional Parks - Land Acquisition	(13.36)	-2.78%
SUB-REGIONAL		
Fire Dispatch	(1.18)	-0.25%
JOINT EA		
Elections	1.85	0.38%
SGI EA		
Electoral Area Admin Exp-SGI	6.75	1.40%
SGI Small Craft Harbour Facilities**	1.00	0.21%
Capital Regional Hospital District	(5.70)	-1.18%
Other (changes < +/- $1.00)	5.02	1.04%
Total	**$15.65**	**3.25%**

	Southern Gulf Islands Local/Specified/Defined Services	2022	Cost per Avg. Res Asst/ Parcel	2021	Cost per Avg. Res Asst/ Parcel	Difference Increase/ (Decrease)	Change in cost per avg household/Parcel $	%
1.137	Galiano Island Community Use Building	62,952	41.14	61,715	40.33	1,237	0.81	2.00%
1.170	Gossip Island Electric Power Supply	56,728	1,066.18	56,848	1,068.44	(120)	(2.26)	-0.21%
1.227	Saturna Island Medical Clinic	33,168	50.73	32,180	49.22	988	1.51	3.07%
1.228	Galiano Health Service	135,658	88.65	129,029	84.32	6,629	4.33	5.14%
1.352	South Galiano Fire Protection	493,454	533.22	443,298	479.02	50,155	54.20	11.31%
1.356	Pender Fire Protection	1,064,067	425.27	1,035,943	414.03	28,124	11.24	2.71%
1.359	N. Galiano Fire Protection	210,182	523.20	206,197	513.28	3,985	9.92	1.93%
1.363	Saturna Is. Fire Protection	169,305	257.62	157,672	239.92	11,633	17.70	7.38%
1.465	Saturna Is Community Parks	23,705	36.07	22,866	34.79	839	1.28	3.67%
1.468	Saturna Is Community Recreation	13,458	20.48	12,971	19.74	487	0.74	3.75%
1.475	Mayne Is Community Parks	85,403	49.85	83,215	48.57	2,188	1.28	2.63%
1.478	Mayne Is Community Rec	34,890	20.37	34,209	19.97	681	0.40	1.99%
1.485	N & S Pender Community Parks	158,741	62.94	155,349	61.60	3,392	1.34	2.18%
1.488	N & S Pender Community Rec	65,295	25.89	64,157	25.44	1,138	0.45	1.77%
1.495	Galiano Parks	94,753	71.43	92,073	69.41	2,680	2.02	2.91%
1.498	Galiano Community Recreation	37,440	28.22	36,705	27.67	735	0.55	2.00%
2.630	Magic Lakes Estate Water System	579,890	507.34	568,517	497.39	11,373	9.95	2.00%
2.640	Lyall Harbour/Boot Cove Water	130,290	788.10	127,738	772.67	2,552	15.44	2.00%
2.642	Skana Water	24,000	346.03	22,885	329.95	1,115	16.08	4.87%
2.665	Sticks Allison Water	5,000	138.49	5,000	138.49	-	-	0.00%
2.667	Surfside Park Estates Water	23,100	231.55	22,000	220.52	1,100	11.03	5.00%
3.755	Regional Source Control - Magic Lake Estates	3,704	5.19	3,631	5.09	73	0.10	2.00%
3.830	Magic Lake Estates Sewer System	588,368	868.52	576,831	851.49	11,537	17.03	2.00%
3.830D	Magic Lake Estates Sewer Debt	204,954	319.38	79,210	123.43	125,744	195.94	158.75%
	Total Local/Specified/Defined Services	**$4,298,504**		**$4,030,239**		**$268,265**		

Appendix C-2

Southern Gulf Islands - Operating Budget Highlights - Gross Expenditure (+/- 2.0% and +/- $20,000)

JDF Services +/- 2.0% and +/- $20,000	Gross Expenditure 2022	Gross Expenditure 2021	Changes $	Changes %	Main Budget Driver
1.117 - Grant-in-Aid - Southern Gulf Islands	105,974	216,732	(110,758)	-51.1%	• One-time COVID 19 Safe Restart grant in 2021 $(113k)
1.373 - S.G.I. Emergency Program	250,048	273,227	(23,179)	-8.5%	• One-time project in 2021 - funded by surplus carryover from 2020
Total Southern Gulf Islands Electoral Area	**356,022**	**489,959**	**(133,937)**	**-27.3%**	
1.352 - South Galiano Fire Protection	474,214	424,362	49,852	11.7%	• Increase in Honararium for Fire Chief $39k • Inflationary increase for operating cost $10k
3.830 - Magic Lake Estates Sewer System	884,648	854,863	29,785	3.5%	• Cyclical maintenance program for Outfall Inspection and Schooner Wastewater Treatment Plant oxidation ditch cleaning in 2022 $25k - funded by ORF
3.830D - Magic Lake Estates Sewer Debt	205,454	79,210	126,244	159.4%	• New debt servicing cost for Wastewater Treatment Plan Upgrade
Total Local/Specified/Defined Area	**1,564,316**	**1,358,435**	**205,881**	**15.2%**	
Other (Services not meeting criteria above)	5,366,494	5,297,542	68,952	1.3%	
Total Southern Gulf Islands	**7,286,832**	**7,145,936**	**140,896**	**2.0%**	

Appendix C-3

Southern Gulf Islands 2022 Major Capital Projects ≥ $100,000

SERVICE AREA	$('000)	FUNDING SOURCE
Protective Services		
1.352 South Galiano Fire Protection		
South Galiano Fire Hall	200	Debt
1.356 Pender Fire Protection		
Replace (E27 Unit 746) Rated Mini-Pumper 1500 IGPM	300	Reserves
Water		
2.630 Magic Lake Estates Water		
Design and construction Buck Lake & Magic Lake adjustable intakes	200	Reserves
Process Pipe Replacement	200	Other
2.640 Lyall Harbour Boot Cove Water		
Dam Improvements & Regulatory Requirements	390	Grants
Sewer		
3.830 Magic Lake Estates Sewer		
Wastewater improvements - Sewer replacement	1,100	Debt
Wastewater Improvements - Pump Station and Treatment Plant Upgrades	3,000	Grants, Debt
Other		
1.235 SGI Small Craft Harbour Facilities		
Upgrades to Retreat Cove dock facility	185	Debt
Upgrades to Miners Bay	277	Debt
Port Washington dock improvements	195	Debt
Installation of an additional float at the Piers Island dock	135	Debt

Total Projects ≥ $100K	6,182
Total Projects < $100K	1,019
Total 2021 Capital Projects	7,201

Appendix C-4

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN - SGI
2022

Schedule B - Extract

		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.110	SGI Admin. Expenditures	1,500					1,500			1,500				1,500
1.137	Galiano Island Community Use Building			20,000			20,000					20,000		20,000
1.235	SGI Small Craft Harbour Facilities				1,124,000		1,124,000	30,000	1,044,000			50,000		1,124,000
1.318	Building Inspection	25,721					25,721			25,721				25,721
1.352	South Galiano Fire	13,500		200,000			213,500		200,000	13,500				213,500
1.356	Pender Island Fire	26,500	300,000	115,000			441,500			326,500		115,000		441,500
1.369	Electoral Area Fire Services	83,089					83,089					83,089		83,089
1.373	SGI Emergency Program	47,000					47,000					47,000		47,000
1.465	Saturna Island Community Parks				23,000		23,000					23,000		23,000
1.475	Mayne Island Community Parks	5,000		4,000	18,000		27,000				15,000	12,000		27,000
1.485	Pender Island Community Parks				10,000		10,000					10,000		10,000
1.495	Galiano Community Parks				36,500		36,500	8,000				28,500		36,500
2.630	Magic Lake Estates Water (Pender)	205,000			290,000		495,000				2,500	292,500	200,000	495,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	8,000			390,000		398,000				390,000	8,000		398,000
2.642	Skana Water (Mayne)	75,000			45,000		120,000		75,000			45,000		120,000
2.665	Sticks Allison Water (Galiano)				5,000		5,000					5,000		5,000
2.667	Surfside Park Estates (Mayne)	25,000					25,000					25,000		25,000
3.830	Magic Lake Sewer Utility (Pender)	5,000			4,100,000		4,105,000		1,900,100		2,202,400	2,500		4,105,000
	TOTAL	**520,310**	**300,000**	**339,000**	**6,041,500**	**-**	**7,200,810**	**38,000**	**3,219,100**	**367,221**	**2,609,900**	**766,589**	**200,000**	**7,200,810**

Appendix C-5: SGI Service Budgets

JOINTLY FUNDED SERVICES

1.103 Elections

1.104 UBCM

1.318 Building Inspection

1.320 Noise Control

1.322 Nuisance & Unsightly Premises

1.372 EA Emergency Coordination

SOUTHERN GULF ISLANDS

1.110 Administration

1.117 Grants in Aid

1.125 Economic Development

1.137 Galiano Island Community Use Building

1.138 Southern Gulf Islands Public Library

1.170 Gossip Island Electric Power Supply

1.227 Saturna Health Service

1.228 Galiano Health Service

1.235 Small Craft Harbour Facilities

1.314 SGI House Numbering

1.341 Livestock Injury Compensation

1.352 South Galiano Island Fire

1.356 Pender Island Fire

Appendix C-5: SGI Service Budgets

1.359 North Galiano Island Fire
1.363 Saturna Island Fire
1.369 Electoral Area Fire Services- JDF & SGI
1.373 Emergency Program
1.465 Saturna Island Community Parks
1.468 Saturna Island Community Recreation
1.475 Mayne Island Community Parks
1.476 Mayne Island Community Parks Donations
1.478 Mayne Island Community Recreation
1.485 Pender Island Community Parks
1.488 Pender Island Community Recreation
1.495 Galiano Island Community Parks
1.498 Galiano Island Community Recreation
1.533 Stormwater Quality
1.923 Emergency Communications – CREST
2.630 Magic Lake Estates Water (Pender Island)
2.640 Lyall Harbour/Boot Cove Water (Saturna Island)
2.642 Skana Water (Mayne Island)
2.665 Sticks Allison Water (Galiano Island)
2.667 Surfside Water (Mayne Island)
3.830 Magic Lake Estates Sewer System (Pender Island)

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Elections

EAC REVIEW

OCTOBER 2021

Service: 1.103 Elections **Committee: Electoral Area**

DEFINITION:

To maintain voters lists for electoral areas and to undertake elections as required (Sec. 787(b) Municipal Act - SLP February 1, 1966).

PARTICIPATION:

All electoral areas on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition and contribution from Islands Trust.

Change in Budget 2021 to 2022 Service: 1.103 Elections	Total Expenditure	Comments
2021 Budget	**25,070**	Non-election year, budget is soley for ORF transfer
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Electoral Area Elections Expenditure:	122,500	EA Election Costs
	40,000	IBC-15d-2 EA Elections - To contract a Chief Election Officer (CEO) to coordinate the EA elections
Islands Trust	74,900	Island Trust Election - Full recovery from Island Trust
Other	462	
Total Other Changes	237,862	
2022 Budget	**262,932**	
% expense increase from 2021:	***948.8%***	
% Requisition increase from 2021 (if applicable):	***162.0%***	*Requisition funding is 27.6% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

No major variance is expected. Any minor variance will be adjusted to the ORF transfer at year end.

1.103 - Elections	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Electoral Area Elections	-	-	122,500	-	40,000	162,500	-	-	-	175,895
Islands Trust	-	-	74,900	-	-	74,900	-	-	-	81,074
Allocations and Insurance	37	37	32	-	-	32	32	32	32	32
TOTAL OPERATING COSTS	**37**	**37**	**197,432**	**-**	**40,000**	**237,432**	**32**	**32**	**32**	**257,001**
*Percentage Increase over prior year										
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	25,033	25,033	25,500	-	-	25,500	45,000	45,000	45,000	45,000
TOTAL COSTS	**25,070**	**25,070**	**222,932**	**-**	**40,000**	**262,932**	**45,032**	**45,032**	**45,032**	**302,001**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	-	-	(122,457)	-	-	(122,457)	-	-	-	(175,895)
Recovery from Islands Trust	-	-	(74,900)	-	-	(74,900)	-	-	-	(81,074)
Other Income	(66)	(66)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
TOTAL REVENUE	**(66)**	**(66)**	**(197,427)**	**-**	**-**	**(197,427)**	**(70)**	**(70)**	**(70)**	**(257,039)**
REQUISITION	**(25,004)**	**(25,004)**	**(25,505)**	**-**	**(40,000)**	**(65,505)**	**(44,962)**	**(44,962)**	**(44,962)**	**(44,962)**
*Percentage increase over prior year Requisition			2.0%			162.0%	-31.4%	0.0%	0.0%	0.0%

Reserve Schedule

Reserve Fund: 1.103 Elections - Operating Reserve Fund

To stabilize requisition for Electoral Area Elections held every 4th year

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105515	2021	2022	2023	2024	2025	2026
Beginning Balance		76,873	102,647	5,690	50,690	95,690	140,690
Transfer from Op Budget		25,033	25,500	45,000	45,000	45,000	45,000
Transfer to Op Budget		-	(122,457)	-	-	-	(175,895)
Transfer from ERF		41	-	-	-	-	-
Interest Income		700	-	-	-	-	-
Ending Balance $		**102,647**	**5,690**	**50,690**	**95,690**	**140,690**	**9,795**

Assumptions/Background:

Budgeted transfers to reserve will provide funding for elections in 2022 at an estimated cost of $120,000 - $140,000

CAPITAL REGIONAL DISTRICT

2022 Budget

UBCM

EAC REVIEW

OCTOBER 2021

Service: 1.104 Union of B.C. Municipalities **Committee: Electoral Area**

DEFINITION:

To provide for membership dues and convention expenses. Section 787 (b) - SLP - February 1, 1966.

PARTICIPATION:

All electoral areas and those municipalities not maintaining their own membership (currently electoral areas only) on the basis of converted hospital assessed value of land and improvements.

MAXIMUM LEVY:

No limit

FUNDING:

Requisition

GENERAL INFORMATION:

Association of Vancouver Island and Coastal Communities (AVICC)

Commencing 1982 costs relating to AVICC, which are incurred solely on behalf of the electoral areas, are included in the UBCM budget rather than Legislative and General Government.

1.104 - UBCM	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Membership Fee	12,893	11,748	12,945	-	-	12,945	13,198	13,461	13,724	13,998
TOTAL COSTS	**12,893**	**11,748**	**12,945**	**-**	**-**	**12,945**	**13,198**	**13,461**	**13,724**	**13,998**
*Percentage Increase over prior year						0.4%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	1,145	(1,145)	-	-	(1,145)	-	-	-	-
Balance c/fwd from 2020 to 2021	(5,169)	(5,169)	-	-	-	-	-	-	-	-
Other Revenue	(97)	(97)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(5,266)**	**(4,121)**	**(1,245)**	**-**	**-**	**(1,245)**	**(100)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(7,627)**	**(7,627)**	**(11,700)**	**-**	**-**	**(11,700)**	**(13,098)**	**(13,361)**	**(13,624)**	**(13,898)**
*Percentage increase over prior year Requisition						53.4%	11.9%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Building Inspection

EAC Review

OCTOBER 2021

Service: 1.318 Building Inspection **Committee: Electoral Area**

DEFINITION:

To carry out the Building Regulations function as specified by Section 818 of the Local Government Act (Letters Patent - January 1, 1970).

SERVICE DESCRIPTION:

The building inspection department provides building inspection services to homeowners, builders and contractors in compliance with both the BC Building Code and CRD Building Bylaw 3741 (2010), Amendment 3780 (2011), and Amendment 4403 (2021). The Building inspection service includes receiving, reviewing and advising on building permit applications, processing of the applications including code analysis and referrals to other agencies, issuing building permits and verifying conditional requirements, arranging and carrying out site and construction inspections and granting final approval for occupancy. Staff also provides inspection services to other CRD departments on a cost recovery basis.

PARTICIPATION:

All Electoral Areas on the basis of converted hospital assessments.

MAXIMUM LEVY:

Not stated.

FUNDING:

Fees and charges and requisition to all Electoral Areas

Change in Budget 2021 to 2022 Service: 1.318 Building Inspection	Total Expenditure	Comments
2021 Budget	**1,653,290**	
Change in Salaries:		
Base salary change	6,603	Inclusive of estimated collective agreement changes
Step increase/paygrade change	(768)	
0.5 FTE Administrative Clerk	38,204	2022 IBC: 11c-2 Building Inspection Information Services
Total Change in Salaries	44,039	
Other Changes:		
Standard Overhead Allocation	17,580	Increase due to 2021 operating cost increase and 4th year of new OH model implementation
Building Occupancy Allocation	41,952	Increased due to office space change, facility reserve contributions, loss revenue from rental and extended rental space for temporary swing office space
Human Resources Allocation	5,178	New Corporate Safety Resources
Bylaw Enforcement Labour Charge Out	5,000	Cost recovery from Bylaw services to issue building fines for building infractions
Real Estate Services Labour Charge Out	3,000	Labour charges from Real Estates Services to review land covenants
Staff Training and Development	4,500	Increased required training for Building Inspectors for WETT Certification
Transfer to Equipment Replacement Fund	10,000	Increase ERF contribution to fund 7 new workstations at Fisgard office and vehicle replacement
Other	4,895	
Total Other Changes	92,105	
2022 Budget	**1,789,434**	
% Expense increase from 2021:	***8.2%***	
% Requisition increase from 2021:	***3.8%***	*Requisition funding is 25.4% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Permit fee revenues are projected at $180,859 (17.75%) higher than budget as we have experienced higher permit fee revenue in 2021. Total expenditures are projected at $75,990 (-4.7%) lower than budget mainly due to staff vacancies. $256,849 surplus in 2021 is projected to be balanced on increased transfers to the Operating Reserve Fund ($182,849) and Equipment Replacement Fund ($74,000).

1.318 - Building Inspection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	1,151,316	1,088,446	1,157,151	38,204	-	1,195,355	1,220,911	1,247,014	1,273,685	1,300,932
Telecommunications	35,890	35,890	36,610	-	-	36,610	37,340	38,090	38,850	39,630
Legal Expenses	10,390	10,390	10,600	-	-	10,600	10,810	11,030	11,250	11,480
Building Rent	34,450	34,450	34,880	-	-	34,880	35,610	36,350	37,110	37,860
Supplies	16,380	16,380	16,700	-	-	16,700	17,040	17,380	17,720	18,080
Allocations	225,494	227,634	298,869	-	-	298,869	303,484	309,401	315,451	321,620
Other Operating Expenses	146,070	130,810	153,120	-	-	153,120	156,220	159,410	162,660	165,960
TOTAL OPERATING COSTS	**1,619,990**	**1,544,000**	**1,707,930**	**38,204**	**-**	**1,746,134**	**1,781,415**	**1,818,675**	**1,856,726**	**1,895,562**
*Percentage Increase over prior year						7.8%	2.0%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Equipment Replacement Fund	10,000	84,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Transfer to Operating Reserve Fund	-	182,849	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,000**	**266,849**	**20,000**	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Building Borrowing Repayment to Facilities Reserve	23,300	23,300	23,300	-	-	23,300	23,300	23,300	23,300	23,300
TOTAL COSTS	**1,653,290**	**1,834,149**	**1,751,230**	**38,204**	**-**	**1,789,434**	**1,824,715**	**1,861,975**	**1,900,026**	**1,938,862**
Internal Recoveries	(29,486)	(29,486)	(30,076)	-	-	(30,076)	(30,678)	(31,290)	(31,916)	(32,555)
TOTAL COSTS LESS INTERNAL RECOVERIES	**1,623,804**	**1,804,663**	**1,721,154**	**38,204**	**-**	**1,759,358**	**1,794,037**	**1,830,685**	**1,868,110**	**1,906,307**
FUNDING SOURCES (REVENUE)						8.3%	2.0%	2.0%	2.0%	2.0%
Transfer from Operating Reserve Fund	(126,400)	(126,400)	(63,668)	-	-	(63,668)	(56,280)	(49,695)	(42,697)	(35,245)
Permit Fees Revenue	(1,019,141)	(1,200,000)	(1,200,000)	-	-	(1,200,000)	(1,224,000)	(1,248,480)	(1,273,450)	(1,298,920)
Contract Revenue	(36,781)	(36,781)	(37,510)	-	-	(37,510)	(38,250)	(39,020)	(39,800)	(40,590)
Grants in Lieu of Taxes	(1,656)	(1,656)	(1,690)	-	-	(1,690)	(1,720)	(1,750)	(1,790)	(1,830)
Revenue - Other	(2,562)	(2,562)	(2,610)	-	-	(2,610)	(2,660)	(2,710)	(2,760)	(2,820)
TOTAL REVENUE	**(1,186,540)**	**(1,367,399)**	**(1,305,478)**	**-**	**-**	**(1,305,478)**	**(1,322,910)**	**(1,341,655)**	**(1,360,497)**	**(1,379,405)**
REQUISITION	**(437,264)**	**(437,264)**	**(415,676)**	**(38,204)**	**-**	**(453,880)**	**(471,127)**	**(489,030)**	**(507,613)**	**(526,902)**
*Percentage increase over prior year Requisition			-4.9%	8.7%		3.8%	3.8%	3.8%	3.8%	3.8%
AUTHORIZED POSITIONS Salaried FTE	9.7		9.7	0.5		10.2	10.2	10.2	10.2	10.2

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.318 Building Inspection		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$0	$0	$0	$0	$0	$0
Equipment		E	$0	$78,900	$6,000	$5,500	$4,500	$6,000	$100,900
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$0	$50,000	$0	$0	$50,000	$100,000
			$0	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$0	$78,900	$56,000	$5,500	$4,500	$56,000	$200,900
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$0	$0	$0	$0	$0	$0
			$0	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.318

Service Name: Building Inspection

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-01	Replacement	Vehicle Replacement	Vehicle Replacement	$90,000	V	ERF	$0	$0	$50,000	$0	$0	$50,000	$100,000
19-01	Replacement	Computer Replacement	Replacement of Computer equipment	$5,000	E	ERF	$0	$8,600	$6,000	$5,500	$4,500	$6,000	$30,600
22-01	Replacement	Phone System	Salt Spring Island phone system replacement	$16,000	E	ERF	$0	$16,000	$0	$0	$0	$0	$16,000
22-02	New	New Furniture - Fisgard	7 furniture workstations for Fisgard department move to new location (Starbucks)	$50,000	E	ERF	$0	$50,000	$0	$0	$0	$0	$50,000
22-03	New	Microfiche Computer	New pc and monitor for microfiche reader used for FOI requests at Fisgard	$1,300	E	ERF	$0	$1,300	$0	$0	$0	$0	$1,300
22-04	Replacement	JDF Printer	Replacement of shared printer	$3,000	E	ERF	$0	$3,000	$0	$0	$0	$0	$3,000
			GRAND TOTAL	**$165,300**			**$0**	**$78,900**	**$56,000**	**$5,500**	**$4,500**	**$56,000**	**$200,900**

Service:	1.318	Building Inspection

Project Number	18-01	**Capital Project Title**	Vehicle Replacement	**Capital Project Description**	Vehicle Replacement
Project Rationale	Replaces vehicles with substantial miles that are used by the Building Inspectors to travel to remote locations in the Southern Gulf Islands and Juan de Fuca to carry out building inspections.				

Project Number	19-01	**Capital Project Title**	Computer Replacement	**Capital Project Description**	Replacement of Computer equipment
Project Rationale	As per IT's replacement schedule for department computers.				

Project Number	22-01	**Capital Project Title**	Phone System	**Capital Project Description**	Salt Spring Island phone system replacement
Project Rationale	Replace 20 year-old phone system that is antiquated, has insufficient number of phones lines and no voicemail. Telus has advised parts are no longer available.				

Project Number	22-02	**Capital Project Title**	New Furniture - Fisgard	**Capital Project Description**	7 furniture workstations for Fisgard department move to new location (Starbucks)
Project Rationale	Department has been reassigned to a new locaton on the first floor at Fisgard and advised that new furniture is required to fit the dimensions of the new area.				

Project Number	22-03	**Capital Project Title**	Microfiche Computer	**Capital Project Description**	New pc and monitor for microfiche reader used for FOI requests at Fisgard
Project Rationale	Add new pc for microfiche reader used for FOI requests at Fisgard. Volume of FOI's have substantially increased that a stand-alone pc is required.				

Project Number	22-04	**Capital Project Title**	JDF Printer	**Capital Project Description**	Replacement of shared printer
Project Rationale	Building Inspection JDF office shares a printer with the Planning Department. Expected replacement of printer in 2022.				

Building Inspection
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	247,741	184,073	127,793	78,098	35,401	156
Equipment Replacement Fund	106,605	47,705	11,705	26,205	41,705	5,705
Total	**354,346**	**231,778**	**139,498**	**104,303**	**77,106**	**5,861**

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Operating Reserve Fund

For requisition rate stabilization during periods of fluctuating permit fee revenues.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105544**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		189,592	247,741	184,073	127,793	78,098	35,401
Transfer from Ops Budget		182,849	-	-	-	-	-
Expenditures		(126,400)	(63,668)	(56,280)	(49,695)	(42,697)	(35,245)
Interest Income		1,700					
Ending Balance $		**247,741**	**184,073**	**127,793**	**78,098**	**35,401**	**156**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.318 Building Inspection - Equipment Replacement Fund

ERF Group: BLDINS.ERF

Reserve Cash Flow

Fund:	**1022**	**Estimated**	**Budget**				
Fund Centre:	**101425**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		77,605	106,605	47,705	11,705	26,205	41,705
Transfer from Ops Budget		84,000	20,000	20,000	20,000	20,000	20,000
Planned Purchase		(55,000)	(78,900)	(56,000)	(5,500)	(4,500)	(56,000)
Interest Income		-					
Ending Balance $		**106,605**	**47,705**	**11,705**	**26,205**	**41,705**	**5,705**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

NOISE CONTROL

EAC REVIEW

OCTOBER 2021

Service: 1.320 Noise Control **Committee: Electoral Area**

DEFINITION:

To provide noise control to member electoral areas of the Capital Regional District (Letter Patent - September 3, 1981; amended January 18, 1984; Supplementary Letters Patent - January 22, 1987). This function is performed by Bylaw officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Administration and enforcement of the Noise Bylaws for the three Electoral Areas.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

MAXIMUM CAPITAL DEBT:

Nil

COMMISSION:

FUNDING:

Requisition

1.320 - NOISE CONTROL	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Legal	6,900	6,900	6,900	-	-	6,900	7,040	7,180	7,320	7,470
Allocations	2,304	2,304	2,597	-	-	2,597	2,646	2,696	2,747	2,798
Internal Time Charges	29,876	29,876	30,474	-	-	30,474	31,068	31,673	32,290	32,921
Other Operating Expenses	60	80	50	-	-	50	50	50	50	50
TOTAL OPERATING COSTS	**39,140**	**39,160**	**40,021**	**-**	**-**	**40,021**	**40,804**	**41,599**	**42,407**	**43,239**
*Percentage Increase over prior year						2.3%	2.0%	1.9%	1.9%	2.0%
Transfer to Operating Reserve Fund	-	30	-	-	-	-	-	-	-	-
TOTAL COSTS	**39,140**	**39,190**	**40,021**	**-**	**-**	**40,021**	**40,804**	**41,599**	**42,407**	**43,239**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(155)	(155)	(155)	-	-	(155)	(155)	(155)	(155)	(155)
Revenue - Other	(100)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
TOTAL REVENUE	**(255)**	**(305)**	**(305)**	**-**	**-**	**(305)**	**(305)**	**(305)**	**(305)**	**(305)**
REQUISITION	**(38,885)**	**(38,885)**	**(39,716)**	**-**	**-**	**(39,716)**	**(40,499)**	**(41,294)**	**(42,102)**	**(42,934)**
*Percentage increase over prior year Requisition						2.1%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: 1.320 Noise Control - Operating Reserve Fund - Bylaw 4146

- Capital Regional District Operating Reserve Fund was established in 2016 under Bylaw No. 4146. The funds in this reserve shall be expended for unforeseen legal expense or other operating costs. Monies set aside shall be deposited under separate account in the bank and until required to be used may be invested in the manner provided by Section 364(2) of the Municipal Act.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105406	2021	2022	2023	2024	2025	2026
Beginning Balance		8,977	9,061	9,061	9,061	9,061	9,061
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		84					
Ending Balance $		**9,061**	**9,061**	**9,061**	**9,061**	**9,061**	**9,061**

Assumptions/Background:

Maintain balance at reasonable level to cover unexpected operating expenses such as legal.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Nuisance & Unsightly Premises

EAC REVIEW

OCTOBER 2021

Service: 1.322 Nuisance & Unsightly Premises **Committee: Electoral Area**

DEFINITION:

To provide regulation of nuisances and unsightly premises to the participating electoral areas (Letters Patent - May 19, 1977). This function is performed by Bylaw Officers from the CRD's Langford and Salt Spring Island offices.

SERVICE DESCRIPTION:

Enforce the Nuisance and Unsightly Premises Bylaw for the three Electoral Areas as in accordance with procedures and provisions of the Local Government Act.

PARTICIPATION:

All Electoral Areas, based on converted hospital assessments.

MAXIMUM LEVY:

$ 0.50 / $1,000

Total such functions of 1.320 (Noise Control) and 1.322 (Nuisance & Unsightly Premises) not to exceed $1.00 / $1,000 overall.

FUNDING:

Requisition

1.322 - Nuisance & Unsightly Premises	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Legal	2,085	2,085	2,130	-	-	2,130	2,170	2,210	2,250	2,300
Allocations	2,825	2,825	3,240	-	-	3,240	3,301	3,365	3,429	3,494
Internal Time Charges	46,750	46,750	47,685	-	-	47,685	48,615	49,562	50,528	51,515
Other Operating Expenses	330	330	320	-	-	320	320	320	320	320
TOTAL OPERATING COSTS	**51,990**	**51,990**	**53,375**	**-**	**-**	**53,375**	**54,406**	**55,457**	**56,527**	**57,629**
*Percentage Increase over prior year						2.7%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL COSTS	**51,990**	**51,990**	**53,375**	**-**	**-**	**53,375**	**54,406**	**55,457**	**56,527**	**57,629**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(206)	(206)	(210)	-	-	(210)	(210)	(210)	(210)	(210)
Transfer from Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(306)**	**(306)**	**(310)**	**-**	**-**	**(310)**	**(310)**	**(310)**	**(310)**	**(310)**
REQUISITION	**(51,684)**	**(51,684)**	**(53,065)**	**-**	**-**	**(53,065)**	**(54,096)**	**(55,147)**	**(56,217)**	**(57,319)**
*Percentage increase over prior year Requisition						2.7%	1.9%	1.9%	1.9%	2.0%

Reserve Schedule

Reserve Fund: 1.322 Nuisances & Unsightly Premises - Operating Reserve Fund

For unforeseen legal expenses

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105403	2021	2022	2023	2024	2025	2026
Beginning Balance		2,234	2,256	2,256	2,256	2,256	2,256
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		21					
Ending Balance $		**2,256**	**2,256**	**2,256**	**2,256**	**2,256**	**2,256**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Electora Area Emergency Planning Coordination

EAC REVIEW

OCTOBER 2021

Service: 1.372 **Emergency Planning Coordination** **Committee: Planning, Transportation & Protective Services**

DEFINITION:

No establishment bylaw. Service is provided by CRD staff for coordination of emergency operations for the CRD.

SERVICE DESCRIPTION:

This service provides support to a range of Protective Services responsibilities and to carry out the responsibilities legislated under the *Emergency Program Act*. Costs for staff are placed in this budget and allocated based on percentages to the other services, such as 911, hazmat, and emergency management.

FUNDING:

Allocations from protection services and requisition.

1.372 - Electora Area Emergency Planning Coordination	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET*	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries	532,583	511,000	538,896	-	-	538,896	550,487	562,330	574,420	586,772
Contract for Services	-	-	-	-	-	-	-	-	-	-
Travel Expenses	1,820	1,000	1,860	-	-	1,860	1,900	1,940	1,980	2,020
Telecommunications	6,810	6,810	6,950	-	-	6,950	7,090	7,230	7,370	7,520
Staff Training & Development	1,620	1,620	1,650	-	-	1,650	1,680	1,710	1,740	1,770
Supplies	2,010	2,010	2,050	-	-	2,050	2,090	2,130	2,170	2,210
Allocations	59,170	59,170	62,608	-	-	62,608	63,862	65,141	66,440	67,769
Other Operating Expenses	8,630	8,630	8,750	-	-	8,750	8,930	9,110	9,290	9,470
TOTAL OPERATING COSTS	**612,643**	**590,240**	**622,764**	**-**	**-**	**622,764**	**636,039**	**649,591**	**663,410**	**677,531**
*Percentage Increase over prior year						1.7%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	-	22,693	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	7,324	7,324	7,500	-	-	7,500	7,500	7,500	7,500	7,500
TOTAL CAPITAL / RESERVES	**7,324**	**30,017**	**7,500**	**-**	**-**	**7,500**	**7,500**	**7,500**	**7,500**	**7,500**
TOTAL COSTS	**619,967**	**620,257**	**630,264**	**-**	**-**	**630,264**	**643,539**	**657,091**	**670,910**	**685,031**
Internal Recoveries	(459,671)	(459,671)	(468,860)	-	-	(468,860)	(478,240)	(487,801)	(497,561)	(507,510)
OPERATING COSTS LESS INTERNAL RECOVERIES	**160,296**	**160,586**	**161,404**	**-**	**-**	**161,404**	**165,299**	**169,290**	**173,349**	**177,521**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(14,486)	(14,486)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	-	-	(12,674)	-	-	(12,674)	(10,639)	(8,460)	(6,099)	(3,601)
Grants in Lieu of Taxes	(578)	(578)	(590)	-	-	(590)	(600)	(610)	(620)	(630)
Revenue - Other	(310)	(600)	(320)	-	-	(320)	(330)	(340)	(350)	(360)
TOTAL REVENUE	**(15,374)**	**(15,664)**	**(13,584)**	**-**	**-**	**(13,584)**	**(11,569)**	**(9,410)**	**(7,069)**	**(4,591)**
REQUISITION	**(144,922)**	**(144,922)**	**(147,820)**	**-**	**-**	**(147,820)**	**(153,730)**	**(159,880)**	**(166,280)**	**(172,930)**
*Percentage increase over prior year Requisition						2.0%	4.0%	4.0%	4.0%	4.0%
AUTHORIZED POSITIONS										
Salaried FTE	4.0		4.0			4.0	4.0	4.0	4.0	4.0

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.372 Emergency Planning Coordination	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$2,500	$0	$0	$2,500
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$2,500	$0	$0	$2,500
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
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Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
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Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.372

Service Name: Emergency Planning Coordination

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	Replacement	Computer Equipment Replacement	Computer Equipment Replacement	$2,500	E	ERF	$0	$0	$0	$2,500	$0	$0	$2,500
			GRAND TOTAL	**$2,500**			**$0**	**$0**	**$0**	**$2,500**	**$0**	**$0**	**$2,500**

Electora Area Emergency Planning Coordination
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	59,344	46,670	36,031	27,571	21,472	17,871
Equipment Replacement Fund	7,494	14,994	22,494	27,494	34,994	42,494
Total	**66,838**	**61,664**	**58,525**	**55,065**	**56,466**	**60,365**

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to to enable one-time programs and to cover unforeseen emergency response costs.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105545	2021	2022	2023	2024	2025	2026
Beginning Balance		36,311	59,344	46,670	36,031	27,571	21,472
Transfer from Ops Budget		22,693	-	-	-	-	-
Transfer to Ops Budget		-	(12,674)	(10,639)	(8,460)	(6,099)	(3,601)
Interest Income		340					
Ending Balance $		**59,344**	**46,670**	**36,031**	**27,571**	**21,472**	**17,871**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.372 Emergency Planning Coordination - Equipment Replacement Fund

ERF Group: EMERGCOORD.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101985	2021	2022	2023	2024	2025	2026
Beginning Balance		2,670	7,494	14,994	22,494	27,494	34,994
Transfer from Op Budget		7,324	7,500	7,500	7,500	7,500	7,500
Planned Purchase		(2,500)	-	-	(2,500)	-	-
Interest Income		-					
Ending Balance $		**7,494**	**14,994**	**22,494**	**27,494**	**34,994**	**42,494**

Assumptions/Background:

ERF to fund future replacement of vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2022 Budget

Admin Expenditures (SGI)

EAC REVIEW

OCTOBER 2021

Service: 1.110 **SGI Admin. Expenditures** **Committee: Electoral Area**

DEFINITION:

To establish, according to Section 800 of the Local Government Act, a service to provide funding for electoral area administrative expenditures.

SERVICE DESCRIPTION:

Electoral area administration funding pays for part of EA director remuneration (amount that exceeds Municipal Director amount included in Board expense) and alternate, Corporate services administration, telecommunications, travel , electoral area office space and other contractual support costs as needed by director.

PARTICIPATION:

Electoral Area of Southern Gulf Islands

MAXIMUM LEVY:

None Stated

FUNDING:

Requisition

1.110 - Admin Expenditures (SGI) Director & Management	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Director Admin	109,554	106,180	110,696	-	-	110,696	112,853	115,086	117,359	119,682
Management Services	309,069	291,049	295,390	-	40,000	335,390	301,488	307,773	314,171	320,695
TOTAL OPERATING COSTS	**418,623**	**397,229**	**406,086**	**-**	**40,000**	**446,086**	**414,341**	**422,859**	**431,530**	**440,377**
*Percentage Increase over prior year						6.6%	-7.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	9,575	12,949	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,000	1,000	1,020	-	-	1,020	1,040	1,060	1,080	1,100
Purchases Equipment	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,575**	**13,949**	**1,020**	**-**	**-**	**1,020**	**1,040**	**1,060**	**1,080**	**1,100**
TOTAL COSTS	**429,198**	**411,178**	**407,106**	**-**	**40,000**	**447,106**	**415,381**	**423,919**	**432,610**	**441,477**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(37,166)	(37,166)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(33,000)	(14,992)	(41,007)	-	-	(41,007)	(1,150)	(890)	(600)	(290)
Cost Recovery	(13,717)	(13,705)	(13,884)	-	-	(13,884)	(14,063)	(14,284)	(14,510)	(14,750)
Grants in Lieu of Taxes	(3,551)	(3,551)	(3,620)	-	-	(3,620)	(3,230)	(3,300)	(3,370)	(3,440)
Other Revenue	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(87,634)**	**(69,614)**	**(58,711)**	**-**	**-**	**(58,711)**	**(18,643)**	**(18,674)**	**(18,680)**	**(18,680)**
REQUISITION	**(341,564)**	**(341,564)**	**(348,395)**	**-**	**(40,000)**	**(388,395)**	**(396,738)**	**(405,245)**	**(413,930)**	**(422,797)**
*Percentage increase over prior year Requisition			2.0%			13.7%	2.1%	2.1%	2.1%	2.1%
AUTHORIZED POSITIONS Salaried FTE	1	1	1			1	1	1	1	1

1.110 - Admin Expenditures (SGI) Director Admin	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Director's Remuneration	43,987	43,987	44,470	-	-	44,470	45,360	46,270	47,200	48,140
Contract for Services	20,160	20,000	20,560	-	-	20,560	20,970	21,390	21,820	22,260
Consulting	-	-	-	-	-	-	-	-	-	-
Travel	5,500	5,000	6,000	-	-	6,000	6,120	6,240	6,360	6,490
Allocations	15,042	15,042	12,902	-	-	12,902	13,160	13,422	13,689	13,962
Other Operating Expenses	24,865	22,151	26,764	-	-	26,764	27,243	27,764	28,290	28,830
TOTAL OPERATING COSTS	**109,554**	**106,180**	**110,696**	**-**	**-**	**110,696**	**112,853**	**115,086**	**117,359**	**119,682**
*Percentage Increase over prior year						1.0%	1.9%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Operating Reserve Fund	9,575	12,949	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,000	1,000	1,020	-	-	1,020	1,040	1,060	1,080	1,100
Purchases Equipment	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**10,575**	**13,949**	**1,020**	**-**	**-**	**1,020**	**1,040**	**1,060**	**1,080**	**1,100**
TOTAL COSTS	**120,129**	**120,129**	**111,716**	**-**	**-**	**111,716**	**113,893**	**116,146**	**118,439**	**120,782**
FUNDING SOURCES (REVENUE)										
Cost Recovery	(11,005)	(11,005)	(11,184)	-	-	(11,184)	(11,363)	(11,584)	(11,810)	(12,050)
Grants in Lieu of Taxes	(1,215)	(1,215)	(1,240)	-	-	(1,240)	(1,260)	(1,290)	(1,320)	(1,350)
Interest Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(12,420)**	**(12,420)**	**(12,624)**	**-**	**-**	**(12,624)**	**(12,823)**	**(13,074)**	**(13,330)**	**(13,600)**
REQUISITION	**(107,709)**	**(107,709)**	**(99,092)**	**-**	**-**	**(99,092)**	**(101,070)**	**(103,072)**	**(105,109)**	**(107,182)**
*Percentage increase over prior year Requisition						-8.0%	2.0%	2.0%	2.0%	2.0%

1.110 - Admin Expenditures (SGI) Management Services	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Salaries & Wages	151,735	151,735	160,456	-	-	160,456	163,916	167,450	171,059	174,746
Contract for Services	68,040	68,040	69,400	-	-	69,400	70,790	72,210	73,650	75,120
Program Development	-	-	-	-	-	-	-	-	-	-
Travel	2,850	2,850	2,910	-	-	2,910	2,970	3,030	3,090	3,150
Memberships & Professional Dues	810	800	830	-	-	830	850	870	890	910
Allocations	20,424	20,424	20,774	-	-	20,774	21,112	21,523	21,942	22,369
Referendum Costs to establish a new SGI Service	25,000	20,000	-	-	35,000	35,000	-	-	-	-
Other Operating Expenses	40,210	27,200	41,020	-	5,000	46,020	41,850	42,690	43,540	44,400
TOTAL OPERATING COSTS	**309,069**	**291,049**	**295,390**	**-**	**40,000**	**335,390**	**301,488**	**307,773**	**314,171**	**320,695**
*Percentage Increase over prior year						8.5%	-10.1%	2.1%	2.1%	2.1%
TOTAL COSTS	**309,069**	**291,049**	**295,390**	**-**	**40,000**	**335,390**	**301,488**	**307,773**	**314,171**	**320,695**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2019 to 2020	(37,166)	(37,166)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(33,000)	(14,992)	(41,007)	-	-	(41,007)	(1,150)	(890)	(600)	(290)
Sub-lease Recovery	(2,712)	(2,700)	(2,700)	-	-	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
Grants in Lieu of Taxes	(2,336)	(2,336)	(2,380)	-	-	(2,380)	(1,970)	(2,010)	(2,050)	(2,090)
Other revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(75,214)**	**(57,194)**	**(46,087)**	**-**	**-**	**(46,087)**	**(5,820)**	**(5,600)**	**(5,350)**	**(5,080)**
REQUISITION	**(233,855)**	**(233,855)**	**(249,303)**	**-**	**(40,000)**	**(289,303)**	**(295,668)**	**(302,173)**	**(308,821)**	**(315,615)**
*Percentage increase over prior year Requisition			6.6%			23.7%	2.2%	2.2%	2.2%	2.2%
AUTHORIZED POSITIONS Salaried FTE	1	1	1			1	1	1	1	1

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.110 SGI Admin. Expenditures	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$1,500	$1,530	$0	$0	$0	$3,030
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$1,500**	**$1,530**	**$0**	**$0**	**$0**	**$3,030**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$1,500	$1,530	$0	$0	$0	$3,030
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$0	**$1,500**	**$1,530**	**$0**	**$0**	**$0**	**$3,030**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.110

Service Name: SGI Admin. Expenditures

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Computer	Computer Replacements for Director and Manager	$4,470	E	ERF	$0	$1,500	$1,530	$0	$0	$0	$3,030
			GRAND TOTAL	**$4,470**			**$0**	**$1,500**	**$1,530**	**$0**	**$0**	**$0**	**$3,030**

Admin Expenditures (SGI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	46,438	5,431	4,281	3,391	2,791	2,501
Equipment Replacement Fund	9,926	9,446	8,956	10,016	11,096	12,196
Total	**56,364**	**14,877**	**13,237**	**13,407**	**13,887**	**14,697**

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund:	**1500**	**Estimated**	**Budget**				
Fund Centre:	**105546**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		47,981	46,438	5,431	4,281	3,391	2,791
Transfer from Ops Budget		12,949	-	-	-	-	-
Transfer to Ops Budget		(14,992)	(41,007)	(1,150)	(890)	(600)	(290)
Interest Income		500					
Ending Balance $		**46,438**	**5,431**	**4,281**	**3,391**	**2,791**	**2,501**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 1.110 Admin Expenditures (SGI) - Equipment Replacement Fund

ERF Group: SGIADMIN.ERF

Reserve Cash Flow

Fund:	**1022**	**Actual**	**Budget**				
Fund Centre:	**101838**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance		8,926	9,926	9,446	8,956	10,016	11,096
Transfer from Ops Budget		1,000	1,020	1,040	1,060	1,080	1,100
Planned Purchase		-	(1,500)	(1,530)	-	-	-
Interest Income		-					
Ending Balance $		**9,926**	**9,446**	**8,956**	**10,016**	**11,096**	**12,196**

Assumptions/Background:

Fund Balance should remain between $5,000 and $10,000.

CAPITAL REGIONAL DISTRICT

2022 Budget

SGI Grants in Aid

EAC REVIEW

OCTOBER 2021

Service: 1.117 SGI Grants in Aid **Committee:** Electoral Area

DEFINITION:

To make grants-in-aid to any organization deemed to be contributing to the general interest and advantage of the electoral area (Letters Patent - March 24, 1977; April 17, 1985).

SERVICE DESCRIPTION:

Provide Grants to support organizations that are outside the existing services in an electoral area. Each electoral area budgets their anticipated requirements separately.

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

Greater of $129,912 or $0.05 / $1,000 on basis of converted hospital assessed value of land and improvements. To a maximum of $176,672.

COMMISSION:

Committee: Electoral Areas Committee

FUNDING:

Requisition

Change in Budget 2021 to 2022 Service: 1.117 SGI Grants in Aid	Total Expenditure	Comments
2021 Budget	**216,479**	
Change in Salaries:		
Base salary change	-	Inclusive of estimated collective agreement changes
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Standard Overhead Allocation	2,495	Increase due to 2021 operating cost increase and 4th year of new OH model implementation
Grants in Aid	(113,000)	One-time Safe Restart Grant in 2021
Other	-	
Total Other Changes	(110,505)	
2022 Budget	**105,974**	
% expense increase from 2021:	***-51.0%***	
% Requisition increase from 2021 (if applicable):	***2.0%***	*Requisition funding is 99% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

GIA budget for both core and Safe Restart are to be fully distributed, resulting no major budget variance at year end.

1.117 - SGI Grants in Aid	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Grants in Aid	213,000	213,000	100,000	-	-	100,000	100,000	100,000	100,000	100,000
Allocations	2,679	2,679	5,174	-	-	5,174	5,277	5,383	5,491	5,600
Payment to 3rd Parties	-	-	-	-	-	-	-	-	-	-
Other Expenses	800	600	800	-	-	800	800	800	800	800
TOTAL COSTS	**216,479**	**216,279**	**105,974**	**-**	**-**	**105,974**	**106,077**	**106,183**	**106,291**	**106,400**
*Percentage Increase over prior year						-51.0%	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
Estimated balance c/fwd from 2021 to 2022	-	200	(200)	-	-	(200)	-	-	-	-
Balance c/fwd from 2020 to 2021	253	253	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(651)	(651)	(651)	-	-	(651)	(651)	(651)	(651)	(651)
Provincial Grant	(113,000)	(113,000)	-	-	-	-	-	-	-	-
Other Revenue	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(113,498)**	**(113,298)**	**(951)**	**-**	**-**	**(951)**	**(751)**	**(751)**	**(751)**	**(751)**
REQUISITION	**(102,981)**	**(102,981)**	**(105,023)**	**-**	**-**	**(105,023)**	**(105,326)**	**(105,432)**	**(105,540)**	**(105,649)**
*Percentage increase over prior year Requisition						2.0%	0.3%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2022 Budget

SGI Economic Development

EAC REVIEW

OCTOBER 2021

Service: 1.125 **SGI Economic Development** **Committee: Electoral Area**

DEFINITION:

Economic Development Commission Establishing Bylaw No. 3803, with authority to offer an economic development service under Section 774.2 of the Local Government Act.

SERVICE DESCRIPTION:

To promote, provide information and assist local service agencies with economic development initiatives.

PARTICIPATION:

Levy on basis of converted hospital assessed value of land and improvements for the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None

COMMISSION:

Five members including the Director representing the Southern Gulf Islands Electoral Area, and one individual from each of Galiano Island, Mayne Island, Saturna Island and Pender Islands.

FUNDING:

Requisition

1.125 - SGI Economic Development	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	72,000	70,000	73,440	-	-	73,440	74,910	76,410	77,940	79,500
Program Development	29,623	29,500	29,820	-	-	29,820	30,020	30,220	30,420	30,630
Internal Allocations	4,443	4,443	5,986	-	-	5,986	6,106	6,228	6,353	6,480
Building Rent	8,670	8,670	8,810	-	-	8,810	8,990	9,140	9,300	9,420
Contribution Projects	-	-	-	-	-	-	-	-	-	-
Operating - Other	4,990	3,990	5,100	-	-	5,100	5,210	5,320	5,430	5,540
TOTAL OPERATING COSTS	**119,726**	**116,603**	**123,156**	**-**	**-**	**123,156**	**125,236**	**127,318**	**129,443**	**131,570**
*Percentage Increase over prior year						2.9%	1.7%	1.7%	1.7%	1.6%
Transfer to Operating Reserve Fund	-	351	-	-	-	-	-	-	-	-
TOTAL COSTS	**119,726**	**116,954**	**123,156**	**-**	**-**	**123,156**	**125,236**	**127,318**	**129,443**	**131,570**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	2,772	(2,772)	-	-	(2,772)	-	-	-	-
Balance c/fwd from 2020 to 2021	(1,700)	(1,700)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(942)	(942)	(960)	-	-	(960)	(980)	(1,000)	(1,020)	(1,040)
Interest Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(2,742)**	**30**	**(3,832)**	**-**	**-**	**(3,832)**	**(1,080)**	**(1,100)**	**(1,120)**	**(1,140)**
REQUISITION	**(116,984)**	**(116,984)**	**(119,324)**	**-**	**-**	**(119,324)**	**(124,156)**	**(126,218)**	**(128,323)**	**(130,430)**
*Percentage increase over prior year Requisition						2.0%	4.0%	1.7%	1.7%	1.6%

Reserve Schedule

Reserve Fund: 1.125 SGI Economic Development - Operating Reserve Fund - Bylaw 4146

Surplus monies from operation are transferred into this reserve to fund one-time program costs and to mitigate the fluctuation in requisition.

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105547	2021	2022	2023	2024	2025	2026
Beginning Balance		1,516	1,881	1,881	1,881	1,881	1,881
Transfer from Ops Budget		351	-	-	-	-	-
Transfer to Ops Budget		-	-	-	-	-	-
Interest Income		14					
Ending Balance $		**1,881**	**1,881**	**1,881**	**1,881**	**1,881**	**1,881**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Galiano Island Community Use Building

EAC REVIEW

OCTOBER 2021

Service: 1.137 Galiano Island Community Use Building **Committee: Electoral Area**

DEFINITION:

To establish a service for the purpose of constructing and operating a building on Galiano Island that will be used for library, community and local government purposes by Bylaw No. 3792 adopted Dec 2011.

SERVICE DESCRIPTION:

This service provides funding to operate, build and debt service a public use building on Galiano Island. It was started after a successful referendum in 2011. This building is home to the local library run by the Galiano Island Library Society and has a room for public use.

PARTICIPATION:

A portion of the Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of $100,100 or $0.165 / $1,000 of actual assessed value of land and improvements. To a maximum of $136,089.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3793 (2013)	$ 440,000
BORROWED:	LA Bylaw No. 3793A (2014,3.85%)	(310,000)
REMAINING AUTHORIZATION		$ 130,000

FUNDING:

Requisiton

1.137 - Galiano Island Community Use Building	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Allocations	16,711	13,211	16,165	-	-	16,165	16,488	16,817	17,154	17,497
Insurance	970	970	1,190	-	-	1,190	1,250	1,310	1,370	1,440
Building Maintenance	5,000	5,000	5,000	-	-	5,000	5,110	5,220	5,330	5,440
Utilities	3,800	3,800	3,800	-	-	3,800	3,880	3,960	4,040	4,120
Contingency	1,500	5,000	1,500	-	-	1,500	1,530	1,560	1,590	1,620
Other Operating Expenses	4,990	4,560	5,050	-	-	5,050	5,160	5,270	5,380	5,490
TOTAL OPERATING COSTS	**32,971**	**32,541**	**32,705**	**-**	**-**	**32,705**	**33,418**	**34,137**	**34,864**	**35,607**
*Percentage Increase over prior year						-0.8%	2.2%	2.2%	2.1%	2.1%
DEBT / RESERVE										
Transfer to Capital Reserve Fund	1,500	1,930	3,000	-	-	3,000	3,545	4,106	4,689	5,286
MFA Debt Reserve Fund	80	80	80	-	-	80	80	80	80	80
MFA Principal Payment	15,482	15,482	15,482	-	-	15,482	15,482	15,482	15,482	15,482
MFA Interest Payment	11,935	11,935	11,935	-	-	11,935	11,935	11,935	11,935	11,935
TOTAL DEBT / RESERVE	**28,997**	**29,427**	**30,497**	**-**	**-**	**30,497**	**31,042**	**31,603**	**32,186**	**32,783**
TOTAL COSTS	**61,968**	**61,968**	**63,202**	**-**	**-**	**63,202**	**64,460**	**65,740**	**67,050**	**68,390**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(23)	(23)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
Other Income	(150)	(150)	(150)	-	-	(150)	(150)	(150)	(150)	(150)
MFA Debt Resv FundEearnings	(80)	(80)	(80)	-	-	(80)	(80)	(80)	(80)	(80)
TOTAL REVENUE	**(253)**	**(253)**	**(250)**	**-**	**-**	**(250)**	**(250)**	**(250)**	**(250)**	**(250)**
REQUISITION	**(61,715)**	**(61,715)**	**(62,952)**	**-**	**-**	**(62,952)**	**(64,210)**	**(65,490)**	**(66,800)**	**(68,140)**
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.137 Galiano Island Community Use Bui	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$5,000	$20,000	$0	$0	$0	$0	$20,000
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$5,000	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$20,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$5,000	$20,000	$0	$0	$0	$0	$20,000
		$5,000	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$20,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.137
Service Name: Galiano Island Community Use Building

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	New	Emergency Repairs	Unforseen Emergency Repairs	$10,000	B	Res	$0	$10,000	$0	$0	$0	$0	$10,000
21-02	New	Asset Management Plan	Asset Management Plan	$10,000	B	Res	$5,000	$10,000	$0	$0	$0	$0	$10,000
			GRAND TOTAL	**$20,000**			**$5,000**	**$20,000**	**$0**	**$0**	**$0**	**$0**	**$20,000**

Reserve Schedule

Reserve Fund: 1.137 Galiano Island Community Use Building - Capital Reserve Fund - Bylaw 3939

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund: 1083 / Fund Centre: 102135	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	72,083	64,263	47,263	50,808	54,914	59,603
Transfer from Ops Budget	1,500	3,000	3,545	4,106	4,689	5,286
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(10,000)	(20,000)	-	-	-	-
Interest Income	680					
Ending Balance $	**64,263**	**47,263**	**50,808**	**54,914**	**59,603**	**64,889**

Assumptions/Background:

New Building. Transfers to reserve should provide for future capital repairs and improvements as well as replacement in long term

CAPITAL REGIONAL DISTRICT

2022 Budget

SGI Regional Library

EAC REVIEW

OCTOBER 2021

Service: 1.138 SGI Regional Library **Committee:** Electoral Area

DEFINITION:

To establish a service for the purpose of contributing to the cost of maintaining, equipping and operating the Southern Gulf Islands Library service by Bylaw No. 2880 adopted July 2001.

SERVICE DESCRIPTION:

This is a contribution service to provide funding and advisory support for the operation of the Pender Island Public Library and other 4 reading centres on the Southern Gulf Islands. Each centre is managed by volunteers and each has representation on the commission. Funding is provided under a 5-year agreement.

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

Greater of $165,391 or $0.07 / $1,000 of actual assessed value of land and improvements. To a maximum of $242,924.

COMMISSION:

Southern Gulf Islands Public Library Commission (Bylaw No. 3523, April 9, 2008).

FUNDING:

Requisition

1.138 - SGI Regional Library	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contribution to Library	221,930	221,930	226,370	-	-	226,370	230,900	235,520	238,254	238,147
Allocations	4,065	4,065	4,558	-	-	4,558	4,649	4,742	4,837	4,934
Insurance	140	140	120	-	-	120	130	140	150	160
Other Operating Expenses	1,760	-	1,790	-	-	1,790	1,790	1,790	1,790	1,790
TOTAL COSTS	**227,895**	**226,135**	**232,838**	**-**	**-**	**232,838**	**237,469**	**242,192**	**245,031**	**245,031**
*Percentage Increase over prior year						2.2%	2.0%	2.0%	1.2%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	1,760	(1,760)	-	-	(1,760)	-	-	-	-
Balance c/fwd from 2020 to 2021	(1,735)	(1,735)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,077)	(2,077)	(2,120)	-	-	(2,120)	(2,120)	(2,120)	(2,120)	(2,120)
Other Income	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(3,842)**	**(2,082)**	**(3,910)**	**-**	**-**	**(3,910)**	**(2,150)**	**(2,150)**	**(2,150)**	**(2,150)**
REQUISITION	**(224,053)**	**(224,053)**	**(228,928)**	**-**	**-**	**(228,928)**	**(235,319)**	**(240,042)**	**(242,881)**	**(242,881)**
*Percentage increase over prior year Requisition						2.2%	2.8%	2.0%	1.2%	0.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Gossip Island Electirc Power Supply

EAC REVIEW

OCTOBER 2021

Service: 1.170 Gossip Island Electrical Power Supply **Committee: Electoral Area**

DEFINITION:

A service established to provide capital financing for the supply and installation of underwater cabling from Galiano Island to Gossip Island (Bylaw No. 3578 - June 2009).

SERVICE DESCRIPTION:

This is strictly a financial service by which the CRD has agreed to borrow $770,000 to fund the replacement of electric cabling to Gossip Island, off Galiano Island. CRD Corporate Services Department, Finance Division manages the service which includes annual debt charges and the related recovery from Gossip Island taxpayers. The service was started in June 2009 after a petition by a majority of residents. Electrical cabling to the island is provided by BC Hydro. The Gossip Island Electrification Society provides liaison with BC Hydro on electrical cabling matters.

PARTICIPATION:

56 of 66 parcels on Gossip Island

MAXIMUM LEVY:

Greater of $85,310 or $3.76 / $1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3579 (2012)	$ 770,000
BORROWED:	S.I. Bylaw No. 3579 (2012, 2.9%)	(715,000)
REMAINING AUTHORIZATION		$ 55,000

FUNDING:

Parcel tax

1.170 - Gossip Island Electirc Power Supply	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Allocations	357	357	155	-	-	155	159	162	165	168
Other Operating Expenses	220	220	220	-	-	220	220	220	220	220
TOTAL OPERATING COSTS	**577**	**577**	**375**	**-**	**-**	**375**	**379**	**382**	**385**	**388**
*Percentage Increase over prior year						-35.0%	1.1%	0.8%	0.8%	0.8%
DEBT										
MFA Debt Reserve Fund	200	200	180	-	-	180	180	180	180	180
MFA Principal Payment	35,708	35,708	35,708	-	-	35,708	35,708	35,708	35,708	35,708
MFA Interest Payment	20,735	20,735	20,735	-	-	20,735	20,735	20,735	20,735	20,735
TOTAL DEBT	**56,643**	**56,643**	**56,623**	**-**	**-**	**56,623**	**56,623**	**56,623**	**56,623**	**56,623**
TOTAL COSTS	**57,220**	**57,220**	**56,998**	**-**	**-**	**56,998**	**57,002**	**57,005**	**57,008**	**57,011**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(79)	(79)	-	-	-	-	-	-	-	-
Interest Income	(93)	(93)	(90)	-	-	(90)	(90)	(90)	(90)	(90)
MFA Debt Reserve Fund Earnings	(200)	(200)	(180)	-	-	(180)	(180)	(180)	(180)	(180)
TOTAL REVENUE	**(372)**	**(372)**	**(270)**	**-**	**-**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
REQUISITION - PARCEL TAX	**(56,848)**	**(56,848)**	**(56,728)**	**-**	**-**	**(56,728)**	**(56,732)**	**(56,735)**	**(56,738)**	**(56,741)**
*Percentage increase over prior year Requisition						-0.2%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Saturna Health Service

EAC REVIEW

OCTOBER 2021

Service: 1.227 **Saturna Health Service** **Committee: Electoral Area**

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Bylaw No. 4231 Saturna Health Service Establishment Bylaw adopted in 2018

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

Greater of $40,000 or $0.17 / $1,000 of actual assessed value of land and improvements. To a maximum of $46,755.

FUNDING:

Requisition

1.227 - Saturna Health Service	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payment to Saturna Island Meduical Clinic	32,245	32,245	32,890	-	-	32,890	33,550	34,220	34,900	35,600
Other Operating Expenses	308	308	651	-	-	651	664	677	691	705
TOTAL COSTS	**32,553**	**32,553**	**33,541**	**-**	**-**	**33,541**	**34,214**	**34,897**	**35,591**	**36,305**
*Percentage Increase over prior year						3.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(373)	(373)	(373)	-	-	(373)	(373)	(373)	(373)	(373)
TOTAL REVENUE	**(373)**	**(373)**	**(373)**	**-**	**-**	**(373)**	**(373)**	**(373)**	**(373)**	**(373)**
REQUISITION	**(32,180)**	**(32,180)**	**(33,168)**	**-**	**-**	**(33,168)**	**(33,841)**	**(34,524)**	**(35,218)**	**(35,932)**
*Percentage increase over prior year Requisition						3.1%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Galiano Health Service

EAC REVIEW

OCTOBER 2021

Service: 1.228 **Galiano Health Service** **Committee: Electoral Area**

DEFINITION:

To provide secure and predictable funding for the Galiano Health Care Centre
Bylaw No. 3955 Galiano Health Care Centre Contribution Services Establishment Bylaw adopted in 2014

PARTICIPATION:

Galiano Island

MAXIMUM LEVY:

Greater of $86,550 or $0.19 / $1,000 of actual assessed value of land and improvements. To a maximum of $156,708.

FUNDING:

Requisition

1.228 - Galiano Health Service	2021		BUDGET REQUEST	2022			FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payment to Galiano Health Society	126,788	126,788	133,127	-	-	133,127	139,783	146,772	153,911	153,856
Operating - Other	2,470	2,372	2,685	-	-	2,685	2,737	2,790	2,843	2,898
TOTAL OPERATING COSTS	**129,258**	**129,160**	**135,812**	**-**	**-**	**135,812**	**142,520**	**149,562**	**156,754**	**156,754**
*Percentage Increase over prior year						5.1%	4.9%	4.9%	4.8%	0.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	108	(108)	-	-	(108)	-	-	-	-
Balance c/fwd from 2020 to 2021	(183)	(183)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(46)	(46)	(46)	-	-	(46)	(46)	(46)	(46)	(46)
Other Revenue	-	(10)	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(229.00)**	**(131)**	**(154)**	**-**	**-**	**(154)**	**(46)**	**(46)**	**(46)**	**(46)**
REQUISITION	**(129,029)**	**(129,029)**	**(135,658)**	**-**	**-**	**(135,658)**	**(142,474)**	**(149,516)**	**(156,708)**	**(156,708)**
*Percentage increase over prior year Requisition						5.1%	5.0%	4.9%	4.8%	0.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

SGI Small Craft Harbour Facilities

EAC REVIEW

OCTOBER 2021

Service: 1.235 **SGI Small Craft Harbour Facilities** **Committee: Electoral Area**

DEFINITION:

A local service, established by Bylaw No. 2614, October 6, 1998, in the Southern Gulf Islands Electoral Area to establish, acquire and operate a service of small craft harbour facilities.

SERVICE DESCRIPTION:

The SGI Small Craft Harbour Facilities service funds and operates 12 small craft harbour facilities in the Southern Gulf Islands. The docks are located on Mayne, Galiano, North and South Pender, Saturna, Piers and Vancouver Islands. The service was undertaken by the CRD upon the Federal Government of Canada's divestiture of ownership and operation of small craft harbour facilities. The Federal Government provided 1-time funding of $1.6 million to the CRD for dock rehabilitation. The service is administered by the Southern Gulf Islands Harbour Commission.

MAXIMUM LEVY:

Greater of $112,878 or $0.10 / $1,000 of actual assessed value of land and improvements. To a maximum of $353,344.

COMMISSION:

Southern Gulf Islands Harbour Commission as established by Bylaw No. 2972 in 2002.

FUNDING:

Parcel Tax
Moorage Fees

1.235 - SGI Small Craft Harbour Facilities	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS (Revised)			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Management Expenditures:										
Contract for Services	10,170	6,500	10,370	-	-	10,370	10,580	10,790	11,010	11,230
Supplies, Advertising	1,080	2,300	1,100	-	-	1,100	1,120	1,140	1,160	1,180
Travel and Training	7,420	2,100	7,570	-	-	7,570	7,720	7,870	8,030	8,190
Internal Allocations	25,504	29,957	28,100	-	-	28,100	28,664	29,233	29,816	30,414
Insurance	7,950	7,950	10,710	-	-	10,710	11,250	11,810	12,400	13,020
Other Operating Expenses	3,120	8,260	3,180	-	-	3,180	3,240	3,300	3,360	3,420
TOTAL MANAGEMENT EXPENDITURES	**55,244**	**57,067**	**61,030**	**-**	**-**	**61,030**	**62,574**	**64,143**	**65,776**	**67,454**
*Percentage Increase over prior year						10.5%	2.5%	2.5%	2.5%	2.6%
Dock Expenditures:										
Repairs and Maintenance	61,500	34,990	57,730	-	-	57,730	58,870	60,010	61,160	62,350
Wharfinger Compensation and Travel	56,700	38,965	48,800	-	-	48,800	49,780	50,770	51,790	52,810
Insurance	30,446	28,104	28,800	-	-	28,800	30,240	31,800	33,360	35,040
Electricity	3,130	2,690	2,620	-	-	2,620	2,670	2,720	2,770	2,820
Supplies	4,840	280	4,680	-	-	4,680	4,800	4,920	5,040	5,160
Operating - Other	4,490	-	4,270	-	-	4,270	4,390	4,510	4,630	4,750
TOTAL DOCK EXPENDITURES	**161,106**	**105,029**	**146,900**	**-**	**-**	**146,900**	**150,750**	**154,730**	**158,750**	**162,930**
*Percentage Increase over prior year						-8.8%	2.6%	2.6%	2.6%	2.6%
TOTAL OPERATING COSTS	**216,350**	**162,096**	**207,930**	**-**	**-**	**207,930**	**213,324**	**218,873**	**224,526**	**230,384**
DEBT / RESERVE										
Transfer to Capital Reserve Fund	170,000	210,679	158,000	-	-	158,000	150,000	150,000	150,000	150,000
MFA Debt Reserve Fund	7,100	-	11,800	-	-	11,800	-	-	-	-
MFA Interest	3,195	1,500	15,600	-	-	15,600	28,320	28,320	28,320	28,320
MFA Principal	-	-	-	-	-	-	47,368	47,368	47,368	47,368
TOTAL DEBT / RESERVE	**180,295**	**212,179**	**185,400**	**-**	**-**	**185,400**	**225,688**	**225,688**	**225,688**	**225,688**
TOTAL COSTS	**396,645**	**374,275**	**393,330**	**-**	**-**	**393,330**	**439,012**	**444,561**	**450,214**	**456,072**
FUNDING SOURCES (REVENUE)										
Revenue- Fees	(99,300)	(76,930)	(89,990)	-	-	(89,990)	(91,630)	(93,320)	(95,050)	(96,810)
Grants in Lieu of Taxes	(6,041)	(6,041)	(6,160)	-	-	(6,160)	(6,280)	(6,410)	(6,540)	(6,670)
Other Income	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(105,541)**	**(83,171)**	**(96,350)**	**-**	**-**	**(96,350)**	**(98,110)**	**(99,930)**	**(101,790)**	**(103,680)**
REQUISITION - PARCEL TAX	**(291,104)**	**(291,104)**	**(296,980)**	**-**	**-**	**(296,980)**	**(340,902)**	**(344,631)**	**(348,424)**	**(352,392)**
*Percentage increase over prior year Requisition						2.0%	14.8%	1.1%	1.1%	1.1%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.235 SGI Small Craft Harbour Facilities	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$604,000	$1,124,000	$125,000	$175,000	$50,000	$50,000	$1,524,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$604,000	**$1,124,000**	**$125,000**	**$175,000**	**$50,000**	**$50,000**	**$1,524,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$30,000	$30,000	$0	$0	$0	$0	$30,000
Debenture Debt (New Debt Only)	Debt	$574,000	$1,044,000	$0	$0	$0	$0	$1,044,000
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$50,000	$125,000	$175,000	$50,000	$50,000	$450,000
		$604,000	**$1,124,000**	**$125,000**	**$175,000**	**$50,000**	**$50,000**	**$1,524,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.235

Service Name: SGI Small Craft Harbour Facilities

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-02	Renewal	Retreat Cove	Upgrades to the Retreat Cove Dock Facility to maintain level of service.	$185,000	S	Debt	$0	$185,000	$0	$0	$0	$0	$185,000
19-03	Decommission	Horton Bay	Decommission the Horton Bay dock after construction of the Anson Road facility.	$100,000	S	Debt	$82,000	$82,000	$0	$0	$0	$0	$82,000
20-02	Renewal	Spanish Hills	Upgrades to the Spanish Hills Dock Facility to maintain level of service.	$75,000	S	Cap	$30,000	$30,000	$0	$0	$0	$0	$30,000
20-04	Renewal	Miners Bay Upgrades	Upgrades to the Miners Bay wharfhead and approach upgrades.	$277,000	S	Debt	$277,000	$277,000	$0	$0	$0	$0	$277,000
21-01	Renewal	Port Washington	Dock improvements outlined from the 18-01 Inspections project.	$195,000	S	Debt	$0	$195,000	$0	$0	$0	$0	$195,000
21-02	Renewal	Inspections	Detailed inspections including underwater inspection.	$125,000	S	Res	$0	$0	$0	$125,000	$0	$0	$125,000
21-03	Renewal	ANNUAL PROVISIONAL: Dock Improvements	An annual provisional fund is required to address unplanned dock safety issues.	$250,000	S	Res	$0	$50,000	$50,000	$50,000	$50,000	$50,000	$250,000
21-05	New	Piers Island Additional Float	Installation of an additional float at the Piers Island dock.	$135,000	S	Debt	$135,000	$135,000	$0	$0	$0	$0	$135,000
22-01	Renewal	Hope Bay	Dock improvements outlined from the 18-01 Inspections project.	$90,000	S	Debt	$0	$90,000	$0	$0	$0	$0	$90,000
22-02	Renewal	Swartz Bay Improvements & Dock Replacement	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.	$175,000	S	Debt	$80,000	$80,000	$0	$0	$0	$0	$80,000
22-02	Renewal	Swartz Bay Improvements & Dock Replacement	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.		S	Res	$0	$0	$75,000	$0	$0	$0	$75,000
			GRAND TOTAL	**$1,607,000**			**$604,000**	**$1,124,000**	**$125,000**	**$175,000**	**$50,000**	**$50,000**	**$1,524,000**

Service: 1.235 SGI Small Craft Harbour Facilities

Project Number	19-02	**Capital Project Title**	Retreat Cove	**Capital Project Description**	Upgrades to the Retreat Cove Dock Facility to maintain level of service.

Project Rationale This project includes works to maintain the current level of service as recommended in the Moffatt & Nichol Summary Report for Southern Gulf Islands Harbour Commission (SGIHC) Facilities December 11, 2015 and Stantec's 2018 top-side inspection. Recommended works include repairs to the approach piles, and repairs to the floats. Due to the quickly deteriorating condition of the Sturdies Bay facility, this project has been delayed to 2021.

Project Number	19-03	**Capital Project Title**	Horton Bay	**Capital Project Description**	Decommission the Horton Bay dock after construction of the Anson Road facility.

Project Rationale This project is for decommissioning of the Horton Bay facility after construction of the Anson Road dock. Funds are required to carry out the required archeological investigation and retain a contractor to remove the infrastructure.

Project Number	20-02	**Capital Project Title**	Spanish Hills	**Capital Project Description**	Upgrades to the Spanish Hills Dock Facility to maintain level of service.

Project Rationale This project includes works to maintain the current level of service as recommended in DFO commissioned assessment. Recommended works include preventative maintenance works on piles to extend service life, replace broken pile footing and repairs to the gangway. Funding are required for staff to retain a contractor to carry out the works.

Project Number	20-04	**Capital Project Title**	Miners Bay Upgrades	**Capital Project Description**	Upgrades to the Miners Bay wharfhead and approach upgrades.

Project Rationale Additional works were highlighted during the completion of the 2018 upgrade works including the required to replace the wharf head decking, need to replace the electrical system and lighting, repairs and replacements for rails on the approach and additional piles requiring replacement. A grant has been submitted and unsuccessful in 2020, funding through borrowing is required.

Project Number	21-01	**Capital Project Title**	Port Washington	**Capital Project Description**	Dock improvements outlined from the 18-01 Inspections project.

Project Rationale This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.

Project Number	21-02	**Capital Project Title**	Inspections	**Capital Project Description**	Detailed inspections including underwater inspection.

Project Rationale Dock inspection, repair and maintenance is an iterative process that requires periodic review of the facilities and re-evaluation of proposed work plans and residual life estimates. This budget is for a "Top Side and Underwater " inspection and will be used to re-evaluate the 5 Year capital Program. Due to recent inspections and resulting works this project has been deferred until 2023.

Project Number	21-03	**Capital Project Title**	ANNUAL PROVISIONAL: Dock Improvements	**Capital Project Description**	An annual provisional fund is required to address unplanned dock safety issues.
Project Rationale	Funds are required for unplanned & minor repairs such as minor board replacement, painting, emergency repairs, and electrical repairs.				

Project Number	21-05	**Capital Project Title**	Piers Island Additional Float	**Capital Project Description**	Installation of an additional float at the Piers Island dock.
Project Rationale	This project is to complete the Piers Island Additional Float replacement. Design, environmental assessment and majority of permitting is complete. Funds are required to retain a contractor to				

Project Number	22-01	**Capital Project Title**	Hope Bay	**Capital Project Description**	Dock improvements outlined from the 18-01 Inspections project.
Project Rationale	This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.				

Project Number	22-02	**Capital Project Title**	Swartz Bay Improvements & Dock Replacement	**Capital Project Description**	Dock improvements outlined from the 18-01 Inspection project with dock replacement happening in 2022.
Project Rationale	This project includes works to maintain the current level of service as recommended in Stantec's 2018 inspection. Recommended works include approach decking, bull rail, and hand rail repair and replacements, float and gangway repairs. Funds are required for staff to retain a contractor to carry out the works.In 2020 it was noted that float B had rotting frame indicating requirement to replace the float.				

Reserve Schedule (Revised)

Reserve Fund: 1.235 SGI Harbour Facilities - Capital Reserve Fund - Bylaw 2719

Surplus money from the operation of small craft harbour facilities services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1054 / Fund Centre: 101467	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	490,495	122,469	230,469	255,469	230,469	330,469
Transfer from Ops Budget	170,000	158,000	150,000	150,000	150,000	150,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(552,000)	(50,000)	(125,000)	(175,000)	(50,000)	(50,000)
Interest Income*	13,974					
Ending Balance $	**122,469**	**230,469**	**255,469**	**230,469**	**330,469**	**430,469**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included. Also offset with Realized Loss (Gain).

CAPITAL REGIONAL DISTRICT

2022 Budget

SGI House Numbering

EAC REVIEW

OCTOBER 2021

Service: 1.314 **SGI Building Numbering** **Committee: Electoral Area**

DEFINITION:

To establish and operate the service of numbering building for Southern Gulf Islands Electoral Area.
Established by Bylaw No. 3230 (2004).
Southern Gulf Islands Building Numbering Regulation Bylaw No. 3231.

SERVICE DESCRIPTION:

Implementation and maintenance of a building numbering system with corresponding notification and mapped integration with departmental operations and emergency services.

PARTICIPATION:

Southern Gulf Islands

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.314 - SGI House Numbering	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Building Inspection	8,773	8,773	8,948	-	-	8,948	9,127	9,310	9,496	9,686
Allocations	497	497	467	-	-	467	476	486	496	505
Other Operating Expenses	70	70	70	-	-	70	70	70	70	70
TOTAL COSTS	**9,340**	**9,340**	**9,485**	**-**	**-**	**9,485**	**9,673**	**9,866**	**10,062**	**10,261**
*Percentage Increase over prior year						1.6%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(33)	(33)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(94)	(94)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
Interest Income	(10)	(10)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
TOTAL REVENUE	**(137)**	**(137)**	**(110)**	**-**	**-**	**(110)**	**(110)**	**(110)**	**(110)**	**(110)**
REQUISITION	**(9,203)**	**(9,203)**	**(9,375)**	**-**	**-**	**(9,375)**	**(9,563)**	**(9,756)**	**(9,952)**	**(10,151)**
*Percentage increase over prior year Requisition						1.9%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

SGI Livestock Injury Compensation

EAC REVIEW

OCTOBER 2021

Service: 1.341 **SGI Livestock Injury Compensation** **Committee: Electoral Area**

DEFINITION:

The service is established for payment of claims of the owners of livestock killed or injured by a dog over the age of four months, the owner of which is unknown and, after diligent inquiry, cannot be found, as permitted by the *Local Government Act.*
(Livestock Injury Compensation Service (Southern Gulf Islands) Bylaw No. 1, 2021)

PARTICIPATION:

Southern Gulf Islands Electoral Area.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.341 - JDF Livestock Injury Compensation	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Allocations	-	-	150	-	-	150	153	156	159	162
Compensation Claim Payments	-	-	3,000	-	-	3,000	3,000	3,000	3,000	3,000
TOTAL COSTS	**-**	**-**	**3,150**	**-**	**-**	**3,150**	**3,153**	**3,156**	**3,159**	**3,162**
*Percentage Increase over prior year						N/A	0.1%	0.1%	0.1%	0.1%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
REQUISITION	**-**	**-**	**(3,150)**	**-**	**-**	**(3,150)**	**(3,153)**	**(3,156)**	**(3,159)**	**(3,162)**
*Percentage increase over prior year Requisition						N/A	0.1%	0.1%	0.1%	0.1%

CAPITAL REGIONAL DISTRICT

2022 Budget

South Galiano Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.352 South Galiano Fire **Committee:** Electoral Area

DEFINITION:

A local service area established to provide fire protection and emergency response on a volunteer basis to the southern part of Galiano Island. Fire department is operated by the South Galiano Fire Protection Society in accordance with a written agreement between the Society and the CRD. Bylaw No. 70 (January 13, 1971). Repealed and replaced by Bylaw No. 2148 (January 12, 1994) Local Service Area #25 - M-764. Amended by Bylaw No. 3224 to add emergency response.

PARTICIPATION:

On taxable school assessments, excluding property that is taxable for school purposes only by Special Act. Specified Area #1 - A(764).

MAXIMUM LEVY:

Greater of $470,000 or $1.157 / $1,000 of actual assessments. To a maximum of $594,652.

FUNDING:

Requisition

1.352 - South Galiano Fire Protection	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	FUTURE PROJECTIONS 2024	FUTURE PROJECTIONS 2025	FUTURE PROJECTIONS 2026
OPERATING COSTS										
Honorarium and Call Out Pay	149,170	150,000	152,150	39,000	-	191,150	194,970	198,870	202,850	206,910
Travel - Vehicles	31,060	19,000	29,600	-	-	29,600	30,160	30,730	31,300	31,880
Insurance	5,240	5,340	5,450	-	-	5,450	5,610	5,780	5,950	6,120
Staff Development	30,510	25,000	31,120	-	-	31,120	31,740	32,370	33,020	33,680
Maintenance	9,170	7,300	9,350	-	-	9,350	9,540	9,730	9,920	10,110
Internal Allocations	10,655	10,655	14,660	-	-	14,660	14,953	15,252	15,557	15,868
Operating Supplies and Other	34,390	32,898	35,020	-	-	35,020	35,720	36,420	37,130	37,880
TOTAL OPERATING COSTS	**270,195**	**250,193**	**277,350**	**39,000**	**-**	**316,350**	**322,693**	**329,152**	**335,727**	**342,448**
*Percentage Increase over prior year			2.6%			17.1%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Capital Equipment Purchases	5,700	5,700	5,810	-	-	5,810	5,930	6,050	6,170	6,290
Transfer to Capital Reserve Fund	-	44,408	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	82,050	102,052	83,600	-	-	83,600	85,000	85,000	85,000	85,000
TOTAL CAPITAL / RESERVE	**87,750**	**152,160**	**89,410**	**-**	**-**	**89,410**	**90,930**	**91,050**	**91,170**	**91,290**
MFA DEBT										
MFA Debt Reserve Fund	22,999	-	22,555	-	-	22,555	-	-	-	-
Principal Payment	-	-	-	-	-	-	68,197	68,197	68,197	68,197
Interest Payment	43,418	22,009	45,899	-	-	45,899	54,132	54,132	54,132	54,132
TOTAL MFA DEBT	**66,417**	**22,009**	**68,454**	**-**	**-**	**68,454**	**122,329**	**122,329**	**122,329**	**122,329**
TOTAL COSTS	**424,362**	**424,362**	**435,214**	**39,000**	**-**	**474,214**	**535,952**	**542,531**	**549,226**	**556,067**
						11.7%				
FUNDING SOURCES (REVENUE)										
Parcel Tax	(66,417)	(66,417)	(68,454)	-	-	(68,454)	(122,329)	(122,329)	(122,329)	(122,329)
Other Income	(310)	(310)	(700)	-	-	(700)	(710)	(720)	(730)	(740)
TOTAL REVENUE	**(66,727)**	**(66,727)**	**(69,154)**	**-**	**-**	**(69,154)**	**(123,039)**	**(123,049)**	**(123,059)**	**(123,069)**
REQUISITION	**(357,635)**	**(357,635)**	**(366,060)**	**(39,000)**	**-**	**(405,060)**	**(412,913)**	**(419,482)**	**(426,167)**	**(432,998)**
*Percentage increase over prior year										
Requisition			2.36%			13.3%	1.9%	1.6%	1.6%	1.6%
Parcel Tax			3.1%			3.1%	78.7%	0.0%	0.0%	0.0%
Combined			2.47%			11.7%	13.0%	1.2%	1.2%	1.2%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.352 South Galiano Fire	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$200,000	$200,000	$0	$0	$0	$0	$200,000
Equipment	E	$3,000	$13,500	$5,800	$5,000	$5,000	$10,000	$39,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$600,000	$0	$0	$600,000
		$203,000	**$213,500**	**$5,800**	**$605,000**	**$5,000**	**$10,000**	**$839,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$200,000	$200,000	$0	$0	$0	$0	$200,000
Equipment Replacement Fund	ERF	$3,000	$13,500	$5,800	$605,000	$5,000	$10,000	$639,300
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$0	$0	$0	$0	$0	$0
		$203,000	**$213,500**	**$5,800**	**$605,000**	**$5,000**	**$10,000**	**$839,300**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.352

Service Name: South Galiano Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-02	Replacement	South Galiano Fire Hall	Post-disaster Fire Hall	$2,400,000	B	Debt	$200,000	$200,000	$0	$0	$0	$0	$200,000
21-01	Replacement	Turn out Gear - 3 sets 2021	3 sets of turn out gear	$5,000	E	ERF	$3,000	$5,000	$0	$0	$0	$0	$5,000
22-01	Replacement	Turn out Gear - 4 sets 2022	4 sets of turn out gear	$5,000	E	ERF	$0	$5,000	$0	$0	$0	$0	$5,000
22-02	Replacement	Replace 4 inch fire hose	5 lengths of 4 inch fire hose to replace existing	$3,500	E	ERF	$0	$3,500	$0	$0	$0	$0	$3,500
23-01	Replacement	Turn out Gear - 5 sets 2023	5 sets of turn out gear	$3,000	E	ERF	$0	$0	$3,000	$0	$0	$0	$3,000
23-02	Replacement	Replace 2 inch firehose	6 lengths 2 inch firehose to replace existing	$2,800	E	ERF	$0	$0	$2,800	$0	$0	$0	$2,800
24-01	Replacement	Replace Engine 1, F00858	Replace Engine 1, F00858	$600,000	V	ERF	$0	$0	$0	$600,000	$0	$0	$600,000
24-02	Replacement	Turn out Gear 2 sets 2024	2 sets of turn out gear	$5,000	E	ERF	$0	$0	$0	$5,000	$0	$0	$5,000
25-01	Replacement	Turn out Gear 2 sets 2025	2 sets of turn out gear	$5,000	E	ERF	$0	$0	$0	$0	$5,000	$0	$5,000
26-01	Replacement	Turn out Gear 4 sets 2026	4 sets of turn out gear	$10,000	E	ERF	$0	$0	$0	$0	$0	$10,000	$10,000
			GRAND TOTAL	**$3,039,300**			**$203,000**	**$213,500**	**$5,800**	**$605,000**	**$5,000**	**$10,000**	**$839,300**

Reserve Schedule

Reserve Fund: 1.352 South Galiano Fire Protection - Equipment Replacement Fund

ERF Group: SGALFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101431	2021	2022	2023	2024	2025	2026
Beginning Balance		350,801	432,851	502,951	582,151	62,151	142,151
Transfer from Ops Budget		82,050	83,600	85,000	85,000	85,000	85,000
Planned Purchase		-	(13,500)	(5,800)	(605,000)	(5,000)	(10,000)
Interest Income		-					
Ending Balance $		**432,851**	**502,951**	**582,151**	**62,151**	**142,151**	**217,151**

Assumptions/Background:

Need to transfer as much as operating budget will allow in order to fund replacement of fire vehicles and equipment.

CAPITAL REGIONAL DISTRICT

2022 Budget

Pender Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.356 Pender Island Fire Protection & Emergency Response Service **Committee: Electoral Area**

DEFINITION:

A specified area established to provide fire protection and emergency response on a volunteer basis to Pender Islands.
Local Service Bylaw No. 2050 (October 28, 1992). Amended by Bylaw No. 3015 (November 29, 2002) to increase the levy rate to $1.87.
Amended by Bylaw No. 3283 to change the name and geographical area to include both North and South Pender Islands to create one fire service area known as the Pender Islands Fire Protection & Emergency Response Service. This Amendment also decreased the levy to $0.92.

PARTICIPATION:

On all lands and improvements on the basis of taxable hospital district assessments. Local Service Area #18 - J(764).

MAXIMUM LEVY:

Bylaw No. 3994 states "Greater of $918,000 or $0.998 / $1,000" to a maximum of $1,289,983.

FUNDING:

Requisition

1.356 - Pender Fire Protection	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Travel - Vehicles	12,200	12,200	12,440	-	-	12,440	12,690	12,940	13,200	13,460
Insurance	7,720	7,720	8,660	-	-	8,660	9,090	9,540	10,010	10,500
Payment - Fire Protection Society	779,834	779,834	795,430	-	-	795,430	811,340	827,570	844,120	861,000
Internal Allocations	35,660	35,660	42,560	-	-	42,560	43,411	44,279	45,165	46,068
Operating - Other	15,780	15,780	16,090	-	-	16,090	16,410	16,750	17,090	17,440
TOTAL OPERATING COSTS	**851,194**	**851,194**	**875,180**	**-**	**-**	**875,180**	**892,941**	**911,079**	**929,585**	**948,468**
*Percentage Increase over prior year						2.8%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	73,771	73,771	75,000	-	-	75,000	75,000	75,000	75,000	75,000
Transfer to Capital Reserve Fund	73,771	73,771	75,000	-	-	75,000	75,000	75,000	75,000	75,000
TOTAL CAPITAL / RESERVE	**147,542**	**147,542**	**150,000**	**-**	**-**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**
Debt Costs	116,400	55,980	111,596	-	-	111,596	111,596	111,596	111,596	55,820
TOTAL COSTS	**1,115,136**	**1,054,716**	**1,136,776**	**-**	**-**	**1,136,776**	**1,154,537**	**1,172,675**	**1,191,181**	**1,154,288**
FUNDING SOURCES (REVENUE)										
Transfer from Reserve Fund	(116,400)	(55,980)	(111,596)	-	-	(111,596)	(111,596)	(111,596)	(111,596)	(55,820)
Grants in Lieu of Taxes	(8,749)	(8,749)	(8,749)	-	-	(8,749)	(8,749)	(8,749)	(8,749)	(8,749)
Other Income	(1,500)	(1,500)	(1,530)	-	-	(1,530)	(1,560)	(1,590)	(1,630)	(1,670)
TOTAL REVENUE	**(126,649)**	**(66,229)**	**(121,875)**	**-**	**-**	**(121,875)**	**(121,905)**	**(121,935)**	**(121,975)**	**(66,239)**
REQUISITION	**(988,487)**	**(988,487)**	**(1,014,901)**	**-**	**-**	**(1,014,901)**	**(1,032,632)**	**(1,050,740)**	**(1,069,206)**	**(1,088,049)**
*Percentage increase over prior year Requisition						2.7%	1.7%	1.8%	1.8%	1.8%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.356 Pender Island Fire		Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE									
Buildings		B	$0	$115,000	$0	$0	$0	$0	$115,000
Equipment		E	$16,500	$26,500	$10,000	$28,000	$105,000	$0	$169,500
Land		L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures		S	$0	$0	$0	$0	$0	$0	$0
Vehicles		V	$0	$300,000	$0	$0	$0	$0	$300,000
			$16,500	**$441,500**	**$10,000**	**$28,000**	**$105,000**	**$0**	**$584,500**
SOURCE OF FUNDS									
Capital Funds on Hand		Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		ERF	$16,500	$326,500	$10,000	$28,000	$105,000	$0	$469,500
Grants (Federal, Provincial)		Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund		Res	$0	$115,000	$0	$0	$0	$0	$115,000
			$16,500	**$441,500**	**$10,000**	**$28,000**	**$105,000**	**$0**	**$584,500**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.356

Service Name: Pender Island Fire

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-02	Replacement	Replace (E27 Unit 746) Rated Mini-Pumper 1500 IGPM (2022)	Vehicle Replacement	$300,000	V	ERF	$0	$300,000	$0	$0	$0	$0	$300,000
20-01	Replacement	Gas Detectors -replace	Replacement of ancillary equipment	$7,000	E	ERF	$0	$0	$0	$4,000	$0	$0	$4,000
20-12	Renewal	Hall 2 Upgrades	Upgrades to facilities at Hall 2	$50,000	B	Res	$0	$25,000	$0	$0	$0	$0	$25,000
20-13	Renewal	Hall 1 Fitness Area	Upgrades to OHS Fitness Area Hall 1	$75,000	B	Res	$0	$75,000	$0	$0	$0	$0	$75,000
20-15	Renewal	Computer iPad and phones	Replacement of iPads and Phones	$5,000	E	ERF	$0	$0	$0	$5,000	$0	$0	$5,000
21-01	Renewal	Hall 3 Painting - Hall #3 - Paint - upgrades	Hall 3 Improvements and Upgrades	$15,000	B	Res	$0	$15,000	$0	$0	$0	$0	$15,000
21-02	Replacement	Fire hoses	Firefighting equipment replacement	$24,979	E	ERF	$2,500	$7,500	$5,000	$5,000	$5,000	$0	$22,500
21-03	Replacement	Turnout gear	Firefighting equipment replacement	$24,000	E	ERF	$0	$5,000	$5,000	$0	$0	$0	$10,000
21-04	Replacement	SCBA cylinder replacement	Replacement of SCBA cylinders	$14,000	E	ERF	$14,000	$14,000	$0	$0	$0	$0	$14,000
23-01	Replacement	Replace rescue equipment	Firefighting equipment replacement	$14,000	E	ERF	$0	$0	$0	$14,000	$0	$0	$14,000
25-01	Replacement	Replace R38 Unit 804	Replace R38 Unit 804	$100,000	E	ERF	$0	$0	$0	$0	$100,000	$0	$100,000
			GRAND TOTAL	**$628,979**			**$16,500**	**$441,500**	**$10,000**	**$28,000**	**$105,000**	**$0**	**$584,500**

Pender Fire Protection
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	338,742	173,742	73,742	73,742	73,742	73,742
Equipment Replacement Fund	314,733	76,637	205,041	215,445	148,849	243,029
Total	**653,475**	**250,379**	**278,783**	**289,187**	**222,591**	**316,771**

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Capital Reserve Fund

Bylaw 3313

Reserve Cash Flow

Fund:	1013	Estimated	Budget				
Fund Centre:	101357	2021	2022	2023	2024	2025	2026
Beginning Balance		404,184	338,742	173,742	73,742	73,742	73,742
Transfer from Ops Budget		73,771	75,000	75,000	75,000	75,000	75,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(68,028)	(115,000)	-	-	-	-
Transfer to ERF		(75,000)	(125,000)	(175,000)	(75,000)	(75,000)	(75,000)
Interest Income		3,815					
Ending Balance $		338,742	173,742	73,742	73,742	73,742	73,742

Assumptions/Background:

Maintain fund at level required under long term capital plan. Considered sufficient. Level to resume life cycle funding after ERF replenished

Reserve Schedule

Reserve Fund: 1.356 Pender Fire Protection - Equipment Replacement Fund

For replacement of firefighting equipment and vehicles
ERF Group: NPENDFIRE.ERF & SPENDFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101433	2021	2022	2023	2024	2025	2026
Beginning Balance		301,393	314,733	76,637	205,041	215,445	148,849
Expenditures (Based on Capital Plan)		(79,451)	(326,500)	(10,000)	(28,000)	(105,000)	-
Transfer from Ops Budget		73,771	75,000	75,000	75,000	75,000	75,000
Transfer from Capital Reserve Fund		75,000	125,000	175,000	75,000	75,000	75,000
Transfer to OPEX to pay ST Loan		(55,980)	(111,596)	(111,596)	(111,596)	(111,596)	(55,820)
Interest Income		-					
Ending Balance $		314,733	76,637	205,041	215,445	148,849	243,029

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

North Galiano Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.359 North Galiano Fire **Committee: Electoral Area**

DEFINITION:

A Specified Area to provide Fire Protection Services for North Galiano Island. Establishment Bylaw No. 1852 (November 17, 1990). Amended by Bylaw No. 2989 (November 27, 2002) to increase the levy rate to $1.60. amended by Bylaw 3143 (Feb 11, 2004) to change boundaries. Amended by Bylaw 3221 (Feb 9, 2005).

MAXIMUM LEVY:

Greater of $267,000 or $1.60 / $1,000 to a maximum of $381,222.

COMMISSION:

North Galiano Fire Protection and Emergency Response Services Commission established to oversee this function (Bylaw No.3654 - April 14, 2010, Amended by Bylaw 3707, June 9, 2010)

MAXIMUM CAPITAL DEBT:

Authorized:	LA Bylaw No. 3844 (Dec/12)	670,000
Borrowed:	SI Bylaw No. 3910 (July/13)	(290,000)
	SI Bylaw No. 3936 (Feb/14)	(280,000)
Remaining:		$100,000

FUNDING:

Requisition and parcel tax.

1.359 - North Galiano Fire Protection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Honoraria	73,600	73,573	75,070	-	-	75,070	76,570	78,100	79,660	81,250
Travel - Vehicles	17,920	16,420	18,280	-	-	18,280	18,640	19,010	19,390	19,770
Insurance	5,800	5,800	6,170	-	-	6,170	6,380	6,600	6,820	7,060
Maintenance	4,300	5,165	4,380	-	-	4,380	4,470	4,560	4,650	4,740
Staff Training & Development	12,200	6,200	12,440	-	-	12,440	12,690	12,940	13,200	13,460
Internal Allocations	6,716	6,716	7,503	-	-	7,503	7,653	7,806	7,963	8,122
Operating - Supplies	13,050	13,050	13,310	-	-	13,310	13,580	13,850	14,130	14,420
Operating - Other	16,330	15,580	16,630	-	-	16,630	16,960	17,290	17,630	17,980
TOTAL OPERATING COSTS	**149,916**	**142,504**	**153,783**	**-**	**-**	**153,783**	**156,943**	**160,156**	**163,443**	**166,802**
*Percentage Increase over prior year						2.6%	2.1%	2.0%	2.1%	2.1%
DEBT / RESERVES										
Capital Equipment Purchases	6,270	6,270	6,400	-	-	6,400	6,530	6,660	6,790	6,930
Transfer to Capital Reserve Fund	5,090	-	5,000	-	-	5,000	5,000	5,000	5,000	5,000
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Debt Principal	28,467	28,467	28,467	-	-	28,467	28,467	28,467	28,467	28,467
Debt Interest	20,555	20,555	20,545	-	-	20,545	20,545	20,545	20,545	20,545
TOTAL DEBT / RESERVES	**60,382**	**55,292**	**60,412**	**-**	**-**	**60,412**	**60,542**	**60,672**	**60,802**	**60,942**
TOTAL COSTS	**210,298**	**197,796**	**214,195**	**-**	**-**	**214,195**	**217,485**	**220,828**	**224,245**	**227,744**
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	12,502	(12,502)	-	-	(12,502)	-	-	-	-
Balance c/fwd from 2020 to 2021	(12,270)	(12,270)	-	-	-	-	-	-	-	-
Parcel Tax	(24,440)	(24,440)	(24,440)	-	-	(24,440)	(24,440)	(24,440)	(24,440)	(24,440)
Grants in lieu of Taxes	(314)	(314)	(314)	-	-	(314)	(314)	(314)	(314)	(314)
Other Income	(400)	(400)	(400)	-	-	(400)	(410)	(420)	(430)	(440)
TOTAL REVENUE	**(37,424)**	**(24,922)**	**(37,656)**	**-**	**-**	**(37,656)**	**(25,164)**	**(25,174)**	**(25,184)**	**(25,194)**
REQUISITION	**(172,874)**	**(172,874)**	**(176,539)**	**-**	**-**	**(176,539)**	**(192,321)**	**(195,654)**	**(199,061)**	**(202,550)**
*Percentage increase over prior year Requisition						2.1%	8.9%	1.7%	1.7%	1.8%

North Galiano Fire Protection
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	72,121	77,121	82,121	87,121	92,121	97,121
Equipment Replacement Fund	172,555	172,555	172,555	172,555	172,555	172,555
Total	**244,676**	**249,676**	**254,676**	**259,676**	**264,676**	**269,676**

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Capital Reserve Fund - Bylaw 3944

Reserve established to provide for capital expenditures for or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works and related debt servicing payments.

Reserve Cash Flow

Fund:	1085	Estimated	Budget				
Fund Centre:	102137	2021	2022	2023	2024	2025	2026
Beginning Balance		66,404	72,121	77,121	82,121	87,121	92,121
Transfer from Ops Budget		5,090	5,000	5,000	5,000	5,000	5,000
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		627					
Ending Balance $		**72,121**	**77,121**	**82,121**	**87,121**	**92,121**	**97,121**

Assumptions/Background:

Gradual increase in fund as per long term plan

Reserve Schedule

Reserve Fund: 1.359 North Galiano Fire Protection - Equipment Replacement Fund

ERF Group: NGALFIRE.ERF

Reserve Cash Flow

Fund:	1022	Estimated	Budget				
Fund Centre:	101435	2021	2022	2023	2024	2025	2026
Beginning Balance		172,555	172,555	172,555	172,555	172,555	172,555
Transfer from Ops Budget		-	-	-	-	-	-
Planned Purchase		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**172,555**	**172,555**	**172,555**	**172,555**	**172,555**	**172,555**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Saturna Fire Protection

EAC REVIEW

OCTOBER 2021

Service: 1.363 **Saturna Fire Protection** **Committee: Electoral Area**

DEFINITION:

A Specified Area to provide Fire Protection and Emergency Response Services. Establishment Bylaw No.2165 (Nov. 29, 1993); Bylaw No.2575 (Jan. 28, 1998); Amended Bylaw No.2734 (Nov. 24, 1999).

MAXIMUM LEVY:

Greater of $73,500 or $0.85 / $1,000 to a maximum of $234,105.

FUNDING:

Requisition

1.363 - Saturna Fire Protection	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payment - Fire Protection Society	165,000	161,866	175,000	-	-	175,000	185,000	190,000	200,000	205,000
Operating - Other	3,269	6,403	3,365	-	-	3,365	3,433	3,501	3,571	3,643
TOTAL COSTS	**168,269**	**168,269**	**178,365**	**-**	**-**	**178,365**	**188,433**	**193,501**	**203,571**	**208,643**
*Percentage Increase over prior year						6.0%	5.6%	2.7%	5.2%	2.5%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	23	23	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(10,560)	(10,560)	(9,000)	-	-	(9,000)	(9,000)	(9,000)	(9,000)	(9,000)
Interest Income	(60)	(60)	(60)	-	-	(60)	(60)	(60)	(60)	(60)
TOTAL REVENUE	**(10,597)**	**(10,597)**	**(9,060)**	**-**	**-**	**(9,060)**	**(9,060)**	**(9,060)**	**(9,060)**	**(9,060)**
REQUISITION	**(157,672)**	**(157,672)**	**(169,305)**	**-**	**-**	**(169,305)**	**(179,373)**	**(184,441)**	**(194,511)**	**(199,583)**
*Percentage increase over prior year Requisition						7.4%	5.9%	2.8%	5.5%	2.6%

CAPITAL REGIONAL DISTRICT

2022 Budget

Electoral Area Fire Services

EAC REVIEW

OCTOBER 2021

Service: 1.369 **Electoral Area Fire Services** **Committee: Electoral Area**

DEFINITION:

Service may undertake or cause to be undertaken for one or more electoral areas or defined areas thereof a program of fire regulation and may fix the terms and conditions under which the program will be provided, and, without limiting the generality of the foregoing, may, by bylaw, undertake different programs for different electoral areas or defined areas thereof (Juan de Fuca and Southern Gulf Islands).

PARTICIPATION:

Fire Service Areas within Juan de Fuca and Southern Gulf Islands Electoral Areas

CAPITAL DEBT:

N/A

COMMISSION:

N/A

MAXIMUM LEVY:

Supplementary LP's dated July 7, 1983 provide a maximum levy of $0.246 per $1,000.

FUNDING:

Requisition

1.369 - Electoral Area Fire Services	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	80,330	61,330	15,640	-	70,270	85,910	87,630	16,270	16,600	16,930
Staff Training & Development	5,110	5,110	5,210	-	-	5,210	5,310	5,420	5,530	5,640
Software Licenses	11,607	11,607	11,840	-	-	11,840	12,080	12,320	12,570	12,820
Allocation to Finance & Corp	9,244	9,244	9,414	-	-	9,414	9,602	9,794	9,990	10,190
Allocation to Emergency Coordination	74,862	74,862	76,359	-	-	76,359	77,886	79,443	81,033	82,653
Contingency	4,060	2,030	2,070	-	-	2,070	2,110	2,150	2,190	2,230
Operating - Other	3,060	3,060	3,120	-	5,000	8,120	8,280	2,160	2,200	2,240
TOTAL OPERATING COSTS	**188,273**	**167,243**	**123,653**	**-**	**75,270**	**198,923**	**202,898**	**127,557**	**130,113**	**132,703**
*Percentage Increase over prior year						5.7%	2.0%	-37.1%	2.0%	2.0%
CAPITAL / RESERVE										
Equipment Purchases	7,370	3,685	3,760	-	-	3,760	3,840	3,920	4,000	4,080
Transfer to Operating Reserve Fund	11,647	17,362	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVE	**19,017**	**21,047**	**3,760**	**-**	**-**	**3,760**	**3,840**	**3,920**	**4,000**	**4,080**
TOTAL COSTS	**207,290**	**188,290**	**127,413**	**-**	**75,270**	**202,683**	**206,738**	**131,477**	**134,113**	**136,783**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(65,000)	(46,000)	-	-	(55,270)	(55,270)	(54,018)	-	-	-
Interest Income	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(65,100)**	**(46,100)**	**(100)**	**-**	**(55,270)**	**(55,370)**	**(54,118)**	**(100)**	**(100)**	**(100)**
REQUISITION	**(142,190)**	**(142,190)**	**(127,313)**	**-**	**(20,000)**	**(147,313)**	**(152,620)**	**(131,377)**	**(134,013)**	**(136,683)**
*Percentage increase over prior year Requisition						3.6%	3.6%	-13.9%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.369 Electoral Area Fire Services	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$156,300	$156,300	$0	$0	$0	$0	$156,300
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$0	$0	$0	$0	$0	$0
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$156,300	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$156,300	$156,300	$0	$0	$0	$0	$156,300
		$156,300	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.369

Service Name: Electoral Area Fire Services

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
22-01	Study	Structure Protection Unit (Sprinkler trailer)	Provision of capacity to protect infrastructure and structures from wildfire	$156,300	E	Res	$156,300	$156,300	$0	$0	$0	$0	$156,300
			GRAND TOTAL	**$156,300**			**$156,300**	**$156,300**	**$0**	**$0**	**$0**	**$0**	**$156,300**

Reserve Schedule

Reserve Fund: 1.369 Electoral Area Fire Services - Operating Reserve Fund

For Consulting, FDM Upgrades, Training

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105404	2021	2022	2023	2024	2025	2026
Beginning Balance		316,689	285,016	73,446	19,428	19,428	19,428
Transfer from Ops Budget		11,647	-	-	-	-	-
Transfer to Ops Budget		(46,000)	(55,270)	(54,018)	-	-	-
Planned Expenditures		-	(156,300)	-	-	-	-
Interest Income		2,680					
Ending Balance $		**285,016**	**73,446**	**19,428**	**19,428**	**19,428**	**19,428**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Emergency Program (SGI)

EAC REVIEW

OCTOBER 2021

Service: 1.373 SGI Emergency Program **Committee: Electoral Area**

DEFINITION:

To establish and maintain an emergency management organization to develop and implement emergency plans and other preparedness responses and recovery measures for emergencies and disasters for the Electoral Area of Southern Gulf Islands.
Establishment Bylaw No. 2656 (November, 1998).
Order in Council #287 provides the CRD with the same powers as a local authority under the Emergency Program Act.

SERVICE DESCRIPTION:

Governed by Bylaw #3445, this service provides planning and management of an emergency response plan for the Southern Gulf Islands Electoral Area. The service was started in 1998 in response to the *Provincial Emergency Program Act*. The emergency response plan involves response to, and recovery from, a community disaster or emergency.

The Planning and Protective Services department has administrative responsibility for the service and the Manager of Electoral Area Fire and Emergency Programs has immediate operational responsibility.

The Southern Gulf Islands Emergency Management Commission (SGIEMC) advises the service.

PARTICIPATION:

The service and participating area shall be coterminous with the Electoral Area of Southern Gulf Islands.

FUNDING:

Requisition

1.373 - Emergency Program (SGI)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Travel Expense	11,380	10,811	11,610	-	-	11,610	11,840	12,080	12,320	12,560
Contract for Services	64,700	61,465	65,990	-	-	65,990	67,310	68,650	70,030	71,430
Staff Training & Development	6,220	5,909	6,320	-	-	6,320	6,450	6,580	6,710	6,840
Educational Material	16,000	15,200	16,320	-	-	16,320	16,650	16,980	17,320	17,670
Payments to 3rd Parties	37,960	36,063	10,160	-	-	10,160	10,360	10,570	10,780	10,990
Supplies	19,575	18,599	19,870	-	-	19,870	20,270	20,670	21,080	21,500
Allocations	9,561	9,561	12,856	-	-	12,856	13,113	13,376	13,643	13,916
Property Taxes	750	713	770	-	-	770	790	810	830	850
Other Operating Expenses	90,981	87,057	92,352	-	-	92,352	94,306	96,226	98,240	100,288
TOTAL OPERATING COSTS	**257,127**	**245,378**	**236,248**	**-**	**-**	**236,248**	**241,089**	**245,942**	**250,953**	**256,044**
*Percentage Increase over prior year						-8.1%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVES										
Transfer to Capital Reserve Fund	9,600	21,349	8,800	-	-	8,800	9,000	9,000	9,000	9,000
Transfer to Operating Reserve Fund	6,500	6,500	5,000	-	-	5,000	5,000	5,000	5,000	5,000
TOTAL CAPITAL / RESERVES	**16,100**	**27,849**	**13,800**	**-**	**-**	**13,800**	**14,000**	**14,000**	**14,000**	**14,000**
TOTAL COSTS	**273,227**	**273,227**	**250,048**	**-**	**-**	**250,048**	**255,089**	**259,942**	**264,953**	**270,044**
FUNDING SOURCES (REVENUE)										
Estimated Balance C/FW from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance C/FWfrom 2020 to 2021	(28,000)	(28,000)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(2,519)	(2,519)	(2,570)	-	-	(2,570)	(2,620)	(2,670)	(2,720)	(2,770)
Revenue - Other	(100)	(100)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(30,619)**	**(30,619)**	**(2,670)**	**-**	**-**	**(2,670)**	**(2,720)**	**(2,770)**	**(2,820)**	**(2,870)**
REQUISITION	**(242,608)**	**(242,608)**	**(247,378)**	**-**	**-**	**(247,378)**	**(252,369)**	**(257,172)**	**(262,133)**	**(267,174)**
*Percentage increase over prior year Requisition						2.0%	2.0%	1.9%	1.9%	1.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.373 SGI Emergency Program	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$47,000	$47,000	$0	$0	$0	$0	$47,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$47,000	**$47,000**	**$0**	**$0**	**$0**	**$0**	**$47,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$47,000	$47,000	$0	$0	$0	$0	$47,000
		$47,000	**$47,000**	**$0**	**$0**	**$0**	**$0**	**$47,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.373

Service Name: SGI Emergency Program

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	New	Shipping Containers	Storage for emergency program	$35,000	E	Res	$35,000	$35,000	$0	$0	$0	$0	$35,000
21-02	New	Computer	Computer replacement for Island coordinators	$12,000	E	Res	$12,000	$12,000	$0	$0	$0	$0	$12,000
			GRAND TOTAL	**$47,000**			**$47,000**	**$47,000**	**$0**	**$0**	**$0**	**$0**	**$47,000**

Emergency Program (SGI)
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	260,298	222,098	231,098	240,098	249,098	258,098
Operating Reserve Fund	118,911	123,911	128,911	133,911	138,911	143,911
Total	**379,208**	**346,008**	**360,008**	**374,008**	**388,008**	**402,008**

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Capital Reserve Fund - Bylaw 2965

Surplus money from the operation of fire protection services may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1063	Estimated	Budget				
Fund Centre:	101723	2021	2022	2023	2024	2025	2026
Beginning Balance		248,354	260,298	222,098	231,098	240,098	249,098
Transfer from Ops Budget		9,600	8,800	9,000	9,000	9,000	9,000
Planned Expenditures		-	(47,000)	-	-	-	-
Interest Income		2,344					
Ending Balance $		260,298	222,098	231,098	240,098	249,098	258,098

Assumptions/Backgrounds:

Require sufficient funding to meet long range capital plan

Reserve Schedule

Reserve Fund: 1.373 SGI Emergency Program - Operating Reserve Fund

Reserve Cash Flow

Fund:	1500	Estimated	Budget				
Fund Centre:	105401	2021	2022	2023	2024	2025	2026
Beginning Balance		111,361	118,911	123,911	128,911	133,911	138,911
Transfer from Ops Budget		6,500	5,000	5,000	5,000	5,000	5,000
Transfer to Ops Budget		-	-	-	-	-	-
Expenditures		-	-	-	-	-	-
Interest Income		1,050					
Ending Balance $		118,911	123,911	128,911	133,911	138,911	143,911

Assumptions/Backgrounds:

CAPITAL REGIONAL DISTRICT

2022 Budget

Saturna Island Comm. Parks

EAC REVIEW

OCTOBER 2021

Service: 1.465 Saturna Island Community Parks **Committee: Saturna Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Saturna Island (Bylaw No. 2080, December 16, 1992).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Saturna Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $41,279. (Bylaw 4088 - Amends 2080 - March, 2016)

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.465 - Saturna Island Comm. Parks	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	1,530	1,530	1,560	-	-	1,560	1,590	1,620	1,650	1,680
Supplies	400	400	400	-	-	400	400	400	400	400
Repairs & Maintenance	9,660	9,660	9,850	-	-	9,850	10,050	10,250	10,450	10,660
Allocations	982	982	929	-	-	929	948	967	986	1,006
Contingency	2,940	2,940	3,000	-	-	3,000	3,060	3,120	3,180	3,240
Other Operating Expenses	3,070	3,070	3,160	-	-	3,160	3,230	3,300	3,370	3,440
TOTAL OPERATING COSTS	**18,582**	**18,582**	**18,899**	**-**	**-**	**18,899**	**19,278**	**19,657**	**20,036**	**20,426**
*Percentage Increase over prior year						1.7%	2.0%	2.0%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	5,478	5,478	6,000	-	-	6,000	6,000	6,000	6,000	6,000
TOTAL CAPITAL / RESERVE	**5,478**	**5,478**	**6,000**	**-**	**-**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**
TOTAL COSTS	**24,060**	**24,060**	**24,899**	**-**	**-**	**24,899**	**25,278**	**25,657**	**26,036**	**26,426**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(1,144)	(1,144)	(1,144)	-	-	(1,144)	(1,144)	(1,144)	(1,144)	(1,144)
Revenue - Other	(50)	(50)	(50)	-	-	(50)	(50)	(50)	(50)	(50)
TOTAL REVENUE	**(1,194)**	**(1,194)**	**(1,194)**	**-**	**-**	**(1,194)**	**(1,194)**	**(1,194)**	**(1,194)**	**(1,194)**
REQUISITION	**(22,866)**	**(22,866)**	**(23,705)**	**-**	**-**	**(23,705)**	**(24,084)**	**(24,463)**	**(24,842)**	**(25,232)**
*Percentage increase over prior year Requisition						3.7%	1.6%	1.6%	1.5%	1.6%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.465 Saturna Island Community Parks	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$23,000	$9,000	$6,000	$6,000	$0	$44,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$23,000**	**$9,000**	**$6,000**	**$6,000**	**$0**	**$44,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$23,000	$9,000	$6,000	$6,000	$0	$44,000
		$0	**$23,000**	**$9,000**	**$6,000**	**$6,000**	**$0**	**$44,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.465
Service Name: Saturna Island Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	Renewal	Park upgrades	Improvements to Saturna's 70 acre "Money Watershed and New Park"	$34,000	S	Res	$0	$13,000	$2,000	$4,000	$4,000	$0	$23,000
21-02	Renewal	Park upgrades	Construction of Thomson Park Disc Golf course and Bocce court	$21,000	S	Res	$0	$5,000	$3,000	$1,000	$1,000	$0	$10,000
21-03	Renewal	Park upgrades	Salmon Enhancing Facility and Community Garden (Lyall Creek Park)	$22,000	S	Res	$0	$5,000	$4,000	$1,000	$1,000	$0	$11,000
			GRAND TOTAL	**$77,000**			**$0**	**$23,000**	**$9,000**	**$6,000**	**$6,000**	**$0**	**$44,000**

Saturna Island Comm. Parks
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	37,088	20,088	17,088	17,088	17,088	23,088
Land Reserve Fund	3,226	3,226	3,226	3,226	3,226	3,226
Total	**40,313**	**23,313**	**20,313**	**20,313**	**20,313**	**26,313**

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Capital Reserve Fund - Bylaw 2627

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1036	Estimated	Budget				
Fund Centre:	101380	2021	2022	2023	2024	2025	2026
Beginning Balance		64,010	37,088	20,088	17,088	17,088	17,088
Transfer from Ops Budget		5,478	6,000	6,000	6,000	6,000	6,000
Transfer to Cap Fund		(33,000)	(23,000)	(9,000)	(6,000)	(6,000)	-
Interest Income*		600					
Ending Balance $		**37,088**	**20,088**	**17,088**	**17,088**	**17,088**	**23,088**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.465 Saturna Comm Parks - Land Reserve Fund - Bylaw 2398

- Saturna Island Park Land Acquisition Reserve Fund was established in 1996 under bylaw 2398.
- The monies in the reserve fund and interest earned on it, shall be expended only for the purchase of park land.

Reserve Cash Flow

Fund:	1018	Estimated	Budget				
Fund Centre:	101361	2021	2022	2023	2024	2025	2026
Beginning Balance		3,196	3,226	3,226	3,226	3,226	3,226
Transfer from Ops Budget		-	-	-	-	-	-
Interest Income*		30					
Ending Balance $		**3,226**	**3,226**	**3,226**	**3,226**	**3,226**	**3,226**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Saturna Island Comm. Recreation

EAC REVIEW

OCTOBER 2021

Service: 1.468 **Saturna Island Community Recreation** **Committee: Saturna Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Saturna Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Saturna Island.

PARTICIPATION:

Saturna Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $17,237 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $21,740.

COMMISSION:

Saturna Island Parks and Recreation Commission (Bylaw No. 3485, November 14, 2007)

FUNDING:

Requisition

1.468 - Saturna Island Comm. Recreation	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Recreation Programs	15,171	15,171	8,990	-	-	8,990	9,170	9,350	9,540	9,730
Special Events	2,240	2,240	2,280	-	-	2,280	2,330	2,380	2,430	2,480
Allocations	778	778	1,005	-	-	1,005	1,026	1,046	1,067	1,088
Other Operating Expenses	1,920	1,920	1,960	-	-	1,960	2,000	2,040	2,080	2,120
TOTAL OPERATING COSTS	**20,109**	**20,109**	**14,235**	**-**	**-**	**14,235**	**14,526**	**14,816**	**15,117**	**15,418**
*Percentage Increase over prior year						-29.2%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(6,361)	(6,361)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(757)	(757)	(757)	-	-	(757)	(757)	(757)	(757)	(757)
Revenue - Other	(20)	(20)	(20)	-	-	(20)	(20)	(20)	(20)	(20)
TOTAL REVENUE	**(7,138)**	**(7,138)**	**(777)**	**-**	**-**	**(777)**	**(777)**	**(777)**	**(777)**	**(777)**
REQUISITION	**(12,971)**	**(12,971)**	**(13,458)**	**-**	**-**	**(13,458)**	**(13,749)**	**(14,039)**	**(14,340)**	**(14,641)**
*Percentage increase over prior year Requisition						3.8%	2.2%	2.1%	2.1%	2.1%

CAPITAL REGIONAL DISTRICT

2022 Budget

Mayne Island Community Parks & Rec

EAC REVIEW

OCTOBER 2021

Service: 1.475 Mayne Island Community Parks **Committee: Mayne Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Mayne Island (Bylaw No. 1602, January 13, 1988).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Mayne Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds, a Japanese Garden and sports fields.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $120,626.

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.475 - Mayne Island Community Parks & Rec	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Honoraria, Wages & Benefits	1,100	1,100	1,120	-	-	1,120	1,140	1,160	1,180	1,200
Supplies	2,310	2,310	2,360	-	-	2,360	2,410	2,460	2,510	2,560
Repairs, Maintenance, & Improvements	56,180	56,180	57,300	-	-	57,300	58,450	59,620	60,820	62,040
Allocations	5,504	5,504	5,863	-	-	5,863	5,980	6,098	6,217	6,338
Other Operating Expenses	11,370	11,370	12,030	-	-	12,030	12,340	12,650	12,970	13,310
TOTAL OPERATING COSTS	**76,464**	**76,464**	**78,673**	**-**	**-**	**78,673**	**80,320**	**81,988**	**83,697**	**85,448**
*Percentage Increase over prior year						2.9%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	7,020	7,020	7,000	-	-	7,000	7,000	7,000	7,000	7,000
TOTAL COSTS	**83,484**	**83,484**	**85,673**	**-**	**-**	**85,673**	**87,320**	**88,988**	**90,697**	**92,448**
FUNDING SOURCES (REVENUE)										
Rentals	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(69)	(69)	(70)	-	-	(70)	(70)	(70)	(70)	(70)
Revenue - Other	(200)	(200)	(200)	-	-	(200)	(200)	(200)	(200)	(200)
TOTAL REVENUE	**(269)**	**(269)**	**(270)**	**-**	**-**	**(270)**	**(270)**	**(270)**	**(270)**	**(270)**
REQUISITION	**(83,215)**	**(83,215)**	**(85,403)**	**-**	**-**	**(85,403)**	**(87,050)**	**(88,718)**	**(90,427)**	**(92,178)**
*Percentage increase over prior year Requisition						2.6%	1.9%	1.9%	1.9%	1.9%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.475 Mayne Island Community Parks	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$4,000	$3,000	$7,000	$0	$0	$14,000
Equipment	E	$0	$5,000	$0	$5,000	$0	$0	$10,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$18,000	$18,000	$10,000	$0	$15,000	$0	$43,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$18,000	**$27,000**	**$13,000**	**$12,000**	**$15,000**	**$0**	**$67,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$15,000	$15,000	$0	$0	$0	$0	$15,000
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$3,000	$12,000	$13,000	$12,000	$15,000	$0	$52,000
		$18,000	**$27,000**	**$13,000**	**$12,000**	**$15,000**	**$0**	**$67,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.475

Service Name: Mayne Island Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-02	Replacement	Cotton Park fencing	Replace garden fencing at Cotton Park	$3,000	S	Res	$3,000	$3,000	$0	$0	$0	$0	$3,000
21-03	New	Emma and Felix Jack Park	Cultural and Heritage improvements to Emma and Felix Jack	$15,000	S	Grant	$15,000	$15,000	$0	$0	$0	$0	$15,000
22-01	Renewal	Miners Bay washrooms	Upgrade washroom facilities	$4,000	B	Res	$0	$4,000	$0	$0	$0	$0	$4,000
22-03	Replacement	Miners Bay Christmas Lights	Replace Christmas tree lights with energy efficient lights	$5,000	E	Res	$0	$5,000	$0	$0	$0	$0	$5,000
23-01	Renewal	Dinner Bay water upgrade	Upgrade water system as it's outdated; replace water line	$10,000	S	Res	$0	$0	$10,000	$0	$0	$0	$10,000
23-02	Renewal	Dinner Bay washrooms	Upgrade washroom facilities	$3,000	B	Res	$0	$0	$3,000	$0	$0	$0	$3,000
24-01	Renewal	Miners Bay parking wall	Instal a retaining wall in front of the street parking	$2,000	B	Res	$0	$0	$0	$2,000	$0	$0	$2,000
24-02	New	Miners Bay maintenance shed	Build a maintenance shed for mower	$5,000	B	Res	$0	$0	$0	$5,000	$0	$0	$5,000
24-03	New	Miners Bay mower	Dedicated mower and tools for Miners Bay	$5,000	E	Res	$0	$0	$0	$5,000	$0	$0	$5,000
25-01	Renewal	Dinner Bay pump house	Rebuild pump house for well head	$5,000	S	Res	$0	$0	$0	$0	$5,000	$0	$5,000
25-02	Renewal	Dinner Bay well pumps	Replace two well pumps	$5,000	S	Res	$0	$0	$0	$0	$5,000	$0	$5,000
25-03	Replacement	Kippen Road staircase	Replace heavy wooden staircase with lighter metal staircase	$5,000	S	Res	$0	$0	$0	$0	$5,000	$0	$5,000
			GRAND TOTAL	**$67,000**			**$18,000**	**$27,000**	**$13,000**	**$12,000**	**$15,000**	**$0**	**$67,000**

Service:	1.475	Mayne Island Community Parks

Project Number	Capital Project Title	Capital Project Description
21-02	Cotton Park fencing	Replace garden fencing at Cotton Park

Project Rationale The flower gardens at Cotton Park must be protected by fencing to keep the deer out. The fencing is rusted, piecemeal and needs to be replaced with stronger posts and wire fencing. This project has been deferred since 2019 and should take place in 2021.

Project Number	Capital Project Title	Capital Project Description
21-03	Emma and Felix Jack Park	Cultural and Heritage improvements to Emma and Felix Jack

Project Rationale A park dedicated to First Nations is important to restore thus promoting heritage and cultural awareness for the public and to aid in reconciliation with First Nations.

Project Number	Capital Project Title	Capital Project Description
22-01	Miners Bay washrooms	Upgrade washroom facilities

Project Rationale The washrooms need to be upgraded with three new taps ($1000); flush valves (5 @$400) and a new hot water tank ($700).

Project Number	Capital Project Title	Capital Project Description
22-03	Miners Bay Christmas Lights	Replace Christmas tree lights with energy efficient lights

Project Rationale Replace Christmas tree lights with energy efficient lights in Miners Bay

Project Number	Capital Project Title	Capital Project Description
23-01	Dinner Bay water upgrade	Upgrade water system as it's outdated; replace water line

Project Rationale The water system should be upgraded as it is outdated and needs to meet current standards given the public use of the Adachi Pavilion ($8,000) Also the water line between the Japanese Garden and the park needs to be replaced as it is leaking ($2,000)

Project Number	Capital Project Title	Capital Project Description
23-02	Dinner Bay washrooms	Upgrade washroom facilities

Project Rationale The washroom facilities need to be upgraded with new fixtures and valves (9@$300)

Project Number	Capital Project Title	Capital Project Description
24-01	Miners Bay parking wall	Instal a retaining wall in front of the street parking

Project Rationale The split rail fence is old and falling down. A sturdier more attractive wall is required to separate street parking from the park and protect park users.

Service:	1.475	Mayne Island Community Parks

Project Number	24-02	Capital Project Title	Miners Bay maintenance shed	Capital Project Description	Build a maintenance shed for mower
Project Rationale	Miners Bay does not have any storage for a ride on mower and hazardous materials such as gas which cannot be stored in the library basement for safety reasons.				

Project Number	24-03	Capital Project Title	Miners Bay mower	Capital Project Description	Dedicated mower and tools for Miners Bay
Project Rationale	Miners Bay needs a dedicated mower; weed eater and tools to maintain the park. Driving the tractor over from Dinner Bay places unnecessary wear and tear on the tractor and is extremely time consuming.				

Project Number	25-01	Capital Project Title	Dinner Bay pump house	Capital Project Description	Rebuild pump house for well head
Project Rationale	The existing pump house is old and needs to be rebuilt to ensure adequate insulation and protection of the pumps for the well.				

Project Number	25-02	Capital Project Title	Dinner Bay well pumps	Capital Project Description	Replace two well pumps
Project Rationale	The existing pumps are getting old and should be replaced when the pump house is rebuilt as part of the sustainable service delivery plan.				

Project Number	25-03	Capital Project Title	Kippen Road staircase	Capital Project Description	Replace heavy wooden staircase with lighter metal staircase
Project Rationale	The heavy wooden staircase is very difficult to raise and lower every year and a safety hazard for volunteers. It should be replaced with a lighter metal staircase to reduce risk of injury.				

Reserve Schedule

Reserve Fund: 1.475 Mayne Comm. Parks & Rec - Capital Reserve Fund - Bylaw 2866

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1061	Estimated	Budget				
Fund Centre:	101611	2021	2022	2023	2024	2025	2026
Beginning Balance		93,976	86,796	81,796	75,796	70,796	62,796
Transfer from Ops Budget		7,020	7,000	7,000	7,000	7,000	7,000
Transfer from ERF		-	-	-	-	-	-
Transfer to Cap Fund		(15,000)	(12,000)	(13,000)	(12,000)	(15,000)	-
Interest Income*		800					
Ending Balance $		**86,796**	**81,796**	**75,796**	**70,796**	**62,796**	**69,796**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Mayne Island Community Parks Donations

EAC REVIEW

OCTOBER 2021

1.476 - Mayne Island Community Parks Donations	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Japanese Garden	19,883	8,597	15,893	-	-	15,893	3,510	3,580	3,650	3,720
Dinner Bay	400	250	410	-	-	410	420	430	440	450
Putting Green	150	-	150	-	-	150	150	150	150	150
TOTAL COSTS	**20,433**	**8,847**	**16,453**	**-**	**-**	**16,453**	**4,080**	**4,160**	**4,240**	**4,320**
*Percentage Increase over prior year						-19.5%	-75.2%	2.0%	1.9%	1.9%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	12,453	(12,453)	-	-	(12,453)	-	-	-	-
Balance c/fwd from 2020 to 2021	(16,510)	(16,510)	-	-	-	-	-	-	-	-
Donations & Fees	(3,703)	(4,670)	(3,780)	-	-	(3,780)	(3,860)	(3,940)	(4,020)	(4,100)
Other Income	(220)	(120)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	**(20,433)**	**(8,847)**	**(16,453)**	**-**	**-**	**(16,453)**	**(4,080)**	**(4,160)**	**(4,240)**	**(4,320)**
REQUISITION	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
*Percentage increase over prior year Requisition						0.0%	0.0%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Mayne Island Community Rec.

EAC REVIEW

OCTOBER 2021

Service: 1.478 Mayne Island Community Recreation **Committee: Mayne Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Mayne Island (Bylaw No. 1463, June 25, 1986).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Mayne Island.

PARTICIPATION:

Mayne Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $46,532 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $63,530. (Bylaw 4153 Sept 13, 2017)

COMMISSION:

Mayne Island Parks and Recreation Commission (Bylaw No. 3488, November 14, 2007)

FUNDING:

Requisition

1.478 - Mayne Island Community Rec.	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Recreation Programs	35,474	35,474	27,378	-	-	27,378	27,926	28,482	29,058	29,643
Special Events	3,690	3,690	3,760	-	-	3,760	3,840	3,920	4,000	4,080
Allocations	1,627	1,627	2,122	-	-	2,122	2,164	2,208	2,252	2,297
Other Operating Expenses	1,650	1,650	1,690	-	-	1,690	1,720	1,750	1,780	1,810
TOTAL OPERATING COSTS	**42,441**	**42,441**	**34,950**	**-**	**-**	**34,950**	**35,650**	**36,360**	**37,090**	**37,830**
*Percentage Increase over prior year						-17.7%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 20201 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	(8,174)	(8,174)	-	-	-	-	-	-	-	-
Revenue - Other	(28)	(28)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
Grants in Lieu of Taxes	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(8,232)**	**(8,232)**	**(60)**	**-**	**-**	**(60)**	**(60)**	**(60)**	**(60)**	**(60)**
REQUISITION	**(34,209)**	**(34,209)**	**(34,890)**	**-**	**-**	**(34,890)**	**(35,590)**	**(36,300)**	**(37,030)**	**(37,770)**
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Pender Parks

EAC REVIEW

OCTOBER 2021

Service: 1.485 **Pender Island Community Parks** **Committee: Pender Islands Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Pender Island (Bylaw No. 1601, January 13, 1988)

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Pender Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds a disc park and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $195,611. (Bylaw 4091 - March, 2016)

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.485 - Pender Parks	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Contract for Services	27,620	27,620	28,170	-	-	28,170	28,730	29,300	29,890	30,490
Supplies	12,250	12,250	12,490	-	-	12,490	12,740	12,990	13,240	13,500
Repairs, Maintenance, & Improvements	43,940	43,940	44,820	-	-	44,820	45,720	46,630	47,560	48,510
Allocations	8,922	8,922	10,234	-	-	10,234	10,438	10,645	10,853	11,074
Contingency	4,000	4,000	4,000	-	-	4,000	4,000	4,000	4,000	4,000
Other Operating Expenses	17,350	17,350	17,760	-	-	17,760	18,120	18,500	18,880	19,270
TOTAL OPERATING COSTS	**114,082**	**114,082**	**117,474**	**-**	**-**	**117,474**	**119,748**	**122,065**	**124,423**	**126,844**
*Percentage Increase over prior year						3.0%	1.9%	1.9%	1.9%	1.9%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	43,000	43,000	43,000	-	-	43,000	43,000	43,000	43,000	43,000
TOTAL CAPITAL / RESERVE	**43,000**	**43,000**	**43,000**	**-**	**-**	**43,000**	**43,000**	**43,000**	**43,000**	**43,000**
TOTAL COSTS	**157,082**	**157,082**	**160,474**	**-**	**-**	**160,474**	**162,748**	**165,065**	**167,423**	**169,844**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(1,323)	(1,323)	(1,323)	-	-	(1,323)	(1,323)	(1,323)	(1,323)	(1,323)
Revenue - Other	(410)	(410)	(410)	-	-	(410)	(410)	(410)	(410)	(410)
TOTAL REVENUE	**(1,733)**	**(1,733)**	**(1,733)**	**-**	**-**	**(1,733)**	**(1,733)**	**(1,733)**	**(1,733)**	**(1,733)**
REQUISITION	**(155,349)**	**(155,349)**	**(158,741)**	**-**	**-**	**(158,741)**	**(161,015)**	**(163,332)**	**(165,690)**	**(168,111)**
*Percentage increase over prior year Requisition						2.2%	1.4%	1.4%	1.4%	1.5%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.485 Pender Island Community Parks	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$0	$0	$0	$0	$0	$0
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$0	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$50,000**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
		$0	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$50,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.485

Service Name: Pender Island Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-02	Renewal	Park upgrades	Upgrades and improvements to Pender Island Parks	$50,000	S	Res	$0	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
			GRAND TOTAL	**$50,000**			**$0**	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$10,000**	**$50,000**

Pender Parks
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Capital Reserve Fund	341,675	374,675	407,675	440,675	473,675	506,675
Land Reserve Fund	36,506	36,506	36,506	36,506	36,506	36,506
Total	**378,181**	**411,181**	**444,181**	**477,181**	**510,181**	**543,181**

Reserve Schedule

Reserve Fund: 1.485 PenderParks - Capital Reserve Fund - Bylaw 2236

- Capital Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2236.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities

Reserve Cash Flow

Fund:	1038	Estimated	Budget				
Fund Centre:	101382	2021	2022	2023	2024	2025	2026
Beginning Balance		321,175	341,675	374,675	407,675	440,675	473,675
Transfer from Ops Budget		43,000	43,000	43,000	43,000	43,000	43,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(25,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interest Income*		2,500					
Ending Balance $		**341,675**	**374,675**	**407,675**	**440,675**	**473,675**	**506,675**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Reserve Schedule

Reserve Fund: 1.485 Pender Parks - Land Reserve Fund - Bylaw 2399

- Land Reserve Fund for Pender Island Parks was established in 1994 under Bylaw No. 2399.
- These reserves can only be used to fund capital expenditure.
- Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund:	1019	Estimated	Budget				
Fund Centre:	101362	2021	2022	2023	2024	2025	2026
Beginning Balance		36,164	36,506	36,506	36,506	36,506	36,506
Transfer from Ops Budget		-	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income*		342					
Ending Balance $		**36,506**	**36,506**	**36,506**	**36,506**	**36,506**	**36,506**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Pender Island Community Rec.

EAC REVIEW

OCTOBER 2021

Service: 1.488 Pender Island Community Rec **Committee: Pender Islands Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Pender Island (Bylaw No. 1360, June 26, 1985).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Pender Island.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $71,560 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $103,022.

COMMISSION:

Pender Islands Parks and Recreation Commission (Bylaw No. 3561, September 10, 2008)

FUNDING:

Requisition

1.488 - Pender Island Community Rec	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Recreation Programs	58,920	58,920	60,100	-	-	60,100	61,300	62,530	63,780	65,060
Allocations	2,667	2,667	3,215	-	-	3,215	3,280	3,345	3,412	3,480
Other Operating Expenses	2,720	2,720	2,770	-	-	2,770	2,820	2,870	2,930	2,990
			-	-	-	-				
TOTAL OPERATING COSTS	**64,307**	**64,307**	**66,085**	**-**	**-**	**66,085**	**67,400**	**68,745**	**70,122**	**71,530**
*Percentage Increase over prior year						2.8%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balance c/fwd from 2020 to 2021	615	615	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(505)	(505)	(520)	-	-	(520)	(530)	(540)	(550)	(560)
Revenue - Other	(260)	(260)	(270)	-	-	(270)	(280)	(290)	(300)	(310)
TOTAL REVENUE	**(150)**	**(150)**	**(790)**	**-**	**-**	**(790)**	**(810)**	**(830)**	**(850)**	**(870)**
REQUISITION	**(64,157)**	**(64,157)**	**(65,295)**	**-**	**-**	**(65,295)**	**(66,590)**	**(67,915)**	**(69,272)**	**(70,660)**
*Percentage increase over prior year Requisition						1.8%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Galiano Island Community Parks

EAC REVIEW

OCTOBER 2021

Service: 1.495 **Galiano Community Parks** **Committee: Galiano Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in community parks (Letters Patent - August 28, 1975).
A defined area for the purpose of participating in community parks on Galiano Island (Bylaw No. 2294, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community parks for Galiano Island. The services provide for ocean beach/foreshore access, trails, right-of-ways, easements, playgrounds and sports fields.

PARTICIPATION:

Pender Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

$0.15 / $1,000 on actual assessed value of land and improvements. To a maximum of $112,832.

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.495 - Galiano Island Community Parks	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Repairs, Maintenance, & Improvements	68,750	68,750	70,120	-	-	70,120	71,520	72,950	74,410	75,900
Allocations	3,259	3,259	3,883	-	-	3,883	3,961	4,040	4,121	4,203
Contingency	680	680	690	-	-	690	700	710	720	730
Other Operating Expenses	4,970	4,970	5,130	-	-	5,130	5,270	5,410	5,550	5,700
TOTAL OPERATING COSTS	**77,659**	**77,659**	**79,823**	**-**	**-**	**79,823**	**81,451**	**83,110**	**84,801**	**86,533**
*Percentage Increase over prior year						2.8%	2.0%	2.0%	2.0%	2.0%
CAPITAL / RESERVE										
Transfer to Capital Reserve Fund	14,481	14,481	15,000	-	-	15,000	15,000	15,000	15,000	15,000
TOTAL CAPITAL / RESERVE	**14,481**	**14,481**	**15,000**	**-**	**-**	**15,000**	**15,000**	**15,000**	**15,000**	**15,000**
TOTAL COSTS	**92,140**	**92,140**	**94,823**	**-**	**-**	**94,823**	**96,451**	**98,110**	**99,801**	**101,533**
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(37)	(37)	(40)	-	-	(40)	(40)	(40)	(40)	(40)
Revenue - Other	(30)	(30)	(30)	-	-	(30)	(30)	(30)	(30)	(30)
TOTAL REVENUE	**(67)**	**(67)**	**(70)**	**-**	**-**	**(70)**	**(70)**	**(70)**	**(70)**	**(70)**
REQUISITION	**(92,073)**	**(92,073)**	**(94,753)**	**-**	**-**	**(94,753)**	**(96,381)**	**(98,040)**	**(99,731)**	**(101,463)**
*Percentage increase over prior year Requisition						2.9%	1.7%	1.7%	1.7%	1.7%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	1.495 Galiano Community Parks	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$0	$0	$0	$0	$0
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$20,000	$36,500	$18,500	$32,000	$25,900	$0	$112,900
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$20,000	**$36,500**	**$18,500**	**$32,000**	**$25,900**	**$0**	**$112,900**
SOURCE OF FUNDS								
Capital Funds on Hand		$8,000	$8,000	$0	$0	$0	$0	$8,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$12,000	$28,500	$18,500	$32,000	$25,900	$0	$104,900
		$20,000	**$36,500**	**$18,500**	**$32,000**	**$25,900**	**$0**	**$112,900**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 1.495

Service Name: Galiano Community Parks

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
18-02	New	Galiano Island Park Upgrades	Wesley Road Shore Access	$3,900	S	Res	$0	$0	$0	$1,000	$2,900	$0	$3,900
19-01	New	Galiano Island Park Upgrades	Zayer Shore Access	$10,000	S	Res	$0	$0	$2,000	$8,000	$0	$0	$10,000
19-02	Study	Sturdies Bay Trail Extension	Study to Assess feasibility and cost to extend trail to BC Ferries	$2,000	S	Res	$0	$2,000	$0	$0	$0	$0	$2,000
19-03	Study	Galiano Island Park Upgrades	Asset Management-Inventory Study/Replacement Program	$15,000	S	Res	$0	$2,000	$2,000	$2,000	$4,000	$0	$10,000
20-01	Renewal	Galiano Island Park Upgrades	Matthews Stairs to Beach	$17,500	S	Res	$0	$0	$3,500	$10,000	$4,000	$0	$17,500
21-01	New	Galiano Island Park Upgrades	New Trail at Millard Learning Centre	$1,000	S	Res	$0	$0	$0	$1,000	$0	$0	$1,000
21-03	Renewal	Galiano Island Park Upgrades	Zuker Shore Access Restoration- Remove Invasives and Restore	$15,500	S	Res	$0	$7,500	$0	$0	$0	$0	$7,500
21-03					S	Cap	$8,000	$8,000	$0	$0	$0	$0	$8,000
21-05	New	Galiano Island Park Upgrades	Construct two handicap beach accesses	$25,000	S	Res	$0	$5,000	$10,000	$10,000	$0	$0	$25,000
22-01	Study	Galiano Island Park Upgrades	Study to construct Viewpoint at Graham	$1,000	S	Res	$0	$0	$1,000	$0	$0	$0	$1,000
22-02	New	Galiano Island Park Upgrades	Install New Vault Toilet - Activity Centre	$12,000	S	Res	$12,000	$12,000	$0	$0	$0	$0	$12,000
25-01	Renewal	Install Gulf Toilet at Gulfside	Replace Porta Potti with Vault toilet at popular beach access	$15,000	S	Res	$0	$0	$0	$0	$15,000	$0	$15,000
			GRAND TOTAL	**$117,900**			**$20,000**	**$36,500**	**$18,500**	**$32,000**	**$25,900**	**$0**	**$112,900**

Service:	1.495	Galiano Community Parks

Project Number	Capital Project Title	Capital Project Description
18-02	Galiano Island Park Upgrades	Wesley Road Shore Access

Project Rationale Wesley Road Site has been identified for a number of years as very suitable for shore access development. Project construction deferred to 2024-2025.

Project Number	Capital Project Title	Capital Project Description
19-01	Galiano Island Park Upgrades	Zayer Shore Access

Project Rationale Public has long requested safe access to the small lovely beach on Active Pass at this location. It is a very short but steep access. Due to the site possibly having historical archeological significance, it is not yet clear if and how access can be provided. This is being investigated with Government and FN bodies. The engineering study and construction have therefore been deferred to 2023 and 2024.

Project Number	Capital Project Title	Capital Project Description
19-02	Sturdies Bay Trail Extension	Study to Assess feasibility and cost to extend trail to BC Ferries

Project Rationale This trail is the most heavily used by Galiano residents/pedestrians, as it parallels a very busy narrow road to the main centre of shopping and commerce on the island as well as leading almost to the BC Ferries terminal, the busiest spot on the island. Improvements were made to the trail in 2019. An engineering study needs to be done to determine the cost and feasibility of extending the trail further, right up to the BC Ferries terminal at Sturdies Bay. This study is planned for 2022.

Project Number	Capital Project Title	Capital Project Description
19-03	Galiano Island Park Upgrades	Asset Management-Inventory Study/Replacement Program

Project Rationale A detailed inventory of all GIPRC current assests and their condition must be carried out and a plan made for the timely renewal of the assets where appropriate. The inventory study has been deferred for several years and is now planned for 2021. Renewal of assets would commence in 2022.

Project Number	Capital Project Title	Capital Project Description
20-01	Galiano Island Park Upgrades	Matthews Stairs to Beach

Project Rationale This is a very popular beach access adjoining CRD regional park at Matthews point. The plan is to link the two areas. The GIPRC trail and access to the beach was improved in 2019. However the last section of the beach access trail is very steep and a challenge for many. We have had one emergency services rescue from this trail in 2020. This entire area which also links to the Galiano Club's Bluffs park is a real Galiano Showcase and a very heavily visited area. A safer, easier access down to the Active Pass beach would require an engineered stair way. Engineering study to determine feasibility and cost set for 2024 and construction in 2025.

Project Number	21-01	**Capital Project Title**	Galiano Island Park Upgrades	**Capital Project Description**	New Trail at Millard Learning Centre
Project Rationale	GIPRC had made a commitment to work with Galiano Conservancy to construct a new trail at the learning centre in conjunction with some rezoning. Planned Study to assess construction needs deferred to 2025. Conservancy may take on the project themselves, in which case it will be dropped in future.				

Project Number	21-03	**Capital Project Title**	Galiano Island Park Upgrades	**Capital Project Description**	Zuker Shore Access Restoration- Remove Invasives and Restore
Project Rationale	Zuker, very popular shore access to Active pass near Mount Galiano Park trail head is overrun with invasive species Spurge Laurel and Broom which is spreading uncontained. It is proposed over the next two years to remove the invasive species and replant with suitable local species. The project will be eligible for supporting grants from BC Hydro, Tree Canada, TD Friends of the Environment Foundation of up to 3,600.				

Project Number	21-05	**Capital Project Title**	Galiano Island Park Upgrades	**Capital Project Description**	Construct two handicap beach accesses
Project Rationale	Carrying on from Shaw Landing Project, a further study will be carried out in 2022 to define/engineer two more beach access improvement projects for the mobility impaired, with construction planned for 2023 and 2024.				

Project Number	22-01	**Capital Project Title**	Galiano Island Park Upgrades	**Capital Project Description**	Study to construct Viewpoint at Graham
Project Rationale	This site overlooking Trincomali Channel has been identified by past commissions as a very poular and suitable location for development of an access to an oustanding viewpoint in an area where currently not much public access is available. A study to detrrmine design and construction needs is deferred to 2023.				

Project Number	22-02	**Capital Project Title**	Galiano Island Park Upgrades	**Capital Project Description**	Install New Vault Toilet - Activity Centre
Project Rationale	This is a high public use area adjacent to the library and school with many sporting and recreation facilities but no toilet facilities. Will also serve as emergency facilities for school during power outages				

Project Number	25-01	**Capital Project Title**	Install Gulf Toilet at Gulfside	**Capital Project Description**	Replace Porta Potti with Vault toilet at popular beach access
Project Rationale	Heavily visited beach access on East coast of the island serviced by aging porta-potti bathroom facility. Needs to be replaced with vault toilet. Currently planned for 2025. Was previously lumped in together with Activity Centre Vault Toilet project. Now made a separate project.				

Reserve Schedule

Reserve Fund: 1.495 Galiano Island Community Parks - Capital Reserve Fund - Bylaw 2851

Surplus money from the operation of parks, recreational and related community programs and facilities may be paid from time to time into this reserve fund.

Reserve Cash Flow

Fund:	1058	Estimated	Budget				
Fund Centre:	101604	2021	2022	2023	2024	2025	2026
Beginning Balance		73,807	57,729	44,229	40,729	23,729	12,829
Transfer from Ops Budget		14,481	15,000	15,000	15,000	15,000	15,000
Transfer from Cap Fund		-	-	-	-	-	-
Transfer to Cap Fund		(30,959)	(28,500)	(18,500)	(32,000)	(25,900)	-
Interest Income*		400					
Ending Balance $		**57,729**	**44,229**	**40,729**	**23,729**	**12,829**	**27,829**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Galiano Community Recreation

EAC REVIEW

OCTOBER 2021

Service: 1.498 **Galiano Community Recreation** **Committee: Galiano Island Parks & Recreation**

DEFINITION:

A defined area for the purpose of participating in a recreational program. (Letters Patent - October 3, 1975).
A defined area for the purpose of participating in community recreation on Galiano Island (Bylaw No. 2295, February 22, 1995).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation programs on Galiano Island.

PARTICIPATION:

Galiano Island - A defined area in the Southern Gulf Islands Electoral Area

MAXIMUM LEVY:

Greater of $41,624 or $0.079 / $1,000 on actual assessed value of land and improvements. To a maximum of $59,425.

COMMISSION:

Galiano Island Parks and Recreation Commission (Bylaw No. 3486, November 14, 2007)

FUNDING:

Requisition

1.498 - Galiano Community Recreation	2021 BOARD BUDGET	2021 ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Recreation Programs	38,904	38,904	34,686	-	-	34,686	35,375	36,073	36,790	37,517
Allocations	1,590	1,590	2,059	-	-	2,059	2,100	2,142	2,185	2,228
Other Operating Expenses	680	680	710	-	-	710	730	750	770	790
TOTAL OPERATING COSTS	**41,174**	**41,174**	**37,455**	**-**	**-**	**37,455**	**38,205**	**38,965**	**39,745**	**40,535**
*Percentage Increase over prior year						-9.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Balnace c/fwd from 2021 to 2022	-	-	-	-	-	-	-	-	-	-
Balnace c/fwd from 2020 to 2021	(4,454)	(4,454)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(15)	(15)	(15)	-	-	(15)	(15)	(15)	(15)	(15)
Other Revenue	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(4,469)**	**(4,469)**	**(15)**	**-**	**-**	**(15)**	**(15)**	**(15)**	**(15)**	**(15)**
REQUISITION	**(36,705)**	**(36,705)**	**(37,440)**	**-**	**-**	**(37,440)**	**(38,190)**	**(38,950)**	**(39,730)**	**(40,520)**
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Storm Water Quality Management (SGI)

EAC REVIEW

OCTOBER 2021

Service: 1.533 **SGI Stormwater Quality Management** **Committee: Electoral Area Services**

DEFINITION:

To provide for the control of pollution in stormwater runoff from land. In Bylaw No. 2452 (adopted February, 1997 for the EA of Southern Gulf Islands) "stormwater runoff" includes seepage, overland flow and stormwater runoff within ditches, streams, rivers, ponds, lakes and other watercourses.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Southern Gulf Islands Electoral Area to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

The Electoral Area of the Southern Gulf Islands.

MAXIMUM LEVY:

None stated

FUNDING:

Requisition

1.533 - Storm Water Quality Management (SGI)	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Contract for Services & Consulting	5,371	6,996	5,583	-	-	5,583	5,695	5,816	5,926	6,045
Allocations	32,895	31,270	33,467	-	-	33,467	34,135	34,814	35,514	36,225
Other Operating Expenses	70	70	50	-	-	50	50	50	50	50
TOTAL COSTS	**38,336**	**38,336**	**39,100**	**-**	**-**	**39,100**	**39,880**	**40,680**	**41,490**	**42,320**
*Percentage Increase over prior year						2.0%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Grants in Lieu of Taxes	(461)	(461)	(460)	-	-	(460)	(460)	(460)	(460)	(460)
TOTAL REVENUE	**(461)**	**(461)**	**(460)**	**-**	**-**	**(460)**	**(460)**	**(460)**	**(460)**	**(460)**
REQUISITION	**(37,875)**	**(37,875)**	**(38,640)**	**-**	**-**	**(38,640)**	**(39,420)**	**(40,220)**	**(41,030)**	**(41,860)**
*Percentage increase over prior year Requisition						2.0%	2.0%	2.0%	2.0%	2.0%

Reserve Schedule

Reserve Fund: Storm Water Quality Management (SGI) - Operating Reserve Fund

This service operates on a two-year work cycle with reporting and data analysis every second year. Reserve is also held for special projects (such as spills) and contaminant investigations.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105530	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	6,693	6,763	6,763	6,763	6,763	6,763
Transfer from Ops Budget	-	-	-	-	-	-
Transfer to Ops Budget	-	-	-	-	-	-
Interest Income	70					
Ending Balance $	**6,763**	**6,763**	**6,763**	**6,763**	**6,763**	**6,763**

Assumptions/Background:

Retain about &7,000 for speciall investigations and spill response

CAPITAL REGIONAL DISTRICT

2022 Budget

SGI Emergency Comm. - CREST

EAC REVIEW

OCTOBER 2021

Service:	1.923	SGI Emergency Comm. - CREST	Committee: Governance & Finance

923 SGI EMERGENCY COMMUNICATIONS CREST

A service established for emergency communications, including contributions towards the cost of an emergency communications service operated by another person or organization (Bylaw No. 2891, adopted July 17, 2001).

PARTICIPATION:

The Electoral Area of Southern Gulf Islands.

MAXIMUM LEVY:

None stated.

FUNDING:

Requisition

1.923 - SGI Emergency Comm. - CREST	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Payments to CREST	175,997	175,997	178,820	-	-	178,820	182,400	186,050	189,770	193,570
Allocations	3,247	3,247	3,601	-	-	3,601	3,673	3,747	3,822	3,898
Other Operating Expenses	820	700	820	-	-	820	820	820	820	820
TOTAL COSTS	**180,064**	**179,944**	**183,241**	**-**	**-**	**183,241**	**186,893**	**190,617**	**194,412**	**198,288**
*Percentage Increase over prior year						1.8%	2.0%	2.0%	2.0%	2.0%
FUNDING SOURCES (REVENUE)										
Estimated Balance c/fwd from 2021 to 2022	-	90	(90)	-	-	(90)	-	-	-	-
Balance c/fwd from 2020 to 2021	(122)	(122)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,654)	(1,654)	(1,654)	-	-	(1,654)	(1,654)	(1,654)	(1,654)	(1,654)
Other Income	(100)	(70)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(1,876)**	**(1,756)**	**(1,844)**	**-**	**-**	**(1,844)**	**(1,754)**	**(1,754)**	**(1,754)**	**(1,754)**
REQUISITION	**(178,188)**	**(178,188)**	**(181,397)**	**-**	**-**	**(181,397)**	**(185,139)**	**(188,863)**	**(192,658)**	**(196,534)**
*Percentage increase over prior year Requisition						1.8%	2.1%	2.0%	2.0%	2.0%

CAPITAL REGIONAL DISTRICT

2022 Budget

Magic Lake Water

EAC Review

OCTOBER 2021

Service: **2.630 Magic Lake Estates Water** **Committee: Electoral Area**

DEFINITION:

LSA -1 To provide and operate water supply and distribution facilities for the Magic Lake Estates Water System. Specified Area on North Pender Island. Bylaw No. 1874 (June 11, 1991).

PARTICIPATION:

Local Service Area # 1 - D(764) LSA #9.

MAXIMUM LEVY:

Greater of $160,000 or $3.50 / $1,000 of actual assessed value of land and improvements. To a maximum of $1,905,623.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3633 (Nov 2009).	$	2,560,000
BORROWED:	SI Bylaw 3677 (Feb 2010).	$	(723,000)
BORROWED:	SI Bylaw 3769 (Feb 2011).	$	(250,000)
BORROWED:	SI Bylaw 3850 (Aug 2012).	$	(559,500)
BORROWED:	SI Bylaw 3882 (Apr 2013).	$	(1,002,500)
BORROWED:	SI Bylaw 3910 (July 2013).	$	(25,000)
REMAINING AUTHORIZATION:		$	0

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

Any deficiencies after user charge and/or frontage tax or parcel tax to be levied on taxable school assessments.

User Charge: Annual charge per single family equivalency unit connected to the system.
The consumption charge for water will be the total volume of water metered to the water service connections, measured in cubic meters at the following rate:

- Greater than 50 cubic metres - $0.50 / cubic metre
- Greater than 80 cubic metres - $1.00 / cubic metre

Parcel Tax: LSA-1 Annual charge only on properties capable of being connected to the system.

Turn on/Turn Off Fee: $0 during normal working hours; $25 outside of normal working hours

Connection Charges: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is $500

RESERVE FUND:

Magic Lake Estates - Water System Capital Reserve Fund. Bylaw No. 1498
Magic Lake Estates - Water System Operating Reserve Fund. Bylaw No. 4144

2.630 - Magic Lake Water	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	BUDGET REQUEST 2022 ONGOING	BUDGET REQUEST 2022 ONE-TIME	BUDGET REQUEST 2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Repairs & Maintenance	70,910	22,190	31,520	-	-	31,520	32,150	32,800	33,450	74,110
Allocations	48,363	48,363	54,332	-	-	54,332	55,299	56,282	57,298	58,330
Water Testing	19,170	15,200	19,550	-	-	19,550	19,940	20,340	20,750	21,170
Electricity	48,640	48,640	49,610	-	-	49,610	50,600	51,610	52,640	53,690
Supplies	46,590	51,570	55,520	-	-	55,520	56,620	57,760	58,910	60,100
Labour Charges	394,618	537,526	402,400	-	-	402,400	410,440	418,650	427,020	435,560
Other Operating Expenses	49,190	70,630	53,550	-	-	53,550	54,880	56,280	57,710	59,170
TOTAL OPERATING COSTS	**677,481**	**794,119**	**666,482**	**-**	**-**	**666,482**	**679,929**	**693,722**	**707,778**	**762,130**
*Percentage Increase over prior year						-1.6%	2.0%	2.0%	2.0%	7.7%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	10,000	10,000	10,000	-	-	10,000	10,000	10,000	10,000	10,000
Transfer to Capital Reserve Fund	92,390	32,460	92,390	-	-	92,390	92,390	92,390	92,390	127,390
MFA Debt Reserve Fund	730	730	670	-	-	670	670	670	670	2,120
MFA Debt Principal	130,553	130,553	131,489	-	-	131,489	131,489	131,489	131,489	92,677
MFA Debt Interest	68,521	68,521	61,697	-	-	61,697	61,697	61,697	57,070	51,658
TOTAL DEBT / RESERVES	**302,194**	**242,264**	**296,246**	**-**	**-**	**296,246**	**296,246**	**296,246**	**291,619**	**283,845**
TOTAL COSTS	**979,675**	**1,036,383**	**962,728**	**-**	**-**	**962,728**	**976,175**	**989,968**	**999,397**	**1,045,975**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(40,000)	(90,583)	-	-	-	-	-	-	-	(40,000)
Sales - Water	(18,000)	(22,000)	(18,000)	-	-	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
User Charges	(343,555)	(345,130)	(355,288)	-	-	(355,288)	(364,170)	(373,274)	(382,606)	(389,164)
Lease Revenue	(8,100)	(8,100)	(8,100)	-	-	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
Other Revenue	(1,503)	(2,053)	(1,450)	-	-	(1,450)	(1,460)	(1,470)	(1,480)	(1,500)
TOTAL REVENUE	**(411,158)**	**(467,866)**	**(382,838)**	**-**	**-**	**(382,838)**	**(391,730)**	**(400,844)**	**(410,186)**	**(456,764)**
REQUISITION - PARCEL TAX	**(568,517)**	**(568,517)**	**(579,890)**	**-**	**-**	**(579,890)**	**(584,445)**	**(589,124)**	**(589,211)**	**(589,211)**
*Percentage increase over prior year										
Sales - Water						0.0%	0.0%	0.0%	0.0%	0.0%
User Fees						3.4%	2.5%	2.5%	2.5%	1.7%
Requisition						2.0%	0.8%	0.8%	0.0%	0.0%
Combined						**2.5%**	**1.4%**	**1.4%**	**1.0%**	**0.7%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No. 2.630 Magic Lake Estates Water (Pender)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$200,000	$205,000	$0	$0	$0	$0	$205,000
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$290,000	$325,000	$140,000	$47,000	$145,000	$947,000
Vehicles	$0	$0	$0	$0	$0	$0	$0
	$200,000	**$495,000**	**$325,000**	**$140,000**	**$47,000**	**$145,000**	**$1,152,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	$0	$0	$0	$0	$0	$145,000	$145,000
Equipment Replacement Fund	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	$0	$2,500	$0	$0	$0	$0	$2,500
Donations / Third Party Funding	$0	$200,000	$300,000	$0	$0	$0	$500,000
Reserve Fund	$200,000	$292,500	$25,000	$140,000	$47,000	$0	$504,500
	$200,000	**$495,000**	**$325,000**	**$140,000**	**$47,000**	**$145,000**	**$1,152,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.630

Service Name: Magic Lake Estates Water (Pender)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-02	Replacement	Design and Construction Buck Lake and Magic Lake Adjustable Intakes	Detailed design and construction of adjustable intakes to inform future capital works to maintain water quality.	$225,000	E	Res	$200,000	$200,000	$0	$0	$0	$0	$200,000
21-04	Renewal	Buck Lake Dam Repairs - Phase 1	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years	$200,000	S	Res	$0	$40,000	$25,000	$45,000	$22,000	$0	$132,000
22-01	Replacement	Failed Valve Replacement	Replace 6 failed water main valves.	$50,000	S	Res	$0	$50,000	$0	$0	$0	$0	$50,000
22-02	New	EV Charging Station	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.	$7,500	E	Res	$0	$2,500	$0	$0	$0	$0	$2,500
22-02					E	Grant	$0	$2,500	$0	$0	$0	$0	$2,500
22-03	Replacement	Process Pipe Replacement	Replace corroded process pipe in the water treatment plant	$500,000	S	Other	$0	$200,000	$300,000	$0	$0	$0	$500,000
23-01	Renewal	Decommission Magic Lake old Syphon	The old syphon is still in place and will require decommissioning to ensure dam performance.	$35,000	S	Res	$0	$0	$0	$35,000	$0	$0	$35,000
23-02	New	ISOPAC Permanent Handling & Storage	Safety improvements to the handling of ISOPAC for the WTP were carried out in 2020, permenant solution to reduce drum waste and reduce handing is proposed	$60,000	S	Res	$0	$0	$0	$60,000	$0	$0	$60,000
25-01	Renewal	Public Engagement and Referendum	Undertake a referendum to borrow funds to carry out water system and dam safety improvments in future years.	$25,000	S	Res	$0	$0	$0	$0	$25,000	$0	$25,000
26-01	Renewal	Buck Lake Dam Repairs - Phase 2	Conduct additional geotechnical investigations, seepage analysis, monitoring, tree removal and the next DSR (2029).	$360,000	S	Debt	$0	$0	$0	$0	$0	$145,000	$145,000
			GRAND TOTAL	**$1,462,500**			**$200,000**	**$495,000**	**$325,000**	**$140,000**	**$47,000**	**$145,000**	**$1,152,000**

Service:	2.630	Magic Lake Estates Water (Pender)

Project Number	21-02	**Capital Project Title**	Design and Construction Buck Lake and Magic Lake Adjustable Intakes	**Capital Project Description**	Detailed design and construction of adjustable intakes to inform future capital works to maintain water quality.
Project Rationale	Both the Buck and Magic Lake adjustable intakes are unsafe to clean and adjust without the employing divers. Funds are required to design and construct adjustable intakes.				

Project Number	21-04	**Capital Project Title**	Buck Lake Dam Repairs - Phase 1	**Capital Project Description**	Conduct additional inspections, minor repairs, and performance analysis highlighted in the 2019 Dam Safety Review. Phase 2 dam improvements to be completed in the following five years.
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional inspections, minor dam repairs, and performance analysis. Phase 2 dam improvements to be completed in the following five years.				

Project Number	22-01	**Capital Project Title**	Failed Valve Replacement	**Capital Project Description**	Replace 6 failed water main valves.
Project Rationale	Through annual operations of the water system three valves have been identified as have failed. Funding is requried to replace these valves at 4708 Capstan Crescent, Schooner Way and Privateers, 3710 Rum Road, Schooner Way and Ketch Road, 4742 Bosun Way, and 37140 Galleon Way.				

Project Number	22-02	**Capital Project Title**	EV Charging Station	**Capital Project Description**	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.
Project Rationale	Construct a new EV Charging station at the water treatment plan, proejct is to be partially funded through a cost matching grant and the MLE Waste Water Service.				

Project Number	22-03	**Capital Project Title**	Process Pipe Replacement	**Capital Project Description**	Replace corroded process pipe in the water treatment plant
Project Rationale	The water treatment plant has corroded process piping. Funding is required to plan and replace the affected pipe.				

Project Number	23-01	**Capital Project Title**	Decommission Magic Lake old Syphon	**Capital Project Description**	The old syphon is still in place and will require decommissioning to ensure dam performance.
Project Rationale	The old syphon at Magic Lake is no longer required, and does not function. Funds are required to remove the overland and underwater pipe, and decommission the underground pipe.				

Project Number	23-02	**Capital Project Title**	ISOPAC Permanent Handling & Storage	**Capital Project Description**	Safety improvements to the handling of ISOPAC for the WTP were carried out in 2020, permenant solution to reduce drum waste and reduce handing is proposed.
Project Rationale	Safety improvements to reduce Operator injury when handling the ISOPAC drums were carried out in 2019-2020. A permanent solution to reduce the use of drums which cannot be readily disposed of, and reduce handling of the product is proposed in 2023.				

Project Number	25-01	**Capital Project Title**	Public Engagement and Referendum	**Capital Project Description**	Undertake a referendum to borrow funds to carry out water system and dam safety improvments in future years.
Project Rationale	Funds are required to conduct a referendum for future funding of water system improvements including major dam improvements.				

Project Number	26-01	**Capital Project Title**	Buck Lake Dam Repairs - Phase 2	**Capital Project Description**	Conduct additional geotechnical investigations, seepage analysis, monitoring, tree removal and the next DSR (2029).
Project Rationale	Resulting from the Hatch 2019 Dam Safety Review, funds are required to conduct additional geotechnical investigations, seepage analysis and monitoring, tree removal, and the next Dam Safety Review (2029).				

Magic Lake Water
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	38,986	48,986	58,986	68,986	78,986	48,986
Capital Reserve Fund	636,383	436,273	503,663	456,053	501,443	628,833
Capital Reserve Fund - Settlement Funds	592,842	592,842	592,842	592,842	592,842	592,842
Total	**1,268,211**	**1,078,101**	**1,155,491**	**1,117,881**	**1,173,271**	**1,270,661**

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105212	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	118,424	38,986	48,986	58,986	68,986	78,986
Transfer from Ops Budget	10,000	10,000	10,000	10,000	10,000	10,000
Transfer to Ops Budget	(90,583)	-	-	-	-	(40,000)
Planned Maintenance Activity	Frigate and Captains Reservoir cleaning & inspection					Frigate and Captains Reservoir cleaning & inspection
Interest Income	1,146					
Ending Balance $	**38,986**	**48,986**	**58,986**	**68,986**	**78,986**	**48,986**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund

Bylaw 1498

Reserve Cash Flow

Fund: 1024 / Fund Centre: 101368	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	816,280	636,383	436,273	503,663	456,053	501,443
Transfer from Ops Budget	32,460	92,390	92,390	92,390	92,390	127,390
Transfer to Cap Fund	(225,000)	(292,500)	(25,000)	(140,000)	(47,000)	-
Transfer from Cap Fund	5,491	-	-	-	-	-
Interest Income	7,152					
Ending Balance $	**636,383**	**436,273**	**503,663**	**456,053**	**501,443**	**628,833**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.630 Magic Lakes Estate Water - Capital Reserve Fund (Settlement Funds)

Bylaw 1498

Reserve Cash Flow

Fund:	1024	Estimated	Budget				
Fund Centre:	102245	2021	2022	2023	2024	2025	2026
Beginning Balance		-	592,842	592,842	592,842	592,842	592,842
Settlement Funds		592,842	-	-	-	-	-
Transfer to Cap Fund		-	-	-	-	-	-
Interest Income		-					
Ending Balance $		**592,842**	**592,842**	**592,842**	**592,842**	**592,842**	**592,842**

Assumptions/Background:

CAPITAL REGIONAL DISTRICT

2022 Budget

Lyall Harbour Water

EAC REVIEW

OCTOBER 2021

Service: 2.640 Lyall Harbour Boot Cove Water (Saturna) **Committee:** Electoral Area

DEFINITION:

To provide and operate and maintain a domestic water supply and distribution system for the Saturna Island Water Supply and Distribution System Specified Area in the Lyall Harbour/Boot Cove district on Saturna Island. Bylaw No. 513 (November 22, 1978).

PARTICIPATION:

Specified Area #14 - G(764)

MAXIMUM LEVY:

Greater of $150,000 or $6.90 / $1,000 on actual assessed value of land and improvements. To a maximum of $450,006.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3587 (Jan 14, 2009)	$430,000
BORROWED:	SI Bylaw 3634 (Aug 12, 2009)	$250,000
BORROWED:	SI Bylaw 3677 (Feb 10, 2010)	$180,000
REMAINING:		$0

COMMITTEE:

Lyall Harbour/Boot Cove Water Committee established by Resolution - September 29, 1982
Lyall Harbour/Boot Cove Water Local Services Committee established by Bylaw No. 1875 (December 12, 1990)

FUNDING:

User Charge:	Annual charge per single family equivalency unit connected to the system.
Parcel Tax:	Annual charge levied only on properties capable of being connected to the system.
Connection Charges:	Actual Cost + 15% Admin Fee (Minimum Connection $400)

RESERVE FUND:

Bylaw No. 1785 (February 14, 1990)

2.640 - Lyall Harbour Water	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
Repairs & Maintenance	15,200	6,900	5,310	-	10,000	15,310	20,420	25,662	5,640	5,750
Allocations	11,820	11,820	12,477	-	-	12,477	12,697	12,921	13,160	13,402
Water Testing	8,280	8,280	8,450	-	-	8,450	8,620	8,790	8,970	9,150
Electricity	4,230	3,400	3,550	-	-	3,550	3,620	3,690	3,760	3,840
Supplies	5,680	5,680	5,790	-	-	5,790	5,910	6,030	6,150	6,270
Labour Charges	110,217	130,000	112,420	-	-	112,420	114,670	116,960	119,300	121,690
Other Operating Expenses	10,460	16,140	15,400	-	-	15,400	15,770	16,160	16,550	16,960
TOTAL OPERATING COSTS	**165,887**	**182,220**	**163,397**	**-**	**10,000**	**173,397**	**181,707**	**190,213**	**173,530**	**177,062**
*Percentage Increase over prior year			-1.5%			4.5%	4.8%	4.7%	-8.8%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	15,000	15,000	20,000	-	-	20,000	20,000	20,000	20,000	20,000
Transfer to Capital Reserve Fund	15,000	9,474	30,000	-	-	30,000	30,800	25,000	30,800	43,500
MFA Debt Reserve Fund	130	130	120	-	-	120	650	2,370	120	120
MFA Debt Principal	22,148	22,148	22,148	-	-	22,148	22,148	25,158	25,450	15,787
MFA Debt Interest	7,929	7,929	7,929	-	-	7,929	8,313	11,097	9,214	8,062
TOTAL DEBT / RESERVES	**60,207**	**54,681**	**80,197**	**-**	**-**	**80,197**	**81,911**	**83,625**	**85,584**	**87,469**
TOTAL COSTS	**226,094**	**236,901**	**243,594**	**-**	**10,000**	**253,594**	**263,618**	**273,838**	**259,114**	**264,531**
FUNDING SOURCES (REVENUE)										
Balance c/fwd from 2020 to 2021	22,103	22,103	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(10,000)	(20,592)	-	-	(10,000)	(10,000)	(15,000)	(20,000)	-	-
User Charges	(109,462)	(109,462)	(112,304)	-	-	(112,304)	(114,698)	(117,238)	(119,784)	(122,411)
Grants in Lieu of Taxes	(767)	(767)	(780)	-	-	(780)	(800)	(820)	(840)	(860)
Other Revenue	(230)	(445)	(220)	-	-	(220)	(220)	(220)	(220)	(220)
TOTAL REVENUE	**(98,356)**	**(109,163)**	**(113,304)**	**-**	**(10,000)**	**(123,304)**	**(130,718)**	**(138,278)**	**(120,844)**	**(123,491)**
REQUISITION - PARCEL TAX	**(127,738)**	**(127,738)**	**(130,290)**	**-**	**-**	**(130,290)**	**(132,900)**	**(135,560)**	**(138,270)**	**(141,040)**
*Percentage increase over prior year										
User Fees						2.6%	2.1%	2.2%	2.2%	2.2%
Requisition						2.0%	2.0%	2.0%	2.0%	2.0%
Combined						**2.3%**	**2.1%**	**2.1%**	**2.1%**	**2.1%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.640 Lyall Harbour Boot Cove Water (Sat	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$8,000	$58,000	$0	$0	$0	$66,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$390,000	$30,000	$645,600	$0	$0	$1,065,600
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$398,000**	**$88,000**	**$645,600**	**$0**	**$0**	**$1,131,600**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$53,000	$225,000	$0	$0	$278,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$390,000	$20,000	$420,600	$0	$0	$830,600
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$8,000	$15,000	$0	$0	$0	$23,000
		$0	**$398,000**	**$88,000**	**$645,600**	**$0**	**$0**	**$1,131,600**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.640

Service Name: Lyall Harbour Boot Cove Water (Saturna)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
19-01	Replacement	Air Valve Replacement - Ph 2	Replace aging air valves that are a safety concern.	$20,000	E	Debt	$0	$0	$20,000	$0	$0	$0	$20,000
19-02	Replacement	PRV Bypass Assembly Replacement	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance	$8,000	E	Res	$0	$8,000	$0	$0	$0	$0	$8,000
19-03	Replacement	Standpipe and Valve Replacement	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable	$8,000	E	Debt	$0	$0	$8,000	$0	$0	$0	$8,000
19-04	New	Alternative Approval Process	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
19-05	New	Autoflush Installation	Install 3 autoflushes within the water distribution system to maintain distribution water quality.	$20,000	E	Grant	$0	$0	$20,000	$0	$0	$0	$20,000
20-02	New	Raw Water Turbidity Meter	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.	$10,000	E	Debt	$0	$0	$10,000	$0	$0	$0	$10,000
21-01	Replacement	Source Water Viability Study	Study to determine vulnerability of the source water and its viability.	$15,000	S	Debt	$0	$0	$15,000	$0	$0	$0	$15,000
22-01	New	Install Larger Supply Line to Tank	Construct a larger supply line to the tank to improve system reliability and operation.	$175,000	S	Debt	$0	$0	$0	$175,000	$0	$0	$175,000
22-02	Renewal	Dam Improvements & Regulatory Requirements	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. Includes seepage pit construction and Dam Safety Review	$390,000	S	Grant	$0	$390,000	$0	$0	$0	$0	$390,000
23-01	New	WTP Upgrades	Upgrades to the water treatment plant to meet IHA requirements including ozone upgrades and chlorination upgrades	$470,600	S	Grant	$0	$0	$0	$420,600	$0	$0	$420,600
23-01					S	Debt	$0	$0	$0	$50,000	$0	$0	$50,000
												$0	
			GRAND TOTAL	**$1,131,600**			**$0**	**$398,000**	**$88,000**	**$645,600**	**$0**	**$0**	**$1,131,600**

Service:	2.640	Lyall Harbour Boot Cove Water (Saturna)

Project Number	19-01	**Capital Project Title**	Air Valve Replacement - Ph 2	**Capital Project Description**	Replace aging air valves that are a safety concern.
Project Rationale	The air valves are 35 years old and are corroded, giving rise to safety concerns.Project has been deferred to 2022.				

Project Number	19-02	**Capital Project Title**	PRV Bypass Assembly Replacement	**Capital Project Description**	Construct bypasses on the East Point, Narvaez and Boot Cove PRV stations to maintain system operation while the PRV's undergo maintenance.
Project Rationale	The inlet and outlet piping at the East Point, Narvaez and Boot Cove PRV stations are very corroded and there is no way to isolate the stations to replace or maintain the pressure reducing valves. It is proposed that new inlet and outlet piping be installed with 100mm gate valves and bypass piping so that customers are not without water when PRV's are being serviced. Project has been deferred to 2022.				

Project Number	19-03	**Capital Project Title**	Standpipe and Valve Replacement	**Capital Project Description**	Replace the standpipe valves at 119 and 155 East Point Road that are seized and inoperable
Project Rationale	The standpipe valves at 119 and 155 East Point Road are seized and inoperable. Therefore, the operators cannot use them for flushing or draining of the mains. It is proposed the valves and corroded 50mm supply line to the standpipe be replaced. The scope of work and material pricing was re-evaluated in 2016. It was determined that the budget needed to be increased from $5,000 to $8,000 to accommodate the required works. Project has been deferred to 2022.				

Project Number	19-04	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	Conduct public consultation to inform strategies for a referendum (AAP) to borrow necessary future capital funds. If the grant is not successful.
Project Rationale	Future required projects to maintain public safety and level of service require funding in excess of current projected reserve balance. Future funding will be for improvements the Water Treatment Plant to increase reliability and optimize for improved operations, conducting a regulatory requirement for a dam safety review and construct a larger supply line to the storage tank.Funding is required to undertake public consultation to inform borrow strategies and conduct a referendum.				

Project Number	19-05	**Capital Project Title**	Autoflush Installation	**Capital Project Description**	Install 3 autoflushes within the water distribution system to maintain distribution water quality.
Project Rationale	Three watermains require frequent flushing to maintain disinfectant residuals and water quality. Flushing requires operator time which can be utilized conducting other maintenance tasks. Funds are required to construct 3 autoflushes. Project has been deferred to 2022.				

Project Number	20-02	**Capital Project Title**	Raw Water Turbidity Meter	**Capital Project Description**	Supply and install a new turbidity meter in the raw water line to aid in operation of the WTP.
Project Rationale	Install a new turbidity meter in the raw water line to aid in operation of the WTP.				

Project Number	21-01	**Capital Project Title**	Source Water Viability Study	**Capital Project Description**	Study to determine vulnerability of the source water and its viability.
Project Rationale	Study to determine the medium to long term vulnerability of the source water (Money Lake) and its viability as a water source (quantity and quality) for the LHBC system in light of pressures such a				

Project Number	22-01	**Capital Project Title**	Install Larger Supply Line to Tank	**Capital Project Description**	Construct a larger supply line to the tank to improve system reliability and operation.
Project Rationale	The supply line to the tank is undersized, installation of a larger supply line will improve operation. Funding is required to construct a larger supply line to the tank.				

Project Number	22-02	**Capital Project Title**	Dam Improvements & Regulatory Requirements	**Capital Project Description**	Seismic reinforcement of Money Lake Dam based upon the 2016 Dam Safety Review. Includes seepage pit construction and Dam Safety Review
Project Rationale	This is a continuation of project 18-03, where seismic reinforcement of the Money Lake Dam will commence. Funds are required to retain a contractor to undertake the works and retain a consultant to conduct the dam safety review.				

Project Number	23-01	**Capital Project Title**	WTP Upgrades	**Capital Project Description**	Upgrades to the water treatment plant to meet IHA requirements including ozone upgrades and chlorination upgrades.
Project Rationale	Funds are required to upgrade the water treatment plant to meet IHA requirements including ozone upgrades and chorination works.				

Lyall Harbour Water
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	2,060	12,060	17,060	17,060	37,060	57,060
Capital Reserve Fund	13,164	35,164	50,964	75,964	106,764	150,264
Total	**15,223**	**47,223**	**68,023**	**93,023**	**143,823**	**207,323**

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, filter media replacement etc. Optimum minimum balance of $13,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105213	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	7,592	2,060	12,060	17,060	17,060	37,060
Transfer from Ops Budget	15,000	20,000	20,000	20,000	20,000	20,000
Transfer to Ops Budget	(20,592)	(10,000)	(15,000)	(20,000)	-	-
Planned Maintenance Activity		Chlorine Contact Tank Inspection	Resevoir Cleaning & inspection	Replace filtration Media		
Interest Income	60					
Ending Balance $	**2,060**	**12,060**	**17,060**	**17,060**	**37,060**	**57,060**

Assumptions/Background:

Set level of transfers in order to avoid spikes in requisition resulting from unforeseen breakdowns in water infrastructure

Reserve Schedule

Reserve Fund: 2.640 Lyall Harbour Water System - Capital Reserve Fund - Bylaw 1785

Surplus money from the operation of the water system may be paid from time to time into the reserve fund.

Reserve Cash Flow

Fund: 1025 / Fund Centre: 101369	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	23,490	13,164	35,164	50,964	75,964	106,764
Transfer from Ops Budget	9,474	30,000	30,800	25,000	30,800	43,500
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(20,000)	(8,000)	(15,000)	-	-	-
Interest Income*	200					
Ending Balance $	**13,164**	**35,164**	**50,964**	**75,964**	**106,764**	**150,264**

Assumptions/Background:

To fully fund capital expenditure plan

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Skana Water (Mayne)

EAC REVIEW

OCTOBER 2021

Service: 2.642 Skana Water (Mayne) **Committee:** Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for Skana Water Service Area. Bylaw No. 3090 (November 12, 2003).

PARTICIPATION:

Southern Gulf Islands Skana Water Service Area #47, U(764)

MAXIMUM LEVY:

Greater of $54,100 or $9.65 / $1,000 to a maximum of $205,703.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3090 (Nov. 12/03)	157,700	
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	-78,850	2.40%
	S.I. Bylaw No. 3196	-39,500	2.00%
	S.I. Bylaw No. 3457 (2007)	-29,200	4.82%
	Expired Nov 2008	-10,150	
REMAINING:		0	

COMMISSION:

Skana Water Service committee established by Bylaw # 3133 (Dec 10, 2003).

FUNDING:

User Charge: Annual charge per single family equivalency unit connected to the system.

Parcel Tax: Annual charge only on properties capable of being connected to the system.

Connection Charges: At cost or minimum of $1,000.

RESERVE FUND:

Capital Reserve Fund, established by Bylaw # 3192 (July 14, 2004)
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.642 - Skana Water (Mayne)	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
JLB Services Contract	11,260	14,500	11,490	-	-	11,490	11,720	11,950	12,190	12,430
Repairs & Maintenance	3,180	12,140	1,210	-	-	1,210	1,240	1,270	6,300	6,330
Allocations	5,828	5,828	5,834	-	-	5,834	5,938	6,055	6,175	6,295
Water Testing	2,840	3,200	2,900	-	-	2,900	2,960	3,020	3,080	3,140
Electricity	2,540	2,540	2,590	-	-	2,590	2,640	2,690	2,740	2,790
Supplies	710	710	720	-	-	720	730	740	750	760
Labour Charges	21,526	24,000	21,960	-	-	21,960	22,400	22,850	23,310	23,780
Other Operating Expenses	3,440	4,880	3,530	-	-	3,530	3,600	3,670	3,740	3,820
TOTAL OPERATING COSTS	**51,324**	**67,798**	**50,234**	**-**	**-**	**50,234**	**51,228**	**52,245**	**58,285**	**59,345**
*Percentage Increase over prior year						-2.1%	2.0%	2.0%	11.6%	1.8%
DEBT / CAPITAL /RESERVES										
Transfer to Operating Reserve Fund	1,060	1,060	7,000	-	-	7,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	15,000	6,576	15,000	-	-	15,000	20,000	20,000	20,000	20,000
Asset Purchases	-	-	-	-	-	-	-	-	-	-
MFA Debt Principal	1,458	1,458	1,458	-	-	1,458	4,259	33,789	33,789	33,789
MFA Debt Interest	657	657	1,163	-	-	1,163	5,795	17,105	17,105	17,105
MFA Debt Reserve Fund	10	10	760	-	-	760	5,210	10	10	10
TOTAL DEBT / RESERVES	**18,185**	**9,761**	**25,381**	**-**	**-**	**25,381**	**37,264**	**72,904**	**72,904**	**72,904**
TOTAL COSTS	**69,509**	**77,559**	**75,615**	**-**	**-**	**75,615**	**88,492**	**125,149**	**131,189**	**132,249**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(2,000)	(10,000)	-	-	-	-	-	-	(5,000)	(5,000)
User Charges	(44,514)	(44,514)	(51,505)	-	-	(51,505)	(53,118)	(54,135)	(55,175)	(56,235)
Other Revenue	(110)	(160)	(110)	-	-	(110)	(110)	(110)	(110)	(110)
TOTAL REVENUE	**(46,624)**	**(54,674)**	**(51,615)**	**-**	**-**	**(51,615)**	**(53,228)**	**(54,245)**	**(60,285)**	**(61,345)**
REQUISITION - PARCEL TAX	**(22,885)**	**(22,885)**	**(24,000)**	**-**	**-**	**(24,000)**	**(35,264)**	**(70,904)**	**(70,904)**	**(70,904)**
*Percentage increase over prior year										
User Fees						15.7%	3.1%	1.9%	1.9%	1.9%
Requisition						4.9%	46.9%	101.1%	0.0%	0.0%
Combined						**12.0%**	**17.1%**	**41.5%**	**0.8%**	**0.8%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.642 Skana Water (Mayne)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$75,000	$485,000	$0	$0	$0	$560,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$45,000	$35,000	$0	$0	$0	$80,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$120,000**	**$520,000**	**$0**	**$0**	**$0**	**$640,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$75,000	$520,000	$0	$0	$0	$595,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$45,000	$0	$0	$0	$0	$45,000
		$0	**$120,000**	**$520,000**	**$0**	**$0**	**$0**	**$640,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.642

Service Name: Skana Water (Mayne)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
17-03	New	Alternative Approval Process	Conduct an alternative approval process (AAP) to seek elector assent to borrow funds for storage tank replacement and well protection upgrades	$15,000	S	Res	$0	$15,000	$0	$0	$0	$0	$15,000
17-04	Renewal	Well #8 Upgrade	Conduct well improvements including new well liner, replacement of well seal and SCADA automation; relocate first customer service line to achieve proper CT	$30,000	S	Res	$0	$30,000	$0	$0	$0	$0	$30,000
18-01	Replacement	Storage Tank Replacement	Replace the existing storage tanks.	$560,000	E	Debt	$0	$75,000	$485,000	$0	$0	$0	$560,000
23-01	Renewal	Well Protection Upgrades	Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximit	$35,000	S	Debt	$0	$0	$35,000	$0	$0	$0	$35,000
			GRAND TOTAL	**$640,000**			**$0**	**$120,000**	**$520,000**	**$0**	**$0**	**$0**	**$640,000**

Service:	2.642	Skana Water (Mayne)

Project Number	17-03	**Capital Project Title**	Alternative Approval Process	**Capital Project Description**	Conduct an alternative approval process (AAP) to seek elector assent to borrow funds for storage tank replacement and well protection upgrades.
Project Rationale	A loan will be required to fund the storage tank replacement any other capital work which will not be included under the capital reserve fund. The proposed loan will required public engagement and a referendum.				

Project Number	17-04	**Capital Project Title**	Well #8 Upgrade	**Capital Project Description**	Conduct well improvements including new well liner, replacement of well seal and SCADA automation; relocate first customer service line to achieve proper CT.
Project Rationale	A recent inspection of Well #8 identified a number of deficiencies. Recommended improvements include the installation of new well liner, replacement of the well seal, and other associated minor improvements to protect it from surface runoff.				

Project Number	18-01	**Capital Project Title**	Storage Tank Replacement	**Capital Project Description**	Replace the existing storage tanks.
Project Rationale	The existing storage tanks are at the end of their design life and do not meet seismic requirements. It is proposed to replace the existing tanks with a bolted steel tank.				

Project Number	23-01	**Capital Project Title**	Well Protection Upgrades	**Capital Project Description**	Carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.
Project Rationale	Funds are required to carry out well protection upgrades such as signage, shock chlorination of Wells #8 and #13, assess well proximity to septic fields.				

Skana Water Reserves
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	980	7,980	9,980	11,980	8,980	5,980
Capital Reserve Fund	39,200	9,200	29,200	49,200	69,200	89,200
Total	**40,180**	**17,180**	**39,180**	**61,180**	**78,180**	**95,180**

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Operating Reserve Fund

Bylaw 4144

Reserve Cash Flow

Fund: 1500 **Fund Centre:** 105214	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	9,820	980	7,980	9,980	11,980	8,980
Transfer from Ops Budget	1,060	7,000	2,000	2,000	2,000	2,000
Transfer to Ops Budget	(10,000)	-	-	-	(5,000)	(5,000)
Planned Maintenance Activity	Reservoir cleaning & inspection				Well inspection	Reservoir cleaning and inspection
Interest Income	100					
Ending Balance $	**980**	**7,980**	**9,980**	**11,980**	**8,980**	**5,980**

Assumptions/Backgrounds:

Reserve Schedule

Reserve Fund: 2.642 Skana Water (Mayne) - Capital Reserve Fund

Bylaw 3192

Reserve Cash Flow

Fund: 1067 Fund Centre: 101849	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	82,024	39,200	9,200	29,200	49,200	69,200
Transfer from Ops Budget	6,576	15,000	20,000	20,000	20,000	20,000
Transfer to Cap Fund	(50,000)	(45,000)	-	-	-	-
Transfer from Cap Fund	-	-	-	-	-	-
Interest Income*	600					
Ending Balance $	**39,200**	**9,200**	**29,200**	**49,200**	**69,200**	**89,200**

Assumptions/Backgrounds:

Transfer whatever the operating budget will allow

*Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Sticks Allison Water

EAC REVIEW

OCTOBER 2021

Service: 2.665 Sticks Allison Water (Galiano) **Committee: Electoral Area**

DEFINITION:

To establish, acquire, operate and maintain a water supply system for the Sticks Allison Water Area. The service is to supply, treat, convey, store and distribute water. Local Service Area Bylaw No.2556 (January 28, 1998).

PARTICIPATION:

Local Service Area

MAXIMUM LEVY:

Greater of $18,700 or $2.27 / $1,000 of actual assessed value of land and improvements. To a maximum of $53,318.

MAXIMUM CAPITAL DEBT:

AUTHORIZED TO BORROW:	LA Bylaw No. 2557	148,000		
BORROWED:	SI Bylaw No. 2632 - Mar '99	-20,000	15 Year	ended 2013
	SI Bylaw No. 2684 - Dec '99	-81,260	15 Year	ends 2014
PREPAYMENT:	$3,895 x 12	-46,740		
REMAINING:		$0		

COMMISSION:

Sticks Allison Local Service Committee established by Bylaw No. 2558.

FUNDING:

User Charge: Annual charge per single family equivalency unit connected to the system.
Exess Consumption Fee-for metered water use per service connection in excess of 136 cubic meters per three months: $2.20 per cubic meter

Parcel Tax: Annual parcel tax levied only on properties capable of being connected to the system, and participating in debt servicing.

Connection Charges: Actual cost plus 15% administration fee - minimum connection of $400

RESERVE FUND:

Capital Reserve Fund - Bylaw No. 2740.
Operating Reserve Fund - Bylaw No. 4144.

2.665 - Sticks Allison Water	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Repairs & Maintenance	5,980	2,850	5,990	-	-	5,990	11,100	11,220	6,340	6,460
Allocations	3,144	3,144	3,300	-	-	3,300	3,355	3,413	3,472	3,532
Water Testing	2,150	2,400	2,190	-	-	2,190	2,230	2,270	2,320	2,370
Electricity	1,360	1,420	1,390	-	-	1,390	1,420	1,450	1,480	1,510
Supplies	790	790	810	-	-	810	830	850	870	890
Labour Charges	32,315	40,000	35,000	-	-	35,000	35,700	36,410	37,140	37,880
Other Operating Expenses	3,260	4,790	3,840	-	-	3,840	3,910	3,980	4,050	4,120
TOTAL OPERATING COSTS	**48,999**	**55,394**	**52,520**	**-**	**-**	**52,520**	**58,545**	**59,593**	**55,672**	**56,762**
*Percentage Increase over prior year						7.2%	11.5%	1.8%	-6.6%	2.0%
CAPITAL/RESERVES										
Transfer to Operating Reserve Fund	6,000	6,000	6,000	-	-	6,000	6,000	6,000	6,000	6,000
Transfer to Capital Reserve Fund	5,000	3,016	5,000	-	-	5,000	8,000	9,000	10,000	11,000
TOTAL CAPITAL / RESERVES	**11,000**	**9,016**	**11,000**	**-**	**-**	**11,000**	**14,000**	**15,000**	**16,000**	**17,000**
TOTAL COSTS	**59,999**	**64,410**	**63,520**	**-**	**-**	**63,520**	**72,545**	**74,593**	**71,672**	**73,762**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(5,000)	(8,000)	(5,000)	-	-	(5,000)	(5,000)	(5,000)	-	-
User Charges	(49,299)	(50,710)	(52,820)	-	-	(52,820)	(60,845)	(61,893)	(62,972)	(64,062)
Other Revenue	(700)	(700)	(700)	-	-	(700)	(700)	(700)	(700)	(700)
TOTAL REVENUE	**(54,999)**	**(59,410)**	**(58,520)**	**-**	**-**	**(58,520)**	**(66,545)**	**(67,593)**	**(63,672)**	**(64,762)**
REQUISITION - PARCEL TAX	**(5,000)**	**(5,000)**	**(5,000)**	**-**	**-**	**(5,000)**	**(6,000)**	**(7,000)**	**(8,000)**	**(9,000)**
*Percentage increase over prior year										
User Fee						7.1%	15.2%	1.7%	1.7%	1.7%
Requisition						0.0%	20.0%	16.7%	14.3%	12.5%
Combined						**6.5%**	**15.6%**	**3.1%**	**3.0%**	**2.9%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.665 Sticks Allison Water (Galiano)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$0	$0	$5,000	$0	$0	$0	$5,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$5,000	$0	$0	$0	$0	$5,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$0	**$5,000**	**$5,000**	**$0**	**$0**	**$0**	**$10,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$5,000	$5,000	$0	$0	$0	$10,000
		$0	**$5,000**	**$5,000**	**$0**	**$0**	**$0**	**$10,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.665

Service Name: Sticks Allison Water (Galiano)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-02	New	Aquifer Impact Study	Study impacts with adjoining wells on aquifer to review short and long term viability.	$5,000	E	Res	$0	$0	$5,000	$0	$0	$0	$5,000
22-01	New	Service Line Replacement	Replace failed/leaking service lines	$5,000	S	Res	$0	$5,000	$0	$0	$0	$0	$5,000
			GRAND TOTAL	**$10,000**				**$5,000**	**$5,000**				**$10,000**

Service:	2.665	Sticks Allison Water (Galiano)

Project Number	20-02	**Capital Project Title**	Aquifer Impact Study	**Capital Project Description**	Study impacts with adjoining wells on aquifer to review short and long term viability.
Project Rationale	Funds are required to conduct a study with ajoining wells on the impacts to the aquifer to review long and short term viability.				

Project Number	22-01	**Capital Project Title**	Service Line Replacement	**Capital Project Description**	Replace failed/leaking service lines
Project Rationale	Funds are required to fund replacement of failed/leaking service lines.				

Sticks Allison Reserves
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	366	1,366	2,366	3,366	9,366	15,366
Capital Reserve Fund	4,158	4,158	7,158	16,158	26,158	37,158
Total	**4,524**	**5,524**	**9,524**	**19,524**	**35,524**	**52,524**

Reserve Schedule

Reserve Fund: 2.665 - Sticks Allison Water - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as reservoir cleaning and inspection, hydrant maintenance and well inspections.
Optimum minimum balance of $4,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / **Fund Centre:** 105215	**Estimated**	**Budget**				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	2,326	366	1,366	2,366	3,366	9,366
Transfer from Ops Budget	6,000	6,000	6,000	6,000	6,000	6,000
Expenditures	(8,000)	(5,000)	(5,000)	(5,000)	-	-
Planned Maintenance Activity		Well and well pump inspection	Reservoir cleaning and inspection	Hydrant maintenance		
Interest Income	40					
Ending Balance $	**366**	**1,366**	**2,366**	**3,366**	**9,366**	**15,366**

Reserve Schedule

Reserve Fund: 2.665 Sticks Allison Water - Capital Reserve Fund - Bylaw 2740

To provide for capital expenditures or in respect of capital projects and to provide redemption of debentures issued.

Reserve Cash Flow

Fund: 1068 / Fund Centre: 101890	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	10,542	4,158	4,158	7,158	16,158	26,158
Transfer from Ops Budget	3,016	5,000	8,000	9,000	10,000	11,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(9,500)	(5,000)	(5,000)	-	-	-
Interest Income*	100					
Ending Balance $	**4,158**	**4,158**	**7,158**	**16,158**	**26,158**	**37,158**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Surfside Park Estates (Mayne)

EAC REVIEW

OCTOBER 2021

Service: 2.667 Surfside Park Estates (Mayne) **Committee:** Electoral Area

DEFINITION:

To provide for the construction of water supply and distribution facilities for the Surfside Park Estates Water Service Area. Bylaw No. 3088 (November 12, 2003).

PARTICIPATION:

The Southern Gulf Islands Surfside Park Estates Water Service Area #46, V(764).

MAXIMUM LEVY:

Greater of $79,500 or $13.97 / $1,000 on actual assessed value of land and improvements. To a maximum of $269,857.

MAXIMUM CAPITAL DEBT:

AUTHORIZED:	LA Bylaw No. 3088 (Nov. 12/03)	272,000
BORROWED:	S.I. Bylaw No. 3154 (Apr. 22/04)	(100,000)
	S.I. Bylaw No. 3196	(104,000)
	S.I. Bylaw No. 3258	(48,000)
	S.I. Bylaw No. 3291	(20,000)
REMAINING:		$0

COMMISSION:

Surfside Park Estates Water Service committee established by Bylaw No 3131 (June 14, 2004)

FUNDING:

User charge: Annual charge per single family equivalency unit connected to the system.

Parcel Tax: Annual charge only on properties capable of being connected to the system.

Connection Charge: Actual Cost + 15% Admin fee (minimum connection $400)

RESERVE:

Capital Reserve Fund, established by Bylaw # 3191 (July 16, 2004)
Operating Reserve Fund, established by Bylaw # 4144 (December 14, 2016)

2.667 - Surfside Park Estates (Mayne)	2021		BUDGET REQUEST 2022				FUTURE PROJECTIONS			
	BOARD BUDGET	ESTIMATED ACTUAL	CORE BUDGET	ONGOING	ONE-TIME	TOTAL	2023	2024	2025	2026
OPERATING COSTS										
JLB Services Contract	18,970	19,000	19,350	-	-	19,350	19,740	20,130	20,530	20,940
Repairs & Maintenance	9,110	1,200	4,190	-	-	4,190	5,770	4,350	4,430	4,510
Allocations	7,982	7,982	7,907	-	-	7,907	8,054	8,212	8,373	8,536
Water Testing	3,960	3,500	4,040	-	-	4,040	4,120	4,200	4,280	4,370
Electricity	4,020	3,750	4,100	-	-	4,100	4,180	4,260	4,350	4,440
Supplies	7,910	18,950	18,980	-	-	18,980	19,360	19,760	20,160	20,570
Labour Charges	33,409	30,000	32,000	-	-	32,000	32,640	33,290	33,960	34,640
Other Operating Expenses	5,890	9,850	10,440	-	-	10,440	10,690	10,940	11,190	11,450
TOTAL OPERATING COSTS	**91,251**	**94,232**	**101,007**	**-**	**-**	**101,007**	**104,554**	**105,142**	**107,273**	**109,456**
*Percentage Increase over prior year						10.7%	3.5%	0.6%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Operating Reserve Fund	2,000	2,000	2,000	-	-	2,000	2,000	2,000	2,000	2,000
Transfer to Capital Reserve Fund	15,000	12,169	15,000	-	-	15,000	20,000	15,000	15,000	15,000
MFA Debt Principal	-	-	-	-	-	-	-	-	15,118	60,472
MFA Debt Interest	-	-	-	-	-	-	-	4,125	28,875	66,000
MFA Debt Reserve Fund	-	-	-	-	-	-	-	5,000	15,000	-
TOTAL DEBT / RESERVES	**17,000**	**14,169**	**17,000**	**-**	**-**	**17,000**	**22,000**	**26,125**	**75,993**	**143,472**
TOTAL COSTS	**108,251**	**108,401**	**118,007**	**-**	**-**	**118,007**	**126,554**	**131,267**	**183,266**	**252,928**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(5,000)	(5,000)	-	-	-	-	(1,500)	-	-	-
User Charges	(81,151)	(81,151)	(94,807)	-	-	(94,807)	(99,954)	(101,167)	(148,166)	(212,828)
Other Revenue	(100)	(250)	(100)	-	-	(100)	(100)	(100)	(100)	(100)
TOTAL REVENUE	**(86,251)**	**(86,401)**	**(94,907)**	**-**	**-**	**(94,907)**	**(101,554)**	**(101,267)**	**(148,266)**	**(212,928)**
REQUISITION - PARCEL TAX	**(22,000)**	**(22,000)**	**(23,100)**	**-**	**-**	**(23,100)**	**(25,000)**	**(30,000)**	**(35,000)**	**(40,000)**
*Percentage increase over prior year										
User Fee						16.8%	5.4%	1.2%	46.5%	43.6%
Requisition						5.0%	8.2%	20.0%	16.7%	14.3%
Combined						**14.3%**	**6.0%**	**5.0%**	**39.6%**	**38.0%**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.667 Surfside Park Estates (Mayne)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$25,000	$25,000	$0	$0	$0	$0	$25,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$15,000	$500,000	$1,500,000	$0	$2,015,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$25,000	**$25,000**	**$15,000**	**$500,000**	**$1,500,000**	**$0**	**$2,040,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$0	$500,000	$1,500,000	$0	$2,000,000
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$25,000	$25,000	$15,000	$0	$0	$0	$40,000
		$25,000	**$25,000**	**$15,000**	**$500,000**	**$1,500,000**	**$0**	**$2,040,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.667

Service Name: Surfside Park Estates (Mayne)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-01	Replacement	System Review	Review the system with tank location and accessibility taken into account.	$25,000	E	Res	$25,000	$25,000	$0	$0	$0	$0	$25,000
23-01	Replacement	Public Engagement and Referendum	Undertake a referendum to borrow funds to carry out water system and dam safety improvments in future years.	$15,000	S	Res	$0	$0	$15,000	$0	$0	$0	$15,000
24-01	Replacement	Wood Dale Drive Water Main Replacement	Replace approximately 200 m of leaking water main along Wood Dale Drive.	$300,000	S	Debt	$0	$0	$0	$300,000	$0	$0	$300,000
25-01	Replacement	New Tank & PS	Design and construction new water storage tank and pump station	$1,700,000	S	Debt	$0	$0	$0	$200,000	$1,500,000	$0	$1,700,000
			GRAND TOTAL	**$2,040,000**			**$25,000**	**$25,000**	**$15,000**	**$500,000**	**$1,500,000**	**$0**	**$2,040,000**

Service:	2.667	Surfside Park Estates (Mayne)

Project Number	21-01	**Capital Project Title**	System Review	**Capital Project Description**	Review the system with tank location and accessibility taken into account.
Project Rationale	Review the location and replacement of the existing tanks, with accessibility taken into account, resulting in recommendations for future improvements.				

Project Number	23-01	**Capital Project Title**	Public Engagement and Referendum	**Capital Project Description**	Undertake a referendum to borrow funds to carry out water system and dam safety improvments in future years.
Project Rationale	Funds are required to conduct a referendum for future funding of water system improvements including water main replacement.				

Project Number	24-01	**Capital Project Title**	Wood Dale Drive Water Main Replacement	**Capital Project Description**	Replace approximately 200 m of leaking water main along Wood Dale Drive.
Project Rationale	Funds are required to replace approximately 200 m of 150 mm diameter PVC water main that is leaking along Wood Dale Drive.				

Project Number	25-01	**Capital Project Title**	New Tank & PS	**Capital Project Description**	Design and construction new water storage tank and pump station
Project Rationale	Design and construction new water storage tank and pump station				

Surfside Park Estates (Mayne)
Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	25,110	27,110	27,610	29,610	31,610	28,610
Capital Reserve Fund	36,719	26,719	31,719	46,719	61,719	76,719
Total	**61,829**	**53,829**	**59,329**	**76,329**	**93,329**	**105,329**

Reserve Schedule

Reserve Fund: 2.667 Surfside Water - Operating Reserve Fund Bylaw 4144

The Operating Reserve Fund (ORF) is used to undertake the cyclical maintenance activities, to fund the procurement of equipment and supplies that typically do not occur on an annual basis and also to be used for emergency unplanned repairs. Operating surplus from time to time can be transferred to ORF.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105216	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	27,842	25,110	27,110	27,610	29,610	31,610
Transfer from Ops Budget	2,000	2,000	2,000	2,000	2,000	2,000
Transfer to Ops Budget	-	-	-	-	-	-
Expenditures	(5,000)	-	(1,500)	-	-	(5,000)
Planned Maintenance Activity	Reservoir cleaning and inspection		Hydrant maintenance			Reservoir cleaning and inspection
Interest Income	268					
Ending Balance $	**25,110**	**27,110**	**27,610**	**29,610**	**31,610**	**28,610**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 2.667 Surfside Water - Capital Reserve Fund - Bylaw 3191

To provide for capital expenditures or in respect of capital projects and land, machinery or equipment necessary for them and extension or renewal of existing capital works.

Reserve Cash Flow

Fund: 1066 / Fund Centre: 101850	Estimated 2021	Budget 2022	2023	2024	2025	2026
Beginning Balance	49,087	36,719	26,719	31,719	46,719	61,719
Transfer from Ops Budget	12,169	15,000	20,000	15,000	15,000	15,000
Transfer from Cap Fund	-	-	-	-	-	-
Transfer to Cap Fund	(25,000)	(25,000)	(15,000)	-	-	-
Interest Income*	463					
Ending Balance $	**36,719**	**26,719**	**31,719**	**46,719**	**61,719**	**76,719**

Assumptions/Background:

Transfer as much as operating budget will allow.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 Budget

Magic Lake Estates Sewer

EAC Review

OCTOBER 2021

Service: 3.830 **Magic Lake Sewer Utility (Pender)** **Committee: Electoral Area**

DEFINITION:

To provide, operate and maintain sewage collection and disposal facilities for the Magic Lake Estates Sewerage System Specified Area on North Pender Island (Local Service Establishment Bylaw No. 1873 - June 26, 1991).

PARTICIPATION:

Specified Area - B(764) SA#8

MAXIMUM LEVY:

Greater of $200,000 or $7.10 / $1,000 on actual assessed value of land and improvements. To a maximum of $2,381,752.

MAXIMUM CAPITAL DEBT:

AUTHORIZED: LA Bylaw No. 4048 (Dec 2015). Fall Borrowing $1,530,000 for 10 years

COMMITTEE:

Magic Lake Estates Water & Sewer Committee established by Bylaw No. 1870 (November 28, 1990).

FUNDING:

User Charge: Per single family equivalency unit to connected properties only

Parcel Tax: Only on properties capable of being connected to system.

Connection Charge: Actual Engineering and Construction costs, plus 15% Administration costs. The minimum charge is $500.

RESERVE FUND:

Magic Lake Estates sewage system capital reserve fund (Dec 17, 1986). Bylaw No. 1497.

3.830 - Magic Lake Estates Sewer	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Sludge Hauling Contracts	88,940	85,500	90,720	-	-	90,720	92,530	94,380	96,270	98,200
Grit & Waste Sludge Disposal	88,940	83,000	90,720	-	-	90,720	92,530	94,380	96,270	98,200
Repairs & Maintenance	23,640	8,230	11,600	-	25,000	36,600	11,840	12,030	12,280	12,530
Allocations	43,961	43,961	44,220	-	-	44,220	45,004	45,809	46,627	47,458
Electricity	23,200	24,800	23,660	-	-	23,660	24,130	24,610	25,100	25,600
Supplies	21,520	18,390	21,940	-	-	21,940	22,360	22,800	23,240	23,710
Labour Charges	264,429	300,285	280,445	-	-	280,445	285,886	291,600	297,432	303,382
Other Operating Expenses	32,500	34,284	33,660	-	-	33,660	34,500	35,360	36,240	37,140
TOTAL OPERATING COSTS	**587,130**	**598,450**	**596,965**	**-**	**25,000**	**621,965**	**608,780**	**620,969**	**633,459**	**646,220**
*Percentage Increase over prior year						5.9%	-2.1%	2.0%	2.0%	2.0%
DEBT / RESERVES										
Transfer to Capital Reserve Fund	80,000	80,000	75,000	-	-	75,000	80,000	80,000	80,000	80,000
Transfer to Operating Reserve Fund	13,260	13,260	13,260	-	-	13,260	13,260	13,260	13,260	13,260
Transfer to Capital Project Fund ($6M Phase 1)	-	-	-	-	-	-	-	-	-	-
Debt Reserve Fund	370	370	320	-	-	320	320	320	320	320
MFA Principal Payment	133,463	133,463	133,463	-	-	133,463	133,463	133,463	133,463	133,463
MFA Interest Payment	40,640	40,640	40,640	-	-	40,640	40,640	40,640	40,640	40,640
TOTAL DEBT / RESERVES	**267,733**	**267,733**	**262,683**	**-**	**-**	**262,683**	**267,683**	**267,683**	**267,683**	**267,683**
TOTAL COSTS	**854,863**	**866,183**	**859,648**	**-**	**25,000**	**884,648**	**876,463**	**888,652**	**901,142**	**913,903**
Sludge Disposal Recovery	(10,654)	(10,654)	(10,870)	-	-	(10,870)	(11,090)	(11,310)	(11,540)	(11,770)
TOTAL COSTS NET OF RECOVERIES	**844,209**	**855,529**	**848,778**	**-**	**25,000**	**873,778**	**865,373**	**877,342**	**889,602**	**902,133**
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(15,000)	(26,320)	-	-	(25,000)	(25,000)	-	-	-	-
User Charges	(250,203)	(250,203)	(259,240)	-	-	(259,240)	(269,932)	(275,938)	(282,176)	(288,625)
Grants in Lieu	(985)	(985)	(10)	-	-	(10)	(10)	(10)	(10)	(10)
Other Revenue	(1,190)	(1,190)	(1,160)	-	-	(1,160)	(1,180)	(1,200)	(1,220)	(1,240)
TOTAL REVENUE	**(267,378)**	**(278,698)**	**(260,410)**	**-**	**(25,000)**	**(285,410)**	**(271,122)**	**(277,148)**	**(283,406)**	**(289,875)**
REQUISITION - PARCEL TAX	**(576,831)**	**(576,831)**	**(588,368)**	**-**	**-**	**(588,368)**	**(594,251)**	**(600,194)**	**(606,196)**	**(612,258)**
*Percentage increase over prior year										
User Fees						3.6%	4.1%	2.2%	2.3%	2.3%
Requisition						2.0%	1.0%	1.0%	1.0%	1.0%
Combined						**2.5%**	**2.0%**	**1.4%**	**1.4%**	**1.4%**

3.830 - Magic Lake Estates Sewer - Debt Only - 6M Phase 1 Wastewater Treatment Plan Upgrade	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
DEBT										
Debt Reserve Fund	37,600	37,600	10,500	-	-	10,500	500	500	500	500
MFA Principal Payment	-	-	89,110	-	-	89,110	112,809	112,809	112,809	112,809
MFA Interest Payment	41,610	41,610	105,844	-	-	105,844	111,844	111,844	111,844	111,844
TOTAL DEBT	**79,210**	**79,210**	**205,454**	**-**	**-**	**205,454**	**225,153**	**225,153**	**225,153**	**225,153**
FUNDING SOURCES (REVENUE)										
MFA Debt Reserve Earning	-	-	(500)	-	-	(500)	(500)	(500)	(500)	(500)
REQUISITION - PARCEL TAX	**79,210**	**79,210**	**204,954**	**-**	**-**	**204,954**	**224,653**	**224,653**	**224,653**	**224,653**
*Percentage increase over prior year Requisition							9.6%	0.0%	0.0%	0.0%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.830 Magic Lake Sewer Utility (Pender)	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings	B	$0	$0	$0	$0	$0	$0	$0
Equipment	E	$0	$5,000	$0	$0	$0	$0	$5,000
Land	L	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	S	$1,700,000	$4,100,000	$4,600,000	$709,350	$0	$0	$9,409,350
Vehicles	V	$0	$0	$0	$0	$0	$0	$0
		$1,700,000	**$4,105,000**	**$4,600,000**	**$709,350**	**$0**	**$0**	**$9,414,350**
SOURCE OF FUNDS								
Capital Funds on Hand	Cap	$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)	Debt	$1,700,000	$1,900,100	$1,666,800	$189,180	$0	$0	$3,756,080
Equipment Replacement Fund	ERF	$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)	Grant	$0	$2,202,400	$2,933,200	$520,170	$0	$0	$5,655,770
Donations / Third Party Funding	Other	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	Res	$0	$2,500	$0	$0	$0	$0	$2,500
		$1,700,000	**$4,105,000**	**$4,600,000**	**$709,350**	**$0**	**$0**	**$9,414,350**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.830

Service Name: Magic Lake Sewer Utility (Pender)

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-01	Renewal	Wastewater Improvements - Sewer Replacement	1. Replace about 3km of failing AC pipe and install Cannon forcemain pipe (2021) 2. Replace as much failing AC pipe as possible with remaining funds left from $6M loan (2022-2	$3,943,916	S	Debt	$1,700,000	$1,100,000	$600,000	$0	$0	$0	$1,700,000
21-01	Renewal	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	1. Renew Buccaneer, Galleon, Schooner, Capstan, Cutlass and Masthead Pump Sta 2. Replace Cannon WWTP with a new pump station 3. Upgrade Schooner WWTP (headworks, EQ tank, 2nd aeration tank, new clarifiers, electrical/gens	$7,709,350	S	Debt	$0	$800,100	$1,066,800	$189,180	$0	$0	$2,056,080
21-01					S	Grant	$0	$2,199,900	$2,933,200	$520,170	$0	$0	$5,653,270
22-01	New	EV Charging Station	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant	$5,000	E	Res	$0	$2,500	$0	$0	$0	$0	$2,500
22-01					E	Grant	$0	$2,500	$0	$0	$0	$0	$2,500
			GRAND TOTAL	**$11,658,266**			**$1,700,000**	**$4,105,000**	**$4,600,000**	**$709,350**			**$9,414,350**

Service:	3.830	Magic Lake Sewer Utility (Pender)

Project Number	20-01	**Capital Project Title**	Wastewater Improvements - Sewer Replacement	**Capital Project Description**	1. Replace about 3km of failing AC pipe and install Cannon forcemain pipe (2021) 2. Replace as much failing AC pipe as possible with remaining funds left from $6M loan (2022-23).
Project Rationale	Several km of failing AC sewer pipe requires replacement (to be completed over 3 years from 2021-2023).				

Project Number	21-01	**Capital Project Title**	Wastewater Improvements - Pump Station and Treatment Plant Upgrades	**Capital Project Description**	1. Renew Buccaneer, Galleon, Schooner, Capstan, Cutlass and Masthead Pump Stns 2. Replace Cannon WWTP with a new pump station
Project Rationale	Successfully received an Infrastructure Canada grant to complete upgrades on six pump stations, install a new pump station at Cannon to pump to Schooner WWTP, and upgrade Schooner WWTP to treat flow from Cannon and renew many components to bring the wastewater system into compliance with environmental regulations.				

Project Number	22-01	**Capital Project Title**	EV Charging Station	**Capital Project Description**	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.
Project Rationale	Construct a new EV Charging Station at the Water Treatment Plant, project to be split across MLE Water, Waste Water, and a possible grant.				

Magic Lake Estates Sewer
Reserve Summary Schedule
2022 - 2026 Financial Plan

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Operating Reserve Fund	32,138	20,398	33,658	46,918	60,178	73,438
Capital Reserve Fund	331,143	403,643	483,643	563,643	643,643	723,643
Total	**363,282**	**424,042**	**517,302**	**610,562**	**703,822**	**797,082**

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Operating Reserve Fund - Bylaw 4144

Reserve fund used for: unforeseen operational repairs and maintenance; infrequent maintenance activities such as treatment facility tankage draining/cleaning/inspection etc. Optimum minimum balance of $50,000 (approximately 10%) of the annual operating budget.

Reserve Cash Flow

Fund: 1500 / Fund Centre: 105217	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Beginning Balance	44,740	32,138	20,398	33,658	46,918	60,178
Transfer from Ops Budget	13,260	13,260	13,260	13,260	13,260	13,260
Planned Expenditures	(26,320)	(25,000)	-	-	-	-
Planned Maintenance Activity		Outfall inspection and Clean Schooner aeration ditch				
Interest Income	458					
Ending Balance $	**32,138**	**20,398**	**33,658**	**46,918**	**60,178**	**73,438**

Assumptions/Background:

Reserve Schedule

Reserve Fund: 3.830 Magic Lake Sewer System - Capital Reserve Fund

Bylaw 1497

Reserve Cash Flow

Fund:	1042	Estimated	Budget				
Fund Centre:	101386	2021	2022	2023	2024	2025	2026
Beginning Balance		278,391	331,143	403,643	483,643	563,643	643,643
Transfer from Ops Budget		80,000	75,000	80,000	80,000	80,000	80,000
Transfer to Cap Fund		(30,000)	-	-	-	-	-
Transfer from Cap Fund		-	(2,500)	-	-	-	-
Interest Income		2,752					
Ending Balance $		**331,143**	**403,643**	**483,643**	**563,643**	**643,643**	**723,643**

Assumptions/Background:

Appendix D: January 2022 Approvals

Purpose: To summarize the budget items that require implementation as of January 2022 before final budget approval in March 2022.

Electoral Area	Service Type	Service Area	Project Description	Operating Budget	Capital Budget	Funding Source	IBC (if applicable)
Juan de Fuca	Recreation & Cultural Services	1.405 Community Parks and Recreation	Creation of a long term strategic plan for JDF EA		40,000	Grants	
			Total: Juan de Fuca	**-**	**40,000**		
Salt Spring Island	Recreation & Cultural Services	1.141 SSI Library	HVAC upgrades		95,000	Grants	
		1.459 Salt Spring Island - Pool & Park Land	Pool mechanical lifecycle report	15,000		Reserves	
			Community Centre lease	17,500		Lease Revenue	13a-1.5
			Recreation Centre expansion - multipurpose room		1,202,735	Grants, Reserves	
			Purchase additional parkland		50,000	Reserves	
	Water	2.621 Highland/Fernwood Water	Construct new intake and screen		110,000	Grants, Reserves	
		2.624 Beddis Water	Dismantle and remove Lautman reservoir		30,000	Reserves	
		2.626 Fulford Water	Water main assessment, replacement strategy, and detailed design		90,000	Reserves	
			Relocate Water Line at Weston Creek		70,000	Grants	
		2.628 Cedar Lane Water	Referendum or Alternative Approval Process for Manganese Removal project		20,000	Reserves	
			Public engagement for Manganese Removal project		10,000	Reserves	
	Sewer	3.810 Ganges Sewer	Aeration system improvement detailed design		90,000	Reserves	
			Total: Salt Spring Island	**32,500**	**1,767,735**		
Southern Gulf Islands	Water	2.640 Lyall Harbour Boot Cove	Dam Improvements & Regulatory Requirements		390,000	Grants	
			Total: Southern Gulf Islands	**-**	**390,000**		
Joint Electoral Service (3 EAs)	Protective Services	1.318 Building Inspection	0.50 FTE Administrative Clerk	38,204		Requisition	11c-2
			Total: Joint Electoral Services	**38,204**	**-**		
			Grand Total	**70,704**	**2,197,735**		

Making a difference...together

REPORT TO THE REGIONAL PARKS COMMITTEE
MEETING OF WEDNESDAY, SEPTEMBER 22, 2021

SUBJECT **Regional Parks Land Acquisition and Infrastructure Financing Strategy**

ISSUE SUMMARY

To develop land acquisition and infrastructure financing strategies key to the ability to execute investments and manage a sustainable service.

BACKGROUND

At the June 23, 2021, Regional Parks Committee meeting, staff were directed to report on a recommended financing option for future investments in land and major capital works that incorporates current financial guidelines.

Operating a long-term sustainable service relies on balancing priorities in operational delivery and the related financial implications. A financing strategy aimed at managing revenue and cash flow can increase capacity and unlock value to enhance the ability to operate and meet service needs.

Through the Finance Committee and the Capital Regional District Board, staff have reported on various decision models and guidelines to inform and influence financial strategies.

1. January 2019: the corporate asset management program and strategy was approved. The approach drives purposeful intervention to manage and maintain asset health through the lifecycle, ensuring long-term service delivery.
2. October 2019: debt term guidelines set optimal financing amortization periods on the basis of value. This report demonstrates a 15 year term as the optimal point of intersection between annual debt servicing costs and total interest expense.
3. July 2021: capital reserve guidelines established optimal savings versus debt financing by correlating the useful life of assets.

The culmination of these reports and other analyses influence both service and budget processes annually.

In relation to regional parks infrastructure, there is an opportunity to optimize both land acquisition and capital investment through a formal financing strategy which uses both savings and debt to invest in value-added service delivery. The strategy enables use of debt in a time where service demand is increasing and interest rates are at historic lows.

The current macro-economic environment supports a leveraged approach to land acquisition and infrastructure. Central banks across the globe rapidly expanded national balance sheets in an effort to combat the economic slowdown induced by the onset of the global pandemic. The Bank of Canada cut the overnight benchmark rate three times since March 2020 and simultaneously deployed a variety of monetary policy tools to expand the money supply. While signs of recovery have reduced the Bank of Canada's measures in recent months, ongoing low interest rates are anticipated.

Due to an indebted Canadian consumer, the Bank of Canada is expected to proceed cautiously in withdrawing monetary stimulus and will likely not allow borrowing rates to rise dramatically. Global capital markets maturity and related arbitrage activity provide nearly instant liquidity sufficient to meeting any return of consumer and industrial demand for goods and services. These factors create a natural cap to how high interest rates may rise in the near future, which provides an important foundational support for a revised land acquisition and infrastructure financing strategy.

This report focuses on outlining a proposed strategy which balances the current and future need for land acquisitions, maintaining capital reserve health, the relationship between leverage and debt affordability, and the integral impact on service delivery.

ALTERNATIVES

Alternative 1
The Regional Parks Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:
That the annual land acquisition levy be used to implement a debt financing strategy for future land acquisitions.

Alternative 2
That this report be referred back to staff for additional information.

IMPLICATIONS

At the November 13, 2019, Board meeting, the land acquisition levy was renewed through 2029. Subsequently, at the meeting of October 28, 2020, the Board resolved to increase the annual land acquisition levy rate per household by $1 each year through 2025 (from $20 to $25).

The 2020-2021 Land Acquisition Strategy states that to be effective, the strategy needs to account for opportunistic acquisition of important lands. The purpose is to:

- meet the need of region's residents now and in the future
- respond to expected population growth
- connect, protect and restore the region's natural resources
- provide areas for residents to connect with nature

The current Land Acquisition Strategy identifies key areas of interest and identifies the overriding concept that bigger natural areas are better and connected natural assets are best.

Developing land acquisition and infrastructure financing strategies is key to staff's ability to execute investments and manage a sustainable service. A successful strategy will enable opportunistic acquisition versus saving for a cash purchase.

Through use of benchmarks established by the capital reserve guidelines, the Regional Parks Service was identified as having a low use of debt to deliver mandated services. Through operational planning, a significant portion of upcoming capital investment was directed for land and infrastructure replacement, which are assets characterized with a long, useful life. Both the

Public Sector Accounting Board (PSAB) and Generally Accepted Accounting Principles (GAAP) do not permit depreciation of land; instead, land holds value in perpetuity.

The aforementioned capital reserve guidelines balance the implications of savings and borrowing, recommending an optimal blend or ratio as part of a financing strategy. When evaluating the reserve balance guidelines, the Regional Parks Service has significant borrowing capacity, and increased use of debt can be a tool to manage annual costs. For any asset, when the rate of appreciation exceeds the cost of borrowing, value growth and interim utility result. The current land acquisition funding strategy is a pay-as-you-go savings model which sees annual revenues set aside until the fund has a sufficient balance for purchases.

Appendix A presents a comparison between lands purchased today versus 15 years in the future. The analysis demonstrates the magnitude of value creation in the spread between land appreciation and cost of borrowing (net of holding costs, interest and inflation).

With the use of borrowing, the annual $20 per household levy translates to an annual $4 million revenue stream that can be used to debt service up to $50 million worth of purchases. In 15 years, using historic land appreciation rates, the value would be approximately $119 million. When adjusted for holding and interest costs, the net increase in value could be in excess of $100 million.

Conversely, saving the annual requisition over the next 15 years would yield approximately $67 million of purchasing power, translating to 57% of the land mass that could have been purchased today. Table 1 summarizes and compares two approaches based on $50 million of land acquisition today.

Table 1: Illustrative Example of Financing vs Savings for Land Acquisition

	Financing Strategy	**Current Funding Model**
# Hectares	1,000 Hectares	563 Hectares
Future Value (Year 15)	$119M	$67M
Cost per Hectare	$50,000 / hc (Today)	$119,000 /hc (Year 15)
Future Value (Net of costs)	$100M	$67M
Present Value	$74M	$50M

Through an optimal financing strategy, $24 million in value for the equivalent dollar expenditures could be added to the regional parks network while simultaneously providing asset utility to the region.

Appendix B provides a graphical representation of the value created through financing in maximizing acquisitions to the cap of $20 per household in year 0. In this scenario, the Regional Parks Service could immediately acquire $50 million of land and debt service over the next

15 years with no impact to requisition. After 15 years, the service could acquire an additional $50 million of land and repeat indefinitely.[1]

Recognizing various constraints, Appendix C provides a graphical representation of the value created through financing in phased acquisitions to the cap of $20 per household through the first 5 years. In this scenario, the Regional Parks Service could acquire up to $50 million of land and debt service over the next 20 years with immediate savings to requisition through year 5. As borrowing would be phased, debt would mature after year 15 where additional borrowing could be leveraged. This laddering strategy is similar to the financial strategies used in the Capital Regional Hospital District for major capital projects, and the Capital Regional District (CRD) investment holdings for GICs (Guaranteed Investment Certificates).[2]

Other Considerations

As required by the *Local Government Act,* Section 403 (1), and the *Community Charter*, Section 179, a loan authorization bylaw is required for long term borrowing. All loan authorization bylaws require Board approval, and capital expenditures must be included in the five year financial plan. Staff will continue to report on land acquisitions through the Board and supplement with impacts to annual debt servicing costs and the upper limit of the annual land acquisition levy. Additionally, financial health indicators will continue to be used to monitor liquidity, interest coverage, leverage, and capital reserve health of the Regional Parks Service and the CRD.

CONCLUSION

Staff were directed by the Regional Parks Committee to report on a recommended financing option for future investments in land and major capital works that incorporates current financial guidelines. The CRD corporate asset management program and strategy, debt term guidelines, and capital reserve guidelines inform and influence staff recommendations on financial strategies. The proposed financing strategy is designed to make good use of debt and capital reserves in order to provide sustainable service delivery and budgeting.

RECOMMENDATION

The Regional Parks Committee recommends the Committee of the Whole recommend to the Capital Regional District Board:
That the annual land acquisition levy be used to implement a debt financing strategy for future land acquisitions.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Financial Analysis – Land Acquisition Decision Model
Appendix B: Land Acquisition Decision Model – Maximizing Acquisitions
Appendix C: Land Acquisition Decision Model – Phased Acquisitions

[1] To simplify the illustration, all other variables held constant, including but not limited to annual levy per household, etc.
[2] To simplify the illustration, all other variables held constant, including but not limited to annual levy per household, etc.

Appendix A: Financial Analysis – Land Acquisition Decision Model

Assumptions:		Notes
Rate of land appreciation	6.0%	Based on BC Assessment Land data, historic 5 year regional land average appreciation rate
Rate of inflation:	2.0%	Based on BC Stats data, adjusted for forecast

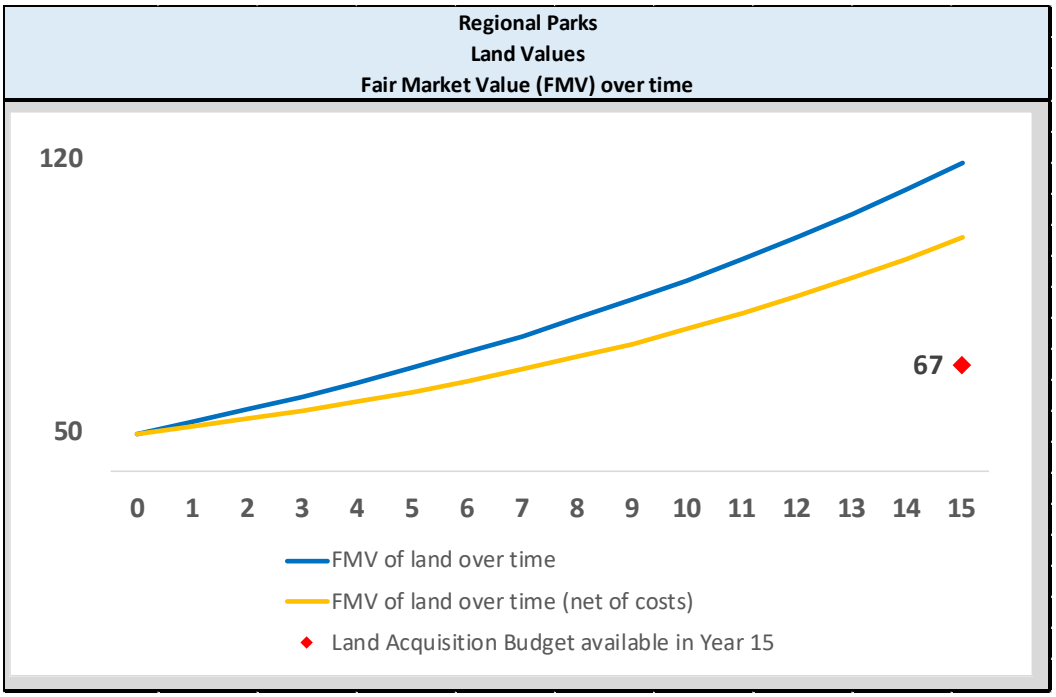
Option 1: Borrow to invest in land today		
Fair Market Value of Land Purchased today:	$50 million	Land acquistion is based on 100% financing based on maximum principal serviceable by a $4 million/annum debt servicing budget
Land Values Grow @ 6.0%/year ...	↓	
Growth-adjusted land value in Year 15:	$119 million	Growth of land value over 15 years using rate of land appreciation assumption
Less costs		
Annual Land Holding Costs	$9 million	Assume 1% of land fair market value acquired today per year and grown at assumed inflation rate. Accounts for cost of security/patrols, insurance etc
Financing Costs (financing rate 2.39%)	$10 million	MFA 15 year debt @ current indicative rate
Growth-adjusted land value in Year 15 (after costs):	$100 million	Land value in year 15 less costs
Land value today (after inflation):	**$74 million**	

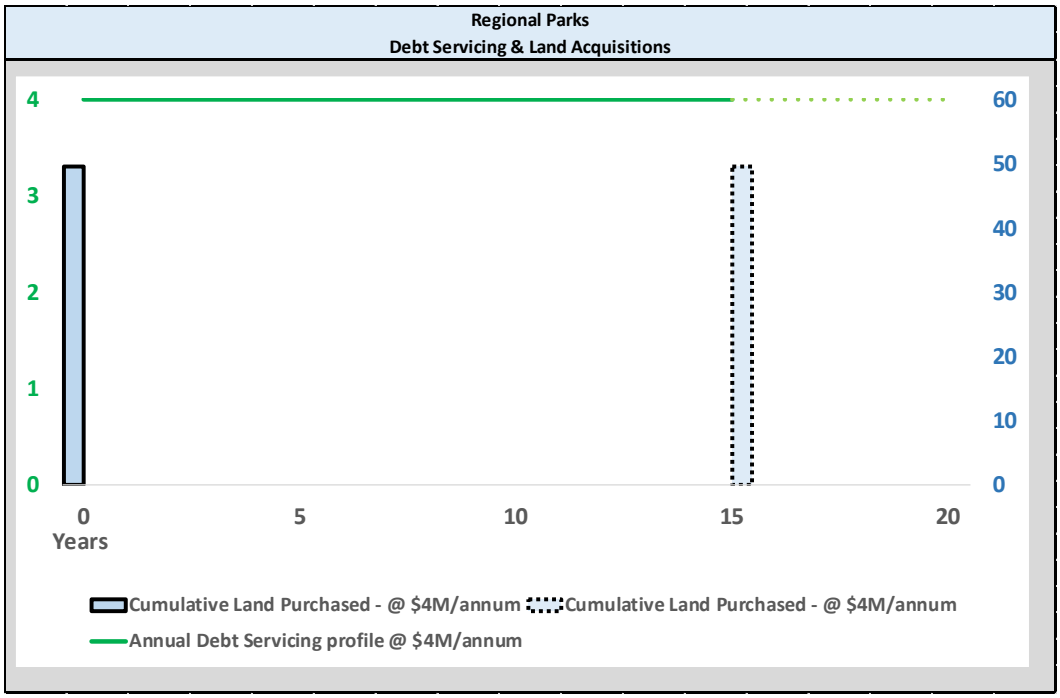
Option 2: Defer land purchase - save reserves over time		
Fair Market Value of Land Purchased today:	$0	
Annual Reserve Contribution:	$4 million	Annual reserve contribution assumption
Reserve Balance - Year 15:	$60 million	$4 million/annum for 15 years
Plus		
Interest Earned on Reserve Balances	$7 million	Accounts for investment rate of 1.5% / annum on reserve balance
Land Acquisition Budget available in Year 15	$67 million	Land acquistion budget available in year 15
Land Acquisition Budget available in Year 15, in today's dollars (after inflation):	**$50 million**	

Value added by Option 1 over Option 2:	**$24 million**	Difference in option 1 versus option 2 land values in today's dollars

Appendix B: Land Acquisition Decision Model – Maximizing Acquisitions

These charts represent the value created through financing in maximizing acquisitions to the annual levy cap of $20 per household in year 0. In this scenario, the regional parks service could immediately acquire $50 million of land and debt service over the next 15 years with no impact to requisition. After 15 years, the service could acquire an additional $50 million of land and repeat indefinitely. [1]

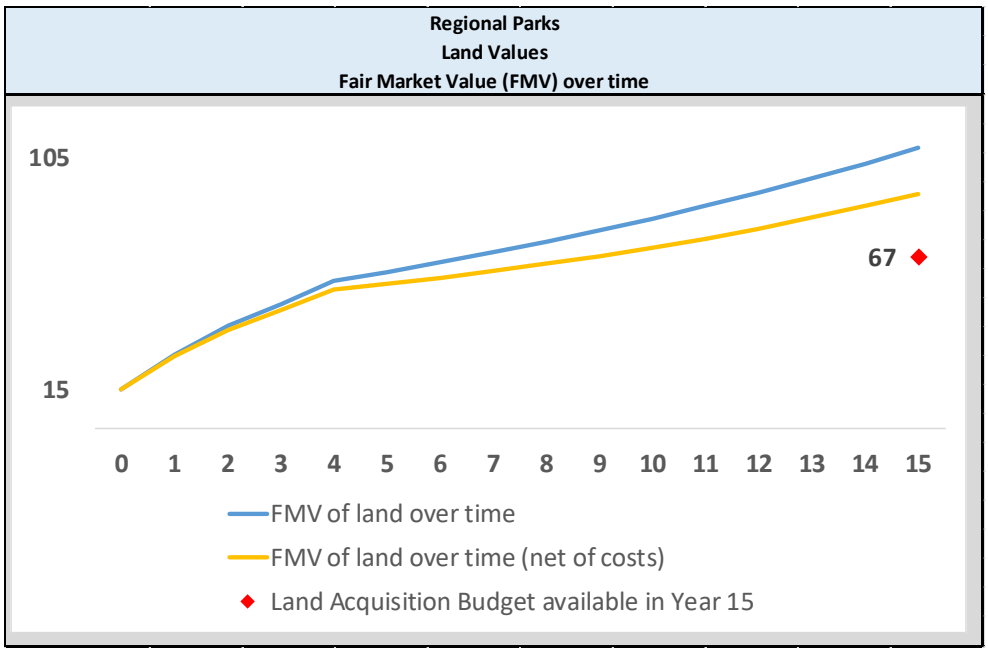


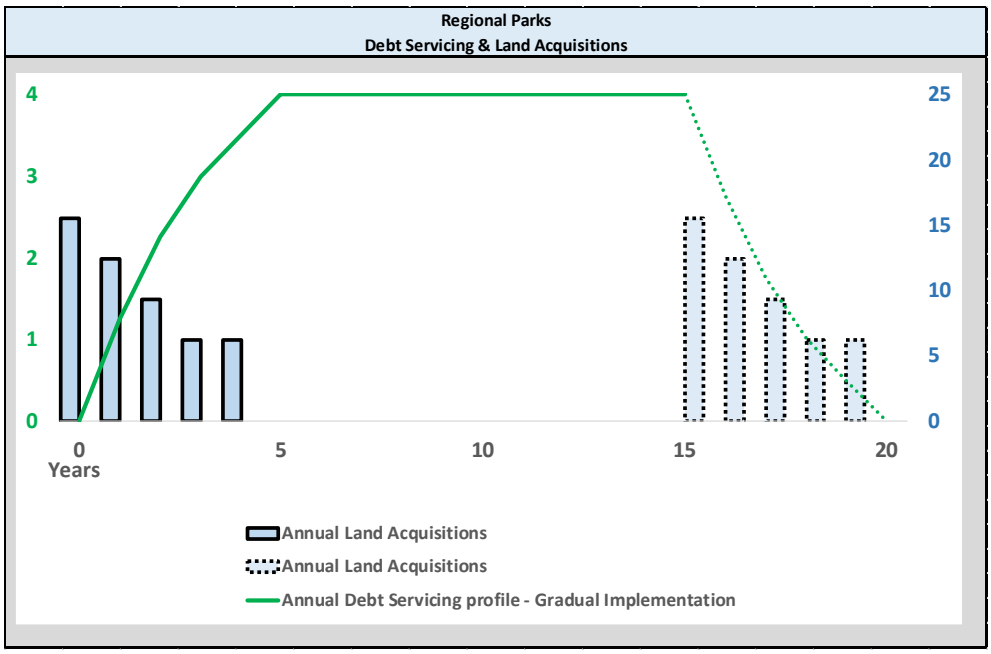


[1] To simplify the illustration, all other variables held constant, including but not limited to annual levy per household, etc.

Appendix C: Land Acquisition Decision Model – Phased Acquisitions

These charts represent the value created through financing in phased acquisitions to the annual levy cap of $20 per household through first 5 years. In this scenario, the regional parks service could acquire up to $50 million of land and debt service over the next 20 years with immediate savings to requisition through year 5. As borrowing would be phased, debt would mature after year 15 where additional borrowing could be leveraged. This laddering strategy is similar to the financial strategies used in the Capital Regional Hospital District for major capital projects, and the CRD investment holdings for GICs (Guaranteed Investment Certificates).[1]





[1] To simplify the illustration, all other variables held constant, including but not limited to annual levy per household, etc.

APPENDIX K

Service Budget Highlights ›

Committee of the Whole

Wednesday October 27, 2021

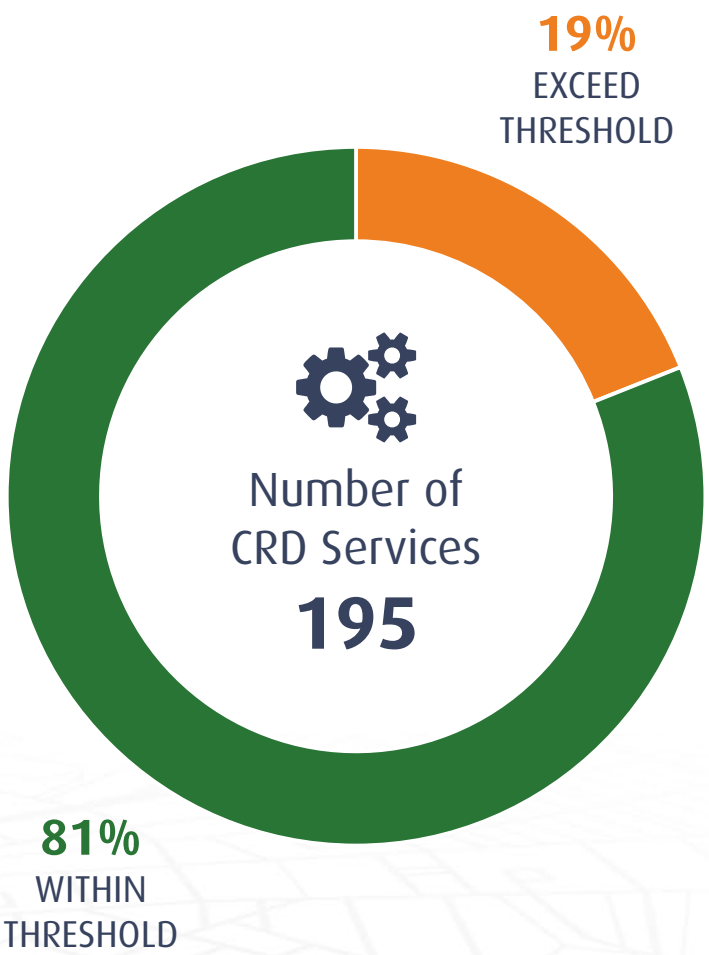
Budget Overview Threshold

Materiality Threshold

2.0%
FORECASTED CPI

and $50,000

all service budgets are included in Appendix G of the agenda package



2) EXECUTIVE SERVICES	$000's	%
2.1) CAO & Executive Services (Appendix G, Part A, PDF pg 4, Print pg 3)	$61	8.0%
• New Executive Assistant (1.0 FTE), offset by cessation of Intergovernmental allocation.	Req: 100% / Fees: - / Other: - / Alloc: -	
2.2) Human Resources (Appendix G, Part A, PDF pg 8, Print pg 7)	$329	12.8%
• New Manager Safety Management (1.0 FTE), contractor costs for initial phase of HRIS, base salary and step increases, and auxiliary support.	Req: 30% / Fees: - / Other: 14% / Alloc: 56%	
2.3) Corporate Communications (Appendix G, Part A, PDF pg 15, Print pg 14)	$85	8.3%
• New Marketing and Social Media Manager (1.0 FTE), base salary and step increase changes, offset by cessation of one-time auxiliary costs.	Req: 72% / Fees: - / Other: - / Alloc: 28%	

3) CORPORATE SERVICES	$000's	%
3.1) Corporate Services (Appendix G, Part A, PDF pg 24, Print pg 23)	$419	20.3%
• New Manager Legal Services (1.0 FTE), new Administrative Clerk (1.0 FTE), new Information Technicians (2.6 FTEs) for EDRMS, and base salary and step increases.	Req: 75% / Fees: - / Other: 23% / Alloc: 2%	
3.2) Board Expenditures (Appendix G, Part A, PDF pg 31, Print pg 10)	$100	8.4%
• CAO recruitment and selection, Board orientation strategic planning, offset by adjustment to director's remuneration for First Nations representation.	Req: - / Fees: - / Other: 100% / Alloc: -	
3.4) First Nation Relations (Appendix G, Part A, PDF pg 44, Print pg 23)	$100	14.6%
• New Archaeologist (1.0 FTE) offset by salary adjustment due staffing changes.	Req: 100% / Fees: - / Other: - / Alloc: -	

4) FINANCE AND TECHNOLOGY	$000's	%
4.1.1) Finance (Appendix G, Part A, PDF pg 61, Print pg 3)	$696	10.7%
• Financial Analysts for initiatives on accounting standard compliance, asset management and grant support (3.5 FTEs), and support for various other corporate initiatives (3.55 FTEs). Includes annualization for 2021 initiatives.	Req: 60% / Fees: - / Other: - / Alloc: 40%	
4.2.2) Information Technology (Appendix G, Part A, PDF pg 71, Print pg 13)	$2,546	35.4%
• IT support and technology requirements for various corporate initiatives, including Regional Parks, ERDMS, accounting standard compliance, asset management, and HRIS (9.27 FTEs), annualization for 2021 initiatives.	Req: 30% / Fees: - / Other: 47% / Alloc: 23%	
4.2.3) GIS Information Systems (Appendix G, Part A, PDF pg 80, Print pg 22)	$59	10.5%
• Costs associated with the Regional Orthophotography Data Acquisition Program, and base salary increase.	Req: 94% / Fees: - / Other: 1% / Alloc: 5%	
4.3.3) Arts Grants and Development (Appendix G, Part A, PDF pg 107, Print pg 49)	$59	2.0%
• 2% increase in grants.	Req: 91% / Fees: - / Other: 9% / Alloc: -	

5) PARKS AND RECREATION	$000's	%
5.1) Regional Parks (Appendix G, Part B, PDF pg 4, Print pg 3)	$4,377	35.4%
• Large scale review of service level requirements, including staggered addition of 24.0 FTEs and associated costs, additional park maintenance, and contractor support. Further initiative costs relate to the operation of the new Elk & Beaver Lake Aerator and accessibility study, and additional contributions required to the capital reserve fund.	Req: 98% / Fees: 2% / Other: - / Alloc: -	
5.1) Regional Parks - Land Acquisition (Appendix G, Part B, PDF pg 4, Print pg 3)	($3,948)	(98.0%)
• Proposed change to land acquisition funding model, utilizing debt funding instead of reserve contributions	Req: 100% / Fees: / Other: - / Alloc: -	
5.2) Panorama Rec. Center (Appendix G, Part B, PDF pg 38, Print pg 37)	$1,782	22.1%
• Reflects service level of operations without pandemic restrictions, introduction of pre-school program.	Req: 5% / Fees: 93% / Other: 2% / Alloc: -	
5.3) SEAPARC (Appendix G, Part B, PDF pg 64, Print pg 63)	$644	17.5%
• Reflects service level of operations without pandemic restrictions.	Req: 32% / Fees: 52% / Other: 16% / Alloc: -	

6) ENVIRONMENTAL SERVICES	$000's	%
6.2.2) Environmental Protection & Water Quality (Appendix G, Part B, PDF pg 103, Print pg 18)	$373	4.5%
• New Biosolids Research Assistant and CAWTP lab services support (2.35 FTE), increased ERF contribution, allocations associated with building occupancy and human resources.	Req: - / Fees: - / Other: - / Alloc: 100%	
6.2.5) Millstream Site Remediation (Appendix G, Part B, PDF pg 125, Print pg 40)	($135)	(36.0%)
• Decrease due to anticipated completion of the Millstream Remediation Capital Project in 2022.	Req: 50% / Fees: - / Other: 50% / Alloc: -	
6.2.6) L.W.M.P. – On Site System Management Program (Appendix G, Part B, PDF pg 131, Print pg 46)	($106)	(36.1%)
• Decrease in allocation related to environmental protection, and cessation of planned reserve spending.	Req: 3% / Fees: - / Other: 97% / Alloc: -	
6.4.1) Environmental Engineering Services (Appendix G, Part B, PDF pg 190, Print pg 105)	($414)	(14.8%)
• Decrease due to 2.0 FTEs transferred to Facility Management, and one-time feasibility study costs in 2021.	Req: - / Fees: - / Other: 51% / Alloc: 49%	

6) ENVIRONMENTAL SERVICES (CONTINUED)	$000's		%	
6.4.2) Facility Management (Appendix G, Part B, PDF pg 199, Print pg 114)	$311		18.4%	
• Base salary and step increase, 2.0 FTEs transferred from Environmental Engineering Services, increase in auxiliary support.	Req	Fees	Other	Alloc
	-	-	-	100%
6.4.3) CRD HQ Building (Appendix G, Part B, PDF pg 208, Print pg 123)	$385		26.9%	
• Includes temporary additional rental space to accommodate reconfiguration of the Fisgard building.	Req	Fees	Other	Alloc
	-	-	-	100%
6.4.6) Health Facilities – VIHA (Appendix G, Part B, PDF pg 233, Print pg 148)	$78		4.9%	
• Inflation and inclusion of costs associated with the Pembroke site.	Req	Fees	Other	Alloc
	-	-	100%	-

7) PLANNING & PROTECTIVE SERVICES	$000's	%
7.2.1) Land Banking and Housing (Regional Housing) (Appendix G, Part C, PDF pg 12, Print pg 10)	$196	7.3%
• Permanent position for Senior Project Coordinator (1.0 FTE), and term positions for Administrative Coordinator (1.0 FTE) and Administrative Clerk (1.0 FTE), offset by reduction in base salary and auxiliary support.	Req: 34% · Fees: - · Other: 66% · Alloc: -	
7.4.1) Corporate Emergency (Appendix G, Part C, PDF pg 32, Print pg 30)	($1,043)	(69.8%)
• Decrease due to COVID-19 Safe Restart Grant that was applied for and received in 2021, which does not continue into 2022.	Req: - · Fees: - · Other: 100% · Alloc: -	
7.4.6) 913 Fire Dispatch (Appendix G, Part C, PDF pg 64, Print pg 62)	($427)	(58.9%)
• Decrease due to new service agreement with District of Saanich.	Req: 100% · Fees: - · Other: - · Alloc: -	
7.5.2) Regional Planning Services (Appendix G, Part C, PDF pg 91, Print pg 89)	$531	31.9%
• Transportation Data Collection, Modelling and Priority Implementation, offset by discontinued auxiliary support.	Req: 3% · Fees: - · Other: 97% · Alloc: -	

7) PLANNING & PROTECTIVE SERVICES (continued)	$000's		%	
7.5.3) Regional Growth Strategy (Appendix G, Part C, PDF pg 101, Print pg 99)	($51)		(13.4%)	
• Decrease due to one-time special project funding received only in 2021, and step decrease/paygrade changes. Offset by an increase in contracts associated with the Food Lands Trust Business Case.	Req	Fees	Other	Alloc
	-	-	100%	-

8) INTEGRATED WATER SERVICES	$000's				%
8.1.1) Regional Water Supply (Appendix G, Part C, PDF pg 109, Print pg 4)	$1,618				4.6%
• Repurpose 3.0 FTEs from Capital to Operating, new Infrastructure Integration Technician and Contracts Coordinator (2.0 FTE), and increase in transfers to capital.	Req	Fees	Other	Alloc	
	-	100%	-	-	
8.1.2) JDF Water Distribution (Appendix G, Part C, PDF pg 151, Print pg 46)	$1,767				8.5%
• Increase in bulk water purchases, capital fund transfers, and operations allocations.	Req	Fees	Other	Alloc	
	-	100%	-	-	
8.2.3) IWS – Environmental Operations (Appendix G, Part C, PDF pg 213, Print pg 108)	$625				5.4%
• Base salary and step increases, annualization of 2021 IBCs, reposition of Maintenance Planner position (1.0 FTE), and increase in standard overhead allocation.	Req	Fees	Other	Alloc	
	-	-	-	100%	

8) INTEGRATED WATER SERVICES (CONTINUED)	$000's		%	
8.3.1) Saanich Peninsula Water Supply (Appendix G, Part C, PDF pg 230, Print pg 125)	$347		4.8%	
• Increase in bulk water purchases and transfers to capital reserves.	Req	Fees	Other	Alloc
	-	100%	-	-
8.3.2) Saanich Peninsula Wastewater (Appendix G, Part C, PDF pg 244, Print pg 139)	$276		6.3%	
• Increase in cyclical maintenance costs, reserve contributions, and labour allocations.	Req	Fees	Other	Alloc
	79%	-	20%	1%

LOCAL SERVICES – JOINT EA	$000's		%	
Elections (Appendix I-4, PDF pg 8)	$238		948.8%	
• Costs related to the Electoral Area and Island Trust elections.	Req	Fees	Other	Alloc
	17%	-	83%	-
Building Inspection (Appendix I-2, PDF pg 16)	$136		8.2%	
• Increase to auxiliary support budget for digitization project, Administrative Clerk (0.5 FTE), increase in building occupancy allocation and transfer to ERF.	Req	Fees	Other	Alloc
	8%	91%	1%	-

SALT SPRING ISLAND	$000's				%			
SSI – Pool & Park Land (Appendix I-3, PDF pg 133)	$230				13.1%			
• Increase in auxiliary staffing for Aquatic Program Workers, and costs associated with the SSI Community Centre.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	34%	52%	12%	2%				
SSI Liquid Waste Disposal (Appendix I-3, PDF pg 215)	$94				10.5%			
• Increase due to sludge hauling contract and increase in transfers to the capital reserve fund.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	19%	81%	-	-				

SOUTHERN GULF ISLANDS	$000's				%			
SGI Grants in Aid (Appendix I-4, PDF pg 53)	($111)				(51.1%)			
• Decrease due to one-time Safe Restart Grant received only in 2021.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	-	-	100%	-	-	-	100%	-
Magic Lake Estates Sewer Debt (Appendix I-4, PDF pg 232)	$126				159.4%			
• Increase due to new debt servicing for $6M borrowing, beginning in 2022.	Req	Fees	Other	Alloc	Req	Fees	Other	Alloc
	100%	-	-	-	100%	-	-	-

JUAN de FUCA	$000's		%	
Community Planning (Appendix I-2, PDF pg 73)	($66)		(7.6%)	
• Decrease due to one-time grant received only in 2021, and orthophotos purchased every other year (in 2021, but not in 2022).	Req	Fees	Other	Alloc
	-	-	100%	-

Capital Regional District

Initiative Business Cases - 2022 Budget Impact

2022 Preliminary Budget

Community Need	Initiative	Initiative Name	Incremental Requisition $	Incremental Sales of Service $	Incremental Allocation/Other $	Total Cost Budget $	Total Cost IBC $	Difference
Affordable Housing	1a-2	Housing Planning & CRHC Operations	144,833	-	74,992	219,825	633,000	(413,175)
Affordable Housing	1a-10	Reaching Home Program - Additional Funding	-	-	177,866	177,866	360,000	(182,134)
Transportation	2a-1.1	Transportation Data Collection, Modelling and Priority Implementation	-	-	753,000	753,000	734,000	19000
Transportation	2a-1.2	Transportation Priorities Implementation	6,080	-	-	6,080	-	6080
Transportation	2e-3	SGI Transportation Service Establishment	15,000	-	-	15,000	15,000	0
First Nations Relations	3a-3	Protection & Conservation of Heritage Sites Policy Implementation	125,700	-	-	125,700	125,000	700
First Nations Relations	3a-5	Reconciliation Action Plan	45,000	-	-	45,000	45,000	0
Economic Development	4a-1	SGI Connect - Internet Service Establishment	20,000	-	-	20,000	20,000	0
Climate Action & Adaption	5a-1.2	Community Energy Specialist	8,777	-	-	8,777	135,000	(126,223)
Climate Action & Adaption	5a-1.5	Corporate Climate Action Reserve Fund Increase	60,000	-	-	60,000	65,000	(5,000)
Parks & Natural Resource Protection	6a-13	Elk/Beaver Aerator Maintenance	100,000	-	-	100,000	100,000	0
Parks & Natural Resource Protection	6a-18	Accessibility Study	30,000	-	-	30,000	30,000	0
Parks & Natural Resource Protection	6c-1.3	Crime Prevention in Community Parks	-	-	9,968	9,968	10,000	(32)
Parks & Natural Resource Protection	6g-1	Regional Parks Service	2,542,566	-	25,000	2,567,566	3,500,000	(932,434)
Protective Services	7a-1.1	Emergency Management Software	-	-	65,680	65,680	66,000	(320)
Protective Services	7c-2	Fire Services Compliance and Coordination	20,000	-	50,270	70,270	75,000	(4,730)
Wastewater	8a-1.3	Saanich Peninsula Liquid Waste Mgmt Plan – I&I	65,000	-	-	65,000	65,000	0
Wastewater	8a-1.4	Biosolids Research Assistant - term position	2,600	-	83,609	86,209	92,000	(5,791)
Wastewater	8a-1.5	Lab Services CAWTP	-	-	83,737	83,737	105,000	(21,263)
Landfill & Recycling	9a-1.2	Solid Waste Initiatives Coordinator	8,680	89,065	-	97,745	119,000	(21,255)
Landfill & Recycling	9b-2.1	Communications Assistant (ERM SWMP support)	-	25,900	-	25,900	35,000	(9,100)
Landfill & Recycling	9d-1	Landfill Maintenance Worker	8,680	76,408	-	85,088	99,000	(13,912)
Water	10a-2	Infrastructure Integration Technician	7,640	55,000	-	62,640	65,000	(2,360)
Water	10d-3	Watershed Hydrology Monitoring	-	-	-	-	150,000	(150,000)
Water	10e-1	Contracts Coordinator	-	87,000	-	87,000	94,000	(7,000)
Planning & Development	11c-2	Building Inspection Information Services	40,636	-	-	40,636	47,000	(6,364)
Recreation	13a-1.5	SSI Community Centre	99,605	1,040	36,234	136,879	148,000	(11,121)
Recreation	13a-1.6	Preschool Program - ongoing	14,585	54,575	-	69,160	183,000	(113,840)
Recreation	13a-2	Sooke Sun River Sport Box	25,000	-	-	25,000	18,000	7000
Accountability	15b-2.1	Asset Management	433,784	-	-	433,784	448,000	(14,216)
Accountability	15b-2.2	Grant Support	50,714	-	-	50,714	56,000	(5,286)
Accountability	15c-1.4	Human Resource Information System (HRIS)	324,299	-	230,100	554,399	589,000	(34,601)
Accountability	15c-1.5	Safety Management System	48,401	-	-	48,401	52,000	(3,599)
Accountability	15d-1	Board Orientation & Strategic Plan 2023-2026	-	-	58,000	58,000	56,000	2000
Accountability	15d-2	Electoral Areas Elections	40,000	-	-	40,000	40,000	0
Accountability	15f-1.3	EDRMS	504,272	-	445,000	949,272	1,100,000	(150,728)
Accountability	15f-1.11	Corporate Security – Monitoring and Incident Response	80,000	-	-	80,000	80,000	0
Accountability	15f-1.14	Digital Communications Governance and Support Services	175,761	-	-	175,761	160,000	15761
Accountability	15f-1.15	FOI & Privacy Role Conversion	7,079	-	-	7,079	33,000	(25,921)
Accountability	15f-1.16	Corporate Safety Resourcing	6,080	-	165,900	171,980	169,000	2980
Accountability	15f-1.17	Corporate Accounting Standard Compliance	255,546	-	-	255,546	297,000	(41,454)
Accountability	15f-1.18	Regional Orthophotography Data Acquisition Program	50,000	-	-	50,000	50,000	0
Accountability	15f-1.21	Associate Legal Counsel	138,761	-	-	138,761	179,000	(40,239)
Accountability	15f-1.23	Legislative Services Support	95,854	-	-	95,854	93,000	2854
Accountability	15f-1.24	Executive Services Departmental Support (New 3 Aug 2021)	97,365	-	-	97,365	106,000	(8,635)
			5,698,298	**388,988**	**2,259,356**	**8,346,642**	**10,641,000**	**(2,294,358)**

Total CRD Incremental 2022 IBC Budget Impact: **8,346,642**

Capital Regional District

Initiative Business Cases - Climate Action Initiatives (subject to bylaw amendment)

Not Included in 2022 Preliminary Budget

Community Need	Initiative	Initiative Name	Incremental Requisition $	Incremental Sales of Service $	Incremental Allocation/Other $	Total Cost Budget $	Total Cost IBC $	Difference
Climate Action & Adaption	5a-1.3	Regional Building Energy Retrofit Program	602,500	-	-	602,500	602,500	0
Climate Action & Adaption	5a-1.4	Public EV Coordinator	246,080	-	-	246,080	246,750	(670)
Climate Action & Adaption	5a-1.6	Corporate Energy Key Project Mgr	86,813	-	-	86,813	141,750	(54,937)
			935,393	**-**	**-**	**935,393**	**991,000**	**(55,607)**

REGULAR POSITIONS - ONGOING	Approved		Proposed		
Department/Division	**2020**	**2021**	**2022**	**Community Need**	**IBC Reference**
Executive Services					
Executive Office	4.00	4.00	5.00	Accountability	15f-1.24 Executive Services Departmental Support (1)
Corporate Communications	6.00	6.00	7.00	Accountability	15f-1.14 Digital Communications Governance and Support Services (1)
Human Resources & Corporate Safety	11.00	13.00	14.00	Accountability	15f-1.16 Corporate Safety Resourcing (1)
TOTAL EXECUTIVE SERVICES	**21.00**	**23.00**	**26.00**		
Corporate Services					
Administration & Legal Services	3.00	3.00	4.00	Accountability	15f-1.21 Associate Legal Counsel (1)
Information Services	2.00	2.00	4.60	Accountability	15f-1.3 EDRMS (2)
				Accountability	15f-1.15 FOI & Privacy Role Conversion (AUX to PT) (0.6)
Legislative Services	3.00	3.00	4.00	Accountability	15f-1.23 Legislative Services Support (1)
Risk and Insurance	3.00	3.00	3.00		
First Nations Relations	3.00	3.00	4.00	First Nations Reconciliation	3a-3 Protection & Conservation of Heritage Sites Policy Implementation (1)
Real Estate Services	3.00	3.00	3.00		
SGI Administration	1.00	1.00	1.00		
TOTAL CORPORATE SERVICES	**18.00**	**18.00**	**23.60**		
Finance & Technology					
Financial Services	44.50	50.70	57.75	Accountability	15b-2.1 Asset Management (2)
				Accountability	15b-2.2 Grant Support (0.5)
				Accountability	15f-1.17 Corporate Accounting Standard Compliance (1)
				Various	In support of other IBCs (3.55)
Asset Management	2.00	2.00	2.00		
Information Technology & GIS	33.00	39.00	48.27	Various	In support of other IBCs (9.27)
Arts & Culture	2.80	2.80	2.80		
TOTAL FINANCE & TECHNOLOGY	**82.30**	**94.50**	**110.82**		
Integrated Water Services					
Administration	7.29	7.29	8.29	Water	10e-1 Contracts Coordinator (1)
Customer & Technical Services	14.00	14.00	15.00	Water	10a-2 Infrastructure Integration Technician (1)
Infrastructure Engineering	27.00	26.00	26.00		
Infrastructure Operations	113.89	0.00	0.00		
Wastewater Infrastructure Operations		68.89	68.89		
Water Infrastructure Operations		50.00	50.00		
Watershed Protection	26.00	27.00	27.00		
TOTAL INTEGRATED WATER SERVICES	**188.18**	**193.18**	**195.18**		
Parks & Environmental Services					
Administration	3.00	3.00	3.00		
Facility Mgmt. & Engineering	21.00	25.00	25.00		
Environmental Protection	55.55	56.95	58.30	Climate Action & Adaptations	5a-1.2 Community Energy Specialist (conversion to regular) (1)
				Landfill & Recycling	9b-2.1 Communications Assistant (ERM SWMP support) (0.35)
Environmental Resource Mgmt	22.20	23.70	25.70	Landfill & Recycling	9a-1.2 Solid Waste Initiatives Coordinator (1)
				Landfill & Recycling	9d-1 Landfill Maintenance Worker (1)
Panorama Recreation	34.85	34.85	36.85	Recreation	13a-1.6 Preschool Program - ongoing (2)
Regional Parks	54.60	54.60	78.60	Parks & Natural Resource Mgmt	6g-1 Regional Parks Service (24)
SEAPARC	18.60	19.10	19.10		
TOTAL PARKS & ENVIRONMENTAL SERVICES	**209.80**	**217.20**	**246.55**		
Planning & Protective Services					
Administration	3.00	3.00	3.00		
Building Inspection	9.70	9.70	10.20	Planning & Development	11c-2 Building Inspection Information Services (0.5)
Health & Capital Planning	2.00	2.00	2.00		
JDFEA Planning	3.70	3.70	3.70		
Protective Services	16.20	16.20	16.20		
Regional & Strategic Planning	7.00	7.00	8.00	Tranportation	2a-1.2 Transportation Priorities Implementation (1)
Regional Housing	41.00	48.00	52.00	Affordable Housing	1a-2 Housing Planning & CRHC Operations (4)
TOTAL PLANNING & PROTECTIVE SERVICES	**82.60**	**89.60**	**95.10**		
SSI Administration (Executive Svcs)					
SSI Administration	5.80	5.80	6.73	Recreation	13a-1.5 SSI Community Centre (0.93)
SSI Parks & Recreation	11.40	11.40	11.40		
TOTAL SSI ADMINISTRATION	**17.20**	**17.20**	**18.13**		
TOTAL CRD REGULAR POSITIONS (ONGOING)	**619.08**	**652.68**	**715.38**		

REGULAR POSITIONS - FIXED DURATION	Approved		Proposed		
Department/Division	2020	2021	2022	Community Need	IBC Reference
Executive Services					
CAWTP	24.00				
Finance & Technology					
Financial Services	4.00				
Parks & Environmental Services					
PES Administration	2.00				
Environmental Protection	3.50	2.00	3.00	Climate Action & Adaptations	5a-1.2 Community Energy Specialist (conversion to regular) (-1)
				Wastewater	8a-1.4 Biosolids Research Assistant - term position (1)
				Wastewater	8a-1.5 Lab Services CAWTP (1)
Environmental Resource Mgmt		2.00	2.00		
Planning & Protective Services					
Health & Capital Planning	1.00	2.00	2.00		
Regional Housing	7.00	8.80	10.80	Affordable Housing	1a-2 Housing Planning and Operations Term Extension
				Affordable Housing	1a-3 Construction and Capital Project Term Extensions
				Affordable Housing	1a-10 Reaching Home Program - Additional Funding (2)
TOTAL CRD REGULAR POSITIONS (FIXED DURATION)	**41.50**	**14.80**	**17.80**		

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APPENDIX N-1

IWS 21-01

REPORT TO CORE AREA LIQUID WASTE MANAGEMENT COMMITTEE
MEETING OF WEDNESDAY, OCTOBER 13, 2021

SUBJECT **Core Area Liquid Waste Management Service - 2022 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the 2022 Core Area Liquid Waste Management Service budget including 2021 year end budget projections and budget highlights.

BACKGROUND

As of 2021 the Core Area Wastewater System has provided wastewater collection, conveyance and tertiary treatment for the sewered areas of the seven participating municipalities and two First Nations, serving a population equivalent of approximately 320,000 and treating an average of almost 82 million litres of wastewater per day. It is also noted that the Capital Regional District (CRD) owns and operates other sub-regional and local wastewater systems on the Saanich Peninsula and across the Electoral Areas, allocating service and program costs on a cost recovery basis.

The CRD accepted operational responsibility for the McLoughlin Point Wastewater Treatment Plant (MPWWTP) on January 13, 2021, and the other conveyance system components, including pump stations and pipelines, between September 2020 and May 2021. Acceptance of the Arbutus Attenuation Tank, is anticipated by November 2021. As reported in July, the commissioning period for the MPWWTP and the system as a whole is anticipated to extend well into the performance period for the MPWWTP, ending December 2022.

The 2022 Core Area Liquid Waste Management Service budget has been prepared for the Core Area Liquid Waste Management Committee's (Committee) consideration. The Committee will make budget recommendations to the CRD Board through the Committee of the Whole, on October 27, 2021. The 2022 budget reflects the operating costs of the MPWWTP and conveyance system, based on the first year of full system operation in 2021. The budget summary is attached as Appendix A.

As noted last year, the operating budget will continue to be refined over the next few years as:

- The operation of the MPWWTP is optimized through the second year of the contractual performance period.
- Equipment/process Operating and Maintenance (O&M) requirements provided by contractor/equipment supplier that served as the basis for the CRD maintenance management plans are optimized and modified to incorporate worker safety requirements and minimize other impacts such as odour.
- The outcome of the disk filter chemical pilot testing is known (by end of 2022) and the future chemical requirements (alum or ferric chloride) are confirmed.
- Biosolids disposal solutions and costs are determined (beyond three year time period).

2021 Year End Financial Projections

The 2021 budget for conveyance and treatment operations was $28.2 million. At year end 2021, expenses are estimated to be $25.3 million. The net variance of $3.0 million or 10.5% of the 2021 operating budget is primarily a result of:

- Treatment process chemical expenses (ferric chloride) are estimated to be $1.36 million under budget primarily due to on-going process/chemical use optimization with advice from the contractor (Harbour Resource Partners (HRP)) and the CRD's process engineering consultant in order to maximize the effectiveness of the secondary treatment processes.
- Electricity expenses are estimated to be $1.5 million under budget primarily due to some electrical equipment operating at less load than anticipated, reducing power consumption and peak load period costs.
- Equipment repair costs are estimated to be $1.0 million under budget as a result of fewer repairs due to age of equipment.
- Provincial outfall permit costs are estimated to be $0.5 million over budget due to extension of Clover Point and Macaulay Point outfall permits (for 2021 only) to allow commissioning activities.
- Contracted services to assist with commissioning activities are estimated to be $0.3 million over budget.

With regards to 2021 capital expenditures, the 2021 budget for the Residuals Treatment Facility (RTF) Hartland Resource Management General Partnership (HRMG) payment under the P3 Agreement was set at $5.5 million. Based on the terms of the agreement, the two month delay in Service Commencement, drove a $1 million year end variance. In addition, the 2021 debt expenditures are estimated to be $0.3 million under budget at year end as a result of deferral of long term borrowing associated with the ongoing capital plan.

The total budget surplus is proposed to be budgeted as follows:

- $1.3 million additional transfer to the Operating Maintenance Reserve Fund (described further below)
- $0.6 million additional transfer to the Equipment Replacement Reserve Fund (described further below)
- $1.5 million additional transfer to the Capital Reserve Fund (described further below)
- $0.2 million carried forward to offset 2022 budget

2022 Operating Budget

Conveyance and Treatment Operations

The 2022 operating budget for conveyance and treatment operations reflects non-discretionary expenses such as negotiated staff wages/salaries, regulatory program and corporate support services, residuals treatment and disposal costs, and other operating expenses such as chemicals and electricity costs and overhead. With the operational experience gained with the new infrastructure this year, budget realignment and adjustments have been incorporated across the budget including reductions in the chemical and electricity expense budgets. However, staff are not proposing reductions consistent with the projected 2021 variances until more operating experience is gained and longer term operating/cost trends are established. The 2022 budget

also includes $0.2 million for additional one-time environmental programs staffing expenses and operating supplies for MPWWTP and $0.4 million in cyclical maintenance expenses funded from the Operating Reserve Fund.

The total 2022 operating expenditures are budgeted at $28.3 million, an increase of 0.14% or a 1.2% decrease excluding cyclical maintenance costs (funded through operating reserves). The remaining $21.0 million is associated with liquid and solids treatment operations.

Table 1: 2022 Year over Year Budget Comparison

Expenditure Type	2022 Financial Plan (millions)	2021 Financial Plan (millions)	Change (millions)	% Change
Operations	28.3	28.2	0.0	0.1%
Debt Servicing	7.5	6.7	0.7	11.1%
Capital Funding	5.5	5.5	0	0.0%
Transfers to Reserves	9.8	10.3	-0.5	-5.1%
Total	**$ 51.1**	**$ 50.8**	**$ 0.3**	**0.5%**

Environmental Services Programs Operations

There are several environmental programs that the Core Area Wastewater Service participates in as part of the liquid waste management function which are also critical to achieving the CRD's commitments under the Liquid Waste Management Plan (LWMP). These programs are summarized below. The requisition impact in 2022 for these programs are within or under the benchmark increase of 2%. As itemized in the service planning staff report on this agenda, service level adjustments with regards to biosolids management and lab services are included in the 2022 budget.

Regional Source Control Program – The program is aimed at reducing contaminants that industries, institutions and households discharge into sanitary sewers. The program will be more important than ever in point-of-discharge contaminant reduction in order to protect the sewage collection and treatment systems, the quality of the treatment plant sludge and biosolids, the marine receiving environment, and public and worker health and safety.

Septage Disposal Program – The program provides oversight for the contract between the CRD and SPL Wastewater Recovery Ltd. who provides septage receiving and processing services for the CRD.

Onsite Sewage System Management Program – The program manages septic system maintenance through bylaw compliance monitoring and educational materials in order to reduce the impacts of failing septic systems on human health and the environment.

Core Area Liquid Waste Management Plan Administration – The program manages the LWMP and oversees implementation of the commitments. The program also conducts all reporting and plan amendment preparation for the service.

Harbours Studies Program – The program provides for the CRD to work in partnership with other stakeholders, including communities, local governments and senior governments, to protect and improve the environmental quality of Victoria and Esquimalt harbours.
Core Area Stormwater Quality Management Program – Using an integrated watershed

management approach, the program coordinates the management of stormwater quality, including investigations to assess shoreline discharges and contaminant sources, in order to protect the marine environment.

Inflow and Infiltration Enhancement Program – The program provides for the CRD to engage with the participants to identify and reduce the amount of rain and ground water that enters the sanitary sewer systems. The program budget is funded through the conveyance and treatment budget.

Marine Monitoring Program - The program provides for the marine environment sampling and testing and regulatory reporting related to the effluent discharges from CRD wastewater facilities. The program budget is funded through the conveyance and treatment budget.

2022 Capital Budget

Capital Plan

As noted last year, long term capital plan has now been prepared for the 5, 10, 20 and 30 year time horizons for the major asset categories. The plan includes projects that will replace infrastructure at end-of-service life to ensure the system continues to operate reliably without service interruptions or risk to property, public health or the environment. The plan also includes projects that add conveyance capacity 'just in time' in order to convey flows to 2045 and utilize the ultimate design capacity of existing conveyance facilities, such as pump stations, and the MPWWTP. The value of the 30 year capital plan is estimated at $116.4 million.

The capital budget for 2022 is $36.5 million (including $26.9 million carried forward from 2021 (Q2 estimate) and excluding Core Area Wastewater Treatment Project (CAWTP) debt); the total 2022-2026 capital budget is $56.9 million (see Appendix B). This capital program will be funded almost entirely by long-term debt, with three 2022 projects funded by $1.4 million from the Capital Reserve Fund (2021 budget surplus transfer). There are projects planned in each of the major asset categories including pump stations upgrades, gravity sewer and manhole upgrades and replacements, pressure pipe upgrades, flow meter installations and replacements, system control and communications upgrades, and outfall retrofits.

Capital Funding

There are two primary elements to the capital program funding. There are reserve funds established through annual contributions to allow accumulation of funds for future expenditures or pay-as-you-go funding; there are four reserve funds for the Service which are explained in more detail below. Then there are debt servicing costs (principal and interest payments) associated with long term capital infrastructure financing; in summary, for treatment and conveyance, there are three different debt programs, one associated with legacy conveyance system project financing (debt outstanding estimated at the end of 2021 of $2.5 million which will be retired by 2025), one associated with the CAWTP financing (debt outstanding estimated at the end of 2021 of $94.1 million which will be retired by 2032 based on current financing strategy). New financing under the $57 million loan authorization approved in 2021, will result in long-term debt funding near the end of 2022, as short-term financing is currently used to fund active projects within the Core Area. In summary, future capital funding will be a combination of reserves and debt financing. Debt financing in this case is supporting an appropriate level of investment in system capital while balancing a lower annual funding requirement. As the capital program

progresses, any project surpluses will be used to fund upcoming capital and offset future borrowing requirements.

The 2022 budget for the Residuals Treatment Facility HRMG payment under the P3 Agreement is set at $5.5 million. Based on the terms of the agreement, this budget amount is fixed until 2040.

Reserve Funding

There are currently four reserve funds established for this service. Reserves serve a number of purposes including stabilizing revenue requirements and funding capital renewal and replacement. Additional organization guidance is provided through the Board approved Asset Management Strategy, Capital Reserve Guidelines, and various financing strategies.

The four reserve funds established by bylaw are:

1. The Operating Maintenance Reserve
2. Equipment Replacement Reserve
3. CAWTP Debt Retirement Reserve
4. Capital Replacement Reserve

The Operating Maintenance Reserve fund is used to pay for significant O&M expenses that do not occur on an annual basis, such as odour control system carbon replacement, marine outfall inspections and pipe pigging/cleaning. 2022 operating maintenance reserve fund contributions are set at $1.0 million.

The Equipment Replacement Reserve fund is used to pay for 'minor' equipment replacement that typically has a service life of less than five years and/or a value of less than $25,000. The 2022 equipment replacement reserve fund contributions are set at $0.9 million. Based on projected expenses to meet operational requirements, this is the anticipated level of annual funding, with inflationary adjustments over time.

CAWTP Debt Retirement Reserve Fund – is used to accumulate funds sufficient to pay down the treatment program debt issuances, in full, as they hit their 10 year renewal option. The establishment of this fund aligns with the financing strategy approved by the Board in 2019 which was designed to deliver the most cost effective financing structure, with the lowest overall cost to the participants. The combined annual contribution to the Debt Retirement Reserve and the debt servicing costs for the CAWTP financing totals $12 million (plus issuance costs in 2022).

Capital Replacement Reserve Fund – This fund is used to pay for 'major' equipment and infrastructure replacement that has a service life of 5 to 25 years or more, such as major mechanical, electrical and instrumentation equipment, treatment process and odour control equipment and WWTP building equipment such as heating and cooling systems. The replacement and funding of other components of the wastewater system that have a service life of up to 75 years, such as gravity trunk sewers and forcemains, large pumps, electrical distribution systems, concrete tanks and superstructures and major building components, will be part of the long term capital plan and largely funded through a combination of reserves and long term financing. The 2022 reserve fund contribution has been set at $3.1 million. Based on an evaluation of the service lives and value of the assets that would be replaced using this fund, and given that the need for the funding will significantly increase 20 to 25 years from now, the annual contribution will likely be smaller and vary for the next ten years while the CAWTP debt is paid down. In alignment with the CAWTP financing strategy and Asset Management Strategy, the long term

plan is to increase the annual contribution equal to debt servicing costs once the debt is retired.

In summary and to illustrate the long-range forecasts of the operating, capital and reserve expenditures, Appendix B demonstrates the allocation of total budget.

2022 Budget Context – Conveyance and Treatment

The following tables summarize the total 2022 wastewater conveyance and treatment expenditures and revenues. The totals are also summarized in Appendix C, along with 2021 year end projections and 2022-2026 budget projections.

Table 2: 2022 Budgeted Expenses

Budget Component	2022 Budget (millions)	% of Total
Treatment Plant O&M	14.1	27.6%
Conveyance System O&M	7.3	14.3%
Residuals Treatment Facility Operating	7.0	13.7%
Residuals Treatment Facility Capital	5.5	10.8%
Operating Reserve Fund Contributions	1.0	2.0%
Equipment Replacement Reserve Fund Contribution	0.8	1.6%
Long-term Capital Reserve Fund Contribution	3.1	6.1%
CAWTP Debt Retirement Reserve Fund Contribution	4.8	9.4%
CAWTP Debt Servicing	7.3	14.3%
Capital Renewal & Capacity Upgrades Debt Servicing	0.2	0.4%
Total	**$ 51.1**	**100.0%**

Table 3: 2022 Budgeted Revenue

Budget Component	2021 Budget (millions)	% of Total
Other Municipal Solids - SPWWTP	0.9	1.8%
Hartland Leachate	0.2	0.4%
Core Area Wastewater Operations - Surplus Carryforward	0.2	0.4%
Core Area Wastewater Operations - Ops Reserve	0.3	0.6%
Core Area Wastewater Operations Payments in Lieu	0.8	1.6%
Core Area Wastewater Operations - Requisition	27.7	54.2%
Core Area Wastewater Capital - Payments in Lieu	0.6	1.2%
Core Area Wastewater Capital - Requisition	20.4	39.9%
Total	**$ 51.1**	**100.0%**

Requisition

The 2022 requisition is $48.0 million after incorporating the requisition for capital and debt servicing of the new and existing conveyance and treatment system works, as well as system operations. The 2022 requisition represents a 0.97% increase over the 2021 requisition.

Requisition levels remain in line with the business case. The final incremental lift to $40M for

wastewater treatment was in 2021. Total requisition of $51.1M in 2022 includes funding for both wastewater operations as well as the pre-existing conveyance operations.

ALTERNATIVES

Alternative 1

That the Core Area Liquid Waste Management Committee recommends that the Committee of the Whole recommends that Capital Regional District Board:

1. Review and approve the 2022 Core Area Liquid Waste Management Service operating and capital budgets as presented; and
2. Direct staff to balance the 2021 actual revenue and expenses on the transfer to the operating, equipment, and capital replacement reserves.

Alternative 2

That the Core Area Liquid Waste Management Committee refer the budget back to staff for additional information for the Capital Regional District Board's consideration.

IMPLICATIONS

Environmental Implications

The treated effluent regulatory criteria that apply to the operation of the McLoughlin WWTP and the Core Area System are set out in the CRD's Provincial Registration and the Federal Wastewater System Effluent Regulations. Treatment plant performance continues to improve resulting in more consistent effluent quality and compliance than in the first six months of operation (reported in July).

Disinfection of treated effluent is not required to meet the regulations at this time. However, future consideration of the need to disinfect effluent will be subject to on-going monitoring of the impact of wet weather overflows and treated discharges. Management of wet weather discharges will be advanced through the on-going implementation of CRD and municipal inflow and infiltration reduction programs. Progress on inflow and infiltration initiatives and other commitments under the Core Area LWMP will be reported regularly to the Committee.

Intergovernmental Implications

Staff will continue to work closely with Esquimalt and Songhees First Nations to finalize Wastewater Service Agreements for each Nation.

With respect to residual solids treatment operations, the province has accepted of the short-term biosolids contingency plan. As directed by the province, the CRD will continue to develop the long-term biosolids strategy for implementation by January 1, 2025. The budget implications of the final strategy will be considered by the Committee in advance and will be reflected in future budgets.

Social Implications

The potential neighbourhood impacts related to the operation of the conveyance system and WWTP, including noise and odour, will continue be closely monitored by the CRD. If further modifications to equipment are determined to be necessary to mitigate impacts, staff will report to the Committee. The CRD will continue to respond to concerns and engage with the community groups and committees as necessary.

Financial Implications

As forecasted in previous reports to the Committee, the 2022 operating and capital budgets include requisitions to cover expenditures associated with the operation of the conveyance system, WWTP, RTF, as well as on-going capital investment and longer-term reserve contributions. The operating and capital cost apportionments for each participant are as per CRD Bylaw No. 4304, adopted by the CRD Board in August 2020.

Alignment with Board & Corporate Priorities

The 2019-2022 CRD Corporate Plan is aligned to the Board direction. It highlights the initiatives the CRD needs to deliver over the Board's four-year term to address the region's most important needs. The Corporate Plan identified six initiatives under the Wastewater initiative, that fall under the Core Area Liquid Waste Management Committee's mandate. Progress on these initiatives to date and upcoming initiatives affecting the 2022 budget are set out for the Committee and Board in the Service Planning report.

CONCLUSION

This 2022 Core Area Liquid Waste Management Service budget has been prepared for the Core Area Liquid Waste Management Committee's (Committee) consideration. The Committee will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole. The 2022 budget reflects the operating costs of the McLoughlin Point Wastewater Treatment Plant (WWTP) and the conveyance system, as well as the existing and new capital costs and reserve fund contributions. The operating budget will continue to be refined over the next two to three years as the operation of the WWTP is optimized through the two year contractual performance period and the CRD gains experience with the new operation. The CRD has resumed investment in the renewal of the conveyance system infrastructure that existed prior to the CAWTP, to ensure the system continues to operate reliably and without impacts on public health or the environment. The financial implications of the 2022 operating and capital budget vary by participant, depending on the operating and capital cost apportionments associated with annual flow and allocated treatment capacity.

RECOMMENDATION

That the Core Area Liquid Waste Management Committee recommends that the Committee of the Whole recommends that Capital Regional District Board:

1. Review and approve the 2022 Core Area Liquid Waste Management Service operating and capital budgets as presented; and
2. Direct staff to balance the 2021 actual revenue and expenses on the transfer to the operating, equipment, and capital replacement reserves.

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

ATTACHMENTS

Appendix A: Budget Summary
Appendix B: Five Year Capital Plan
Appendix C: Long-term Budget Overview

APPENDIX A

3.717 & 3.798C - Core Area Wastewater Combined Summary	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
3.717 - OPERATING COSTS:										
Allocation - IWS Operations	7,113,781	7,195,315	7,611,585	-	-	7,611,585	7,698,805	7,851,975	8,008,230	8,167,642
Allocation - Standard Overhead	1,007,283	1,007,283	1,401,804	-	-	1,401,804	1,429,840	1,458,437	1,487,606	1,517,358
Allocation - Enviro Monitoring & Marine Protection Programs	2,020,558	1,664,143	2,107,831	-	167,346	2,275,177	2,233,568	2,192,824	2,236,684	2,281,417
Biotreatment and Disposal	5,957,505	6,138,950	5,686,208	-	-	5,686,208	5,799,940	5,915,940	6,034,260	6,154,950
Operating - Other	1,752,632	2,242,392	1,996,820	-	-	1,996,820	2,051,720	2,108,456	2,167,090	2,227,744
Repairs & Maintenance	1,822,892	791,000	1,585,851	-	-	1,585,851	1,319,020	1,603,141	2,689,270	1,586,401
Electricity & Utilities	4,349,026	2,569,936	3,476,850	-	-	3,476,850	3,528,700	3,581,370	3,634,890	3,689,260
Supplies - Chemical & Other	4,212,404	3,643,987	4,211,410	-	30,000	4,241,410	4,228,710	4,246,340	4,264,340	4,282,690
TOTAL OPERATING COSTS	**28,236,081**	**25,253,006**	**28,078,359**	**-**	**197,346**	**28,275,705**	**28,290,303**	**28,958,483**	**30,522,370**	**29,907,462**
*Percentage Increase over prior year		-10.56%	-0.56%	0.00%	0.70%	0.14%	0.05%	2.36%	5.40%	-2.01%
3.717 - RESERVE:										
Transfer to Operating Reserve	1,026,086	2,276,885	1,028,086	-	-	1,028,086	1,028,086	1,028,086	1,028,086	1,028,086
Transfer to Equipment Replacement Fund	276,461	841,391	846,920	-	-	846,920	863,860	881,140	898,760	916,740
3.798C - RESERVE:										
Transfer to RTF Capital	5,529,745	4,548,660	5,529,745	-	-	5,529,745	5,529,745	5,529,745	5,529,745	5,529,745
Transfer to Capital Replacement Reserve	2,721,119	4,236,611	3,121,119	-	-	3,121,119	2,721,119	2,721,119	2,721,119	2,721,119
Transfer to WTP Debt Retirement Reserve	6,318,949	6,318,949	4,821,437	-	-	4,821,437	4,893,237	1,004,930	5,418,160	5,489,960
TOTAL CAPITAL / RESERVES	**15,872,360**	**18,222,496**	**15,347,307**	**-**	**-**	**15,347,307**	**15,036,047**	**11,165,020**	**15,595,870**	**15,685,650**
CAWTP Debt	6,277,610	5,975,913	7,181,063	-	-	7,181,063	7,109,313	10,997,670	6,584,490	6,512,740
CAWW Debt	-	-	78,818	-	-	78,818	1,360,383	1,903,459	2,789,513	4,047,147
3.798C - Total Debt Expenditures	6,277,610	5,975,913	7,259,881	-	-	7,259,881	8,469,696	12,901,129	9,374,003	10,559,887
MFA Debt Reserve	432,710	200,000	192,380	-	-	192,380	85,230	128,730	190,730	32,230
TOTAL COSTS	**50,818,761**	**49,651,415**	**50,877,927**	**-**	**197,346**	**51,075,273**	**51,881,276**	**53,153,362**	**55,682,973**	**56,185,229**
*Percentage Increase over prior year		-2.30%	0.12%	0.00%	0.39%	0.50%	1.58%	2.45%	4.76%	0.90%
Internal Recoveries	(1,100,000)	(200,000)	(1,122,000)	-	-	(1,122,000)	(1,144,440)	(1,167,330)	(1,190,670)	(1,214,480)
TOTAL COSTS LESS INTERNAL RECOVERIES	49,718,761	49,451,415	49,755,927	-	197,346	49,953,273	50,736,836	51,986,032	54,492,303	54,970,749
*Percentage Increase over prior year		-0.54%	0.07%	0.00%	0.40%	0.47%	1.57%	2.46%	4.82%	0.88%
FUNDING SOURCES (REVENUE)										
Estimated Balance C/F from 2021 to 2022	-	197,346	-	-	(197,346)	(197,346)	-	-	-	-
Balance C/F from 2020 to 2021	(724,602)	(724,602)	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,306,416)	(1,306,416)	(1,306,416)	-	-	(1,306,416)	(1,306,416)	(1,306,416)	(1,306,416)	(1,306,416)
Transfer from Operating Reserve	(70,000)	-	(366,241)	-	-	(366,241)	(75,000)	(334,241)	(1,395,000)	(266,241)
Revenue - Other	(20,220)	(20,220)	(21,740)	-	-	(21,740)	(21,740)	(21,740)	(21,740)	(21,740)
TOTAL REVENUE	**(2,121,238)**	**(1,853,892)**	**(1,694,397)**	**-**	**(197,346)**	**(1,891,743)**	**(1,403,156)**	**(1,662,397)**	**(2,723,156)**	**(1,594,397)**
REQUISITION	**(47,597,523)**	**(47,597,523)**	**(48,061,530)**	**-**	**-**	**(48,061,530)**	**(49,333,680)**	**(50,323,635)**	**(51,769,147)**	**(53,376,352)**
*Percentage increase over prior year		0.00%	0.97%	0.00%	0.00%	0.97%	2.65%	2.01%	2.87%	3.10%
PARTICIPANTS: Victoria, Oak Bay, Esquimalt, Saanich, View Royal, Colwood, Langford, Esquimalt FN, Songhees FN										

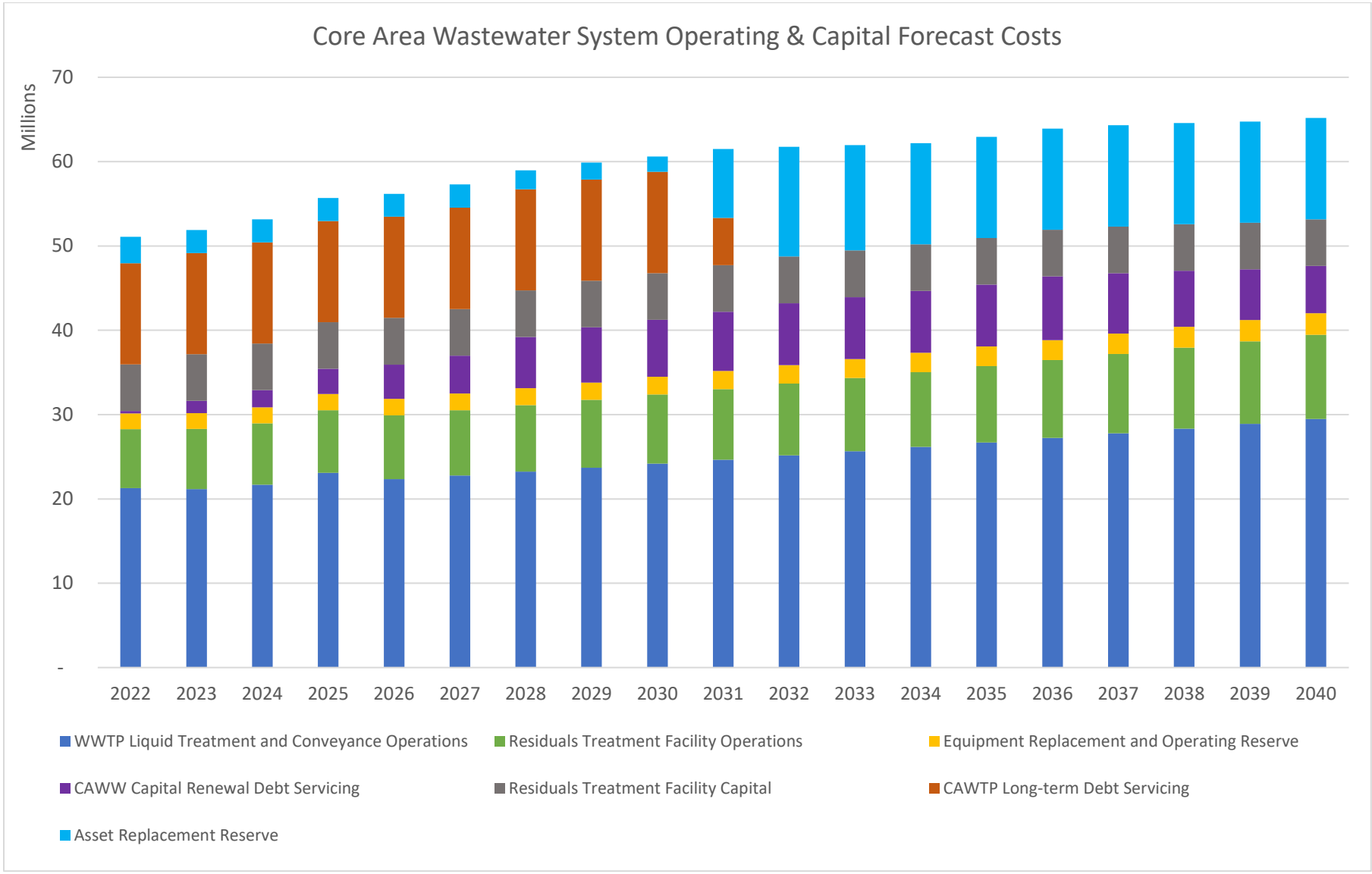
CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.798C Debt - Core Area Wastewater Capital	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$120,000	$120,000	$0	$0	$0	$0	$120,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$26,575,000	$36,168,000	$8,030,100	$11,280,000	$17,380,000	$1,510,000	$67,868,100
Vehicles		$220,000	$220,000	$0	$0	$0	$0	$220,000
		$26,915,000	**$36,508,000**	**$8,030,100**	**$11,280,000**	**$17,380,000**	**$1,510,000**	**$74,708,100**
SOURCE OF FUNDS								
Capital Funds on Hand		$1,697,100	$1,697,100	$1,068,100	$0	$0	$0	$2,765,200
Debenture Debt (New Debt Only)		$10,225,000	$17,515,000	$6,800,000	$11,150,000	$17,350,000	$1,500,000	$48,015,000
Equipment Replacement Fund		$0	$828,000	$162,000	$130,000	$30,000	$10,000	$960,000
Grants (Federal, Provincial)		$14,992,900	$14,992,900	$0	$0	$0	$0	$14,992,900
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$1,475,000	$0	$0	$0	$0	$1,475,000
		$26,915,000	**$36,508,000**	**$8,030,100**	**$11,280,000**	**$17,380,000**	**$1,510,000**	**$74,708,100**

1

Appendix C – Long-term Budget Overview



Making a difference...together

REPORT TO REGIONAL WATER SUPPLY COMMISSION
MEETING OF WEDNESDAY, OCTOBER 20, 2021

SUBJECT **Regional Water Supply Service - 2022 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the draft 2022 Regional Water Supply Service budget, highlighting the changes from the 2021 budget and the proposed 2022 budget figures. The report generally follows the information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2022 Regional Water Supply Service budget has been prepared for the Regional Water Supply Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October, in order to establish the wholesale water rate and approve the rate by year end through adopting a rate bylaw. As in previous years, the draft 2022 Regional Water Supply Service budget has been prepared considering the CRD Board's 2022 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements and upgrades to maintain service levels within the region. The following sets out the key components of the budget.

2021 Year End Financial Projections

Year end revenue and expenditure projections have been established and estimated variances are summarized as follows:

Budget Item	Variance ($)	Variance (%)
Supply System operating expenditures	-$430,174	-2.8%
Agricultural water rate funding	$100,000	6.3%
Capital fund transfers	$2,281,609	23.7%
Debt servicing - principal and interest expenditures	$35,748	-0.4%
Revenue	$1,915,687	5.5%

The lower than budgeted operating expenditures were primarily due to labour costs associated with delays/deferrals in backfilling vacant staff positions during the year. The additional revenue is a result of the unseasonal weather during the spring and summer resulting in higher water demand than budgeted. It is proposed to transfer the revenue surplus to the capital reserve fund and reduce the borrowing requirement in 2022.

2022 Budget

Rate Base

The rate base for 2022 has increased by $4,706,828 from 2021. This increase relates to physical plant additions, including the final capitalization the Lubbe Dam improvements and Sooke Lake Intake Tower Screen replacement. The changes in physical plant and work in progress are listed on page 3 of the budget document and are used to project the 2021 year end total physical plant value and determine the 2022 rate base.

Revenue Requirement

The revenue requirement for 2022 has increased by $1,619,597. This is resulting from an increase in operational expenses of $808,081, an increase in depreciation expenses of $897,416, net of expired depreciation on existing assets, offset by a decrease in the return on the rate base of $85,900. Although the asset base continues to grow, the decrease in the return on the rate base for 2022 occurs due to lower debt levels in the service.

Operating Budget

The 2022 operating budget reflects an inflationary increase in non-discretionary expenses such as negotiated wage/salary increases, departmental support service allocation increases, and other operating expense adjustments such as chemical and electricity costs. The net core 2022 operating budget increase is $391,081, plus additional budget requests for one-time and on-going expenditures in the amounts of $175,000 and $142,000 respectively. These budget adjustments are summarized as follows:

- $25,000 one-time funding (year five of five) to support the on-going National Science and Engineering Research Council (NSERC) watershed research.
- $150,000 one-time funding for field sampling/consulting services to establish baseline water quality and hydrology data in the Leech River – consulting contracts were funded through 2020 and 2021 one-time budget increases; in year 2024, staff will determine the on-going requirement.
- $55,000 labour budget increase (Regional Water Supply share) for FTE (full time equivalent staff position) – Infrastructure Integration Technician to on-board new assets and develop asset plans for the service life of the assets in accordance with the Corporate Asset Management Strategy.
- $438,000 labour budget increase for reassignment of 3.0 FTEs from the Capital Program to Goldstream Water Treatment Operations – this reassignment is in order to meet Provincial Environmental Operator Certification Program requirements and minimum staffing levels for continuous operations; the labour costs are now associated with the operating budget rather than the capital budget.
- $87,000 labour budget increase (Regional Water Supply share) for FTE – Contracts Coordinator to provide cross-departmental contract coordination and support corporate procurement policies and procedures for construction and service contracts; the function was previously included under a committee clerk role so this initiative results in a dedicated Contracts Coordinator role.

The budgets for drinking water quality sampling, testing and reporting, as well as the cross connection control and demand management programs for the Regional Water Supply Service are included in the overall operating budget.

Operating budget forecasts for 2023-2026 have been presented for information.

Capital Budget

There are a number of capital projects planned for 2022 with a total value of $26,697,250, including $9,946,000 in carry forward projects, most of which are in-stream, multi-year projects such as the Butchart Dam No. 5 project, continuing dam safety related capital work including instrumentation integration and upgrades, and the Transmission Main No.4 segment replacement project. There is also $2,240,000 in projects cost-shared with the Juan de Fuca Water Distribution Service (pages 11-47 of the budget document). The major projects in 2022, aside from the carry forward projects, include replacing the gatehouse at the Goldstream entrance to the water supply area and beginning the process of designing and constructing a new watershed field operations building, replacement of the ultraviolet disinfection equipment at the Goldstream Water Treatment Plant, and starting detailed design work for the Transmission Main No. 3 segment replacement project.

A five year capital plan has been presented for information. The value of the five-year (2022-2026) capital plan is currently $99,898,250, plus $3,800,000 in projects cost-shared with the Juan de Fuca Water Distribution Service.

Capital and Debt Expenditures

The 2022 capital expenditures will be partially funded through a transfer to the water capital fund budgeted at $10,152,385, with the balance funded from existing cash reserves and borrowed funds. See pages 11-12 of the budget document for the funding source summary. 2022 debt expenditures for existing debt servicing are budgeted to be $8,292,927. Debt servicing expenditures will decrease by $40,740 over 2021. Additional projected water sales revenue and corresponding capital reserve fund transfer will reduce the borrowing needs in 2022. A new loan authorization in the amount of $46,000,000 was approved this year to allow continued partial funding of the five year capital plan. The upcoming debt retirements on existing borrowings are summarized as follows:

Loan Number	Retirement Date	Loan Amount
LA3419-103	April 2023	$7,000,000
LA3451-103	April 2023	$60,000,000
LA3419-104	November 2023	$8,000,000
LA3419-105	June 2024	$9,000,000
LA3419-106	October 2024	$1,000,000
LA3661-112	October 2025	$6,500,000
LA3661-116	April 2026	$1,500,000
LA3661-118	April 2027	$4,500,000
LA3661-124	April 2028	$1,700,000
LA3902-131	April 2030	$3,000,000
LA3902-137	April 2031	$1,500,000
LA3902-145	April 2033	$5,000,000
LA4382-15X	April 2038-2040	$23,000,000

The long term debt obligations are summarized on the attached graphs (Appendix B).

When assessing key financial health indicators, the service maintains an affordable level of debt over the next five years. The percentage of revenue dedicated to debt costs is forecast to be between 8-23%, which is less than an annual benchmark rate of 25%, albeit close to the upper recommended limit until the Leech Water Supply Area land acquisition debt is retired in 2023. Additionally, the debt funding for capital investment over the next five years does not exceed 40%. A summary indicator table is provided below:

Year	% Revenue for Debt	Capital Funded by Debt
2022	22.7%	0%
2023	20.2%	38.4%
2024	8.7%	32.3%
2025	8.2%	28.1%
2026	7.9%	0.0%

A $314,181 transfer to the vehicle/equipment replacement fund is planned in 2022. The reserve fund balance is estimated at $2,700,884 at year end 2021 (See reserve schedule – Page 48 of the budget document).

Agricultural Water Rate Funding

The total budget for the agricultural water rate funding has been increased by $100,000 to $1,700,000. The 2022 agricultural water rate has been maintained at the 2021 rate of $0.2105 per cubic metre. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the CRD agricultural water rate. As directed by the Commission, an agricultural water rate review and options study will be undertaken in 2021/2022. A summary of the agricultural water volumes and agricultural water rate payments for 2011 to 2020 is attached for information (Appendix C).

Water Demand

Total water demand across the Region has generally continued to increase year over year recently due to the continued rate of development and growth. This trend, combined with one of the hottest and driest years on record, is expected to result in actual demand exceeding budget demand in 2021; the 2021 year-end demand is projected to be 2,500,000 cubic metres over budget at 50,500,000 cubic metres.

The recommended 2022 water rate has been calculated using a budget demand of 49,000,000 cubic metres (Page 8 of the budget document), which is 1,000,000 cubic metres more than the volume used in the 2021 budget.

Proposed 2022 Wholesale Water Rate

The recommended wholesale water rate has taken into consideration the revenue required to meet operating and capital expenditures, including debt obligations and the budget demand volume established for 2022. The proposed 2022 wholesale rate is $0.7332 per cubic metre, a

2.57% increase over the 2021 rate. The increase in annual bulk water cost for the average household using 235 cubic metres per year would be $4.32 (Page 9 of the budget document).

Wholesale Water Rate History and Projection

The wholesale water rate history and projection is attached (Appendix D). The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

Alternative 1
That the Regional Water Supply Commission recommends the Committee of the Whole recommends to the Capital Regional District Board to:

1. Approve the 2022 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2022 wholesale water rate of $0.7332 per cubic metre;
3. Approve the 2022 agricultural water rate of $0.2105 per cubic metre;
4. Direct staff to balance the 2021 actual revenue and expense on the transfer to the water capital fund; and
5. Direct staff to amend the Water Rates Bylaw accordingly.

Alternative 2
That the Regional Water Supply Commission recommends the Committee of the Whole recommends to the Capital Regional District Board to:

1. Approve the 2022 Operating and Capital Budget and the Five Year Capital Plan as amended;
2. Approve the 2022 wholesale water rate as amended (amended rate);
3. Approve the 2022 agricultural water rate of $0.2105 per cubic metre;
4. Direct staff to balance the 2021 actual revenue and expense on the transfer to the water capital fund; and
5. Direct staff to amend the Water Rates Bylaw accordingly.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific initiatives (i.e. new initiatives), on-going operations, or the capital work program. ‘One-time’ reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term. Although, staff have not recommended amending the agricultural water rate for 2022, the rate and rate methodology is under review this year and the Commission will consider the rate review recommendations in 2022.

Any changes in the recommended wholesale water rate would have to be incorporated in the Juan de Fuca Water Distribution Service and Saanich Peninsula Water Service budgets and rates; the Juan de Fuca Water Distribution Commission has approved their proposed 2022 budget and rate and the Saanich Peninsula Water Commission will consider their 2022 budget on October 21.

CONCLUSION

The draft 2022 Regional Water Supply Service budget has been prepared for the Regional Water Supply Commission's consideration. The budget has been prepared considering the Commission and CRD Board's 2022 service planning and financial expectations. A proposed increase in operating and capital funding combined with an adjusted revenue budget, is resulting in a recommended wholesale water rate of $0.7332 per cubic metre, a 2.57% increase over the 2021 rate.

RECOMMENDATION

That the Regional Water Supply Commission recommends the Committee of the Whole recommends to the Capital Regional District Board to:

1. Approve the 2022 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2022 wholesale water rate of $0.7332 per cubic metre;
3. Approve the 2022 agricultural water rate of $0.2105 per cubic metre;
4. Direct staff to balance the 2021 actual revenue and expense on the transfer to the water capital fund; and
5. Direct staff to amend the Water Rates Bylaw accordingly.

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

ATTACHMENTS

Appendix A: 2022 Regional Water Supply Service Budget
Appendix B: Long Term Debt Obligations Summary
Appendix C: Agricultural Water Volumes and Rate Payments for 2011 – 2020
Appendix D: Wholesale Water Rate History and Projection

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Regional Water Supply

COMMISSION REVIEW

OCTOBER 2021

Service: 2.670 Regional Water Supply **Commission: Regional Water Supply**

DEFINITION:

To finance, install, operate and maintain a water supply local service in the Capital Regional District, as per the Water Supply Local Service Establishment Bylaw No. 2537.

The establishment and operation of a Regional Water Supply Commission is done by Bylaw No. 2539.

SERVICE DESCRIPTION:

Regional Water Supply is responsible for the water supply, treatment and transmission system for the Greater Victoria region, providing wholesale water to municipalities that operate municipal distribution systems. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Victoria	Town of Sidney	District of Metchosin
District of Oak Bay	District of North Saanich	District of Sooke
District of Saanich	Town of View Royal	Juan de Fuca Electoral Area
Township of Esquimalt	City of Colwood	District of Highlands
District of Central Saanich	City of Langford	

MAXIMUM LEVY:

No stated limit in establishment bylaw and no ability to requisition.

MAXIMUM CAPITAL DEBT:

Authorized:		$137,700,000	Pre - (Consolidated MFA Loan Authorizations - Regional Water Supply Water Works Facilities)
Borrowed:		$91,400,000	Pre - (Consolidated amounts borrowed - Regional Water Supply Water Works Facilities)
Remaining:	Expired	$46,300,000	
Authorized:		$60,000,000	(MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)
Borrowed:		$60,000,000	(MFA Bylaw No. 3451 - Regional Water Supply Land Acquisition)
Authorized:		$12,500,000	2014 - (MFA Bylaw No. 3902 - Regional Water Supply Water Works Facilities)
Borrowed:		$9,500,000	
Remaining:	Expired	$3,000,000	
Authorized:		$46,000,000	2021 - (MFA Bylaw No. 4382 - Regional Water Supply Water Works Facilities)
Borrowed:		$0	
Remaining:		$46,000,000	

FUNDING:

Costs are recovered through the sale of bulk water.

Rate Base for 2022 Revenue Year

	2020 Application	2021 Application	End of 2021 for '22 Applic.	Change	
Wholesale System					
Physical Plant	$ 231,437,695	$ 231,156,835	$ 233,870,414	$ 2,713,579	Note 1
Construction Work In Progress	6,285,937	8,055,763	9,949,386	1,893,623	Note 1
Cash Working Capital	1,991,738	2,088,652	2,188,278	99,626	
Inventory	225,000	225,000	225,000	-	
Total Wholesale Rate Base	$ 239,940,370	$ 241,526,250	**$ 246,233,078**	$ 4,706,828	

Note 1: Refer to the Schedule of Change in Physical Plant & work in Progress for details.

Revenue Requirements for 2022 Year

	2020 Application	2021 Application	2022 Application	Change	
Wholesale					
Operations & maintenance	$ 16,155,207	$ 16,941,286	$ 17,749,367	$ 808,081	
Depreciation	6,243,311	6,694,087	7,591,503	$ 897,416	
Return on rate base	11,626,400	11,252,300	11,166,400	$ (85,900)	Note 1
Subtotal of above	$ 34,024,918	$ 34,887,673	$ 36,507,270	$ 1,619,597	
Non-rate revenue including unaccounted water revenue	(582,060)	(582,060)	(582,060)	$ -	
Total wholesale	$ 33,442,858	$ 34,305,613	$ 35,925,210	$ 1,619,597	

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

APPENDIX A

Schedule of Change in Physical Plant & Work In Progress

Wholesale

Projected Asset Additions	Projected Assets Capitalized
Lubbe Dam Safety Improvements	$ 2,975,025
Sooke Intake Screens Condition Assessment/Replacement	2,136,485
Land Acquisition - Grant Lake Parcel	655,432
Meter Replacement	386,353
Kapoor Tunnel Repairs	365,848
Watershed Security Enhancements	335,000
Goldstream Water Supply Area Bridge	325,000
Stelly's Pump Station Assessment	308,637
Leech River Restoration	300,231
Valve Chamber Upgrades	300,000
Japan Gulch Treatment Plant Upgrades	275,000
Gravel Crushing	220,000
Major Main Repairs	200,000
SCADA	160,000
Watershed Culvert Replacement	145,000
Sooke Spillway Gate Standby Power	143,852
Water Supply Eqpt Upgrades	130,000
Building Modification	120,211
Water Supply Equipment Upgrades	120,000
Air Curtain Burner	100,000
Post Disaster Emergency Water Supply	96,272
Transmission System Component Replacement	95,000
Goldstream Field Operations Centre	89,082
Goldstream Gate Upgrade	75,000
Meter Station Backflow Installation	75,000
Sooke River Road Disinfection Facility Upgrade	75,000
Cathodic Protection Program	74,625
Watershed Facilities Upgrade	64,932
Gravel Road Compactor	60,000
Corrosion Protection	50,000
Humpback Overflow Channel Assessment	50,000
Other Projects (15 minor projects under $50k)	224,704
Total projected assets capitalized	$ 10,731,689
Less: current year's depreciation	(6,408,545)
Less: change in prior year forecast addition estimates, & disposals	(1,609,565)
Change in Physical Plant	$ 2,713,579

Projected Construction Work In Progress (CWIP)	Projected Assets CWIP
Sooke Intake Screens	$ 1,492,315
Butchart Dam #5 Remediation	1,240,935
Post Disaster Emergency Water Supply	737,173
Sooke Dam Safety Improvements	647,152
Dam Safety Review	605,023
SCADA Repairs and Equipment Replacement	400,000
Dam Actuators	264,966
Radio Upgrades	250,000
Dam Improvements	200,000
Lab Information Management System	200,000
Treatment Plan Communications Upgrade	200,000
Cathodic Protection Program	192,362
SCDA Repairs and Equipment Replacement	189,810
Strategic Asset Management Plan	179,380
Critical Equip Storage Building	152,759
Risk and Resilience Assessment	150,698
Japan Gulch Treatment Plant Upgrades	150,000
Water Quality Main Lab Renovation	140,140
Flowcam Imaging System	140,000
Hydraulic Capacity Assessment	136,602
Meter Replacement	122,353
Reservoir Log Boom Replacement	111,759
Goldstream Field Operations Centre	100,000
Treatment Plant Emergency Automation	100,000
SCADA Integration	97,967
Dam Emergency Plan & Manual Updates	90,593
Dam Decommissioning	84,874
Water Quality Database Upgrade	80,022
Building Modification	79,415
Seismic Assessment	75,532
Supply System Vulnerability Assessment	75,464
Asset Reconciliation/Transfer agreement study	70,171
Saddle Dam Piezometer	66,936
High Level Output Valve Replacement	65,874
Goldstream Chlorination System Removal	60,000
Sooke Lake Dam Spillway Hoist	60,000
Transmission system component upgrades	55,151
Leech River Restoration	55,000
Valve Replacement	50,618
Pump Stations	50,000
Sooke Lake Hydrodynamic Model	50,000
Other Projects (43 minor projects under $50k)	678,342
Projected CWIP	$ 9,949,386
Less Prior year's projected CWIP	(8,055,763)
Change in CWIP	$ 1,893,623

Schedule A
Asset Useful Life Assignments - PSAB

Classes:	Code	Asset Categories	Useful Life, Years
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (*sprinklers)*	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (*includes software*)	5
	ELEC	Electronic Equipment(*hydromet, weather stn eqpt)*	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes *(stop logs)*	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (*radios, phone systems*)	10
	WEQP	Water Works Eqpt(*W.Quality lab, Wshed eqpt)*	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

Change in Budget 2021 to 2022 **Service: 2.670 Regional Water Supply**	**Total Expenditure**	**Comments**
2021 Budget	**34,921,283**	
Change in Salaries:		
Change in Labour	438,000	Repurpose 3.0 FTEs from Capital to Operating
1.0 FTE Infrastructure Integration Technician	55,000	IBC 10a-2 Infrastructure Integration Technician
1.0 FTE Contracts Coordinator	87,000	IBC 10e-1 IWS Administrative Contracts Coordinator
Other Labour	81,207	
Total Change in Salaries	661,207	
Other Changes:		
Transfer to Capital Fund	850,646	
Contract for Services	(25,000)	2021 NSERC funding
Contract for Services	25,000	2022 NSERC funding
Contract for Services	(150,000)	IBC 10d-3 2021 Watershed Hydrology Monitoring
Contract for Services	150,000	IBC 10d-3 2022 Watershed Hydrology Monitoring
Principal & Interest Payments	(40,740)	
Agriculture Water Rate Funding	100,000	
Other Costs	46,874	
Total Other Changes	956,780	
2022 Budget	**36,539,270**	
% expense increase from 2021:	***4.6%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Favourable water sales variance of $1,792,000 (5.1%) due to higher than budgeted water sales largely a result of increased temperatures. There is an additional favourable operating variance of $529,000 (1.5%) largely due to reduced staffing costs from vacant positions. The net surplus of $2,300,000 will be transferred to the services' Water Capital Fund.

2022 Demand Estimate

Wholesale Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	46,515,000	45,000,000
2018	48,300,036	45,000,000
2019	47,734,121	46,500,000
2020	48,730,475	48,000,000
2021	50,500,000*	48,000,000
2022 Demand Estimate	**49,000,000**	

** Projected consumption for 2021*

Summary of Wholesale Water Rates

	2018	2019	2020	2021	2022	Change
Wholesale water rate						
Unit cost per cu.m.	$0.6644	$0.6775	$0.6968	$0.7148	$0.7332	$0.0184

Wholesale Water Rate Increase
Impact on Residential Water Bill

Average Annual Consumption : 235.0 cubic metres

Charge for Twelve Months Consumption		Annual Charge	2022 Annual Change $
Average Consumption	2021 Year	$ 167.98	
	2022	$ 172.30	$ 4.32
Half Average Consumption	2021 Year	$ 83.99	
	2022	$ 86.15	$ 2.16
Twice Average Consumption	2021 Year	$ 335.96	
	2022	$ 344.60	$ 8.65

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Regional Water Supply

SUMMARY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	2022 BUDGET REQUEST: 2022 CORE BUDGET	2022 BUDGET REQUEST: 2022 ONGOING	2022 BUDGET REQUEST: 2022 ONE-TIME	2022 BUDGET REQUEST: TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
GENERAL PROGRAM EXPENDITURES:										
WATERSHED PROTECTION	5,568,054	5,396,029	5,515,703	-	175,000	5,690,703	5,626,017	5,738,538	5,853,308	5,970,374
WATER MANAGEMENT	5,610,530	5,562,367	6,272,411	-	-	6,272,411	6,397,555	6,525,042	6,654,842	6,787,485
WATER QUALITY	1,830,256	1,932,040	1,862,117	-	-	1,862,117	1,894,732	1,934,572	1,975,240	2,016,770
CROSS CONNECTION	737,690	736,076	754,239	-	-	754,239	769,271	784,643	800,308	816,283
DEMAND MANAGEMENT	686,034	659,157	705,184	-	-	705,184	719,221	733,564	748,216	763,160
INFRASTRUCTURE ENGINEERING	486,900	529,130	496,982	-	-	496,982	506,930	517,070	527,420	537,960
FLEET OPERATION & MAINTENANCE	(297,540)	(240,433)	(314,181)	-	-	(314,181)	(320,470)	(326,880)	(333,420)	(340,090)
CUSTOMER TECHNICAL SERVICES & GM SUPPORT *	719,362	336,746	439,912	142,000	-	581,912	594,126	606,618	619,364	632,350
TOTAL OPERATING EXPENDITURES	15,341,286	14,911,112	15,732,367	142,000	175,000	16,049,367	16,187,382	16,513,167	16,845,278	17,184,292
Percentage increase over prior year's board budget			2.55%			4.62%	0.86%	2.01%	2.01%	2.01%
AGRICULTURAL WATER RATE FUNDING	1,600,000	1,700,000	1,700,000	-	-	1,700,000	1,750,000	1,800,000	1,850,000	1,900,000
			6.25%			6.25%	2.94%	2.86%	2.78%	2.70%
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	9,297,180	11,596,789	10,152,385	-	-	10,152,385	11,650,000	16,950,000	18,600,000	19,800,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	297,540	297,540	314,181	-	-	314,181	320,465	326,874	333,411	340,080
TRANSFER TO DEBT RESERVE FUND	51,610	33,610	30,410	-	-	30,410	127,410	101,410	93,810	30,410
TOTAL CAPITAL EXPENDITURES & TRANSFERS	9,646,330	11,927,939	10,496,976	-	-	10,496,976	12,097,875	17,378,284	19,027,221	20,170,490
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	8,333,667	8,297,919	8,292,927	-	-	8,292,927	7,592,710	3,408,010	3,379,253	3,357,424
TOTAL DEBT EXPENDITURES	8,333,667	8,297,919	8,292,927	-	-	8,292,927	7,592,710	3,408,010	3,379,253	3,357,424
DEFICIT TRANSFERRED TO FOLLOWING YR										
TRANSFER TO FOLLOWING YEAR DEFICIT CARRY FORWARD										
TOTAL EXPENDITURES	34,921,283	36,836,970	36,222,270	142,000	175,000	36,539,270	37,627,967	39,099,461	41,101,752	42,612,206
SOURCES OF FUNDING										
REVENUE - SALES	(34,305,613)	(36,097,400)	(35,609,800)	(142,000)	(175,000)	(35,926,800)	(37,015,497)	(38,486,991)	(40,489,282)	(41,999,736)
REVENUE - OTHER	(615,670)	(739,570)	(612,470)	-	-	(612,470)	(612,470)	(612,470)	(612,470)	(612,470)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(34,921,283)	(36,836,970)	(36,222,270)	(142,000)	(175,000)	(36,539,270)	(37,627,967)	(39,099,461)	(41,101,752)	(42,612,206)
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR SURPLUS CARRY FORWARD										
TOTAL SOURCES OF FUNDING	(34,921,283)	(36,836,970)	(36,222,270)	(142,000)	(175,000)	(36,539,270)	(37,627,967)	(39,099,461)	(41,101,752)	(42,612,206)
Percentage increase over prior year's board budget			3.73%			4.63%	2.98%	3.91%	5.12%	3.67%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No. 2.670 Regional Water Supply	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE							
Buildings	$510,000	$5,110,000	$3,020,000	$20,000	$0	$0	$8,150,000
Equipment	$1,060,000	$7,115,000	$2,970,000	$940,000	$760,000	$610,000	$12,395,000
Land	$445,000	$1,495,000	$895,000	$590,000	$430,000	$235,000	$3,645,000
Engineered Structures	$7,525,000	$11,550,000	$17,735,000	$19,925,000	$20,725,000	$3,000,000	$72,935,000
Vehicles	$406,000	$1,427,250	$406,000	$290,000	$450,000	$200,000	$2,773,250
	$9,946,000	**$26,697,250**	**$25,026,000**	**$21,765,000**	**$22,365,000**	**$4,045,000**	**$99,898,250**
SOURCE OF FUNDS							
Capital Funds on Hand	$9,655,000	$22,952,000	$12,420,000	$14,375,000	$15,575,000	$3,845,000	$69,167,000
Debenture Debt (New Debt Only)	$0	$0	$9,700,000	$7,100,000	$6,340,000	$0	$23,140,000
Equipment Replacement Fund	$291,000	$1,205,250	$406,000	$290,000	$450,000	$200,000	$2,551,250
Grants (Federal, Provincial)	$0	$40,000	$0	$0	$0	$0	$40,000
Donations / Third Party Funding	$0	$2,500,000	$2,500,000	$0	$0	$0	$5,000,000
Reserve Fund	$0	$0	$0	$0	$0	$0	$0
	$9,946,000	**$26,697,250**	**$25,026,000**	**$21,765,000**	**$22,365,000**	**$4,045,000**	**$99,898,250**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$800,000	$2,160,000	$330,000	$330,000	$330,000	$250,000	$3,400,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$800,000	$2,240,000	$410,000	$410,000	$410,000	$330,000	$3,800,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount from the 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.670
Service Name: Regional Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
WATERSHED PROTECTION													
Planning													
17-01	Renewal	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building **and work toward making the site accessible to the public**	$166,000	B	WU	-	**$10,000**	**$20,000**	**$20,000**	-	-	$50,000
17-04	New	Water Supply Area - Fish Stream Assessments	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.	$325,000	L	WU	$18,000	$18,000	-	-	-	-	$18,000
18-10	Study	Species-at-Risk Wildlife Habitat	**Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.**	$185,000	L	WU	$8,000	$8,000	**$50,000**	-	-	-	$58,000
19-30	Study	Leech WSA Lakes/Tributaries Assessment	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.	$75,000	L	WU	$50,000	$50,000	-	-	-	-	$50,000
20-05	Renewal	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.	$180,000	L	WU	-	$180,000	-	-	-	-	$180,000
20-06	Study	Addressing mining in Leech WSA (impacts, agreements)	Funding to support work to reduce the impact of mining claims in the Leech WSA	**$60,000**	L	WU	$24,000	$24,000	**$10,000**	**$10,000**	**$10,000**	**$10,000**	$64,000
20-27	Study	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.	$260,000	L	WU	$75,000	$145,000	$50,000	-	-	-	$195,000
20-28	Study	GVWSA Forest Resilience - Assessments of forest health and resilience	Field assessments to better understand current forest health and resilience.	$230,000	L	WU	$65,000	$160,000	$60,000	-	-	-	$220,000
21-19	Study	Lakes Assessment Sooke and Goldstream WSAs	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs	$75,000	L	WU	$75,000	$75,000	-	-	-	-	$75,000
21-20	Study	West Leech Road	Plan followed by construction of a road to access the western portion of the Leech WSA.	$320,000	L	WU	$10,000	**$110,000**	**$100,000**	**$100,000**	-	-	$310,000
22-03	Study	GVWSA Land Exchange/Acquisition	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area or buffer water supply areas.	**$180,000**	L	WU	-	**$60,000**	**$60,000**	**$60,000**	-	-	$180,000
23-02	Renewal	GVWSA LiDAR Mapping	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)	$120,000	L	WU	-	-	$120,000	-	-	-	$120,000
22-04	**Renewal**	**GVWSA Orthophotography**	**Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.**	**$95,000**	**L**	**WU**	**-**	**$15,000**	**$15,000**	**$20,000**	**$20,000**	**$25,000**	**$95,000**
22-09	**Study**	**GVWSA Powerlines Wildfire Risk Mitigation Plan**	**A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.**	**$50,000**	**L**	**WU**	**-**	**$50,000**	**-**	**-**	**-**	**-**	**$50,000**
22-10	**New**	**GVWSA/RWS Educational Videos**	**Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.**	**$60,000**	**L**	**WU**	**-**	**$30,000**	**$30,000**	**-**	**-**	**-**	**$60,000**
23-05	**Study**	**Spill Management Plan and Implementation**	**Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.**	**$50,000**	**L**	**WU**	**-**	**$50,000**	**-**	**-**	**-**	**-**	**$50,000**
Capital													
09-01	Renewal	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.	$5,756,000	L	WU	$25,000	$225,000	$200,000	$200,000	$200,000	-	$825,000
16-01	Renewal	Replace Gatehouse at Goldstream Entrance	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function.	**$1,800,000**	B	WU	$310,000	**$1,710,000**	-	-	-	-	$1,710,000
16-06	Renewal	Goldstream IWS Field Office[1]	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training space and equipment storage at Goldstream entrance, replacing longstanding temporary facilities.	**$1,500,000**	B	WU	$200,000	**$850,000**	**$500,000**	-	-	-	$1,350,000
16-06				**$5,000,000**	B	Other	-	**$2,500,000**	**$2,500,000**	-	-	-	$5,000,000
17-02	New	Leech River HydroMet System	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.	$0	E	WU	$80,000	$80,000	-	-	-	-	$80,000
18-05	New	GVWSA Forest Fuel Management/FireSmart Activities	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.	**$850,000**	L	WU	$50,000	$150,000	$100,000	$100,000	$100,000	**$100,000**	$550,000
19-02	New	Whiskey Creek Bridge Replacement (Sooke WSA)	Replacement of the existing undersized bridge with a longer and higher concrete structure.	$300,000	S	WU	-	-	$300,000	-	-	-	$300,000
19-19	New	Hydromet Upgrades Sooke and Goldstream	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.	$170,000	E	WU	$50,000	$50,000	-	-	-	-	$50,000
20-01	Replacement	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.	**$560,000**	S	WU	-	**$400,000**	**$160,000**	-	-	-	$560,000
20-29	Renewal	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.	**$650,000**	S	WU	-	-	**$100,000**	-	-	**$200,000**	$300,000
21-01	New	31N Bridge to Replace Undersized Culvert (Goldstream WSA)	Replacement of the existing undersized and failing culvert with a bridge structure.	$325,000	S	WU	$25,000	$25,000	-	-	-	-	$25,000

Service #: 2.670

Service Name: Regional Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
21-26	New	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.	**$520,000**	L	WU	-	$100,000	$100,000	$100,000	$100,000	**$100,000**	$500,000
21-27	New	Autogate Installations on Primary Access Routes	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security	**$800,000**	S	WU	-	**$250,000**	**$300,000**	-	-	-	$550,000
21-28	New	GVWSA Land Acquisition Priorities	Acquisition of land parcel near Grant Lake and security installations.	$750,000	L	WU	$45,000	$45,000	-	-	-	-	$45,000
22-02	New	Muckpile Bridge Supply and Install (Deception)	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.	$325,000	S	WU	-	-	-	-	**$325,000**	-	$325,000
23-04	Renewal	17S/Sooke Main Bridge Replacement	Undersized bridge replacement	$300,000	S	WU	-	-	-	-	-	**$300,000**	$300,000
24-01	Renewal	6M/Judge Creek Culvert Replacement (Sooke WSA)	Undersized culvert replacement	$200,000	S	WU	-	-	-	$200,000	-	-	$200,000
22-11	**New**	**Additional Boom Anchors for Sooke Lake Reservoir debris boom**	**The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.**	**$60,000**	**E**	**WU**	**-**	**$40,000**	**-**	**-**	**-**	**-**	**$40,000**
22-12	**Renewal**	**Replace Zodiac for Sooke Lake Reservoir**	**The zodiac for nearshore work in Sooke Lake Reservoir is at end-of-life and requires replacement.**	**$10,000**	**E**	**WU**	**-**	**$10,000**	**-**	**-**	**-**	**-**	**$10,000**
22-13	**Renewal**	**Replace Storage Sheds with Containers**	**The existing storage shed does not provide proper storage for supplies and should be replaced with rodent proof sea containers**	**$50,000**	**E**	**WU**	**-**	**$20,000**	**-**	**-**	**-**	**-**	**$20,000**
23-10	**New**	**Work platform for Sooke Lake Reservoir**	**A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.**	**$30,000**	**E**	**WU**	**-**	**-**	**$30,000**	**-**	**-**	**-**	**$30,000**
23-11	**New**	**Second Wildfire Camera for Leech WSA**	**A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.**	**$50,000**	**E**	**WU**	**-**	**-**	**$50,000**	**-**	**-**	**-**	**$50,000**
WaterShed Protection Sub-Total				**$22,437,000**			**$1,110,000**	**$7,440,000**	**$4,855,000**	**$810,000**	**$755,000**	**$735,000**	**$14,595,000**
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-10	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.	$2,050,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-13	New	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.	$400,000	S	WU	$200,000	$200,000	-	-	-	-	$200,000
19-15	New	Hydraulic Capacity Assessment and Transient Pres	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis	$250,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
20-08	Study	Regional Water DCC Program	Design of a Regional DCC Program	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
20-10	Study	Condition & Vulnerability Assessment	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.	$200,000	S	WU	$200,000	$200,000	-	-	-	-	$200,000
20-11	Study	Develop Master Plan	Develop a long term strategic plan to anticipate water demand, water treatment, and future siting of facilities.	$500,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-05	Study	Level of Service Agreement	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.	$150,000	S	WU	$150,000	$150,000	-	-	-	-	$150,000
Capital													$0
18-07	New	Replacement of UV System	Replacement of the UV system at the Goldstream Water Treatment Plant	$5,400,000	E	WU	$100,000	$3,100,000	$1,800,000	-	-	-	$4,900,000
18-08	Replacement	Bulk Supply Meter Replacement Program	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.	$2,050,000	E	WU	$100,000	$300,000	$200,000	$200,000	$150,000	-	$850,000
18-15	Renewal	Corrosion Protection Program	Study deficiencies in the current material protection and implement recommendations.	$1,150,000	S	WU	$50,000	$200,000	$150,000	$150,000	$150,000	$150,000	$800,000
18-18	Replacement	Main No.3 Segment Replacement	Replacement of segments of Main No. 3 based upon previous studies.	$15,600,000	S	WU	$150,000	$600,000	$4,900,000	$4,900,000	$4,900,000	-	$15,300,000
19-05	Renewal	Repairs - Kapoor Shutdown	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.	$600,000	S	WU	-	-	-	$100,000	-	-	$100,000
19-23	New	Critical Spare Equipment Storage & Pipe Yard	Plan, design and construct a critical equipment storage building.	**$600,000**	S	WU	$200,000	$200,000	**$300,000**	-	-	-	$500,000
20-16	Replacement	Cecelia Meter Replacement	Replacement of the Cecelia billing meter as well as its enclosure.	$1,000,000	S	WU	-	$450,000	$450,000	-	-	-	$900,000
20-17	Replacement	Decommission Smith Hill Site	Plan and decommission the abandoned Smith Hill reservoir site.	$800,000	S	WU	-	$150,000	-	$500,000	-	-	$650,000
20-32	New	pH Adjustment Facility	Design and construct a pH adjustment facility based upon the results of the pH and corrosion study.	$2,500,000	S	WU	-	$100,000	$2,400,000	-	-	-	$2,500,000
21-06	Replacement	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.	$275,000	E	WU	-	$200,000	-	-	-	-	$200,000
21-07	Replacement	Goldstream Water Treatment Plant Communications Upgrade	Increase reliability and resilience of data and voice communications between the UV Plant, Sodium Hypochlorite Building, Ammonia Building.	$250,000	S	WU	$50,000	**$50,000**	-	-	-	-	$50,000
21-09	New	Goldstream Water Chlorination Gas System Removal	Plan and construct provisions for removal of chlorination system	$200,000	S	WU	$100,000	**$100,000**	-	-	-	-	$100,000
21-10	Replacement	SCADA Masterplan and System Upgrades	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	$650,000	E	WU	$50,000	**$500,000**	-	-	-	-	$500,000
21-11	Replacement	RWS Supply Main No. 4 Upgrade	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.	$33,900,000	S	WU	$1,500,000	$1,500,000	$6,300,000	$11,400,000	$13,500,000	$900,000	$33,600,000
21-12	New	SRRDF Upgrade	Increased water flows in the Sooke region have resulted in an additional sodium hypochlorite dosing pump and automation for summer flows.	**$425,000**	E	WU	-	**$350,000**	-	-	-	-	$350,000
22-14	**New**	**Sooke River Intake Feasibility**	**A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.**	**$50,000**	**S**	**WU**	-	**$50,000**	-	-	-	-	$50,000
22-15	**New**	**Microwave Radio Upgrades**	**To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.**	**$300,000**	**S**	**WU**	-	**$300,000**	-	-	-	-	$300,000
22-16	**Renewal**	**Goldstream WTP Drainage Improvements**	**Construct drainage improvements for the Goldstream Water Treatment Plant and assess**	**$200,000**	**S**	**WU**	-	**$200,000**	-	-	-	-	$200,000
22-17	**New**	**Goldstream WTP Safety Improvements**	**Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.**	**$200,000**	**E**	**WU**	-	**$200,000**	-	-	-	-	$200,000
Infrastructure Engineering and Operations Sub-Total				**$69,900,000**			**$3,150,000**	**$9,600,000**	**$16,700,000**	**$17,450,000**	**$18,900,000**	**$1,250,000**	**$63,900,000**
DAM SAFETY PROGRAM			**Database)**										
16-16	Renewal	Implications from Goldstream Dam Safety Review	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).	$825,000	S	WU	$200,000	$275,000	$75,000	$75,000	-	-	$425,000
16-17	Renewal	Butchart Dam No. 5 Remediation Planning & Construction	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.	$3,550,000	S	WU	$2,000,000	$2,000,000	-	-	-	-	$2,000,000
17-25	Renewal	Implications from Sooke Lake Dam Safety Review	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)	$1,210,000	S	WU	$500,000	$500,000	-	-	-	-	$500,000
18-19	New	Sooke Lake Dam - Instrumentation System Improvements	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.	$1,300,000	S	WU	$500,000	$600,000	$100,000	$100,000	-	-	$800,000
18-20	New	Sooke Lake Dam - Breach Risk Reduction Measures	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).	$600,000	S	WU	$500,000	$500,000	-	-	-	-	$500,000
19-07	New	Integrate Dam Performance and Hydromet to SCADA	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.	$1,100,000	E	WU	$500,000	$1,000,000	-	-	-	-	$1,000,000
19-09	New	Cabin Pond Dams Decommissioning	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.	**$100,000**	S	WU	-	-	-	**$100,000**	-	-	$100,000
19-12	New	Goldstream Dams Instrumentation Improvements	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).	$600,000	S	WU	$500,000	-	**$100,000**	**$400,000**	-	-	$500,000
19-13	New	Dam Safety Instrumentation	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).	$300,000	E	WU	$100,000	$150,000	$50,000	$50,000	-	-	$250,000

Service #: 2.670

Service Name: Regional Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
20-19	Replacement	Goldstream System High Level Outlet Valve Replacements	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.	$200,000	S	WU	$50,000	$150,000	-	-	-	-	$150,000
21-03	New	Deception Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Deception Dam.	$300,000	S	WU	$100,000	$200,000	-	-	-	-	$200,000
21-04	New	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.	$200,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-21	Replacement	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2021, installation in 2022	$150,000	S	WU	$100,000	$100,000	-	-	-	-	$100,000
21-22	Study	Charters Dam - Dam Safety Review 2021	Legislated obligation to conduct Dam Safety Review.	$250,000	S	WU	$50,000	$150,000	-	-	-	-	$150,000
22-08	New	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.	$450,000	S	WU	-	$150,000	$300,000	-	-	-	$450,000
23-01	New	Sooke Lake Dam Update Seismic Assessment	Conduct a seismic assessment of the Sooke Lake Dam as per the previous Dam Safety Reviews.	$150,000	E	WU	-	-	**$150,000**	-	-	-	$150,000
23-07	Renewal	Sooke Lake Dam Spillway and Gates Retrofit	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.	$450,000	S	WU	-	-	$150,000	$300,000	-	-	$450,000
23-08	Study	Regional Watershed Dams – Flood Forecasting System	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.	$300,000	S	WU	-	-	$150,000	$150,000	-	-	$300,000
23-09	Study	Sooke Lake Dam - Dam Safety Review 2023 & Addressing Implications	Conduct a Dam Safety Review (recommended 10 year review cycle)	$800,000	S	WU	-	-	**$200,000**	**$300,000**	**$300,000**	-	$800,000
25-01	Study	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	Conduct a Dam Safety Review in 2023 (recommended 10 year review cycle)	**$350,000**	S	WU	-	-	-	-	$150,000	**$200,000**	$350,000
25-02	Study	Probable Maximum Flood and Inflow Design Flood Updates	Update the previous edition from 2015 (recommended 10 year review cycle).	$150,000	S	WU	-	-	-	-	$150,000	-	$150,000
Dam Safety Program Sub-Total				**$13,335,000**			**$5,200,000**	**$5,875,000**	**$1,275,000**	**$1,475,000**	**$600,000**	**$200,000**	**$9,425,000**
WATER QUALITY													
20-04	New	Sooke Lake HyDy Model Development	Critical data collection, model building+calibration, model utilization for 3 different scenarios	$340,000	E	WU	$80,000	$260,000	$30,000	$30,000	-	-	$320,000
21-13	New	Flowcam Imaging System	Utilize semi-automated algal analysis to meet increased demands without increasing FTEs	$150,000	E	WU	-	$10,000	-	-	-	-	$10,000
21-29	Renewal	Microbiological plate pourer	Automation of manual process to increase capacity/worker safety	$30,000	E	WU	-	-	-	-	-	-	$0
22-05	New	WQ Lab Capital Improvements	Building improvements in the lab	$40,000	B	WU	-	$40,000	-	-	-	-	$40,000
22-06	Study	Sooke Lake Food Web Study	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health	$100,000	S	WU	-	$100,000	-	-	-	-	$100,000
22-07	Study	Bulk-Water Connection Backflow Protection Study	Investigate all bulk-water connections to CRD or municipal systems and identify the need for backflow protection	$50,000	S	WU	-	$50,000	-	-	-	-	$50,000
23-06	Study	GVDWS Nitrification Study	Investigate nitrification occurrence and potential impacts on drinking water quality	$50,000	S	WU	-	-	$50,000	-	-	-	$50,000
22-19	New	Microbiological Media Preparator	Microbiological media preparator for automation of manual/hazardous tasks	$45,000	E	WU	-	$45,000	-	-	-	-	$45,000
24-02	Replacement	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance	$60,000	E	WU	-	$60,000	-	-	-	-	$60,000
Water Quality Sub-Total				**$865,000**			**$80,000**	**$565,000**	**$80,000**	**$30,000**	**$0**	**$0**	**$675,000**
ANNUAL PROVISIONAL													
17-27	Replacement	Watershed Bridge and Culvert Replacement	Replacement of small culverts and bridges throughout the GVWSA.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-28	Replacement	Watershed Security Infrastructure Upgrade and Replacement	New, upgrade and replacement of security infrastructure in the GVWSA.	**$600,000**	E	WU	-	**$150,000**	**$150,000**	**$150,000**	**$100,000**	**$100,000**	$650,000
17-29	Replacement	Water Supply Area Equipment Replacement	Hydrometeorological, fireweather and wildfire suppression equipment replacement.	$425,000	E	WU	-	**$85,000**	**$85,000**	**$85,000**	**$85,000**	**$85,000**	$425,000
17-30	Replacement	Transmission Main Repairs	Emergency repairs to the transmission mains.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
17-31	Replacement	Transmission System Components Replacement	Replacement and repair of transmission components.	$400,000	S	WU	-	$80,000	$80,000	$80,000	$80,000	**$80,000**	$400,000
17-33	Replacement	Disinfection Equipment Parts Replacement	Replacement of incidental equipment and parts associated with the disinfection system.	**$1,000,000**	E	WU	-	**$200,000**	**$200,000**	**$200,000**	**$200,000**	**$200,000**	$1,000,000
17-34	Renewal	Supply System Computer Model Update	Annual update of the regional hydraulic model.	$100,000	S	WU	-	$20,000	$20,000	$20,000	$20,000	**$20,000**	$100,000
19-16	Replacement	Dam Improvements	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry	**$1,500,000**	S	WU	-	**$300,000**	**$300,000**	**$300,000**	**$300,000**	**$300,000**	$1,500,000
19-22	Replacement	SCADA Repairs & Equipment Replacement	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.	$750,000	E	WU	-	$150,000	$150,000	$150,000	$150,000	**$150,000**	$750,000
21-15	Replacement	Corrosion Protection	Replace corrosion protection assets, such as coatings, for the transmission system when identified.	$250,000	S	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-16	Replacement	Valve Chamber Upgrades	Replace failing valves and appurtenances along the RWS supply system.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	**$200,000**	$1,000,000
21-17	Replacement	Water Quality Equipment Replacement	Replacement of water quality equipment for the water quality lab and water quality operations	$250,000	E	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
21-18	Renewal	LIMS support	Support for LIMS database	$100,000	E	WU	-	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
Annual Provisional Sub-Total				**$8,375,000**			**$0**	**$1,710,000**	**$1,710,000**	**$1,710,000**	**$1,660,000**	**$1,660,000**	**$8,450,000**
CUSTOMER AND TECHNICAL SERVICES													
17-35	Replacement	Vehicle & Equipment Replacement (Funding from Replacement Fund)	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.	$2,495,000	V	ERF	$291,000	$1,205,250	$406,000	$290,000	$450,000	$200,000	$2,551,250
20-22	New	Vehicle for the Dam Safety Program	New Transit Van	$80,000	V	WU	$35,000	**$80,000**	-	-	-	-	$80,000
20-23	New	Vehicle for the CSE Support Program	New Transit Van	$62,000	V	WU	$45,000	**$80,000**	-	-	-	-	$80,000
21-30	New	Vehicle for Warehouse Operations	New pick up	$62,000	V	WU	$35,000	**$62,000**	-	-	-	-	$62,000
22-18	**New**	**Electric Vehicle Charging Stations**	**7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC**	**$80,000**	**E**	**WU**	**-**	**$40,000**	-	-	-	-	$40,000
22-18					**E**	**Grant**	**-**	**$40,000**	-	-	-	-	$40,000
Customer and Technical Services Sub-Total				**$2,779,000**			**$406,000**	**$1,507,250**	**$406,000**	**$290,000**	**$450,000**	**$200,000**	**$2,853,250**
			GRAND TOTAL	**$117,691,000**			**$9,946,000**	**$26,697,250**	**$25,026,000**	**$21,765,000**	**$22,365,000**	**$4,045,000**	**$99,898,250**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	$600,000	$1,250,000	$0	$0	$0	$0	$1,250,000
20-01	New	Portable Pump Station	Portable pump station **and generator** to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	**$750,000**	E	WU	$200,000	**$550,000**	$0	$0	$0	$0	$550,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$800,000	$1,880,000	$80,000	$80,000	$80,000	$80,000	$2,200,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	$45,000	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	$170,000	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$0	$50,000	$20,000	$20,000	$20,000	$20,000	$130,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	$0	$320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
Sub-Total for Annual Provisional Capital Items				$1,650,000			$0	$360,000	$330,000	$330,000	$330,000	$250,000	$1,600,000
			GRAND TOTAL	**$4,280,000**			**$800,000**	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
17-01	Historic Goldstream Powerhouse Building	Repairs of historic Goldstream Powerhouse building and work toward making the site accessible to the public

Project Rationale Located near the Japan Gulch Treatment Plant and the Great Trail (Trans Canada Trail), is an 1897 brick hydroelectric powerplant that served Victoria (notably the streetcars) for approx. 60 years. The Powerhouse has its own Wikipedia entry: http://en.wikipedia.org/wiki/Lubbe_Powerhouse and has captured public interest as a unique structure in BC history. An engineering condition assessment including engineered drawings, site plan and approximate cost of repairs was conducted in 2017. A major repair in the masonry on the north side of the building was completed in 2018. **Further masonry and major crack repair was completed on the south side in 2019 ($10,000). A successful grant application is being used to replace the roof membrane/envelope in 2021 ($76,000). Funds are requested in 2022, 2023 and 2024 to plan and then implement security and basic public interpretation signage working toward a goal to make the site available to the public from the nearby Sooke Hills Wilderness Trail. Grant funding, partnership and volunteering opportunities to conserve the building and share its history will continue to be sought.**

Project Number	Capital Project Title	Capital Project Description
17-04	Water Supply Area - Fish Stream Assessments	Inventory and assessment of fish, fish habitat, and stream channel stability in priority streams in the GVWSA.

Project Rationale Presence or absence of fish as well as fish habitat information has only been collected in the Water Supply Areas on an as-needed basis related to specific road projects. In order to adequately plan and manage for fish habitat and water quality a systematic inventory and assessment of fish habitat, stream channel stability, and the hydrological condition of stream corridors will be conducted over three field seasons. The funding for 2019 is insufficient to conduct fish stream assessments in the entire Leech Water Supply Area. An additional $100,000 in 2020 will allow for fish stream surveys to be carried out in the western and northern portions of the Leech which cannot be completed in 2019.

Project Number	Capital Project Title	Capital Project Description
18-10	Species-at-Risk Wildlife Habitat	Assessments (office and field) and planning for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA.

Project Rationale An assessment (office and field) and conservation plan for managing wildlife habitat, in particular species-at-risk habitat, in the GVWSA. Funds in 2018 ($35,000) will be used for compilation of existing knowledge of species, distribution, habitat, research. Funds in 2019 and 2020 ($50,000 each) will be used to field verify species, critical habitat and movement corridors. Funds added in 2021 ($25,000) are to develop a GVWSA specific conservation plan based on the office and field investigations. **Funds added in 2023 are in anticipation of future habitat mapping required to address BC Species-at-Risk legislation (currently being developed).**

Service:	2.670	Regional Water Supply

Project Number	19-30	**Capital Project Title**	Leech WSA Lakes/Tributaries Assessment	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the lakes in the Leech WSA.
Project Rationale	To assess restoration of the Leech Water Supply Area and prepare for use of Leech River water to supplement Sooke Lake Reservoir, baseline monitoring of the hydrological, physical, chemical and biological parameters of the main Leech WSA source waterbodies will be conducted. The work will be undertaken in conjunction with the Water Quality division. (Action from the 2017 Strategic Plan for Regional Water Supply).				

Project Number	20-05	**Capital Project Title**	Leech WSA Terrestrial Ecosystem Mapping & Wetland Classification/Mapping	**Capital Project Description**	Classification and mapping of terrestrial ecosystems and wetlands and integration with Sooke and Goldstream data.
Project Rationale	The existing Leech WSA terrestrial ecosystem mapping received from the previous landowner is not consistent with that of Sooke and Goldstream WSAs. The project is to renew the ecosystem mapping to a standard that matches Sooke and Goldstream for consistent data and analysis. There has been no detailed mapping of Leech WSA wetlands. The project is to conduct detailed wetland mapping in the Leech WSA to a standard that matches Sooke and Goldstream for consistent data and analysis. The projects have been combined (ecosystem mapping (20-05) and wetland mapping (20-06) and moved forward from 2020 to 2021. The project has been further moved forward from 2021 to 2022.				

Project Number	20-06	**Capital Project Title**	Addressing mining in Leech WSA (impacts, agreements)	**Capital Project Description**	Funding to support work to reduce the impact of mining claims in the Leech WSA
Project Rationale	Assessment and/or studies **and/or funds to buy and cancel mining claims** to mitigate impacts from mining activities **and with the goal of reducing mining claims** in the Leech Water Supply				

Project Number	20-27	**Capital Project Title**	GVWSA Forest Resilience - wildfire/forest modelling and forest management field trials	**Capital Project Description**	Modelling forest and wildfire risk under climate change scenarios & forest/fuel management field trials.
Project Rationale	Projects to: a). model impact of climate change on forests, forest fuel types, and associated wildfire behavior and probability and potential effects of management options; and b). trial forest and fuel management treatments that reduce wildfire risk, such as prescribed fire and stand diversification, in the Leech WSA prior to considering those treatment options in Sooke or Goldstream WSAs.				

Service:	2.670	Regional Water Supply

Project Number	20-28	**Capital Project Title**	GVWSA Forest Resilience - Assessments of forest health and resilience	**Capital Project Description**	Field assessments to better understand current forest health and resilience.
Project Rationale	Field assessments to better understand current forest health and resilience including: increasing pine mortality, increase in bark beetle killed trees, existing advance regeneration in the understory, sedimentation sources from roads. The project funding for 2021 and 2022 is moved forward by one year to 2022 and 2023.				

Project Number	21-19	**Capital Project Title**	Lakes Assessment Sooke and Goldstream WSAs	**Capital Project Description**	An assessment of the physical, chemical and biological parameters of the natural lakes in Sooke and Goldstream WSAs
Project Rationale	Small lakes in the Sooke and Goldstream WSAs influence both watershed hydrology and water quality in downstream creeks and supply reservoirs. While basic water quality sampling has been undertaken in some of these water bodies, there is a need to map the bathymetry, calculate water volumes, and conduct more comprehensive sampling of the chemical and biological parameters and aquatic vegetation of these lakes. This will facilitate comparisons of these parameters with lakes in the Leech WSA and water quality in existing and future water supply lands.				

Project Number	21-20	**Capital Project Title**	West Leech Road	**Capital Project Description**	Plan followed by construction of a road to access the western portion of the Leech WSA.
Project Rationale	A large portion of the western Leech WSA currently has overgrown unassessed roads. Brushing, upgrade, re-surfacing and some new road construction is required to provide access to this area for wildfire response, security patrols and forest management. **Funds to implement plans have been added for 2022-2024.**				

Project Number	22-03	**Capital Project Title**	GVWSA Land Exchange/Acquisition	**Capital Project Description**	Land surveys, appraisals to support decisions regarding land exchange to increase catchment area or buffer water supply areas.
Project Rationale	There are opportunities to increase the catchment and critical buffer areas of Sooke, Goldstream and the Leech WSA by purchase or land exchange with surrounding land owners. Funds would be used to undertake appraisals, legal surveys, and legal fees for work to develop agreements to purchase or exchange lands.				

Service:	2.670	Regional Water Supply

Project Number	23-02	**Capital Project Title**	GVWSA LiDAR Mapping	**Capital Project Description**	Detailed contour mapping of ground, vegetation and tree cover (3D scanning)
Project Rationale	LiDAR (which stands for Light Detection and Ranging) uses light in the form of a pulsed laser to measure ranges (distances). LiDAR can be acquired when orthophotography or other data is collected from the air. LiDAR provides three-dimensional information about the forest stand structure which can be used by GIS (Geographic Information Systems). LiDAR data can be used to quantify forest structure, canopy biomass, and the size and configuration of forest openings to improve understanding of forest fuel loadings and watershed disturbance processes.				

Project Number	22-04	**Capital Project Title**	GVWSA Orthophotography	**Capital Project Description**	Annual contribution to capture of regional digital orthophotography for baseline mapping and monitoring.
Project Rationale	**Every two years CRD coordinates with municipalities and other levels of government to update aerial photography of the combined areas of interest in the region and develop an overall digital mosiac image. The images of the Greater Victoria Water Supply Area are used to monitor forest disturbances and adjacent land use activities and update spatial databases. To date these funds have come from Operating budgets, making it difficult to undertake other projects in the years when the photography is being flown. Annual funding will provide an onging contribution to this overall project.**				

Project Number	22-09	**Capital Project Title**	GVWSA Powerlines Wildfire Risk Mitigation Plan	**Capital Project Description**	A detailed assessment, options and plan to reduce the risk of wildfire start from tree fall onto CRD powerlines in the GVWSA.
Project Rationale	**A powerline that supplies Sooke Dam, the Head Tank, and associated infrastructure runs along the forested slopes on the east side of Sooke Lake Reservoir. Power interruption from tree fall is an ongoing concern. Tree fall on the powerline during the summer months could start a wildfire. While the forest along the line is actively managed to reduce tree fall hazard, concerns about fire starts has prompted a call to investigate the option of clearing a much wider area along the line. Funds will be used to carry out an assessment of the feasibility and impacts of this option.**				

Project Number	22-10	**Capital Project Title**	GVWSA/RWS Educational Videos	**Capital Project Description**	Development of educational videos to address Regional Water Supply issues of interest to the public such as: wildfire risk and mitigation; climate change; water supply master plan update.
Project Rationale	**The Watershed Protection division provides educational tours of the GVWSA and Regional Water Supply infrastructure. During the COVID pandemic, operating funds dedicated to tours were instead used to develop an educational video to replace or supplement tours. Going forward, there is a desire to provide further educational material on specific topics of current public interest such as: climate change and regional water supply; GVWSA wildfire management; and the Master Plan update for regional water supply. The funding request is for development of one video per year for 2022 and 2023.**				

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
23-05	Spill Management Plan and Implementation	Review, assessment and re-development of a spill management plan for the GVWSA along with potential procurement of additional equipment or supplies.

Project Rationale **The existing spill preparedness plan to protect water quality and other resources in the GVWSA is more than 15 years old. An external review, assessment and re-development of a more comprehensive spill management plan for the GVWSA that considers improved materials, technology and strategies is required. Funding may allow for procurement of recommended spill supplies, or a separate funding request may follow in a subsequent year.**

Project Number	Capital Project Title	Capital Project Description
09-01	Leech River Watershed Restoration	A 17 year project to restore the Leech WSA lands for water supply.

Project Rationale A 17 year project to 2025 to restore the Leech WSA lands for water supply. An update of projects completed and planned was provided in June 2019 (RWSC Report #19-13). **Funding allocated by end of 2025 will be $5,517,000; however total capital expenditure in the Leech WSA is higher when separate projects to install major bridges is considered.**

Project Number	Capital Project Title	Capital Project Description
16-01	Replace Gatehouse at Goldstream Entrance	The GVWSA entry gatehouse at Goldstream is past end of life and is to be replaced with a purpose built structure with improved vehicle flow and security function.

Project Rationale Enhanced security is required at the Goldstream entrance to the Water Supply Area. The existing gatehouse/first aid trailer has reached end of life and is unsuitable and located inside the secured area. A site design and purpose built facility with in/out roads, fencing and upgraded autogates (17-09) is planned requiring funding consistent with the project. The scope and scale of this project has increased since the current location is no longer considered feasible/advantageous for the upgrade. Preliminary design and cost estimates have been completed indicating the requested funding. The design and cost includes roadway changes and asphalt, automated gates, and the custom building.

Project Number	Capital Project Title	Capital Project Description
16-06	0	Renewal of Water Quality field office, lab and equipment and supplies storage and Watershed Protection office, training space and equipment storage at Goldstream entrance, replacing

Project Rationale Watershed Protection staff (26 FTE and 8 seasonal auxiliaries) are currently located in 2 trailers and a house at the Goldstream Gate entrance to the water supply area, and in office space at the Integrated Water Services office in View Royal. The trailers were considered temporary office space since their implementation over 15 years ago. The trailers are old, prone to leaks and a concern for mold. Water Quality field staff are located in another old converted facility in the Goldstream area. In addition, there are insufficient facilities for training, equipment storage, emergency management and public education. The separation of staff between various Goldstream facilities and the View Royal location causes inefficiencies and organizational difficulties. **The IWS office is also above capacity and moving Watershed Protection staff out will extend the existing office space. An initial investment in 2016 was used to develop a needs assessment for the building and surrounding Goldstream entrance area and cost estimates. Carry forward funds from 2020 will be used to develop a design with building and site construction planned for 2022 and 2023. The disposition of the IWS gravel pit in Goldstream is expected to largely fund the new building.**

Service:	2.670	Regional Water Supply

Project Number	17-02	**Capital Project Title**	Leech River HydroMet System	**Capital Project Description**	Installation of a network of hydrometeorological stations to collect water quantity and quality information for the Leech WSA.
Project Rationale	A 17 year $ 5.756 M capital plan is being carried out to restore the Leech Water Supply Area (Project #09-01) to prepare for future water needs. Currently only one hydrological measuring station is capturing flow and turbidity measurements 3.8 km downstream of the future water intake on the Leech River. In order to understand and predict the effect of precipitation, storm events and various restoration management measures on Leech River water quality and quantity, a network of hydrological measuring stations is needed further upstream in the Leech River watershed. This capital project first funded a design study of the most effective and efficient monitoring system that could be implemented ($10,000) prior to funding implementation beginning in 2018 ($80,000). Additional funding requests of $30,000 in 2020 (new total $100,000) and $10,000 in 2021 (new total $25,000) to provide assistance in accessing and addressing safety issues at new weather and hydrology monitoring sites and installing the equipment. Funding requests reflect difficult terrain and access to reach monitoring locations.				

Project Number	18-05	**Capital Project Title**	GVWSA Forest Fuel Management/FireSmart Activities	**Capital Project Description**	Implementation of forest fuel management and FireSmart actions in strategic locations for wildfire risk management in the GVWSA.
Project Rationale	Wildfire is the greatest threat to water quality in the GVWSA. In 2014 - 2018 CRD staff completed two new fuel reduction corridor projects. Funding to tender contract projects is required in order to complete priority fuel management projects over and above existing staff effort which will be focused on maintenance of existing fuel managed sites. A requested increase from $75,000 to $100,000 annually reflects costs experienced in the first year of tendering fuel management work. The need for fuel management to address priority areas will be ongoing and funding is required annually for the 5 year period.				

Project Number	19-02	**Capital Project Title**	Whiskey Creek Bridge Replacement (Sooke WSA)	**Capital Project Description**	Replacement of the existing undersized bridge with a longer and higher concrete structure.
Project Rationale	Whiskey Creek bridge is located on the Leechtown Main Road, one of the main access routes to Sooke Lake Dam and other critical IWS infrastructure. Whiskey Creek requires a larger bridge as it has been overtopped by storm events in the past and this poses water quality, environmental and safety risks. The project has been moved forward from 2022 to 2023 to allow higher priorities to be addressed first.				

Project Number	19-19	**Capital Project Title**	Hydromet Upgrades Sooke and Goldstream	**Capital Project Description**	Install additional hydrology monitoring sites on Sooke Lake Reservoir inflow streams and increase instrumentation on meteorological stations in Sooke and Goldstream watersheds.
Project Rationale	Only the main tributary inflows into Sooke Lake Reservoir are monitored. To better understand the hydrology of the Sooke watershed, additional hydrology monitoring sites are required. The existing meteorological stations in Sooke and Goldstream watersheds have only basic instrumentation and would benefit from additional sensors and upgrades to improve the quality of the meteorological data. The proposed funds for 2020 have been increased by $20,000 to cover the costs associated with site preparation, addressing site safety issues and assistance with station installation.				

Service:	2.670	Regional Water Supply

Project Number	Capital Project Title	Capital Project Description
20-01	Kapoor Main Mile 1 Bridge and Asphalt Upgrade	Replacement of the existing undersized culvert with a large bridge as well as subsequent 500 m road asphalt replacement.

Project Rationale The existing culvert at Mile 1 on Kapoor Main is undersized, has evidence of buried organics in the fill material and has oversteepend, unstable banks. The culvert will be removed and a bridge installed to improve water carrying capacity at peak flows, fish passage and bank stability. The asphalt section uphill of the bridge will also be repaired or replaced as a component of the project. **The project has been moved forward from 2021 to 2022 to allow higher priorities to be addressed first. The project has been phased to replace the bridge in 2022 and replace the asphalt in 2023 with an increased budget allowance.**

Project Number	Capital Project Title	Capital Project Description
20-29	GVWSA Gravel Crushing	Production of gravel at existing quarries in Sooke and Goldstream WSAs.

Project Rationale **Production of 19 mm road surfacing gravel from GVWSA quarries are required every few years to maintain roads. Gravel production needs are anticipated in 2023 and 2026.**

Project Number	Capital Project Title	Capital Project Description
21-01	31N Bridge to Replace Undersized Culvert (Goldstream WSA)	Replacement of the existing undersized and failing culvert with a bridge structure.

Project Rationale The undersized and failing culvert on the 31N Road in the Goldstream Water Supply Area requires replacement with a bridge structure in 2021. Funding has been increased to reflect an estimated cost for bridge supply and install of $325,000.

Project Number	Capital Project Title	Capital Project Description
21-26	Road Deactivation/Rehabilitation in the GVWSA	Deactivate or rehabilitate unneeded roads in the Sooke and Goldstream WSAs.

Project Rationale A review was undertaken to identify roads in the Sooke and Goldstream WSAs that could be rehabilitated and removed from the road network without undue impact to operations, wildfire response and security. Funding is required over the 5 year period to make progress on the roads identified to be deactivated/rehabilitated.

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Project Number	21-27	**Capital Project Title**	Autogate Installations on Primary Access Routes	**Capital Project Description**	Install autogates on the main access routes where the Sooke Hills Wilderness Trail and E&N rail line cross to improve security
Project Rationale	Continued residential growth and corresponding increasing recreational pressure bring the public close to critical works (Goldstream Treatment Plant, and Ammonia Injection building). Recreational use of the Sooke Hills Wilderness Trail and Park also generate tresspass into the GVWSA, and Drinking Water Protection Zone. **One autogate is being installed in 2021, with three subsequent autogates to be installed during 2022 and 2023.** The proposed autogates improve security by 24 hour recorded keycard access operation and improved location to increase security.				

Project Number	21-28	**Capital Project Title**	GVWSA Land Acquisition Priorities	**Capital Project Description**	Acquisition of land parcel near Grant Lake and security installations.
Project Rationale	Funding to support acquisition of priority GVWSA catchment and buffer lands near Grant Lake; and integrate the lands into the GVWSA through signage, fencing and gates or barriers.				

Project Number	22-02	**Capital Project Title**	Muckpile Bridge Supply and Install (Deception)	**Capital Project Description**	Replacement of undersized culverts with bridge which will allow for fish and western toad migration.
Project Rationale	Replacement of undersized culverts with a concrete deck L100 bridge which will alo improve fish passage and western toad migration.				

Project Number	23-04	**Capital Project Title**	17S/Sooke Main Bridge Replacement	**Capital Project Description**	Undersized bridge replacement
Project Rationale	The current structure (3 concrete culverts side-by-side with a concrete deck) does not allow adequate room to pass potential storm debris. The most recent engineering inspection stated this recycled structure is in fair shape, with spalling of the concrete. The structure is planned to be replaced with a free span concrete bridge. **The project has been moved forward from 2023 to 2025 to allow higher priorities to be addressed first.**				

Service:	2.670	Regional Water Supply

Project Number	24-01	**Capital Project Title**	6M/Judge Creek Culvert Replacement (Sooke WSA)	**Capital Project Description**	Undersized culvert replacement
Project Rationale	This culvert is very undersized on a slow moving section of creek, which seasonally can be overtopped and unpassable for vehicles. This culvert with be replaced with a larger, fish-friendly structure.				

Project Number	22-11	**Capital Project Title**	Additional Boom Anchors for Sooke Lake Reservoir debris boom	**Capital Project Description**	The log boom protecting the Sooke Lake Reservoir Intake Tower from floating woody debris is inadequately anchored and requiring two additional anchors.
Project Rationale	**The debris boom on Sooke Lake Reservoir with the existing anchors has the capacity to strike the Intake Tower if the boom breaks. It is recommended to add two additional anchors to ensure that if the boom breaks it will not damage the Intake Tower.**				

Project Number	22-12	**Capital Project Title**	Replace Zodiac for Sooke Lake Reservoir	**Capital Project Description**	The zodiac for nearshore work in Sooke Lake Reservoir is at end-of-life and requires replacement.
Project Rationale	**The current Zodiac (rigid inflatible), is near end of life and is not holding air. It is used for near shore work on the primary reservior, and spill response or rescue in the event of a boat incident on Sooke Lake Reservoir. The existing trailer and engine are in acceptable condition, so only a new hull is required.**				

Project Number	22-13	**Capital Project Title**	Replace Storage Sheds with Containers	**Capital Project Description**	The existing storage shed does not provide proper storage for supplies and should be replaced with rodent proof sea containers
Project Rationale	**The existing storage facility (sheds) in the Pipeyard used for Infrastructure Operations and Watershed Protection equipment and supplies is enclosed but not sealed from the elements or rodents with a gravel bottom; and is nearing end of life. Due to health and safety concerns, the sheds are to be replaced with basic seacan storage containers that can be sealed and readily moved as needs change.**				

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Project Number	Capital Project Title	Capital Project Description
23-10	Work platform for Sooke Lake Reservoir	A towable work platform for conducting stationary on-water work activities such as boom and intake tower maintenance and spill response.

Project Rationale **This request is for a non-powered towable dock or barge that can be moved to various project sites as required. It allows workers to easily access work on the water from a stable platform, and can allow small equipment (pumps or generators) to be operated on appropriate spill containment, and to be left in place for extended periods of time.**

Project Number	Capital Project Title	Capital Project Description
23-11	Second Wildfire Camera for Leech WSA	A secondary wildfire camera to monitor for heat and smoke signatures in the Leech WSA during fire season.

Rapid detection is key to taking action when fires are still small and controllable. An infrared camera network, supported by software to identify potential ignitions, can be monitored by staff and an after hours service to rapidly provide an alert to new fire starts. This allows response staff to arrive before the fire has a chance to dig in and start to spread quickly. There is an existing camera at Mount Healy that "sees" large portions of the Sooke WSA. The Leech WSA is the most remote and least visible area (to the public and staff) and there is a strong benefit to early detection. The camera may need to be supported with a tower and communications upgrades.

Project Number	Capital Project Title	Capital Project Description
16-10	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedness.

Project Rationale In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2016 and 2017 with the anticipated purchase of one or more emergency distribution systems in 2017. Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.

Project Number	Capital Project Title	Capital Project Description
17-13	Asset Management Plan	Development of a plan to inform future areas of study and highlight critical infrastructure improvements.

Project Rationale This plan will bring various components together from items 14-01, 16-07, 16-08, 16-09, 16-10 and 16-11 and form a strategic plan that will identify future study and construction requirements with capital replacement budgets and schedules.Additional funds are required to complete additional investigations highlighted in the 2017 study.

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Project Number	19-15	**Capital Project Title**	Hydraulic Capacity Assessment and Transient Pressure Analysis	**Capital Project Description**	Determine the existing level-of-service for the RWSC transmission system and conduct a transient pressure analysis
Project Rationale	The RWSC transmission is complex with all the connection points to it. Funding is required to determine the available pressures and flows throughout the transmission system and whether it is susceptible to transient pressure waves.				

Project Number	20-08	**Capital Project Title**	Regional Water DCC Program	**Capital Project Description**	Design of a Regional DCC Program
Project Rationale	The municipalities are developing and growing and may result in upgrades to maintain the level of service due to development. Funds are required to design a Regional Water Development Cost Charge program.				

Project Number	20-10	**Capital Project Title**	Condition & Vulnerability Assessment	**Capital Project Description**	Conduct a condition assessment of critical supply infrastructure and assess its possibility of risk.
Project Rationale	The RWSC is a large system with infrastructure of various ages and condition. Funding is required to conduct a condition assessment of critical infrastructure, such as Humpback PRV, and assess their risk of failure and provide a high level timeline for replacement/renewal.				

Project Number	20-11	**Capital Project Title**	Develop Master Plan	**Capital Project Description**	Develop a long term strategic plan to anticipate water demand, water treatment, and future siting of facilities.
Project Rationale	The RWSC is providing water to an increasing population in the CRD. Due to the size and complexity of the supply system, improvements to increase capacity has to be identified and planned out well in advance of the need for the additional water. Funding is required to assess water demand vs available water supply, assess water treatment and future siting of facilities that may be required.				

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Project Number	21-05	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	From #19-15 & #20-11, develop level-of-service agreements for participating municipalities to address hydraulic capacity of infrastructure.
Project Rationale	The RWSC supplies water directly and indirectly to 12 municipalities. Based upon Capital Projects #19-15 and #20-11, level-of-service agreements for participating municipalities will be developed to address hydraulic capacity of infrastructure.				

Project Number	18-07	**Capital Project Title**	Replacement of UV System	**Capital Project Description**	Replacement of the UV system at the Goldstream Water Treatment Plant
Project Rationale	Two 24” UV disinfection units that were decommissioned from the old Charters Creek plant are required to be installed at the JG plant along with electrical and control connections. Inlet and outlet valves are in place, but require 24” stainless steel piping to insert units into place. Funding is required to relocate existing UV disinfection units to the JG plant and provide electrical & control and piping connections. Construction has been spread over two years to correspond with construction over the winter period.				

Project Number	18-08	**Capital Project Title**	Bulk Supply Meter Replacement Program	**Capital Project Description**	Planned replacement of aging bulk meter replacement based upon a condition assessment and water audit.
Project Rationale	This item is to replace, upgrade and install new bulk water meters and related equipment that measure flow and volumes of water delivered to the wholesale customers. Many of the meter stations are in need of upgrading. Funding is required to replace the flow meter and appurtenances.Funding is required for Blue Ridge, Alderly, Holland and Maplewood replacements.				

Project Number	18-15	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Study deficiencies in the current material protection and implement recommendations.
Project Rationale	This item is to assess, design and implement cathodic protection for the various infrastructure, including steel pipes, that are susceptible to corrosion. The supply system has various implementations of cathodic protection ranging from interior/exterior coatings for pipe and passive anodes to impressed current systems with variable results and condition. Funding is required to retain a specialist to conduct a high level assessment of existing infrastructure with recommendations for additional investigation or areas that require immediate attention.				

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Project Number	18-18	**Capital Project Title**	Main No.3 Segment Replacement	**Capital Project Description**	Replacement of segments of Main No. 3 based upon previous studies.
Project Rationale	The existing Main No. 3 is approximately 70 years old. Some section of the 22 km main are steel pipe in known potentially corrosive soils. It is proposed to eventually replace a segment or Main #3 on Wale Road, Island Hwy. and Adams Place in Colwood and View Royal. Conceptual design and options analysis will be undertaken in 2018 with detailed design and construction commencing in 2019 to 2022. Funding is required to retain a consultant to undertake design and to construct a replacement to Main No. 3.				

Project Number	19-05	**Capital Project Title**	Repairs - Kapoor Shutdown	**Capital Project Description**	Repair items such as defects in the Kapoor tunnel, replacement of critical valves, intake exterior inspection and actuator replacement while the Kapoor tunnel is shutdown.
Project Rationale	During the 2016 Kapoor Tunnel inspection numerous deficiencies were noted. Some of the repairs were made and inspected in 2017. Funds are required to complete remaining identified repairs as well as conduct other works, such as head tank valve maintenance, dive inspection of the Intake Tower, hydraulic actuator line replacement, that can only be conducted when the Kapoor Tunnel is offline.				

Project Number	19-23	**Capital Project Title**	Critical Spare Equipment Storage & Pipe Yard	**Capital Project Description**	Plan, design and construct a critical equipment storage building.
Project Rationale	Additional and accessible storage is required at the pipe yard for critical spare equipment such as repair bands and clamps. Funds are required to pland, design and construct an equipment storage building accessible by loading vehicles.				

Project Number	20-16	**Capital Project Title**	Cecelia Meter Replacement	**Capital Project Description**	Replacement of the Cecelia billing meter as well as its enclosure.
Project Rationale	The St Giles and Cecelia meters are aging and in hard to maintain locations. Funding is required to construct new meter sites and decommission and demolition the old sites.				

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Project Number	20-17	**Capital Project Title**	Decommission Smith Hill Site	**Capital Project Description**	Plan and decommission the abandoned Smith Hill reservoir site.
Project Rationale	The Smith Hill reservoir has not been in operation for many years. Funds are required to plan for decommission the site in 2020 and then carry out decommissioning in 2023.				

Project Number	20-32	**Capital Project Title**	pH Adjustment Facility	**Capital Project Description**	Design and construct a pH adjustment facility based upon the results of the pH and corrosion study.
Project Rationale	From the 2019 Capital Project, pH and Corrosion Study, a new facility to adjust pH in the transmission system will be designed and constructed.				

Project Number	21-06	**Capital Project Title**	Sooke Lake Dam Spillway Hoist and Stop Log Replacement	**Capital Project Description**	Replacement of the sluice gate spillway hoist and stop logs at Sooke Lake Dam.
Project Rationale	The Sooke Lake Dam Spillway Hoist is at it's end of life and poses a risk of failure when required for use of lowering the high level gate barriers. Funds are required to replace the hoist.				

Project Number	21-07	**Capital Project Title**	Goldstream Water Treatment Plant Communications Upgrade	**Capital Project Description**	Increase reliability and resilience of data and voice communications between the UV Plant, Sodium Hypochlorite Building, Ammonia Building.
Project Rationale	The communications systems between the UV Plant, Sodium Hypochlorite Building and Ammonia Building operate on separate systems, requiring additional time and processes to access one from the other. Funds are required to optimize the communications system to increase reliability and resilience of data and voice communications between the facilities.				

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Project Number	21-09	**Capital Project Title**	Goldstream Water Chlorination Gas System Removal	**Capital Project Description**	Plan and construct provisions for removal of chlorination system
Project Rationale	The Goldstream Water Treatment Plant has undergone numerous upgrades and updates, both large and small since its initial construction. There are numerous vestigial mechanical and electrical assets that require planned removal. Funds are required to plan and remove unused assets that affect maintenance of the system.				

Project Number	21-10	**Capital Project Title**	SCADA Masterplan and System Upgrades	**Capital Project Description**	Update the SCADA Master Plan in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The SCADA and radio system utilized by the RWS comprises of components ranging from 2-25 years in age. A planned replacement of assets, to be coordinated with the Juan de Fuca Water Distribution and Saanich Peninsula Water & Wastewater Systems is required to create a more resilient and cohesive communications system				

Project Number	21-11	**Capital Project Title**	RWS Supply Main No. 4 Upgrade	**Capital Project Description**	Upgrade vulnerable sections of the RWS Supply Main No. 4 and Main No. 1 to a resilient system to better able to withstand a seismic event. Vulnerable sections are Concrete Cylinder pipe material which is susceptible to failure during a seismic event. This is part of project partnered with the Saanich Peninsula Water system.
Project Rationale	Sections of RWS Supply Main No. 4 have been identified as being vulnerable due to age and material type during a seismic event and require replacement. To support replacement of the Goldstream section of Main No. 4, improvements to RWS Supply Main No. 1 are required, such as replacement of approximately 40 m of transmission Main #1 at Watkiss Way and upgrade of the Watkiss PRV, upgrade of the Millstream PRV, modifications to the Humpback PRV and construction of five new pressure control stations. This project is part of a project partnered with the Saanich Peninsula Water System to increase the resilience of the water system by replacing vulnerable sections of transmission mains.The budget breakdown of the works: Goldstream section of Main #4 $21,975,000; Watkiss Way section of Main #1 $950,000; Watkiss PRV $1,250,000; Millstream PRV $1,350,000; Humpback PRV improvements $825,000; Five new PRVs $9,050,000.				

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Project Number	21-12	**Capital Project Title**	SRRDF Upgrade	**Capital Project Description**	Increased water flows in the Sooke region have resulted in an additional sodium hypochlorite dosing pump and automation for summer flows.
Project Rationale	Due to increased water flows in the Sooke region, an additional sodium hypochlorite dosing pump and automation is required. Funds are required to carry out the upgrades.				

Project Number	22-14	**Capital Project Title**	Sooke River Intake Feasibility	**Capital Project Description**	A feasibility study for an intake from Sooke River to replace the Main No. 15 salmon fishery contribution, for a variety of reasons.
Project Rationale	The feasibility to construct an intake from Sooke River to replace the Main No. 15 salmon fishery contribution.				

Project Number	22-15	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the RWS system, a microwave communications system will be installed.
Project Rationale	Supports current and future fire detection cameras.				

Project Number	22-16	**Capital Project Title**	Goldstream WTP Drainage Improvements	**Capital Project Description**	Construct drainage improvements for the Goldstream Water Treatment Plant and assess
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

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Project Number	22-17	**Capital Project Title**	Goldstream WTP Safety Improvements	**Capital Project Description**	Construct employee and public safety improvements such as a trail notification system if there was an ammonia spill.
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.				

Project Number	16-16	**Capital Project Title**	Implications from Goldstream Dam Safety Review	**Capital Project Description**	Conduct dam improvements at the Goldstream dams that resulted for the Dam Safety Review and routine inspections (refer to the Dam Safety Database).
Project Rationale	The Goldstream Dams Dam Safety Review was initiated in 2015 and delivered in 2016 and the review provided recommendations for dam safety improvements for the 11 dams in the Goldstream Watershed. The dam deficiencies and related projects are identified in the Dam Safety Database.				

Project Number	16-17	**Capital Project Title**	Butchart Dam No. 5 Remediation Planning & Construction	**Capital Project Description**	Phase 1 Rehabilitation (grouting) of Butchart Dam No. 5 and planning for Phase 2.
Project Rationale	Butchart Dam #5 was observed to have a sinkhole on the downstream slope. The earthfill dam was founded on limestone in the about 1905 and seepage issues have occurred since that time. A geotechnical investigation was conducted in 2016, and remediation has been recommended by geotechnical consultant. It is proposed to complete detailed design of remediation in 2018 and construction of repairs in 2019.				

Project Number	17-25	**Capital Project Title**	Implications from Sooke Lake Dam Safety Review	**Capital Project Description**	Conduct dam improvments at the Sookel Lake Dam that resulted from the Dam Safety Review and routine inspections (refer to the Dam Safety Database)
Project Rationale	The 2016 Dam Safety Review Audit was completed and provided a list of recommended improvements. Upcoming capital work to be completed is identified in the dam safety database.				

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Project Number	18-19	**Capital Project Title**	Sooke Lake Dam - Instrumentation System Improvements	**Capital Project Description**	Complete dam performance instrumentation system/surveillance improvements for the Sooke Lake Dam.
Project Rationale	The 2016 Dam Safety Review identified and recommended various dam safety surveillance instrumentation improvements including piezometers, weirs, seismometers, etc. An Instrumentation system plan was completed and includes a prioritized list of improvement projects.				

Project Number	18-20	**Capital Project Title**	Sooke Lake Dam - Breach Risk Reduction Measures	**Capital Project Description**	Implement measures to reduce Sooke Lake Dam breach implications in the unlikely event of dam failure (refer to the NHC Consulting study).
Project Rationale	A Dam Breach Assessment and Inundation Zone Mapping proecjt was completed in 2017 by an engineering consutlant and risk mitigation measures included structural and non-structural measures to lower risk should a dam breach occur. The measures are captured in the Dam Safety Database.				

Project Number	19-07	**Capital Project Title**	Integrate Dam Performance and Hydromet to SCADA	**Capital Project Description**	Integrate the dam safety instrumentation/surveillance (i.e. piezometers and weirs) and HydroMet stations to report to WIO through the existing SCADA system.
Project Rationale	Based on capital project 18-19, dam performance piezometers and weirs and Hydromet/Dam Safety Instrumentation stations will be integrated through the SCADA system.				

Project Number	19-09	**Capital Project Title**	Cabin Pond Dams Decommissioning	**Capital Project Description**	The Cabin Pond Dams (x2) have been retired from drinking water service, plan to decommission.
Project Rationale	The two Cabin Pond Dams has been retired from drinking water service with no other interested owners. Funds are required to plan and implement decommissioning of the dams.				

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Project Number	19-12	**Capital Project Title**	Goldstream Dams Instrumentation Improvements	**Capital Project Description**	Conduct dam safety instrumentation/surveillance improvements (refer to report from Thurber Engineering).
Project Rationale	Thurber completed a study on the Goldstream Dam instrumentation and found numerous deficiencies with respect to dam safety. Funds are required to design and implement improvements to the Goldstream Dam instrumentation.				

Project Number	19-13	**Capital Project Title**	Dam Safety Instrumentation	**Capital Project Description**	The existing dam safety instrumentation/surveillance equipment is getting older and will need to be replaced/rehabilitated (does not include pending SCADA effort).
Project Rationale	Aging Hydromet/Dam Safety Instrumentation stations maintained by Infrastructure Engineering require replacement so that ongoing monitoring within the watersheds can be maintained. Funds are required for upgrades and replacement of existing Hydromet Stations.				

Project Number	20-19	**Capital Project Title**	Goldstream System High Level Outlet Valve Replacements	**Capital Project Description**	The Goldstream and Butchart high level outlet valves have been identified as requiring replacement.
Project Rationale	Through dam safety inspections and routine operations, the Goldstream and Butchart high level outlet valves have been identified as requiring replacement. Funds are required to design and replace the valves.				

Project Number	21-03	**Capital Project Title**	Deception Dam - Dam Safety Review 2021 & Improvements	**Capital Project Description**	Conduct a Dam Safety Review and improvements for the Deception Dam.
Project Rationale	Deception Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipcated to be an "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.				

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Project Number	Capital Project Title	Capital Project Description
21-04	Saddle Dam - Dam Safety Review 2021 & Improvements	Conduct a Dam Safety Review and improvements for the Saddle Dam.

Project Rationale Saddle Dam has a consequence classification of "very high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent year to complete recommended dam safety improvements.

Project Number	Capital Project Title	Capital Project Description
21-21	Goldstream Dams - 4 Low Level Gate Improvements	Logistics planning in 2021, installation in 2022

Project Rationale Several of the water control gates related to the Goldstream dams are in need of repair and possibly replacement.

Project Number	Capital Project Title	Capital Project Description
21-22	Charters Dam - Dam Safety Review 2021	Legislated obligation to conduct Dam Safety Review.

Project Rationale Charters Dam has a consequence classification of "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2011. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. A dam decommissioning study is in progress and the DSR will only proceed if needed, as determined by the Dam Safety officer.

Project Number	Capital Project Title	Capital Project Description
22-08	Deception Dam Surveillance Improvements	Replace and supplement the Dam Safety Instrumentation at Deception Dam.

Project Rationale The latest engineering data review identified deficiencies with the existing piezometers and seepage weir. It is proposed to prepare a system improvement plan and thereafter complete repairs, improvmetn and install supplementary dam performance instrumentation.

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Project Number	23-01	**Capital Project Title**	Sooke Lake Dam Update Seismic Assessment	**Capital Project Description**	Conduct a seismic assessment of the Sooke Lake Dam as per the previous Dam Safety Reviews.
Project Rationale	The Sooke Lake Dam requires periodic seismic assessment updates. Funds are required to retain a consultant to conduct an update to the Sooke Lake Dam Seismic Assessment.				

Project Number	23-07	**Capital Project Title**	Sooke Lake Dam Spillway and Gates Retrofit	**Capital Project Description**	Detail and construct seismic retrofits for the existing structures initially focusing on the spillway and gates structures.
Project Rationale	The siesmic assessment completed in 2017 included recommendations for siesmic retrofits for Sooke Lake Dam including siesmic anchoring of the spillway, gate structure and the intake tower bridge.				

Project Number	23-08	**Capital Project Title**	Regional Watershed Dams – Flood Forecasting System	**Capital Project Description**	Update the existing flood forecasting system (WD4Cast) to a modern version including Standard Operating Procedures and training for staff.
Project Rationale	The 2016 Dam Safety Review included a recommendation to improve the flood forecasting system, which is becoming more important with Climate Change. This item will update the existing flood forecasting system from WD4Cast to a modern version including Standard Operating Procedures and training for staff.				

Project Number	23-09	**Capital Project Title**	Sooke Lake Dam - Dam Safety Review 2023 & Addressing Implications	**Capital Project Description**	Conduct a Dam Safety Review (recommended 10 year review cycle)
Project Rationale	Sooke Lake Dam has a consequence classification of "extreme" and a dam safety review is required to be completed every seven years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2016. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				

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Project Number	25-01	**Capital Project Title**	Goldstream Dam - Dam Safety Review 2025 & Addressing Implications	**Capital Project Description**	Conduct a Dam Safety Review in 2023 (recommended 10 year review cycle)
Project Rationale	The Goldstream Watershed Dams have a consequence classification of "low" to "high" and a dam safety review is required to be completed every ten years under the current B.C. Dam Safety Regulation. The last dam safety review was completed in 2015. The dam safety review is anticipated to be and "audit-style" assessment of the physical condition of the dam, operations, maintenance, surveillance, identification of dam safety deficiencies and recommendations for dam safety improvements. Project includes budget for subsequent years to complete recommended dam safety improvements.				

Project Number	25-02	**Capital Project Title**	Probable Maximum Flood and Inflow Design Flood Updates	**Capital Project Description**	Update the previous edition from 2015 (recommended 10 year review cycle).
Project Rationale	The various Dam Safety Reviews and Canadian Dam Safety Guideline recommend updating the reservoir inflow design flood and freeboard analysis every ten years.				

Project Number	**20-04**	**Capital Project Title**	Sooke Lake HyDy Model Development	**Capital Project Description**	Critical data collection, model building+calibration, model utilization for 3 different scenarios
Project Rationale	This project consists of the following different phases: 2020/2021 Procurement/Rental of monitoring equipment to fill critical data gaps; 2022 Consulting contract to build the hydrodynamic lake model and calibrate it against existing data; 2022 Consulting contract to run the model for a North Basin intake scenario; 2023 Consulting Contract to run the model for investigating impacts of a diversion of Leech River water into Sooke Lake; 2024 Consulting Contract for investigating impacts of wind induced seiches in Sooke Lake.				

Project Number	21-13	**Capital Project Title**	Flowcam Imaging System	**Capital Project Description**	Utilize semi-automated algal analysis to meet increased demands without increasing FTEs
Project Rationale	Demand for algal monitoring of the watershed areas has increased due to the monitoring of the Leech Watershed Area and overall increased monitring due to the potential effects of climate change on the water supply for Greater Victoria. The Flowcam imaging system is a semiautomated flow cytometer imaging system that can increase sample analysis capacity substantially to meet the demand without increasing FTEs in an expert role. Water Quality also analyzes algal samples for CRD-operated local service area drinking water sources and recovers costs through internal charges back to RWS.				

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Project Number	21-29	**Capital Project Title**	Microbiological plate pourer	**Capital Project Description**	Automation of manual process to increase capacity/worker safety
Project Rationale	Currently microbiological media is heated to melting on a hotplate and manually poured into Petri dishes, and sample workload has increased such that staff spend a significant amount of time on this potentially hazardous activity. This piece of equipment automates the process to eliminate the risk of burn injuries from handling hot, sterilized media in glassware.				

Project Number	22-05	**Capital Project Title**	WQ Lab Capital Improvements	**Capital Project Description**	Building improvements in the lab
Project Rationale	Replacement of floor covering and wooden cabinetry original to the building due to deterioration/ wear and tear.				

Project Number	22-06	**Capital Project Title**	Sooke Lake Food Web Study	**Capital Project Description**	Assess the aquatic food web structure and create an inventory of fish and invertebrate species and distribution in Sooke Lake Reservoir - to be used as indicators of stream health
Project Rationale	CRD has been using predominantly algal data as an indicator for stream health and condition assessment in the source waters. To gain a better understanding of the source water conditions and how they may change over time it is necessary to expand this indicator system for other trophic levels in the food web. Sooke Lake Reservoir is of particular interest as the primary and critical water source for the GVDWS and therefore a aquatic food web study will be commissioned on this lake.				

Project Number	22-07	**Capital Project Title**	Bulk-Water Connection Backflow Protection Study	**Capital Project Description**	Investigate all bulk-water connections to CRD or municipal systems and identify the need for backflow protection
Project Rationale	While the CRD has a new policy requiring backflow considerations for the design of new connections to CRD supply mains, there are a number of existing connections that are unprotected or that are unknown if protected. Also, there are numerous bulk-water connections to municipal mains (Stratas, First Nation lands, federal lands) that may be unprotected. This study is to create an inventory of all bulk-water connections to public water systems in the GVDWS and to assess the risk of backflow.				

Service:	2.670	Regional Water Supply

Project Number	23-06	**Capital Project Title**	GVDWS Nitrification Study	**Capital Project Description**	Investigate nitrification occurrence and potential impacts on drinking water quality
Project Rationale	With the operation of the upgraded Goldstream disinfection process (liquid NH3 and hypo) the volatility of the residual products and potential for nitrification in the distribution systems needs to be studied to assess any potential impacts to the drinking water quality.				

Project Number	22-19	**Capital Project Title**	Microbiological Media Preparator	**Capital Project Description**	Microbiological media preparator for automation of manual/hazardous tasks
Project Rationale	Staff spend many manual hours preparing and pouring molten micriobiological media for use in water and waste water testing. In 2021, a plate pourer was added for safety reasons (to minimize staff exposure to handling hot liquids) and the preparator will provide further automation and safety benefits, greatly reducing potential for staff injury due to burns or musculoskeletal injuries.				

Project Number	24-02	**Capital Project Title**	Boat Motor Replacement with Electric Outboards (Sooke and Goldstream Boats)	**Capital Project Description**	50hp and 15hp motor replacement due to age and water quality concerns, large electric outboards are already available from Torqeedo for instance
Project Rationale	When the existing boat motors are due for replacement they shall be replaced with electric outboard motors to reduce emmissions and to provide clean propulsion of CRD boats on the drinking water source lakes. This will reduce the risk of fuels spills and eliminate combustion exhausts entering the water.				

Service:	2.670	Regional Water Supply

Project Number	17-27	**Capital Project Title**	Watershed Bridge and Culvert Replacement	**Capital Project Description**	Replacement of small culverts and bridges throughout the GVWSA.
Project Rationale	This provides annual funding for the replacement of culverts and bridges that have reached end of life and/or are undersized given present knowledge of potential peak water flows and anticipated climate change effects. With the completion of peak flow modelling of all major structures in the Sooke and Goldstream WSAs in 2017, additional funds are required beginning in 2018 to upgrade identified structures to current standards. Costs of upgrades have increased significantly in the last 5 years.				

Project Number	17-28	**Capital Project Title**	Watershed Security Infrastructure Upgrade and Replacement	**Capital Project Description**	New, upgrade and replacement of security infrastructure in the GVWSA.
Project Rationale	The outer boundary of the Leech, Sooke and Goldstream Water Supply Areas is approximately 119 kilometers in length. Main access roads are gated and there are 11 kilometers of existing security fencing. A constant effort is needed to maintain a Closed Watershed Policy. Through monitoring, high incident areas are identified, security plans are developed, and security infrastructure (fencing, gates and signage) is installed or upgraded where required. The uplift in provisional funding requested in 2017 has been reduced given full integration of the Weeks Lake area within the GVWSA, completion of fencing and gates related to the Sooke Hills Wilderness Trail and with seperate capital projects for autogates.				

Project Number	17-29	**Capital Project Title**	Water Supply Area Equipment Replacement	**Capital Project Description**	Hydrometeorological, fireweather and wildfire suppression equipment replacement.
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for wildfire suppression and spill response, fire weather stations, hydro-meteorological monitoring and water quality sampling and monitoring equipment. Given an expansion of the hydrology and meteorology network of stations and sensors, an additional $50,000 per year is added in 2020 and going forward. In 2021 and going forward, funding is reduced by $20,000 as water quality equipment will be funded under a separate line item (21-17).				

Project Number	17-30	**Capital Project Title**	Transmission Main Repairs	**Capital Project Description**	Emergency repairs to the transmission mains.
Project Rationale	Each year a visual inspection of this critical supply tunnel is carried out by CRD staff. This capital item allows for minor repairs that are discovered during these inspections. This also allows for annual funding for repair of emergency breaks on large diameter supply mains.				

Service:	2.670	Regional Water Supply

Project Number	17-31	**Capital Project Title**	Transmission System Components Replacement	**Capital Project Description**	Replacement and repair of transmission components.
Project Rationale	This is an annual allowance for the capital costs for the replacement and repair of supply system components that fail under normal operation and maintenance during the year.				

Project Number	17-33	**Capital Project Title**	Disinfection Equipment Parts Replacement	**Capital Project Description**	Replacement of incidental equipment and parts associated with the disinfection system.
Project Rationale	The annual work includes the replacement of the plastic gas feed piping that has become very brittle, installing air valves on the ammonia solution lines, installing and replacing shut off valves on the booster pumps supply piping, installing indicator stems on UV cooling water valves, relocating the UV cooling water feed pipes, improving the landscaping around the UV building to reduce dust and other minor upgrades.				

Project Number	17-34	**Capital Project Title**	Supply System Computer Model Update	**Capital Project Description**	Annual update of the regional hydraulic model.
Project Rationale	This item is to allow for staff and consultant time each year to keep the hydraulic computer model current.				

Project Number	19-16	**Capital Project Title**	Dam Improvements	**Capital Project Description**	Items not covered by Dam Safety Reviews, but brought up in Dam Safety Inspections and Dam Safety Reviews and address itesm in the dam safety database/risk registry
Project Rationale	Dam Satey Inspections are carried out throughout the year and result in minor improvements at each dam annually. These improvements are minor in nature and are typically not covered in the Dam Safety Review. Funds are required to carry out the dam safety improvements resulting from Dam Safety Inspections.				

Service:	2.670	Regional Water Supply

Project Number	19-22	**Capital Project Title**	SCADA Repairs & Equipment Replacement	**Capital Project Description**	Items not covered by the SCADA Replacement and SCADA Master Plan, but integral in maintaining the SCADA System and revenue meter system.
Project Rationale	This item is to allow for unplanned SCADA repairs and equipment replacement not covered by the capital projects SCADA Replacement.				

Project Number	21-15	**Capital Project Title**	Corrosion Protection	**Capital Project Description**	Replace corrosion protection assets, such as coatings, for the transmission system when identified.
Project Rationale	There are numerous assets with varying levels of corrosion protection throughout the RWS system. Funds are required to ensure that corrosion protection assets are replaced or rehabilitated when identified.				

Service:	2.670	Regional Water Supply

Project Number	21-16	**Capital Project Title**	Valve Chamber Upgrades	**Capital Project Description**	Replace failing valves and appurtenances along the RWS supply system.
Project Rationale	The RWS system has numerous isolation and air valves along the transmission system, usually in underground chambers. Funds are required for replacement of valves and chamber upgrades as they are identified.				

Project Number	21-17	**Capital Project Title**	Water Quality Equipment Replacement	**Capital Project Description**	Replacement of water quality equipment for the water quality lab and water quality operations
Project Rationale	This provides annual funding for the replacement or upgrading of equipment for the water quality lab, sampling, and operations. Of this provisional budget, $20,000 was previously included in item 17-29 (Water Supply Area annual provisional budget)				

Project Number	21-18	**Capital Project Title**	LIMS support	**Capital Project Description**	Support for LIMS database
Project Rationale	Provides for support for the laboratory information management system				

Project Number	17-35	**Capital Project Title**	Vehicle & Equipment Replacement (Funding from Replacement Fund)	**Capital Project Description**	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system.
Project Rationale	This is for replacement of vehicles and equipment used by CRD Water Services for the day-to-day operation and maintenance of the supply system. The Equipment Replacement Fund is used to fund the expenditure. The requests have been adjusted to align with the pricing for electric vehicles.				

Service:	2.670	Regional Water Supply

Project Number	20-22	**Capital Project Title**	Vehicle for the Dam Safety Program	**Capital Project Description**	New Transit Van
Project Rationale	An additional pick up is required for the dam safety program. The request has been adjusted to align with the pricing for an electric Transit Van.				

Project Number	20-23	**Capital Project Title**	Vehicle for the CSE Support Program	**Capital Project Description**	New Transit Van
Project Rationale	A new Transit van is required to support the Confined Space Entry Support program. The request has been adjusted to align with the pricing for an electric Transit Van.				

Project Number	21-30	**Capital Project Title**	Vehicle for Warehouse Operations	**Capital Project Description**	New pick up
Project Rationale	For use of the warehouse worker to source supplies and materials in support of the remote sites.This warehouse worker will maintain wastewater stores and will travel and transport as required items between stores locations. A pickup truck will be required. The request has been aligned with the pricing for an electric Pick Up.				

Project Number	22-18	**Capital Project Title**	Electric Vehicle Charging Stations	**Capital Project Description**	7 Dual charging stations at 479 Island Hwy and 1 Dual charging station at the Watershed Protection FOC
Project Rationale	EV Charging Stations Are required at 479 Island Hwy and the Watershed Protection FOC in order to charge the EV's being purchased during 2021, 2022 and future budget periods. The installation costs per charger is reduced when more than one is installed at a time. There are grants available that will cover approx. 50% of all costs.				

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
- *Repairs, upgrades and changes to the buildings (provisional $50,000)*
- *Painting of the buildings. (provisional $10,000 annually)*
- *Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)*
- *Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)*

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale *Service Life and projected replacement:*
- *The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.*
- *The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.*
- *Support for repairs and maintenance of the present radio will continue for the next 3 years at least.*
- *There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.*

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station* ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator****.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	Capital Project Title	Capital Project Description
17-04	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	Capital Project Title	Capital Project Description
17-05	Development of the Maintenance Management Systems	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	Capital Project Title	Capital Project Description
17-06	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	Capital Project Title	Capital Project Description
17-07	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.670 Regional Water Supply
Asset/ Reserve Schedule
2022 - 2026 Financial Plan

Asset Profile

Regional Water Supply

System assets include the lands, dams and source water reservoirs within the water supply areas, intake and source conduits, two water treatment plants, pressure regulating facilities, nine supply mains, three balancing reservoirs and revenue water meters in the water transmission system.

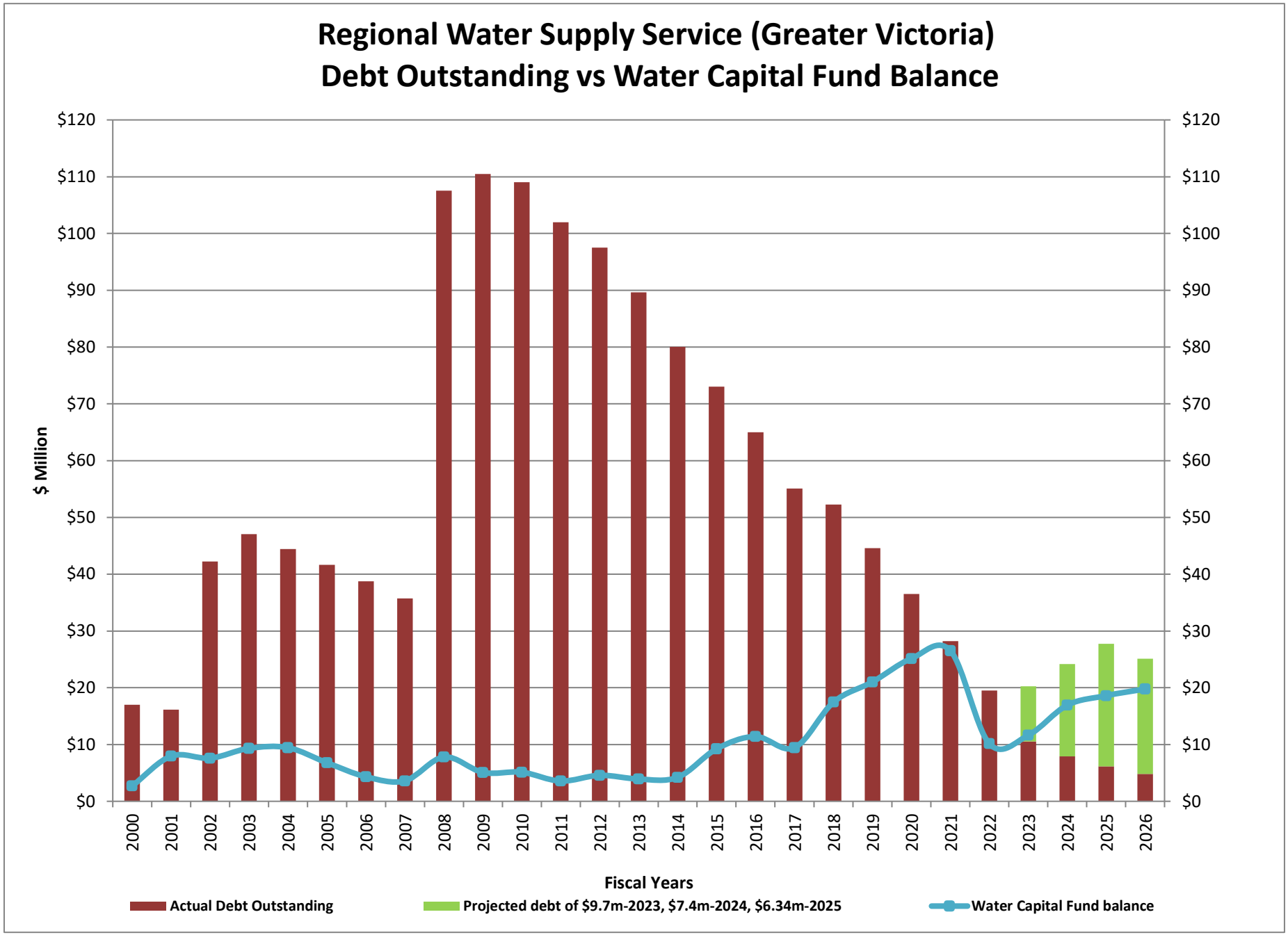
Equipment Replacement Reserve Schedule

Reserve Fund: 2.670 Regional Water Supply Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101454	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	2,031,817	2,364,344	2,700,884	1,990,603	1,965,968	2,046,342	1,997,253
Equipment purchases (Based on Capital Plan)	(27,153)	(19,000)	(1,205,250)	(406,000)	(290,000)	(450,000)	(200,000)
Transfer from Operating Budget	299,294	297,540	314,181	320,465	326,874	333,411	340,080
Proceeds on disposals	40,475	38,000	180,788	60,900	43,500	67,500	30,000
Interest Income*	19,911	20,000					
Ending Balance $	**2,364,344**	**2,700,884**	**1,990,603**	**1,965,968**	**2,046,342**	**1,997,253**	**2,167,333**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.


Regional Water Supply Service (Greater Victoria)
Debt Outstanding vs Water Capital Fund Balance
$ Million
$0
$10
$20
$30
$40
$50
$60
$70
$80
$90
$100
$110
$120
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Years
Actual Debt Outstanding
Projected debt of $9.7m-2023, $7.4m-2024, $6.34m-2025
Water Capital Fund balance

APPENDIX C

REGIONAL WATER SUPPLY COMMISSION
Agricultural Water Rate Funding Comparisons 2011 - 2020

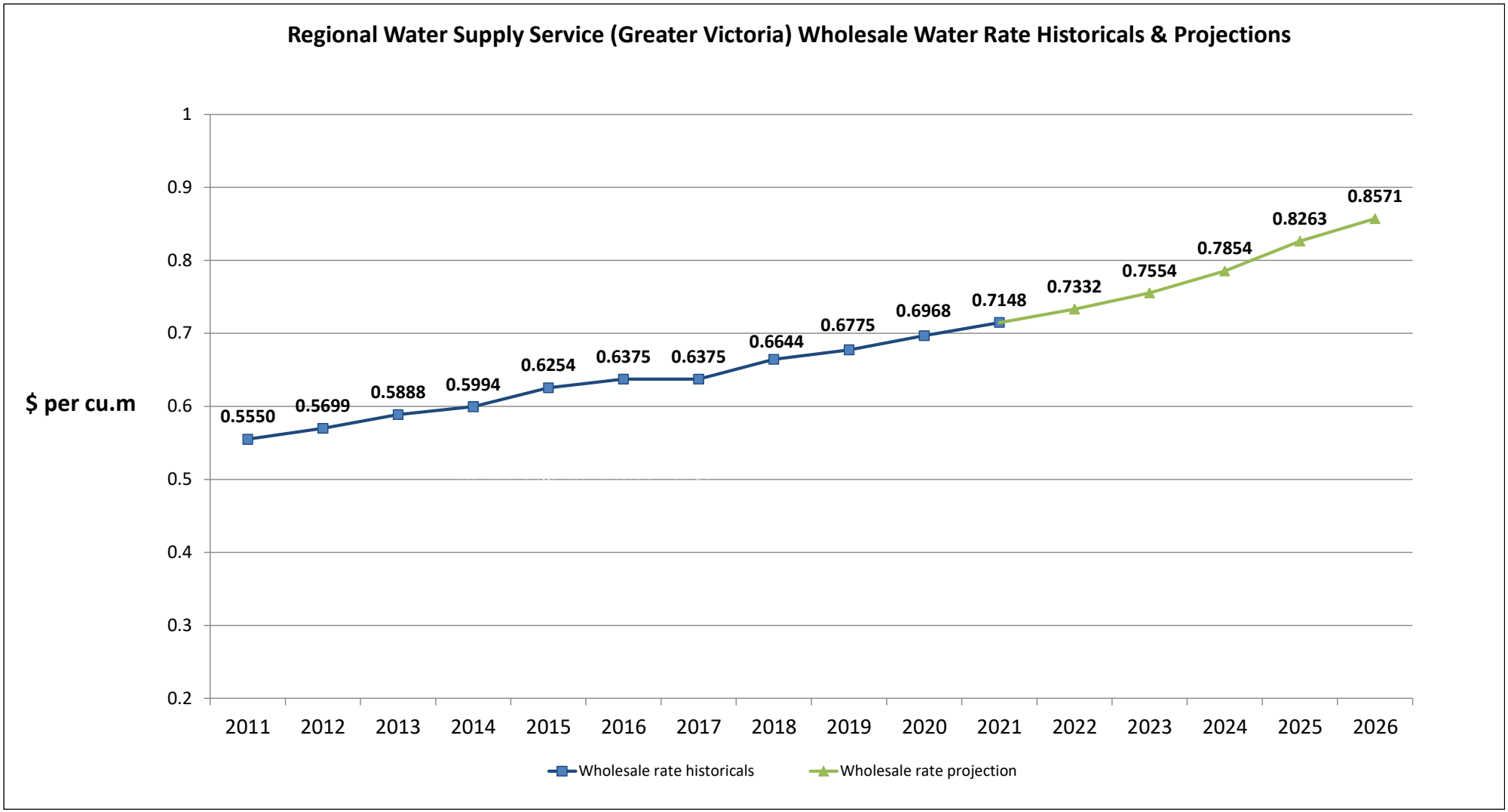
		No. of AR Accounts	No. of AG Accounts	AR Volume m3	AG Volume m3	Avg AR Volume m3 (Vol/Accts)	Avg AG Volume m3	Agri Rate Consumption Costs	Agri Fixed Charge Costs	Total Agri Subsidy Paid out (Cons + Fixed)	Avg Agri Cost $ (Paid/Accts)	%age of Total Paid out	Rate Differential Municipal Rate m3 A	Agri Rate m3 B	Muni-CRD Diff m3 A - B
Western Communities & Sooke *															
	2020	84	15	42,432	51,118	505	3,408	$ 187,605	$ -	$ 187,605	$ 1,895	11.9%	$ 2.2159	$ 0.2105	$ 2.0054
	2019	86	14	36,598	50,277	426	3,591	$ 165,297	$ -	$ 165,297	$ 1,653	11.1%	$ 2.1132	$ 0.2105	$ 1.9027
	2018	95	18	40,657	19,669	428	1,093	$ 112,411	$ -	$ 112,411	$ 995	7.9%	$ 2.0739	$ 0.2105	$ 1.8634
	2017	81	11	33,458	11,628	413	1,057	$ 76,754	$ -	$ 76,754	$ 834	5.6%	$ 1.9129	$ 0.2105	$ 1.7024
	2016	80	11	41,248	8,652	516	787	$ 84,950	$ -	$ 84,950	$ 934	5.9%	$ 1.9129	$ 0.2105	$ 1.7024
	2015	79	11	33,537	7,078	425	643	$ 64,968	$ -	$ 64,968	$ 722	5.1%	$ 1.8101	$ 0.2105	$ 1.5996
	2014	79	11	29,419	9,074	372	825	$ 60,769	$ -	$ 60,769	$ 675	5.6%	$ 1.7892	$ 0.2105	$ 1.5787
	2013	80	11	25,532	5,578	319	507	$ 46,438	$ -	$ 46,438	$ 510	4.7%	$ 1.7032	$ 0.2105	$ 1.4927
	2012	79	13	23,617	5,932	299	456	$ 40,828	$ -	$ 40,828	$ 444	4.3%	$ 1.5922	$ 0.2105	$ 1.3817
	2011	75	11	27,910	4,893	372	445	$ 43,641	$ -	$ 43,641	$ 507	5.2%	$ 1.5409	$ 0.2126	$ 1.3283
Central Saanich															
	2020	278	49	375,646	233,214	1,351	4,759	$ 873,579	$ 6,768	$ 880,347	$ 2,692	56.0%	$ 1.8047	$ 0.2105	$ 1.5942
	2019	276	47	421,804	210,499	1,528	4,479	$ 862,430	$ 2,162	$ 864,592	$ 2,677	58.0%	$ 1.7260	$ 0.2105	$ 1.5155
	2018	278	49	378,593	297,433	1,362	6,070	$ 866,699	$ 7,003	$ 873,702	$ 2,672	61.3%	$ 1.6350	$ 0.2105	$ 1.4245
	2017	296	49	398,087	298,522	1,345	6,092	$ 792,125	$ 7,003	$ 799,128	$ 2,316	58.7%	$ 1.5575	$ 0.2105	$ 1.3470
	2016	297	51	446,241	303,419	1,502	5,949	$ 879,396	$ 7,191	$ 886,587	$ 2,548	61.1%	$ 1.5139	$ 0.2105	$ 1.3034
	2015	294	51	412,060	246,292	1,402	4,829	$ 739,282	$ 7,144	$ 746,426	$ 2,164	58.4%	$ 1.4582	$ 0.2105	$ 1.2477
	2014	294	49	361,801	190,895	1,231	3,896	$ 596,515	$ 6,808	$ 603,323	$ 1,759	55.7%	$ 1.4033	$ 0.2105	$ 1.1928
	2013	296	45	321,518	194,848	1,086	4,330	$ 542,837	$ 4,186	$ 547,023	$ 1,604	55.7%	$ 1.3799	$ 0.2105	$ 1.0525
	2012	280	41	325,663	210,906	1,163	5,144	$ 518,454	$ 5,658	$ 524,112	$ 1,633	55.6%	$ 1.2841	$ 0.2105	$ 0.9662
	2011	210	38	312,702	169,206	1,489	4,453	$ 462,183	$ 5,244	$ 467,427	$ 1,885	56.1%	$ 1.2867	$ 0.2126	$ 0.9667
North Saanich **															
	2020	102	16	57,433	108,453	563	6,778	$ 223,532	$ -	$ 223,532	$ 1,894	14.2%	$ 1.5580	$ 0.2105	$ 1.3475
	2019	94	15	58,278	95,030	620	6,335	$ 201,370	$ -	$ 201,370	$ 1,847	13.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2018	100	16	97,574	70,666	976	4,417	$ 220,982	$ -	$ 220,982	$ 1,905	15.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2017	100	13	151,773	53,551	1,518	4,119	$ 245,456	$ -	$ 245,456	$ 2,172	18.0%	$ 1.4643	$ 0.2105	$ 1.2538
	2016	100	12	148,450	36,774	1,485	3,065	$ 230,697	$ -	$ 230,697	$ 2,060	15.9%	$ 1.4560	$ 0.2105	$ 1.2455
	2015	106	14	151,656	38,066	1,431	2,719	$ 230,948	$ -	$ 230,948	$ 1,925	18.1%	$ 1.4278	$ 0.2105	$ 1.2173
	2014	98	14	133,853	30,372	1,366	2,169	$ 194,919	$ -	$ 194,919	$ 1,740	18.0%	$ 1.3974	$ 0.2105	$ 1.1869
	2013	102	13	141,845	30,647	1,391	2,357	$ 200,004	$ -	$ 200,004	$ 1,739	20.4%	$ 1.3700	$ 0.2105	$ 1.1595
	2012	99	13	117,497	45,227	1,187	3,479	$ 188,679	$ -	$ 188,679	$ 1,685	20.0%	$ 1.3700	$ 0.2105	$ 1.1595
	2011	101	13	106,393	34,921	1,053	2,686	$ 163,558	$ -	$ 163,558	$ 1,435	19.6%	$ 1.3700	$ 0.2126	$ 1.1574
Saanich															
	2020	68	53	40,416	144,443	594	2,725	$ 268,877	$ 10,867	$ 279,745	$ 2,312	17.8%	$ 1.6650	$ 0.2105	$ 1.4545
	2019	68	51	37,086	140,512	545	2,755	$ 249,436	$ 10,278	$ 259,714	$ 2,182	17.4%	$ 1.6150	$ 0.2105	$ 1.4045
	2018	70	49	37,503	111,896	536	2,284	$ 208,786	$ 9,996	$ 218,782	$ 1,839	15.3%	$ 1.5910	$ 0.2105	$ 1.3805
	2017	80	50	38,201	132,092	478	2,642	$ 229,604	$ 9,719	$ 239,324	$ 1,841	17.6%	$ 1.5600	$ 0.2105	$ 1.3495
	2016	71	53	36,409	139,764	513	2,637	$ 237,745	$ 10,056	$ 247,802	$ 1,998	17.1%	$ 1.5600	$ 0.2105	$ 1.3495
	2015	75	51	74,841	129,225	998	2,534	$ 226,276	$ 9,727	$ 236,003	$ 1,873	18.5%	$ 1.5420	$ 0.2105	$ 1.3315
	2014	72	53	46,230	177,633	642	3,352	$ 213,981	$ 9,883	$ 223,863	$ 1,791	20.7%	$ 1.4560	$ 0.2105	$ 1.2455
	2013	65	50	35,745	122,456	550	2,449	$ 179,004	$ 9,655	$ 188,659	$ 1,641	19.2%	$ 1.3420	$ 0.2105	$ 1.1315
	2012	68	47	38,212	138,455	562	2,946	$ 180,466	$ 9,235	$ 189,701	$ 1,650	20.1%	$ 1.2320	$ 0.2105	$ 1.0215
	2011	71	46	101,235	121,896	1,426	2,650	$ 149,584	$ 9,118	$ 158,703	$ 1,356	19.0%	$ 1.1530	$ 0.2126	$ 0.9404
Totals															
	2020	532	133	515,927	537,228	970	4,039	$ 1,553,594	$ 17,635	$ 1,571,229	$ 2,363	100%			
	2019	524	127	553,766	496,318	1,057	3,908	$ 1,478,533	$ 12,440	$ 1,490,973	$ 2,290	100%			
	2018	543	132	554,327	499,664	1,021	3,785	$ 1,408,879	$ 16,999	$ 1,425,878	$ 2,112	100%			
	2017	557	123	621,519	495,793	1,116	4,031	$ 1,343,940	$ 16,722	$ 1,360,663	$ 2,001	100%			
	2016	548	127	672,348	488,609	1,227	3,847	$ 1,432,788	$ 17,247	$ 1,450,036	$ 2,148	100%			
	2015	554	127	672,094	420,661	1,213	3,312	$ 1,261,474	$ 16,871	$ 1,278,344	$ 1,877	100%			
	2014	543	127	571,304	407,973	1,052	3,212	$ 1,066,184	$ 16,691	$ 1,082,874	$ 1,616	100%			
	2013	543	119	524,640	353,529	966	2,971	$ 968,283	$ 13,841	$ 982,124	$ 1,484	100%			
	2012	526	114	504,989	400,520	960	3,513	$ 928,426	$ 14,893	$ 943,320	$ 1,474	100%			
	2011	457	108	548,240	330,916	1,200	3,064	$ 818,967	$ 14,362	$ 833,329	$ 1,475	100%			

* **Western Communities do not charge a fixed charge**

** **North Saanich charges the fixed charge on property taxes**

*** **AR - Agriculture/Residential customers receive a rebate on consumption over 455 cubic meters annual as the meter feeds both premise and land.**
AG - Agriculture customers receive a rebate on the entire consumption annually as the meter is dedicated only for land.

APPENDIX D


Regional Water Supply Service (Greater Victoria) Wholesale Water Rate Historicals & Projections
$ per cu.m
1
0.9
0.8
0.7
0.6
0.5
0.4
0.3
0.2
0.5550
0.5699
0.5888
0.5994
0.6254
0.6375
0.6375
0.6644
0.6775
0.6968
0.7148
0.7332
0.7554
0.7854
0.8263
0.8571
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Wholesale rate historicals
Wholesale rate projection

Making a difference...together

APPENDIX N-3

JWDC 21-07

REPORT TO JUAN DE FUCA WATER DISTRIBUTION COMMISSION
MEETING OF TUESDAY, OCTOBER 5, 2021

SUBJECT **Juan de Fuca Water Distribution Service - 2022 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the 2022 Juan de Fuca Water Distribution Service budget, highlighting the proposed significant changes from the 2021 budget. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2022 Juan de Fuca (JDF) Water Distribution Service budget has been prepared for the JDF Water Distribution Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. As in previous years, the draft 2022 JDF Water Distribution Service budget has been prepared considering the CRD Board's 2022 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area, including incremental ongoing operational and maintenance requirements in the expanding service area. The following sets out the key components of the budget.

2021 Year End Financial Projections

Year-end revenue and expenditure projections have been established and estimated variances are summarized as follows:

Budget Item	Variance ($)	Variance (%)
Distribution System operating expenditures	$390,735	-5.6%
Bulk water purchase cost	$358,280	5.6%
Capital expenditures and transfers	$1,321,891	23.6%
Debt servicing - principal and interest expenditures	$19,500	-1.0%
Revenue	$1,269,939	6.1%
Transfers from Development Cost Charges (DCC) reserves to fund DCC debt	$0	0.0%

Rate Base

The rate base for 2022 has increased by $9,197,641 from 2021. This increase relates to physical plant additions, including distribution pipes, water meters and services, and pump station upgrades (Pages 3 & 4 of the budget document).

Revenue Requirement

The revenue requirement for 2022 has increased by $1,342,939 over 2021. This is resulting from an increase in operational expenses of $208,665, increased depreciation expenses of $102,210 net of expired depreciation on existing assets, and a net increase in the return on the rate base of $834,500. The increase in the return on the rate base is a result of the growing asset base (Page 6 of the budget document).

Operating Budget

The 2022 operating budget reflects an increase in non-discretionary expenses such as negotiated wage/salary increases, departmental support service allocation increases, maintenance expenses due to new infrastructure additions, and other operating expense increases such as electricity costs.

As reported in recent years, as
a result of continued growth in new land development in the service area over the last several years, the distribution system has and continues to expand at an accelerated rate. For context, the following summarizes the additions in 2021 (over 2020) to the asset units in the major categories, all of which require regular maintenance to ensure reliable performance:

- Water distribution mains 5,000 metres
- Service laterals 445 (9 metre length average)
- Fire hydrants 67
- Line valves 150
- Flush, air and check valves 22
- Water meters <50mm 360
- Water meters =/>50mm 85

As noted previously, with at least four major developments underway in the service area including South Skirt Mountain, Bear Mountain, Royal Bay and Centre Mountain, it is expected that the water system asset base will continue to grow significantly in the near future as initial water servicing infrastructure is installed which will impact operating and maintenance costs. Given the size of the developments and anticipated phasing and build-out timelines, it is expected that there will be an element of 'revenue lag', before revenue generated from retail water sales in these and other developments offsets the initial infrastructure operating and maintenance costs. Staff will be examining this issue and possible rate options to mitigate the budget implications further this year through the Water Rate Methodology and Option Study, directed by the Commission and included in the 2021 budget funding. Any potential changes to the rate methodology will be presented to the Commission in 2022.

The net core 2022 operating budget increase is $208,665. The core operating budget increase is primarily due to labour budget adjustments, including a proportional share of the costs associated with the new departmental Contracts Coordinator and Infrastructure Integration Technician positions, and corporate overhead allocation adjustments. Operating budget forecasts for 2023 through 2026 have been presented for information.

Capital Budget

There are a number of capital projects planned for 2022 with a total value of $33,396,000 including $19,653,000 that are in progress or are multi-year projects, and $8,675,000 in Development Cost Charge (DCC) projects. There are also $2,240,000 in projects cost-shared with the Regional

Water Supply Service. See pages 13 to 26 of the budget document for capital plan details.

A large portion of the work in progress and resulting capital expenditure variance is related to five major projects summarized below:

1. Project 18-05 Rocky Point Upgrades - This project is cost-shared with the Federal government through a contribution agreement with the Department of National Defence (DND). The planned carry-forward of $8,871,000 includes the JDF Water Distribution Service portion of $3,320,000 and DND's portion of $5,551,000. Some delays were encountered during the detailed design portion of the project related to a rezoning variance requirement as well as additional engineering to address any potential archeological issues that may be encountered during construction. The project is fully designed, tendered and has been awarded to a contractor with construction expected to commence prior to the end of 2021.
2. Project 20-07 Goldstream Asbestos Cement (AC) Replacement - The planned carry-forward of $4,000,000 is related to the majority of construction being delayed until 2022. Design for replacement started in January 2021 with conceptual design completed in April 2021 and final design is now completed. A Construction Contract Request for Qualifications was issued September 15, 2021, with award expected by the end of 2021 and construction in 2022.
3. Project 16-05 Comprehensive Pump Station Upgrades (Ludlow Pump Station Project) - The comprehensive pump station upgrade project is a 10-year program and the scheduled upgrade for 2021 was the Ludlow pump station. A carry-forward of $600,000 is proposed. The design was complete in January 2021 and tendered in February. Construction of the Ludlow pump station reconstruction has been delayed due to long equipment lead time. The pump station is scheduled to be complete by summer of 2022.
4. Project 20-06 Sunriver Reservoir Replacement - The planned carry-forward of $700,000 is related to the majority of construction being delayed until 2022 due to resolution of site zoning and utility encumbrance issues. Final design is complete and the project is planned to be tendered and construction awarded prior to the end of 2021.
5. Project 23-01 Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mountain Reservoir (2022) – The project was put on hold temporarily over concerns with rising material costs and scheduling concerns related to timing of development servicing needs, resulting in a $4,000,000 carry-forward. Engineering design and construction tendering is planned to be complete prior to the end of 2021, with construction to start in early 2022. The project is fully funded through the Development Cost Charge (DCC) Program.

In addition to the above projects, the major projects in 2022 include:

- Accelerated AC water main replacements: Dufour Road, Goldfinch Road, Lagoon Road, Milburn Drive, O'Neill Road, Possession Point Road, Richview Drive, Whiffin Spit Road
- Reservoir upgrades: Peacock and Skirt Reservoirs
- Pump station upgrades: Coppermine Pump Station

Under the DCC program, most of the construction planned in 2021 at the McCallum Pump Station and South Skirt Mountain Tank 4 and Pump Station 7, will be scheduled in 2022 as previously noted.

A five year capital plan has been presented for information. The total five year (2022-2026) capital plan budget is currently $64,660,000.

Capital and Debt Expenditures

The 2022 capital expenditures will be partially funded through a transfer to the water capital fund budgeted at $6,374,922, with the balance funded through debt. 2022 debt expenditures for existing and new debt servicing are budgeted to be $1,893,503. Debt servicing expenditures have only increased by $5,167 over 2021. Additional projected water sales revenue and corresponding capital reserve fund transfer, will reduce the borrowing needs in 2022. A new loan authorization in the amount of $14,800,000 was approved this year to allow continued partial funding of the five year capital plan. The upcoming debt retirements on existing borrowings are summarized as follows:

Loan Number	Retirement Date	Loan Amount
LA3164-099	October 2021	$500,000
LA3164-101	April 2022	$500,000
LA3782-118	April 2027	$2,500,000
LA3782-124	April 2028	$4,500,000
LA3782-127	April 2029	$5,000,000
LA3981-137	April 2031	$2,000,000
LA3981-145	April 2033	$3,000,000
LA3981-150	April 2035	$5,100,000
LA4379-15X	April 2037-2038	$11,200,000

When assessing key financial health indicators, the service maintains an affordable level of debt over the next five years. The percentage of revenue dedicated to debt costs is forecast to be between 10 to 12%, which is less than an annual benchmark rate of 25%. Additionally, the debt funding for capital investment in each of the next five years does not exceed 46%. A summary indicator table is provided below:

Year	% Revenue for Debt	Capital Funded by Debt
2022	8.4%	18.3%
2023	10.0%	45.7%
2024	10.7%	0.0%
2025	10.2%	0.0%
2026	9.8%	0.0%

A $263,494 transfer to the vehicle/equipment replacement fund is planned in 2022. The reserve fund balance is estimated at $730,251 at year end 2021 (See reserve schedule – Page 29 of the budget document).

The DCC projects will be funded entirely from the DCC reserve fund, which is projected to have a balance of $11,509,396 at year end 2021 (See reserve schedule – Page 28 of the budget document).

Bulk Water Purchase

Based on the proposed 2022 budgeted water demand and Regional Water Supply wholesale water rate, the bulk water purchase budget has been set at $6,818,760.

Water Demand
Total water demand in the service area is anticipated to continue to increase year over year, primarily as a result of growth in the service area. This trend, combined with one of the hottest and driest years on record, has resulted in actual demand exceeding budgeted demand in 2021; the 2021 year end demand is projected to be 500,000 cubic metres over budget at 9,400,000 cubic metres.

The recommended 2022 water rate has been calculated using a budget demand of 9,300,000 cubic metres (Page 7 of the budget document), which is 400,000 cubic metres greater than the volume used in the 2021 budget.

Proposed 2022 Wholesale Water Rate
The proposed 2022 wholesale water rate is $0.7332 per cubic metre, a 2.57% increase from the 2021 rate, subject to the Regional Water Supply Commission's approval.

Proposed Agricultural Water Rate
Although the agricultural water rate is currently under review, the proposed 2022 agricultural water rate has been maintained at the 2021 rate of $0.2105 per cubic metre, subject to the Regional Water Supply Commission's approval. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the agricultural water rate.

Proposed 2022 Juan de Fuca Water Distribution Service Retail Water Rate
The recommended retail water rate has taken into consideration the revenue required to meet operating and capital expenditures, debt obligations, the bulk water purchase expense, and the budget demand volume established for 2022. The proposed 2022 Juan de Fuca Water Distribution Service retail water rate is $2.4024 per cubic metre, a 4.09% increase from the 2021 rate (Page 8 of the budget document).

Retail and Wholesale Water Rate History and Projection
The retail and wholesale water rate history and projection is attached (Appendix C). The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

Alternative 1
That the Juan de Fuca Water Distribution Commission recommends the Committee of the Whole recommend to the Capital Regional District Board to:

1. Approve the 2022 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2022 Juan de Fuca Water Distribution Service retail water rate of $2.4024 per cubic metre, adjusted if necessary by any change in the Regional Water Supply wholesale water rate; and
3. Direct staff to amend the Water Distribution Local Service Conditions, Fees and Charges Bylaw accordingly.

Alternative 2
That the Juan de Fuca Water Distribution Commission directs staff to bring back a revised 2022 Operating and Capital Budget for the Commission's consideration.

IMPLICATIONS

The 2022 operating and capital budget and resulting annual water rate have been prepared to meet the needs of the service. The proposed 2022 water rate aligns closely with the rate previously presented in the five-year rate projections. The rate would result in a $22.07 annual increase in the cost of water for an average household.

CONCLUSION

The draft 2022 Juan de Fuca Water Distribution Service budget has been prepared for the JDF Water Distribution Commission's consideration. The Commission will make budget recommendations to the Capital Regional District Board through the Committee of the Whole in October. The draft 2022 JDF Water Distribution Service budget has been prepared considering the requirement to maintain regulatory compliance, the on-going need to undertake infrastructure renewal to ensure the system operates reliably, and annual operational adjustments, including incremental maintenance requirements associated with new development infrastructure in the expanding service area.

RECOMMENDATION

That the Juan de Fuca Water Distribution Commission recommends the Committee of the Whole recommend to the Capital Regional District Board to:

1. Approve the 2022 Operating and Capital Budget and the Five Year Capital Plan;
2. Approve the 2022 Juan de Fuca Water Distribution Service retail water rate of $2.4024 per cubic metre, adjusted if necessary by any change in the Regional Water Supply wholesale water rate; and
3. Direct staff to amend the Water Distribution Local Service Conditions, Fees and Charges Bylaw accordingly.

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

ATTACHMENTS

Appendix A: 2022 Juan de Fuca Water Distribution Service Budget
Appendix B: Long Term Debt Obligations Summary
Appendix C: Retail and Wholesale Water Rate History and Projection

CAPITAL REGIONAL DISTRICT

2022 BUDGET

JDF Water Distribution

COMMISSION REVIEW

OCTOBER 2021

Service: 2.680 JDF Water Distribution **Commission: Juan De Fuca Water Distribution**

DEFINITION:

To finance the administration, development, maintenance, and operational expenses, of the Juan de Fuca Water Distribution local service in the Western Communities of the Capital Regional District, as per the Water Distribution Local Service Area Establishment Bylaw No. 2538.

The establishment and operation of a Juan de Fuca water Distribution Commission is done by Bylaw No. 2540.

SERVICE DESCRIPTION:

Juan de Fuca Water Distribution Service provides retail water distribution system to participants within the Western Communities. The service administration and operation is provided by the Integrated Water Services Department.

PARTICIPATION:

City of Colwood
City of Langford
Town of View Royal
Juan de Fuca Electoral Area
District of Metchosin
District of Sooke
District of Highlands

MAXIMUM LEVY:

The maximum amount that may be requisitioned is NIL.

MAXIMUM CAPITAL DEBT:

Authorized:		$19,000,000	Pre - (Consolidated MFA Loan Authorizations - Juan de Fuca Water Distribution Facilities)
Borrowed:		$17,500,000	Pre - (Consolidated amounts borrowed - Juan de Fuca Water Distribution Facilities)
Remaining:	Expired	$1,500,000	
Authorized:		$14,800,000	2015 - (MFA Bylaw No. 3981 Juan de Fuca Water Distribution Facilities)
Borrowed:		$10,100,000	
Remaining:	Expired	$4,700,000	
Authorized:		$10,000,000	DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Borrowed:		$3,500,000	DCC - (MFA Bylaw No. 3164 Juan de Fuca Water Distribution Facilities Development-DCC)
Remaining:	Expired	$6,500,000	
Authorized:		$14,800,000	2021 - (MFA Bylaw No. 4379 Juan de Fuca Water Distribution Facilities)
Borrowed:		$0	
Remaining:		$14,800,000	

FUNDING:

Costs are recovered from Water Sales, and transfer from DCC reserves to service DCC debt.

APPENDIX A

Rate Base for 2022 Revenue Year

	2020 Applic	2021 Applic	End of 2021 for '22 Applic.	Change	
Retail System					
Physical Plant	$ 166,168,703	$ 174,624,245	$ 179,090,334	$ 4,466,089	Note 1
Construction Work In Progress	1,019,107	962,562	5,668,389	4,705,827	Note 1
Cash Working Capital	826,902	854,959	880,685	25,726	
Inventory	525,000	525,000	525,000	-	
Total Retail Rate Base	$ 168,539,712	$ 176,966,766	**$ 186,164,408**	$ 9,197,641	

Note 1: Refer to the Schedule of Change in Physical Plant & Work in Progress for details.

Schedule of Change in Physical Plant & Work In Progress

Retail

Projected Asset Additions	Projected Assets Capitalized
Pipes	$ 3,300,302
Pump Stations	1,107,069
Meters	1,050,000
SCADA	396,778
Hydrants	225,000
Valve Replacement	200,000
Building Modification	120,211
Reservoir Rehabilitiation and Upgrades	100,000
Other Projects (16 minor projects under $50k)	245,456
Total projected assets capitalized	$ 6,744,816
Less: current year's depreciation	(4,905,802)
Less: change in prior year forecast addition estimates, & disposals.	2,627,075
Change in Physical Plant	$ 4,466,089

Projected Construction Work In Progress (CWIP)

Pump Stations	$ 2,488,664
Reservoir Rehabilitiation and Upgrades	1,102,067
Pipes	1,050,000
Radio Upgrades	250,000
Meters	150,000
Small Diameter Program Update	99,235
Update Procedures & Eng Specifications	90,257
Disaster Response Studies	87,488
Reservoir Demolition	80,696
Studies (Hydraulic model)	60,000
Fire Storage	60,000
SCADA	50,000
Other Projects (9 minor projects under $50k)	99,982
Projected CWIP	$ 5,668,389
Less Prior year's projected CWIP	(962,562)
Change in CWIP	$ 4,705,827

Schedule A
Asset Useful Life Assignments - PSAB

Classes:	Code	Asset Categories	Useful Life, Years
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (*sprinklers)*	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (*includes software*)	5
	ELEC	Electronic Equipment(*hydromet, weather stn eqpt)*	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes *(stop logs)*	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (*radios, phone systems*)	10
	WEQP	Water Works Eqpt(*W.Quality lab, Wshed eqpt)*	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering Structure	BRDG	Bridge	50
	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable.

Revenue Requirements for 2022 Year

	2020 Application	2021 Application	2022 Application	Change	
Retail					
Operations & maintenance	$ 6,707,098	$ 6,934,667	$ 7,143,332	$ 208,665	
Depreciation	4,532,773	4,833,774	4,935,985	102,210	
Return on rate base	2,682,900	2,814,700	3,649,200	834,500	Note 1
Subtotal of above	$ 13,922,771	$ 14,583,141	$ 15,728,517	$ 1,145,375	
Non-rate revenue	(174,500)	(174,500)	(174,500)	-	
DCC Repayment	(228,160)	(228,160)	(30,596)	197,564	
Total retail	$ 13,520,111	$ 14,180,481	$ 15,523,421	$ 1,342,939	

Note 1: Return on rate base is calculated with reference to the long term Canada bond rate & the average debt rate.

2022 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	8,595,300	8,000,000
2018	8,853,800	8,200,000
2019	8,911,315	8,600,000
2020	9,345,130 [1]	8,900,000
2021	9,400,000 [2]	8,900,000
2022 Demand Estimate	**9,300,000**	

[1] *Normalized for additional billing cycle in 2020*

[2] *Projected consumption for 2021*

APPENDIX A

Summary of Retail Water Rates

	2018	2019	2020	2021	2022	Change
Retail (direct) water rate						
Unit cost per cu.m.	$2.0739	$2.1132	$2.2159	$2.3081	$2.4024	$0.0943

Retail Water Rate Increase
Impact on Residential Water Bill

Average consumption per 2 month billing cycle: * 39.0 cubic meters (annual = 234.0 cu.m)

Charge for Two Months Consumption	Year	Bi monthly Charge	Annual Charge	2022 Annual Change $
Average Consumption	2021	$ 90.02	$ 540.10	
	2022	$ 93.69	$ 562.16	$ 22.07
Half Average Consumption	2021	$ 45.01	$ 270.05	
	2022	$ 46.85	$ 281.08	$ 11.03
Twice Average Consumption	2021	$ 180.03	$ 1,080.19	
	2022	$ 187.39	$ 1,124.32	$ 44.13

Change in Budget 2021 to 2022 **Service: 2.680 Juan de Fuca Water Distribution**	**Total Expenditure**	**Comments**
2021 Budget	**20,793,372**	
Change in Salaries:		
Base salary change	3,581	Inclusive of estimated collective agreement changes
Total Change in Salaries	3,581	
Other Changes:		
Transfers to Capital Fund	1,096,147	
Bulk Water Purchase	457,040	
Allocation - Operations	311,654	
Standard Overhead Allocation	86,542	
Principal & Interest Payments	5,167	
Contract for Services	(129,450)	Shift costs to internal labour
Other Costs	(63,662)	
Total Other Changes	1,763,438	
2022 Budget	**22,560,391**	
% expense increase from 2021:	***8.5%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Favourable revenue and water sales variance of $1,270,000 (6.1%) due to higher than budgeted water sales largely a result of increased temperatures. There is an additional favourable variance of reduced labour ($230,000) and savings on debt payments ($90,000). This additional revenue will be partially offset by bulk water purchase overages. The net surplus of $1,387,000 will be transferred to the Capital Reserve Fund.

CAPITAL REGIONAL DISTRICT

Program Group: CRD-JDF Water Distribution

SUMMARY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	**2022 BUDGET REQUEST** 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	TOTAL (COL 4, 5 & 6)	**FUTURE PROJECTIONS** 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES										
ALLOCATION - OPERATIONS	4,539,881	4,305,840	4,851,535	-	-	4,851,535	4,948,557	5,047,485	5,148,388	5,251,343
OPERATING - OTHER COSTS	937,033	892,192	873,371	-	-	873,371	880,076	887,005	894,080	901,330
SALARIES AND WAGES	547,368	483,000	550,949	-	-	550,949	562,779	574,864	587,205	599,801
CONTRACT FOR SERVICES	435,935	388,450	306,485	-	-	306,485	311,607	316,832	322,169	327,610
ALLOCATION - STANDARD OVERHEAD	474,450	474,450	560,992	-	-	560,992	572,212	583,656	595,329	607,236
TOTAL OPERATING EXPENDITURES	6,934,667	6,543,932	7,143,332	-	-	7,143,332	7,275,231	7,409,842	7,547,171	7,687,320
Percentage increase over prior year's board budget			3.01%			3.01%	1.85%	1.85%	1.85%	1.86%
BULK WATER PURCHASE	6,361,720	6,720,000	6,818,760	-	-	6,818,760	7,100,760	7,461,300	7,932,480	8,313,870
BULK WATER EXPENDITURES	6,361,720	6,720,000	6,818,760	-	-	6,818,760	7,100,760	7,461,300	7,932,480	8,313,870
			7.18%			7.18%				
CAPITAL EXPENDITURES &TRANSFERS										
TRANSFER TO WATER CAPITAL FUND	5,278,916	6,665,810	6,374,922	-	-	6,374,922	6,980,000	7,740,000	8,310,000	8,910,000
TRANSFER TO DEBT RESERVE FUND	71,730	6,730	66,380	-	-	66,380	55,770	4,770	4,770	4,770
TRANSFER TO EQUIPMENT REPLACEMENT FUND	258,003	258,003	263,494	-	-	263,494	268,764	274,139	279,622	285,215
TOTAL CAPITAL EXPENDITURES & TRANSFERS	5,608,649	6,930,543	6,704,796	-	-	6,704,796	7,304,534	8,018,909	8,594,392	9,199,985
DEBT SERVICING										
DEBT - INTEREST & PRINCIPAL	1,888,336	1,868,836	1,893,503	-	-	1,893,503	2,408,604	2,747,525	2,747,525	2,747,525
TOTAL DEBT EXPENDITURES	1,888,336	1,868,836	1,893,503	-	-	1,893,503	2,408,604	2,747,525	2,747,525	2,747,525
TOTAL EXPENDITURES	20,793,372	22,063,311	22,560,391	-	-	22,560,391	24,089,129	25,637,576	26,821,568	27,948,700
SOURCES OF FUNDING										
REVENUE - SALES	(20,542,201)	(21,696,140)	(22,342,320)	-	-	(22,342,320)	(23,909,859)	(25,458,306)	(26,642,298)	(27,769,430)
REVENUE - OTHER	(181,230)	(297,230)	(187,475)	-	-	(187,475)	(179,270)	(179,270)	(179,270)	(179,270)
TOTAL SOURCE OF FUNDING FROM OPERATIONS	(20,723,431)	(21,993,370)	(22,529,795)	-	-	(22,529,795)	(24,089,129)	(25,637,576)	(26,821,568)	(27,948,700)
SOURCES OF OTHER FUNDING										
TRANSFER FROM DCC RESERVES TO FUND DCC DEBT	(69,941)	(69,941)	(30,596)	-	-	(30,596)	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL SOURCES OF ALL FUNDING	(20,793,372)	(22,063,311)	(22,560,391)	-	-	(22,560,391)	(24,089,129)	(25,637,576)	(26,821,568)	(27,948,700)
Percentage increase over prior year's board budget			8.50%			8.50%	6.78%	6.43%	4.62%	4.20%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No. 2.680 JDF Water Distribution	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE							
Buildings	$0	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0	$0
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$19,291,000	$32,336,000	$10,880,000	$6,760,000	$6,555,000	$6,035,000	$62,566,000
Vehicles	$362,000	$1,060,000	$270,000	$400,000	$240,000	$124,000	$2,094,000
	$19,653,000	**$33,396,000**	**$11,150,000**	**$7,160,000**	**$6,795,000**	**$6,159,000**	**$64,660,000**
SOURCE OF FUNDS							
Capital Funds on Hand	$9,740,000	$12,010,000	$5,760,000	$6,740,000	$6,535,000	$6,035,000	$37,080,000
Debenture Debt (New Debt Only)	$0	$6,100,000	$5,100,000	$0	$0	$0	$11,200,000
Equipment Replacement Fund	$362,000	$1,060,000	$270,000	$400,000	$240,000	$124,000	$2,094,000
Grants (Federal, Provincial)	$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding	$5,551,000	$5,551,000	$0	$0	$0	$0	$5,551,000
Reserve Fund	$4,000,000	$8,675,000	$20,000	$20,000	$20,000	$0	$8,735,000
	$19,653,000	**$33,396,000**	**$11,150,000**	**$7,160,000**	**$6,795,000**	**$6,159,000**	**$64,660,000**

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.670/2.680 Regional Water Supply & JDF Water Distribution Combo	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
Equipment		$800,000	$2,160,000	$330,000	$330,000	$330,000	$250,000	$3,400,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$0	$0	$0	$0	$0	$0	$0
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**
SOURCE OF FUNDS								
Capital Funds on Hand		$800,000	$2,240,000	$410,000	$410,000	$410,000	$330,000	$3,800,000
Debenture Debt (New Debt Only)		$0	$0	$0	$0	$0	$0	$0
Equipment Replacement Fund		$0	$0	$0	$0	$0	$0	$0
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$0	$0	$0	$0	$0	$0	$0
		$800,000	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.680
Service Name: JDF Water Distribution

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
INFRASTRUCTURE ENGINEERING AND OPERATIONS													
Planning													
16-03	Renewal	Asset Management Plan	Combine past studies to plan out future capital expenditures.	$150,000	S	WU	$150,000	-	**$50,000**	**$100,000**	-	-	$150,000
21-14	Renewal	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.	$120,000	S	WU	$120,000	-	**$120,000**	-	-	-	$120,000
Capital													
16-05	Renewal	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.	$5,000,000	S	WU	$600,000	$700,000	$1,000,000	-	-	-	$1,700,000
18-02	Renewal	JDF Reservoir Upgrades	Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs was conducted including implementing improvements to Walfred.	$1,250,000	S	WU	$200,000	$650,000	-	-	-	-	$650,000
18-03	Renewal	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional	$1,050,000	S	WU	$350,000	$450,000	$350,000	$100,000	-	-	$900,000
18-05	Replacement	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.	$9,314,000	S	WU	$3,320,000	$3,320,000	-	-	-	-	$3,320,000
18-05					S	Other	$5,551,000	$5,551,000	-	-	-	-	$5,551,000
18-06	New	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.	**$400,000**	S	WU	-	$50,000	$50,000	$50,000	$50,000	**$50,000**	$250,000
19-06	Renewal	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.	$50,000	S	WU	-	$5,000	$5,000	$5,000	-	-	$15,000
19-09	New	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.	$1,750,000	S	WU	-	$150,000	$500,000	$500,000	$500,000	-	$1,650,000
20-03	Replacement	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report	**$27,000,000**	S	WU	-	$3,000,000	$3,000,000	$3,000,000	$3,000,000	**$3,000,000**	$15,000,000
20-04	Replacement	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.	$700,000	S	WU	$300,000	$550,000	-	-	-	-	$550,000
20-06	Replacement	Sun River Reservoir Replacement	Replace the existing concrete tank with a steel tank for increased capacityand resilience.	**$1,100,000**	S	WU	$700,000	**$900,000**	-	-	-	-	$900,000
20-07	Replacement	Goldstream AC Replacement	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.	$5,000,000	S	WU	$4,000,000	$4,000,000	-	-	-	-	$4,000,000
21-02	Replacement	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	Replacement of aged, large diameter water main from Jacklin Rd to VMP	**$3,000,000**	S	WU	-	$200,000	**$2,800,000**	-	-	-	$3,000,000
21-13	Replacement	SCADA Master Plan Update & Upgrades	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.	$700,000	S	WU	-	$500,000	-	-	-	-	$500,000
22-01	New	**East Sooke Interconnect Water Main**	Construction approximately 430 m of watermain for system improvements.	**$500,000**	**S**	**WU**	-	**$500,000**	-	-	-	-	$500,000
22-02	New	**Microwave Radio Upgrades**	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure	**$150,000**	**S**	**WU**	-	**$150,000**	-	-	-	-	$150,000
Sub-Total System Infrastructure Engineering and Operations				**$57,234,000**			**$15,291,000**	**$20,676,000**	**$7,875,000**	**$3,755,000**	**$3,550,000**	**$3,050,000**	**$38,906,000**
CUSTOMER AND TECHNICAL SERVICES													
16-06	Replacement	Vehicle & equipment replacement (funding from replacement fund)	Vehicle and equipment replacement.	$2,094,000	V	ERF	$362,000	$1,060,000	$270,000	$400,000	$240,000	$124,000	$2,094,000
Sub-Total Customer and Technical Services				**$2,094,000**			**$362,000**	**$1,060,000**	**$270,000**	**$400,000**	**$240,000**	**$124,000**	**$2,094,000**

Service #: 2.680

Service Name: JDF Water Distribution

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
ANNUAL PROVISIONAL ITEMS													
17-07	New	Site Decommissioning - General	Planning for decommissioning of unused sites.	$50,000	S	WU	-	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000
17-09	Replacement	Emergency Main Replacement	Major main replacement under emergencies.	$500,000	S	WU	-	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
17-12	Replacement	Large Meters/Meter Vaults Components Replacement	Replacement or repairs to components in large meters/vaults as required.	$1,250,000	S	WU	-	$250,000	$250,000	$250,000	$250,000	$250,000	$1,250,000
17-13	New	Site Security Upgrades	Upgrading and replacement of security systems for sites as required.	$200,000	S	WU	-	$40,000	$40,000	$40,000	$40,000	$40,000	$200,000
17-15	Renewal	Distribution System Improvements	Unplanned distribution system improvements.	$2,250,000	S	WU	-	$450,000	$450,000	$450,000	$450,000	$450,000	$2,250,000
17-16	New	Hydraulic Model Yearly Update	Annual hydraulic model update.	$300,000	S	WU	-	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
21-03	Replacement	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.	$1,125,000	S	WU	-	$225,000	$225,000	$225,000	$225,000	$225,000	$1,125,000
21-04	Replacement	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.	$6,500,000	S	WU	-	$1,300,000	$1,300,000	$1,300,000	$1,300,000	$1,300,000	$6,500,000
21-05	Replacement	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement	$750,000	S	WU	-	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
21-06	Replacement	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.	$500,000	S	WU	-	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-07	Renewal	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.	$500,000	S	WU	-	$100,000	$100,000	$100,000	$100,000	$100,000	$500,000
21-09	Replacement	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.	$1,000,000	S	WU	-	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Sub-Total for Annual Provisional Items				**$14,925,000**			**$0**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$2,985,000**	**$14,925,000**
DEVELOPMENT COST CHARGE (DCC)													
16-07	New	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.	$255,000	S	Res	-	$175,000	$20,000	$20,000	$20,000	-	$235,000
20-02	New	Bear Mountain Parkway Extension Supply Mains	Supply mains installed by the City of Langford.	$2,000,000	S	Res	-	$1,500,000	-	-	-	-	$1,500,000
21-01	New	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.	$1,000,000	S	Res	-	$1,000,000	-	-	-	-	$1,000,000
23-01	New	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	Upgrades to complete the South Skirt Water System	$7,110,000	S	Res	$4,000,000	$6,000,000	-	-	-	-	$6,000,000
Sub-Total for Development Cost Charges (DCC)				**$10,365,000**			**$4,000,000**	**$8,675,000**	**$20,000**	**$20,000**	**$20,000**	**$0**	**$8,735,000**
			GRAND TOTAL	**$84,618,000**			**$19,653,000**	**$33,396,000**	**$11,150,000**	**$7,160,000**	**$6,795,000**	**$6,159,000**	**$64,660,000**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
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"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
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New - Expenditure for new asset only
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Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

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Total Project Budget
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Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
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Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
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Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

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Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
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Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.670/2.680

Service Name: Regional Water Supply & JDF Water Distribution Combo

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
SYSTEM REPLACEMENT AND UPGRADES THAT BENEFIT REGIONAL WATER SUPPLY AND JUAN DE FUCA DISTRIBUTION													
16-01	Renewal	Upgrades to Buildings at 479 Island Highway	Maintenance and changes to buildings and office layouts.	$320,000	B	WU	$0	$80,000	$80,000	$80,000	$80,000	$80,000	$400,000
17-01	Renewal	Voice Radio Upgrade	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.	$1,560,000	E	WU	$600,000	$1,250,000	$0	$0	$0	$0	$1,250,000
20-01	New	Portable Pump Station	Portable pump station **and generator** to provide backup when a pump station is offline, in construction or to bypass a section of pipe.	**$750,000**	E	WU	$200,000	**$550,000**	$0	$0	$0	$0	$550,000
Sub-Total System Replacement and Upgrades That Benefit Regional Water Supply and Juan de Fuca Distribution				$2,630,000			$800,000	$1,880,000	$80,000	$80,000	$80,000	$80,000	$2,200,000
ANNUAL PROVISIONAL CAPITAL ITEMS													
17-03	Replacement	Office Equipment, Upgrades and Replacements	Upgrade and replacement of office equipment as required.	$225,000	E	WU	$0	$45,000	$45,000	$45,000	$45,000	$45,000	$225,000
17-04	Replacement	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.	$850,000	E	WU	$0	$170,000	$170,000	$170,000	$170,000	$170,000	$850,000
17-05	New	Development of the Maintenance Management Systems	Develop maintenance management system.	$100,000	E	WU	$0	$50,000	$20,000	$20,000	$20,000	$20,000	$130,000
17-06	Replacement	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.	$400,000	E	WU	$0	$80,000	$80,000	$80,000	$80,000	$0	$320,000
17-07	Replacement	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.	$75,000	E	WU	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$75,000
Sub-Total for Annual Provisional Capital Items				$1,650,000			$0	$360,000	$330,000	$330,000	$330,000	$250,000	$1,600,000
			GRAND TOTAL	**$4,280,000**			**$800,000**	**$2,240,000**	**$410,000**	**$410,000**	**$410,000**	**$330,000**	**$3,800,000**

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
16-03	Asset Management Plan	Combine past studies to plan out future capital expenditures.

Project Rationale *Several studies have been completed and are in progress to assess the JDF assets and programs and the proposed Strategic Asset Management Plan will consolidate the findings of the previous studies in a comprehensive approach to identify and prioritizes future capital expenditures and programs.*

Project Number	Capital Project Title	Capital Project Description
21-14	Fire Storage Analysis	Assess and update the fire flow upgrade program to inform future capital works.

Project Rationale *In order to meet Fire Underwriters Survey recommendations for fire protection, it is necessary to provide certain volumes of water storage. It is proposed to assess fire storage volume requirements for different parts of the system and determine any required upgrades. Funding is required to retain a consultant to complete the analysis.*

Project Number	Capital Project Title	Capital Project Description
16-05	Comprehensive Pump Station Upgrades (10 year Program)	Continue pump station condition assessments, plan and carry out upgrades.

Project Rationale *A previous capital project was completed by Delcan Corp. in 2012 which assessed each existing pump station and identified building deficiencies. This study concluded that on average approximately $1.0M per year for the next ten years is needed to upgrade existing pump stations. Design and construction of the Ludlow Pump Station replacement was undertaken in 2020 and 2021. Funds in 2022 are for completion of design of and to start construction of the Coppermine PS.*

Project Number	Capital Project Title	Capital Project Description
18-02	JDF Reservoir Upgrades	Reservoir improvements are required at Walfred, Peacock, and Helgesen Reservoirs. In 2018 a review of all three reservoirs was conducted including implementing improvements to Walfred.

Project Rationale *Numerous deficiencies at the Walfred, Peacock and Helgesen reservoirs have been identified while operating the infrastructure. In 2021 planning and design of improvements like valve reconfiguration, site drainage and controls will be undertaken in 2022 at the Peacock and Skirt reservoirs.*

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
18-03	JDF Site Decommissioning Program	Decommissioning of facilities that are no longer in use based on preliminary work from Annual Provisional

Project Rationale *Numerous pump station and PRV facilities have been made redundant or have been decommissioned within the JDF system. Sites have been identified as part of the annual provisional project and funds are required to complete decomission of the sites and then demolish them. In 2021 the Townsview tank and pump station planning and design, and Treanor pump station demolition were carried out. In 2022 the Townview tank and pump station will be addressed.*

Project Number	Capital Project Title	Capital Project Description
18-05	Rocky Point Upgrades	Replacement of Rocky Point P.S., additional storage at Rocky Point Reservoir & water main upgrades. Partnered with DND.

Project Rationale *Proposed work includes the design and construction of upgrades to the existing Rocky Point Pump Station, storage tank and associated water main upgrades. This work will improve the level of service to both the existing Metchosin water users and the expected increase in flow associated with the Spirit Bay Development in Beecher Bay. Cost sharing with DND for design and construction is underway with construction completing in 2022.*

Project Number	Capital Project Title	Capital Project Description
18-06	Disaster Response Plan for Water Supply and Distribution	Determine and supply response equipment for disaster response.

Project Rationale *Proposed work includes developing a response plan to disasters to the Juan de Fuca water supply or distribution system. Funds are required to procure equipment and carry out works developed*

Project Number	Capital Project Title	Capital Project Description
19-06	Corrosion Protection Program	Undertake a program to assess and prevent corrosion to existing steel pipe within the Juan du Fuca water system.

Project Rationale *There are numerous steel pipes within the Juan du Fuca water distribution system. Some are located in corrosive conditions or connected to disimilar metals. Funds are required to undertake a program to assess and prevent corrossion to existing pipes. A study started in 2021 will inform future works.*

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
19-09	Distribution System Seismic Resiliency Improvements	Determine and commence improvements to the distribution system to provide seismic resiliency.

Project Rationale *Determine and commence improvements to the distribution system to provide resiliency. In 2022, sites will be prioritized with design commencing in 2023 and construction starting in 2023.*

Project Number	Capital Project Title	Capital Project Description
20-03	AC Pipe Replacement Program	Replacement of aging asbestos cement pipe as highlighted in the 2019 update report

Project Rationale *This item is the 2021 to 2026 program for replacement of the water mains identified in the Water Main Upgrading and Replacement Program Update in 2021. All mains were assessed for such criteria as age, pipe material, record of leaks and hydraulic adequacy, and a long-term replacement program was developed. Planned works for 2022 include Dufour Road, Goldfinch Road, Lagoon Road, Milburn Drive, O'neil Road, Possession Point Road, Richview Road and Whiffin Spit Road.*

Project Number	Capital Project Title	Capital Project Description
20-04	William Head & VGH Meter Replacement	Replacement of the meter and chambers at William Head & VGH with the possibility of resilient connections.

Project Rationale *Identified through Statement of Works, the William Head and Victoria General Hospital meters require replacement and redundancy to maintain service to the two facilities. In 2021 funds will be utilized to complete design of the two new meters that will allow for construction of the meters while maintaining service. Construction is to start in winter of 2021 and be completed in 2022.*

Project Number	Capital Project Title	Capital Project Description
20-06	Sun River Reservoir Replacement	Replace the existing concrete tank with a steel tank for increased capacityand resilience.

Project Rationale *The Sun River reservoir is experiencing leakage through concrete form tie holes as a result of the original construction process. Funding is required to replace the existing concrete tank with a bolted steel tank.*

Service:	2.680	JDF Water Distribution

Project Number	20-07	**Capital Project Title**	Goldstream AC Replacement	**Capital Project Description**	Replacement of aging asbestos cement pipe within Goldstream Rd, fromVMP to Spencer.
Project Rationale	*The existing water main within Goldstream Rd, from VMP to Spencer Rd, is aging asbestos cement and identified as a risk for failure. Due to the numerous large connections to the RWS transmission main and complexity replacement of this water main cannot be carried out within the AC Replacement Program. Funds are required to completed design and construct replacement of the water main in 2021.*				

Project Number	21-02	**Capital Project Title**	Sooke Rd - 2,200m of 600m Pipe - VMP to Jacklin	**Capital Project Description**	Replacement of aged, large diameter water main from Jacklin Rd to VMP
Project Rationale	*According to a corrosion assessment, a 2.2 kilometre section of an existing steel pipe along Sooke Road and Allendale Road (between Wishart to Jacklin) was unprotected and in need of replacement. In 2014, the design of both phases of the water main was completed by a consultant and construction of the main from Wishart to VMP was completed by CRD resources. Due to increased material and construction costs, it is proposed to update the condition assessment to determin whether this project is still required or could be deferred.*				

Project Number	21-13	**Capital Project Title**	SCADA Master Plan Update & Upgrades	**Capital Project Description**	Update the SCADA Master Plan in conjunction with the RWS, Saanich Peninsula and Core Area infrastructure.
Project Rationale	*The 2015 SCADA Master Plan requires an update, additionally data radio and SCADA upgrades are required. Funds are required to update the joint SCADA Master Plan and conduct upgrades to pump stations, reservoirs and other communication sites.*				

Project Number	**22-01**	**Capital Project Title**	East Sooke Interconnect Water Main	**Capital Project Description**	Construction approximately 430 m of watermain for system improvements.
Project Rationale	***Funds are required to design and construct approximatly 430 m of a new watermain interconnection in East Sooke. Interconnection will provide redundancy and improve flows in the area.***				

Service: **2.680** **JDF Water Distribution**

Project Number	**22-02**	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure
Project Rationale	***Installation of high-bandwidth microwave radio infrastructure to accommodate CRD infrastructure***				

Project Number	16-06	**Capital Project Title**	Vehicle & equipment replacement (funding from replacement fund)	**Capital Project Description**	Vehicle and equipment replacement.
Project Rationale	This is for the replacement of vehicles and equipment used by CRD Integrated Water Services for the day-to-day operation and maintenance of the Juan De Fuca distribution system. These replacements are funded from the Juan De Fuca Vehicle and Equipment Replacement Fund.				

Project Number	17-07	**Capital Project Title**	Site Decommissioning - General	**Capital Project Description**	Planning for decommissioning of unused sites.
Project Rationale	This is a provisional item to allow engineering and planning reviews of old facilities with a view to possible future site uses.				

Project Number	17-09	**Capital Project Title**	Emergency Main Replacement	**Capital Project Description**	Major main replacement under emergencies.
Project Rationale	This item is to fund the costs of responding to emergency major main breaks and conducting replacements.				

Service: **2.680** **JDF Water Distribution**

Project Number	17-12	**Capital Project Title**	Large Meters/Meter Vaults Components Replacement	**Capital Project Description**	Replacement or repairs to components in large meters/vaults as required.
Project Rationale	This is an annual provision for the replacement of obsolete and worn out large (greater than 2" diameter) meters, adding new meters and upgrading meter vaults.				

Project Number	17-13	**Capital Project Title**	Site Security Upgrades	**Capital Project Description**	Upgrading and replacement of security systems for sites as required.
Project Rationale	This is an annual allowance for upgrading and maintaining equipment, security and control systems at distribution facilities such as pump stations, PRV chambers and reservoirs. Items such as access hatches, fencing, etc., will be modified to provide a larger degree of security.				

Project Number	17-15	**Capital Project Title**	Distribution System Improvements	**Capital Project Description**	Unplanned distribution system improvements.
Project Rationale	Historically, opportunities to complete work arise during the year which were not specifically identified and budgeted. This item typically relates to coordinating work programs (i.e. JDF water main replacements and municipal paving programs) with the municipalities or development and taking advantage of opportunities during the year that were not specifically identified.				

Project Number	17-16	**Capital Project Title**	Hydraulic Model Yearly Update	**Capital Project Description**	Annual hydraulic model update.
Project Rationale	This item is required to input the pipes installed that year into the hydraulic computer model, followed by calibration and testing in order to keep the model up to date for design and planning purposes.				

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
21-03	Hydrant & Flush Replacement, Upgrades and Additions	Upgrade, replacement or installation of flushes and fire hydrants, and fire flow testing.

Project Rationale This is an annual provision for replacing old and outdated hydrants, flushes and associated works and access, as well as adding new hydrants to the system where requested by the municipalities or fire departments.

Project Number	Capital Project Title	Capital Project Description
21-04	Residential Service & Meter Replacement	Replacement of residential water meters as highlighted by the 2017 KWL Water Audit report.

Project Rationale This is an annual provision for replacing failed residential services and meters, as well as proactively replacing services and meters in areas with historically large number of breaks.

Project Number	Capital Project Title	Capital Project Description
21-05	Pump Station Equipment Replacements	Unplanned pump station repairs and equipment replacement

Project Rationale This is an annual provision for unplanned pump station repairs and equipment replacement.

Project Number	Capital Project Title	Capital Project Description
21-06	SCADA Equipment Replacement	Unplanned replacement of SCADA and electrical equipment.

Project Rationale This is an annual provision for unplanned SCADA and electrical equipment replacement.

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
21-07	Reservoir Equipment Replacement	Replacement or repairs to components at reservoir sites.

Project Rationale This is an annual provisional for unplanned replacement of equipment, such as safety devices and mechanical fittings, at reservoir sites.

Project Number	Capital Project Title	Capital Project Description
21-09	Valve Replacement	Unplanned replacement and repair of isolation and line valves, air valves, and pressure control valves.

Project Rationale This is an annual provisional for unplanned replacement of valves, including air valves and check valves.

Project Number	Capital Project Title	Capital Project Description
16-07	Update DCC Bylaw (Comprehensive Update in 2022)	Planned update of the DCC Bylaw.

Project Rationale This is a provisional item to cover questions that arise and referred to our consultants for advice. Every 5 years a comprehensive update is required and the previous DCC update was completed in 2017, with the next update scheduled for 2022 for $175,000.

Project Number	Capital Project Title	Capital Project Description
20-02	Bear Mountain Parkway Extension Supply Mains	Supply mains installed by the City of Langford.

Project Rationale The City of Langford has installed DCC eligible supply water mains as part of their 2017 Bear Mountain Parkway extension road project to avoid future pavement restoration and traffic disruption. It is proposed to pay back the eligible costs in 2022.

Service:	2.680	JDF Water Distribution

Project Number	Capital Project Title	Capital Project Description
21-01	Sooke Henlyn Supply & Distribution Mains	Construction of water mains based upon development predictions from the Helgesen Pump Station westwards.

Project Rationale Proposed work includes the continued installation of the supply and distribution water mains connected to the Helgesen pump station which was previously constructed in 2011 as part of the DCC program. The supply and distribution water mains will continue west as development proceeds towards the proposed Henlyn Tank.

Project Number	Capital Project Title	Capital Project Description
23-01	Tank 4 and McCallum Pump Station (2020-2021) and Pump Station 7 and remaining Supply Main to Skirt Mtn Reservoir (2022)	Upgrades to complete the South Skirt Water System

Project Rationale Design and construct Tank 4, Pump Station 7, McCallum Pump Station and remaining supply main to the Skirt Mountain Reservoir based upon development and demand.

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	16-01	**Capital Project Title**	Upgrades to Buildings at 479 Island Highway	**Capital Project Description**	Maintenance and changes to buildings and office layouts.

Project Rationale *The budget includes the following funds to upgrade and renew the buildings at 479 Island Highway:*
- *Repairs, upgrades and changes to the buildings (provisional $50,000)*
- *Painting of the buildings. (provisional $10,000 annually)*
- *Repair and replacement of carpets, floors and walls. (provisional $10,000 annually)*
- *Repair, refurbishment and replacement of equipment and property. (provisional $10,000 annually)*

Project Number	17-01	**Capital Project Title**	Voice Radio Upgrade	**Capital Project Description**	Replacement of end of life voice radio system repeaters, office, vehicle and handheld radios.

Project Rationale *Service Life and projected replacement:*
- *The service life of the mobile and portable units was forecast as 10 years at minimum, 15 years at maximum in 2005.*
- *The present radio models used in the system have just been taken out of production by the manufacturer, there will be no new units available for purchase as of July 1, 2015.*
- *Support for repairs and maintenance of the present radio will continue for the next 3 years at least.*
- *There are no pressing issues with equipment maintenance or repairs, present repair rates suggest we can maintain the system for the next few years, and perhaps reach a 12-15 year lifespan on the present equipment.*

Project Number	20-01	**Capital Project Title**	Portable Pump Station	**Capital Project Description**	Portable pump station and generator to provide backup when a pump station is offline, in construction or to bypass a section of pipe.

Project Rationale *The RWS and JdF operation numerous water mains and pump stations. There are situations, when a pump station fails, construction of a pump station or bypassing a section of pipe, where a portable pump station* ***with a generator*** *is required to maintain the level of service. Funds will be used in 2020 to design and in 2021 to procure a portable pump station* ***and generator****.*

Project Number	17-03	**Capital Project Title**	Office Equipment, Upgrades and Replacements	**Capital Project Description**	Upgrade and replacement of office equipment as required.

Project Rationale *Funds will be used for the replacement and upgrading of office equipment and furniture, as required.*

Service:	2.670/2.680	Regional Water Supply & JDF Water Distribution Combo

Project Number	Capital Project Title	Capital Project Description
17-04	Computer Upgrades	Annual upgrade and replacement program for computers, copiers, printers, network equipment as required.

Project Rationale

This is an annual upgrading and replacement program of computers, photocopiers, network, monitoring and associated equipment, as required. This item has been increased from $160,000 to $170,000 annually to reflect actual costs.

Capital Budget
Network Switch Maintenance $10,000
Additional Wireless Access Points and Maintenance $15,000
Photocopier Replacement $20,000
Additional Data Storage $15,000
Replacement Computers $75,000
Equipment Maintenance (contingency) $23,000
Replace Access Control System - Gates/ Video Cameras $12,000
Total Capital $170,000

Project Number	Capital Project Title	Capital Project Description
17-05	Development of the Maintenance Management Systems	Develop maintenance management system.

Project Rationale

The maintenance management system needs further development to meet user needs and to facilitate reporting. It is proposed that funds be approved for the following projects:- Develop and Asset onboarding process and a fault code reporting process for the CMMS.

Project Number	Capital Project Title	Capital Project Description
17-06	Small Equipment & Tool Replacement (Water Operations)	Replacement of tools and small equipment for Water Operations as required.

Project Rationale

Funds will be used for replacement of a variety of Operations and Welding equipment such as cutting saws, portable generators, gas detectors, Hilti drills,plasma cutter, wire welder, etc.

Project Number	Capital Project Title	Capital Project Description
17-07	Small Equipment & Tool Replacement (Corporate Fleet)	Replacement of tools and small equipment for Fleet as required.

Project Rationale

Funds will be used for replacement of a variety of Fleet small equipment and tools as required. This includes provision to replace the Vehicle OBD reader for reading engine codes and the shop air compressor.

2.680 Juan de Fuca Water Distribution
Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Juan de Fuca Water Distribution

Juan de Fuca assets include lands, office buildings, pump stations, pipe lines, meters, equipment, vehicles and other infrastructure.

Reserve/Fund Summary

	Actual	Estimate	Budget				
	2020	2021	2022	2023	2024	2025	2026
DCC Reserve Account	9,229,337	11,509,396	5,003,800	7,183,800	9,363,800	11,543,800	13,743,800
Equipment Replacement Fund	556,248	730,251	92,745	132,009	66,148	141,770	321,585
Total	**9,863,189**	**12,317,253**	**5,174,153**	**7,393,419**	**9,507,560**	**11,763,184**	**14,143,001**

2.680 Juan de Fuca Water Distribution
Development Cost Charges
2022 - 2026 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Development Cost Charges for Juan de Fuca Water Distribution (Bylaw # 2758)

Fund: 1055 Fund Center: 101532	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	7,436,981	9,229,337	11,509,396	5,003,800	7,183,800	9,363,800	11,543,800
Transfer to Cap Fund to fund DCC projects	(726,000)	-	(8,675,000)	(20,000)	(20,000)	(20,000)	-
Payment of P&I on LA 3164	(218,786)	(69,941)	(30,596)		-	-	-
Payment of DCC liability							
DCC's received From Member Municipalities	2,577,980	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Interest Income*	159,163	150,000					
Ending Balance $	**9,229,337**	**11,509,396**	**5,003,800**	**7,183,800**	**9,363,800**	**11,543,800**	**13,743,800**

General Comments:
Development Cost Charges Reserve Funds for Juan de Fuca Water Distribution was adopted in year 2000 for the purpose of providing funds for the capital costs of water facilities in the service areas.

These Reserve funds are received from Member Municipalities as Development Cost Charges (DCC's) to provide for the capital costs attributable to water sytem capacity improvements projects specified in the DCC capital expenditure program. Municipalities collect these DCC charges through building permits that are issued to developers for subdivision development

Future years DCC's received from member municipalities are difficult to predict, due to unknown development activity in the Municipalities, influenced by market conditions. Estimates based on recent annual collections of DCCs, and the cyclical nature of property development.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

2.680 Juan de Fuca Water Distribution
Equipment Replacement Reserve
2022 - 2026 Financial Plan

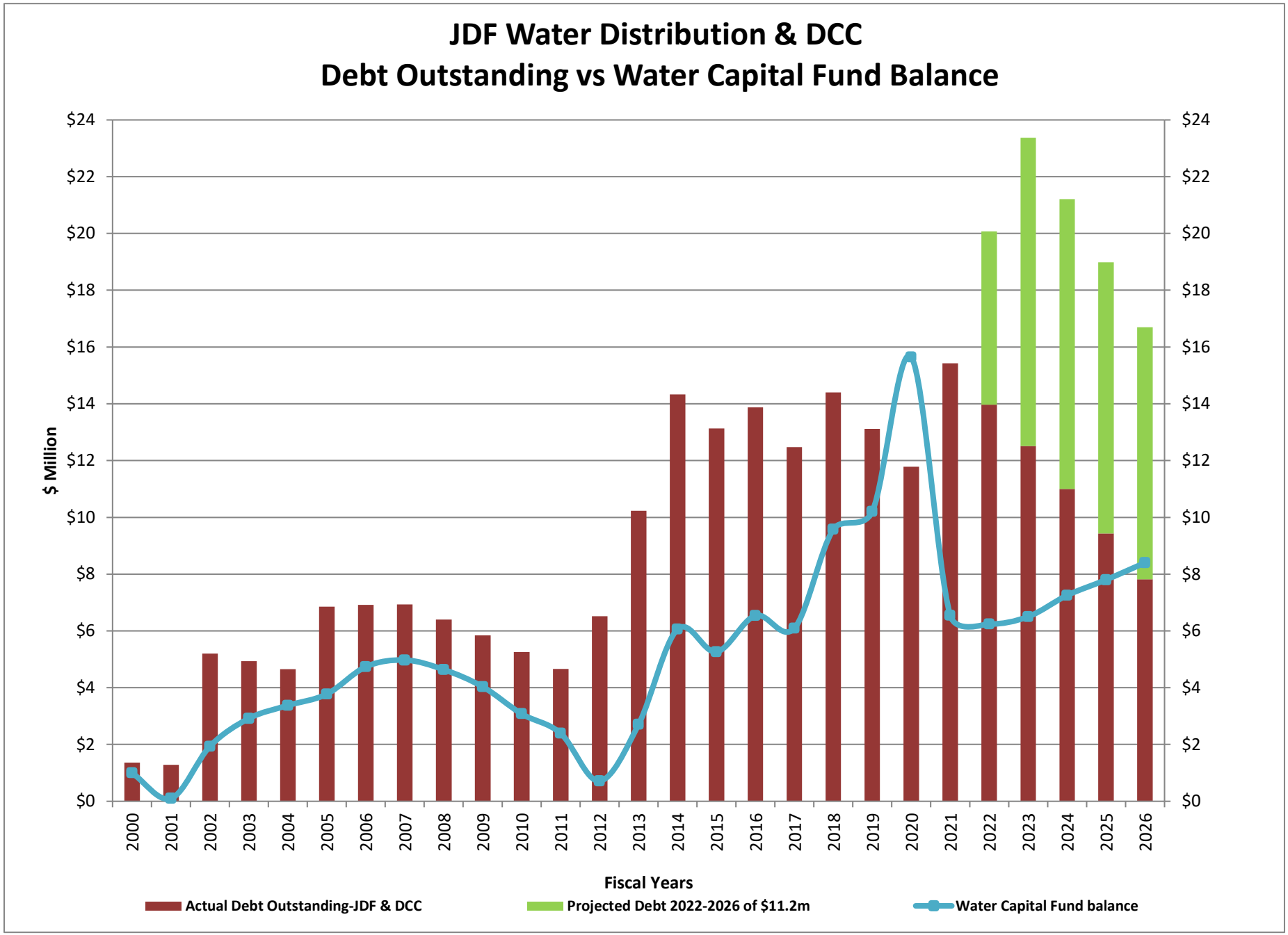
Equipment Replacement Reserve Schedule

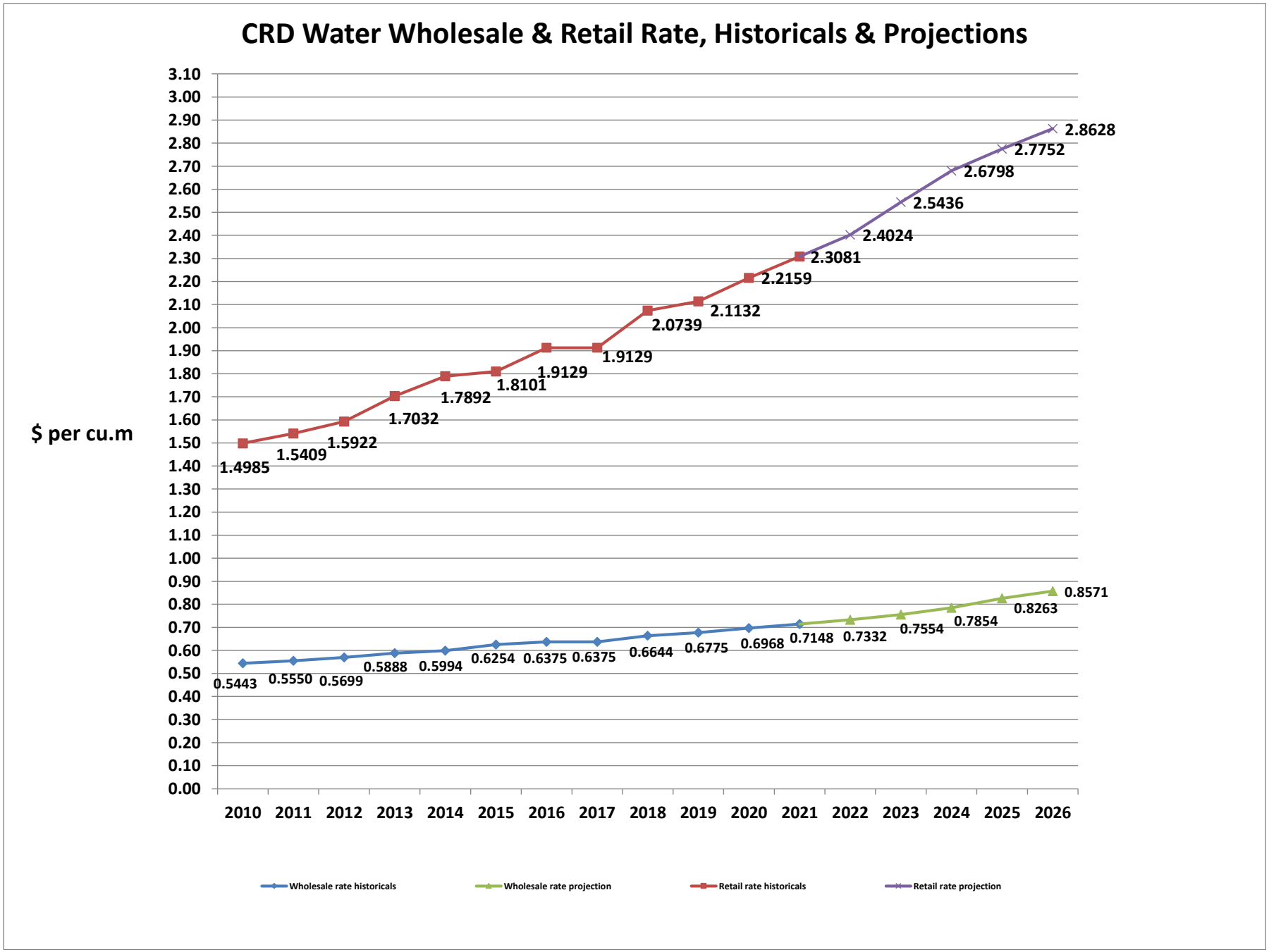
Reserve Fund: Juan de Fuca Distribution Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101630	Actual	Estimate	Budget				
	2020	2021	2022	2023	2024	2025	2026
Beginning Balance	343,313	556,248	730,251	92,745	132,009	66,148	141,770
Equipment purchases (Based on Capital Plan)	(5,233)	(88,000)	(1,060,000)	(270,000)	(400,000)	(240,000)	(124,000)
Transfer from Operating Budget	213,945	258,003	263,494	268,764	274,139	279,622	285,215
Proceeds on disposals			159,000	40,500	60,000	36,000	18,600
Interest Income*	4,223	4,000					
Ending Balance $	**556,248**	**730,251**	**92,745**	**132,009**	**66,148**	**141,770**	**321,585**

General Comments:
Reserve Fund is used for the purpose of replacing fleet vehicles including heavy equipment and associated mobile components, as outlined in the capital plan. Proceeds from disposals are estimated at 15% of replacement equipment purchases. Note not all vehicles are sold within the year in which they are replaced.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.


JDF Water Distribution & DCC
Debt Outstanding vs Water Capital Fund Balance
$ Million
$0
$2
$4
$6
$8
$10
$12
$14
$16
$18
$20
$22
$24
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Fiscal Years
Actual Debt Outstanding-JDF & DCC
Projected Debt 2022-2026 of $11.2m
Water Capital Fund balance


CRD Water Wholesale & Retail Rate, Historicals & Projections
$ per cu.m
3.10
3.00
2.90
2.80
2.70
2.60
2.50
2.40
2.30
2.20
2.10
2.00
1.90
1.80
1.70
1.60
1.50
1.40
1.30
1.20
1.10
1.00
0.90
0.80
0.70
0.60
0.50
0.40
0.30
0.20
0.10
0.00
1.4985
1.5409
1.5922
1.7032
1.7892
1.8101
1.9129
1.9129
2.0739
2.1132
2.2159
2.3081
2.4024
2.5436
2.6798
2.7752
2.8628
0.5443
0.5550
0.5699
0.5888
0.5994
0.6254
0.6375
0.6375
0.6644
0.6775
0.6968
0.7148
0.7332
0.7554
0.7854
0.8263
0.8571
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
2022
2023
2024
2025
2026
Wholesale rate historicals
Wholesale rate projection
Retail rate historicals
Retail rate projection

Making a difference...together

APPENDIX N-4

SPWC 21-05

REPORT TO SAANICH PENINSULA WATER COMMISSION
MEETING OF THURSDAY, OCTOBER 21, 2021

SUBJECT **Saanich Peninsula Water Service - 2022 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the 2022 Saanich Peninsula Water Service operating and capital budget, highlighting the changes from the 2021 budget and the proposed 2022 budget figures. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2022 Saanich Peninsula Water Service budget has been prepared for the Saanich Peninsula Water Commission's (Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. As in previous years, the draft 2022 budget has been prepared considering the CRD Board's 2022 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sets out the key components of the budget.

2021 Year End Financial Projections

The actual 2021 operating expense is projected to be $21,202 under budget at year end. The actual bulk water purchase expense is estimated to be $357,400 over budget at $5,218,040, which corresponds with water sales revenue that is projected to be $521,281 over budget. To balance the budget at year end, the proposed transfer to the capital reserve fund has been increased by $185,083 to $885,083.

Operating Budget

An increase in the 2022 operating expense in the amount of $48,586 is planned and results primarily from non-discretionary expense adjustments such as wage/salary increases, departmental support service allocations, insurance costs, and other operating expense increases such as electricity costs.

The bulk water purchase expense, based on the proposed 2022 Regional Water Supply wholesale water rate and the 2022 Saanich Peninsula Water budget demand volume, has been set at $5,059,080.

The drinking water quality sampling, testing and reporting function for the Saanich Peninsula Water System, as well as the three Peninsula municipalities is funded through the Regional Water Supply Service budget.

Capital Budget

The planned transfer to the capital reserve fund in 2022 is $800,000. At year-end 2021, the capital reserve fund balance is estimated to be $5,303,964 which is available to fund major capital projects. A new loan authorization in the amount of $12,900,000 was approved this year to allow continued partial funding of the five year capital plan. The debt servicing costs associated with this loan will begin in 2023.

The planned transfer to the equipment replacement fund in 2022 is $50,000. At year-end 2021, the equipment replacement fund balance is estimated to be $1,814,620, which is available to fund minor capital and operational equipment replacements including vehicles.

There are a number of capital projects planned for 2022 with a total value of $4,277,028 including $2,260,000 in projects that are in progress or multi-year projects, including the Bear Hill Reservoir interconnect project and the Hamsterly Pump Station Backup Generator installation project. The value of the five-year (2022-2026) capital plan is currently $18,851,028 including an on-going budget allowance for post-disaster water supply equipment and infrastructure improvements.

The Development Cost Charge (DCC) program represents $680,488 of the five-year (2022-2026) capital plan, and reflects the projects included in the DCC program update. At year-end 2021, the DCC reserve fund balance is estimated to be $2,076,836.

Water Demand

Total water demand across the Saanich Peninsula Water Service area has generally continued to increase year over year recently due to the continued rate of development and growth. This trend, combined with one of the hottest and driest years on record, is expected to result in actual demand exceeding budget demand in 2021; the 2021 year-end demand is projected to be 500,000 cubic metres over budget at 7,300,000 cubic metres.

The recommended 2022 water rate has been calculated using a budget demand of 6,900,000 cubic metres (Page 5 of the budget document), which is 100,000 cubic metres more than the volume used in the 2021 budget.

2022 Water Rates

The 2022 CRD Regional Water Supply wholesale water rate of $0.7332 per cubic metre, a 2.57% increase over the 2021 rate, is being recommended to the Regional Water Supply Commission. The 2022 agricultural rate of $0.2105 per cubic metre will also be recommended. The Regional Water Supply agricultural water rate budget funds the difference between the municipal retail water rate and the CRD agricultural water rate. An agricultural water rate review and options study is being undertaken in 2021 under the Regional Water Supply Service. This consultation phase of the study will involve the key stakeholders on the Saanich Peninsula including the Commission. It is anticipated that any changes to the rate or rate methodology resulting from the study would take effect in 2023. A summary of the agricultural water volumes and agricultural water rate payments for 2011 to 2020 is attached for information (Appendix C).

The recommended Saanich Peninsula Bulk Rate is $1.0886 per cubic metre, a 3.3% increase over the 2021 rate. The increase in annual bulk water cost for the average household using 235 cubic metres per year would be $8.22.

The Agricultural Research Station Rate has been set at $1.1238 per cubic metre.

The Saanich Peninsula Water rate and Regional Water Supply rate history and projection is attached (Appendix B). The rates may be adjusted in the future to reflect actual revenue and expenditure circumstances and water demand volumes.

ALTERNATIVES

Alternative 1
The Saanich Peninsula Water Commission recommends the Committee of the Whole recommend to the Capital Regional District Board to:

1. Approve the 2022 operating and capital budget;
2. Approve the 2022 Saanich Peninsula bulk water rate of $1.0886 per cubic metre, and the Agricultural Research Station water rate of $1.1238 per cubic metre, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2021 actual revenue and expense on the transfer to capital reserve fund; and,
4. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

Alternative 2
The Saanich Peninsula Water Commission recommends the Committee of the Whole recommend to the Capital Regional District Board to:

1. Approve the 2022 operating and capital budget as amended;
2. Approve the 2022 Saanich Peninsula bulk water rate, and the Agricultural Research Station water rate as amended, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2021 actual revenue and expense on the transfer to capital reserve fund; and,
4. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs, on-going operations, or the capital work program. 'One-time' reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term.

CONCLUSION

The draft 2022 Saanich Peninsula Water Service budget has been prepared for the Saanich Peninsula Water Commission's consideration. The budget has been prepared considering the Commission and CRD Board's 2022 service planning and financial expectations. A proposed increase in operating and capital funding that includes an increase in the wholesale water costs from the Regional Water Supply Service, combined with an adjusted revenue budget, is resulting in a recommended bulk water rate of $1.0886 per cubic metre, a 3.3% increase over the 2021 rate.

RECOMMENDATION

The Saanich Peninsula Water Commission recommends the Committee of the Whole recommend to the Capital Regional District Board to:

1. Approve the 2022 operating and capital budget;
2. Approve the 2022 Saanich Peninsula bulk water rate of $1.0886 per cubic metre, and the Agricultural Research Station water rate of $1.1238 per cubic metre, adjusted if necessary by any changes in the CRD Regional Water Supply wholesale water rate;
3. Direct staff to balance the 2021 actual revenue and expense on the transfer to capital reserve fund; and,
4. Direct staff to amend the Bulk Water Rates Bylaw accordingly.

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

ATTACHMENTS

Appendix A: 2022 Budget Document
Appendix B: Saanich Peninsula Water Rate and Regional Water Supply Rate History and Projection
Appendix C: Agricultural Water Volumes and Rate Payments 2011 - 2020

APPENDIX A

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula Water Supply

COMMISSION REVIEW

OCTOBER 2021

APPENDIX A

Service: 2.610 Saanich Peninsula Water Supply **Committee: Saanich Peninsula Water**

DEFINITION:

To purchase water and to acquire, design, construct, reconstruct, purchase, maintain and operate facilities and to acquire property easements, licences and authorities for the supply of water to Central Saanich, North Saanich, and Sidney, for distribution by the municipalities. Letters Patent, December 22, 1976; revised Sept. 27, 1984. Amended SLP April 27, 1978 and March 19, 1986.

SERVICE DESCRIPTION:

This service provides for the purchase of bulk water for supply to Central Saanich, North Saanich, and Sidney, for distribution within their municipalities. Included in the program is the responsibility to provide design, construction, operation and maintenance, licenses, and water quality monitoring to the service area.

PARTICIPATION:

Central Saanich / North Saanich / Sidney

MAXIMUM LEVY:

MAXIMUM CAPITAL DEBT:

As established by Inspector of Municipalities.

COMMISSION:

Saanich Peninsula Water Commission established by Letters Patent to advise the Board with respect to this function.

FUNDING:

Costs are recovered through the sale of bulk water.

CAPITAL DEBT:

Authorized:	$12,900,000	2021 - (MFA Bylaw No. 4411 - Saanich Peninsula Water Supply Water Works)
Borrowed:	$0	
Remaining:	$12,900,000	

APPENDIX A

Change in Budget 2021 to 2022 **Service: 2.610 Saanich Peninsula Water Supply**	**Total Expenditure**	**Comments**
2021 Budget	**7,169,999**	
Change in Salaries:		
Change in Labour	20,700	Labour charges (Salaries and overhead)
Total Change in Salaries	20,700	
Other Changes:		
Bulk Water Purchase	198,440	
Transfers to Capital Reserve	100,000	
Standard Overhead Allocation	15,537	
Other Costs	12,349	
Total Other Changes	326,326	
2022 Budget	**7,517,025**	
% expense increase from 2021:	***4.8%***	

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

Favourable water sales variance of $527,000 (7.4%) due to higher than budgeted water sales largely a result of increased temperatures. This additional revenue will be used to offset bulk water purchase overages. The net surplus of $185,000 will be transferred to the Capital Reserve Fund.

APPENDIX A

CAPITAL REGIONAL DISTRICT

Program Group: CRD-Saanich Peninsula Water Supply

SUMMARY	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	2022 BUDGET REQUEST: 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	TOTAL (COL 4, 5 & 6)	FUTURE PROJECTIONS: 2023	2024	2025	2026
1	2	3	4	5	6	7	8	9	10	11
OPERATING EXPENDITURES:										
ALLOCATION - OPERATIONS	1,059,266	1,045,380	1,080,447	-	-	1,080,447	1,091,705	1,113,185	1,135,096	1,157,449
UTILITIES	218,086	224,120	220,708	-	-	220,708	225,122	229,625	234,218	238,902
OPERATING - OTHER COSTS	172,795	159,445	182,041	-	-	182,041	187,073	192,279	197,660	203,214
ALLOCATION - STANDARD OVERHEAD	109,212	109,212	124,749	-	-	124,749	127,244	129,789	132,384	135,032
TOTAL OPERATING EXPENDITURES	1,559,359	1,538,157	1,607,945	-	-	1,607,945	1,631,144	1,664,878	1,699,358	1,734,597
*Percentage increase over prior year board budget			3.12%			3.12%	1.44%	2.07%	2.07%	2.07%
TOTAL BULK WATER EXPENDITURES	4,860,640	5,218,040	5,059,080	-	-	5,059,080	5,212,260	5,419,260	5,701,470	5,913,990
CAPITAL EXPENDITURES & TRANSFERS										
TRANSFER TO CAPITAL RESERVE FUND	700,000	885,083	800,000	-	-	800,000	850,000	700,000	400,000	400,000
TRANSFER TO EQUIPMENT REPLACEMENT FUND	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES & TRANSFERS	750,000	935,083	850,000	-	-	850,000	900,000	750,000	450,000	450,000
DEBT SERVICING										
DEBT-INTEREST & PRINCIPAL	-	-	-	-	-	-	74,800	381,561	826,887	1,089,735
TOTAL DEBT EXPENDITURES	-	-	-	-	-	-	74,800	381,561	826,887	1,089,735
TOTAL EXPENDITURES	7,169,999	7,691,280	7,517,025	-	-	7,517,025	7,818,204	8,215,699	8,677,715	9,188,322
SOURCES OF FUNDING-OPERATIONS										
REVENUE -WATER SALES	(7,164,199)	(7,691,280)	(7,511,225)	-	-	(7,511,225)	(7,812,404)	(8,209,899)	(8,671,915)	(9,182,522)
REVENUE -OTHER	(5,800)	-	(5,800)	-	-	(5,800)	(5,800)	(5,800)	(5,800)	(5,800)
TOTAL SOURCES OF FUNDING FROM OPERATIONS	(7,169,999)	(7,691,280)	(7,517,025)	-	-	(7,517,025)	(7,818,204)	(8,215,699)	(8,677,715)	(9,188,322)
SOURCES OF FUNDING-REQUISITION										
PROPERTY TAX REQUSITION FOR DEBT	-	-	-	-	-	-	-	-	-	-
TOTAL REQUSITION	-	-	-	-	-	-	-	-	-	-
TRANSFER FROM PRIOR YEAR	-	-	-	-	-	-	-	-	-	-
TRANSFER TO FOLLOWING YEAR										
TOTAL CARRY FORWARD (SURPLUS)/ DEFICIT	-	-	-	-	-	-	-	-	-	-
TOTAL SOURCES OF ALL FUNDING	(7,169,999)	(7,691,280)	(7,517,025)	-	-	(7,517,025)	(7,818,204)	(8,215,699)	(8,677,715)	(9,188,322)
Percentage increase over prior year's board budget			4.84%			4.84%	4.01%	5.08%	5.62%	5.88%

APPENDIX A

SAANICH PENINSULA WATER SUPPLY

2022 Demand Estimate

Retail Demand

Years	Actual Demand cu.metre	Budgeted Demand cu.metre
2017	6,549,588	6,270,000
2018	7,044,786	6,300,000
2019	6,928,173	6,500,000
2020	6,860,322	6,800,000
2021	7,300,000	6,800,000
2022 Demand Estimate	**6,900,000**	

** Projected consumption for 2021*

APPENDIX A

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	2018	2019	2020	2021	2022	Change	% change
Retail (direct) water rate							
Sannich Peninsula Retail cost per cu.m.	$0.9621	$0.9815	$1.0223	$1.0536	$1.0886	$0.0350	3.3%
Agricultural Research Station cost per cu.m.	$0.9973	$1.0167	$1.0575	$1.0888	$1.1238	$0.0350	3.2%

Summary of Bulk Water Purchase Rates from Regional Water Supply

	2018	2019	2020	2021	2022	Change	% change
CRD Bulk water purchase cost per cu.m.	$0.6644	$0.6775	$0.6968	$0.7148	$0.7332	$0.0184	2.6%

APPENDIX A

SAANICH PENINSULA WATER SUPPLY

Summary of Supply Water Rates to Participating Municipalities

	2018	2019	2020	2021	2022	Change	% change
Retail (direct) water rate							
Unit cost per cu.m.	$ 0.9621	$ 0.9815	$ 1.0223	$ 1.0536	$ 1.0886	$ 0.0350	3.3%

Retail Water Rate Increase
Impact on Participating Municipalities Water Bill

Average consumption: 235.0 cubic meters

Charge for Twelve Months Consumption	Year	Annual charge	2022 Annual Change $
Average Consumption	2021	$ 247.60	
	2022	$ 255.82	$ 8.22
Half Average Consumption	2021	$ 123.80	
	2022	$ 127.91	$ 4.11
Twice Average Consumption	2021	$ 495.19	
	2022	$ 511.64	$ 16.46

APPENDIX A

Schedule A
Asset Useful Life Assignments - PSAB

Classes:	Code	Asset Categories	Useful Life, Years
Land	LAND	Land & Rights of Way * (Note 1)	N/A
Building	BLDG	Building, Permanent	50
	BLOT	Building, Temporary/ Portable	20
	BLFX	Building fixture (*sprinklers)*	20
Equipment	BOAT	Boats & Marine Equipment	10
	COMP	Computer Equipment (*includes software*)	5
	ELEC	Electronic Equipment(*hydromet, weather stn eqpt)*	5
	FIRE	Fire & Safety Equipment	10
	GENT	Generator	20
	HYDR	Hydrants and Standpipes	20
	HYDY	Hydrology	10
	MTRS	Meters	20
	OFFE	Office Equipment	5
	OFFF	Office Furniture	10
	SCDA	SCADA Equipment	10
	SCRN	Intake Screens/Membranes *(stop logs)*	20
	SHOP	Shop Equipment	10
	TELE	Telecommunication Eqpt (*radios, phone systems*)	10
	WEQP	Water Works Eqpt(*W.Quality lab, Wshed eqpt)*	10
	NEW GRP	Weather stn & communication tower	15
Vehicle	VEHC	Vehicles	8
Engineering	BRDG	Bridge	50
Structure	CANL	Canal	50
	DAMS	Dam Structures	100
	PIPE	Pipelines, includes Vaults, Kiosks, Valve chambers	75
	PIPF	Pipelines, fittings	20
	PLPV	Parking lot paved	40
	PSEQ	Pump Station Equipment	20
	PSHS	Pump Station Housing	50
	PRVS	Valves, Flushes & PRV's	20
	RDGR	Roads gravel	20
	RDPV	Roads paved	40
	RESS	Reservoirs (steel & concrete)	50
	REST	Reservoirs (tower/tank)	35
	TANK	Storage tank	40
	TELP	Telephone and Power Lines	50
	TUNN	Tunnel, Culvert and Diversions	50
	WATP	Water Treatment Plant	25
	WELL	Wet well/ Well	50
Other Assets	CSTU	Capital Management Studies	5
	FENC	Fences	15
	LIMP	Land & Yard Improvements	20

Note 1: Land is not depreciated so a useful life assignment is not applicable

APPENDIX A

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	2.610 Saanich Peninsula Water Supply	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$20,000	$304,000	$0	$150,000	$0	$0	$454,000
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$2,240,000	$3,973,028	$2,820,000	$5,770,000	$5,324,000	$510,000	$18,397,028
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$2,260,000	**$4,277,028**	**$2,820,000**	**$5,920,000**	**$5,324,000**	**$510,000**	**$18,851,028**
SOURCE OF FUNDS								
Capital Funds on Hand		$0	$0	$0	$0	$0	$0	$0
Debenture Debt (New Debt Only)		$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
Equipment Replacement Fund		$0	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$2,260,000	$4,217,028	$210,000	$310,000	$764,000	$150,000	$5,651,028
		$2,260,000	**$4,277,028**	**$2,820,000**	**$5,920,000**	**$5,324,000**	**$510,000**	**$18,851,028**

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APPENDIX A

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2022 - 2026

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or preliminmary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 2.610

Service Name: Saanich Peninsula Water Supply

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
SYSTEM UPGRADES AND REPLACEMENTS													
18-04	New	Post Disaster Emergency Water Supply	Identify and procure emergency systems for post disaster preparedeness	$1,050,000	S	Res	$50,000	$200,000	$150,000	$150,000	$150,000	$150,000	$800,000
19-01	Renewal	Corrosion Protection Program	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion	$110,000	S	Res	$0	$10,000	$10,000	$10,000	$10,000	$0	$40,000
20-02	New	Hamsterly Pump Station Backup Power Generator	Addition of a backup power generator at the Hamsterly Pump Station	$335,000	S	Res	**$340,000**	**$720,000**	$0	$0	$0	$0	$720,000
21-01	New	Level of Service Agreement	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.	$75,000	S	Res	$75,000	$75,000	$0	$0	$0	$0	$75,000
21-02	Renewal	Stewart's Well Decommissioning	Decommission the well, and demolish the structures.	$175,000	S	Res	$0	$100,000	$0	$0	$0	$0	$100,000
21-04	Renewal	SCADA Upgrades	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.	$350,000	E	Res	$20,000	$270,000	$0	$0	$0	$0	$270,000
21-05	Renewal	SPW System Upgrade and Expansion	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are cement pipe material which are susceptible to failure during a seismic event. This is part of a project in partner with the RWS system.	$14,700,000	S	Res	$1,775,000	$1,775,000	$0	$0	$0	$0	$1,775,000
21-05					S	Debt	$0	$0	$2,550,000	$5,550,000	$4,500,000	$300,000	$12,900,000
21-06	Renewal	Voice Radio Replacement	Replacement of the aging voice radio system with the Core Area, RWS, JDF and Saanich Peninsula Wastewater systems.	$67,000	E	Res	$0	$34,000	$0	$0	$0	$0	$34,000
22-02	**New**	**Microwave Radio Upgrades**	**To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.**	**$150,000**	**E**	**Res**	$0	$0	$0	**$150,000**	$0	$0	$150,000
22-03	**New**	**Keating Cross Road Water Main**	**MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet**	**$1,000,000**	**S**	**Res**	$0	**$1,000,000**	$0	$0	$0	$0	$1,000,000
23-01	New	DCC Program Update	5-year update of the DCC program.	$500	S	Res	$0	$0	**$500**				$500
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.	**$6,040**	S	Res	$0	$0	$0	$0	**$6,040**	$0	$6,040
Sub-Total System Upgrades and Replacements				**$18,018,540**			**$2,260,000**	**$4,184,000**	**$2,710,500**	**$5,860,000**	**$4,666,040**	**$450,000**	**$17,870,540**
ANNUAL PROVISIONAL ITEMS													$0
17-02	Renewal	Provisional Equipment Replacements	Funds to conduct emergency and unplanned repairs outside of normal Operations.	$300,000	S	ERF	$0	$60,000	$60,000	$60,000	$60,000	**$60,000**	$300,000
DEVELOPMENT COST CHARGE (DCC) PROGRAM													$0
22-01	New	Water Strategic Plan Update	Update the strategic plan to inform future works and identify hydraulic deficiencies.	**$33,028**	S	Res	$0	**$33,028**	$0	$0	$0	$0	$33,028
23-01	New	DCC Program Update	5-year update of the DCC program.	**$49,500**	S	Res	$0	$0	**$49,500**	$0	$0	$0	$49,500
25-01	New	Hamsterly Pump Station Capacity Upgrade	Increase the capacity of the Hamsterly Pump Station to address increased water demand.	**$597,960**	S	Res	$0	$0	$0	$0	**$597,960**	$0	$597,960
Sub-Total Development Cost Charge (DCC) Program				**$680,488**			**$0**	**$33,028**	**$49,500**	**$0**	**$597,960**	**$0**	**$680,488**
			GRAND TOTAL	**$18,999,028**			**$2,260,000**	**$4,277,028**	**$2,820,000**	**$5,920,000**	**$5,324,000**	**$510,000**	**$18,851,028**

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APPENDIX A

Service: 2.610 Saanich Peninsula Water Supply

Project Number	18-04	**Capital Project Title**	Post Disaster Emergency Water Supply	**Capital Project Description**	Identify and procure emergency systems for post disaster preparedeness

Project Rationale In the event of a disaster, it is proposed to have in place the ability to source, treat (if required) and distribute drinking water during the initial and sustained response and recovery phases to the public. This item will see the study of the issue in 2017 and 2018 with the anticipated purchase of one or more emergency distribution systems in 2018 and beyond.Initial investigation has highlighted areas, such as having hardened hydrants/standpipes that the CRD should be investing in. Additional funds are required to start implementing these additional works.

Project Number	19-01	**Capital Project Title**	Corrosion Protection Program	**Capital Project Description**	Carry out an investigation and monitoring program in conjunction with other services to prevent infrastructure failure due to corrosion

Project Rationale The Saanich Peninsula Water System comprises of many material types including steel. An investigation and monitoring program will be developed to prevent infrastructure failure due to corrosion. Funds are required to retain a qualified corrosion specialist to assess and aid in developing a monitoring program.

Project Number	20-02	**Capital Project Title**	Hamsterly Pump Station Backup Power Generator	**Capital Project Description**	Addition of a backup power generator at the Hamsterly Pump Station

Project Rationale From the 2018 DCC Update, KWL identified that the addition of backup power at the Hamsterly Pump Station is required. Funds are required to design and construct backup power for the Hamsterly Pump Station.

Project Number	21-01	**Capital Project Title**	Level of Service Agreement	**Capital Project Description**	Determine and develop appropriate level of service agreements with the participating municipalities for water supply.

Project Rationale The SPW Service has numerous transfer points with the participating municipalities. Funding is required to determine the pressure and flow at transfer points with the participating municipalities for water suppply.

APPENDIX A

Service:	2.610	Saanich Peninsula Water Supply			
Project Number	21-02	**Capital Project Title**	Stewart's Well Decommissioning	**Capital Project Description**	Decommission the well, and demolish the structures.
Project Rationale	Stewart's Well site was previously used to provide potable water to the Elk Lake Main. The well has not been in use for a long time, with the accessory buildings long abandoned. The site located at the end of Cultra Ave in Central Saanich, situated between two residential properties. Funds are required in 2021 to conduct a hazardous soils test and prepare tender documents for demolition of the buildings and abandonment of the well				

Project Number	21-04	**Capital Project Title**	SCADA Upgrades	**Capital Project Description**	SCADA upgrades and planning in conjunction with the Juan de Fuca Water Distribution, Saanich Peninsula Water and Wastewater, and Core Area Wastewater Services.
Project Rationale	The existing SCADA system is nearing end of life for equipment. The SCADA system provides vital operational monitoring and control information for the Saanich Peninsula Water System. Additionally, the Juan de Fuca Water Distribution, Saanich Peninsula Wastewater, Regional Water System, and Core Area Wastewater services require similar upgrades and integration. This project will be carried out with the other services so that an fully integrated system can be implemented.				

Project Number	21-05	**Capital Project Title**	SPW System Upgrade and Expansion	**Capital Project Description**	Upgrade vulnerable sections of the SPW system to a resilient system better able to withstand a seismic event, and extend sections of the system to have dual feed redundancy. Vulnerable sections are
Project Rationale	This project is for design and replacement of cement pipe sections that are susceptible to failure during a seismic event. Funds are required for detailed design and construction of the Bearhill section of transmission main from Mt Newton to the Dean Park Lower tank along East Saanich Road including a new PRV, detailed design of the transmission main from McTavish Tank to Mills Road.The budget breakdown of the works: Bearhill Section design and construction of new transmission main and PRV station $14,200,000; conceptual and detailed design of the transmission main from Mctavish Reservoir to Mills Road $500,000.				

Project Number	21-06	**Capital Project Title**	Voice Radio Replacement	**Capital Project Description**	Replacement of the aging voice radio system with the Core Area, RWS, JDF and Saanich Peninsula Wastewater systems.
Project Rationale	The Saanich Peninsula Water System uses handheld and vehicle mounted radios for communications during emergency events. Replacement of the aging radios is required to maintain consistancy with the Regional Water System, Core Area System, and Juan de Fuca Water Distribution system.				

APPENDIX A

Service: **2.610** **Saanich Peninsula Water Supply**

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	22-03	**Capital Project Title**	Keating Cross Road Water Main	**Capital Project Description**	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI, agreement not in place yet
Project Rationale	MoTI driven project, MoTI has expectation of CRD contributing (TBD), approximately 500m of 500mm DI				

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

Project Number	25-01	**Capital Project Title**	Hamsterly Pump Station Capacity Upgrade	**Capital Project Description**	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.
Project Rationale	In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. This is for the Saanich Peninsula Water service's contribution to the DCC project. Funds are required for the design and construction of the additional pump.				

APPENDIX A

Service:	2.610	Saanich Peninsula Water Supply			
Project Number	17-02	**Capital Project Title**	Provisional Equipment Replacements	**Capital Project Description**	Funds to conduct emergency and unplanned repairs outside of normal Operations.
Project Rationale	Replace various system equipment that may fail during the year that is not specifically identified and funded through the operating and capital budgets.				

Project Number	22-01	**Capital Project Title**	Water Strategic Plan Update	**Capital Project Description**	Update the strategic plan to inform future works and identify hydraulic deficiencies.
Project Rationale	A water distribution system changes with development demand. A periodic update of the strategic plan to identify hydraulic deficiencies and inform future works is periodically required to ensure the level of service.				

Project Number	23-01	**Capital Project Title**	DCC Program Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	Funds are required to retain a consultant to complete the 5-year updated of the DCC program.				

Project Number	25-01	**Capital Project Title**	Hamsterly Pump Station Capacity Upgrade	**Capital Project Description**	Increase the capacity of the Hamsterly Pump Station to address increased water demand. This is the service's contribution to the DCC project.
Project Rationale	In the 2018 KWL DCC Update report, the Hamsterly Pump Station was identified to require addition of a third pump to meet increased water demand. DCC funds are required for the design and construction of the additional pump.				

APPENDIX A

2.610 Saanich Peninsula Water
Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Saanich Peninsula Water

One of the 16 CRD drinking water systems across the region, Saanich Peninsula Water Supply obtains treated drinking water from the Regional Water Supply System and is responsible for the bulk trunk water supply systems for Central Saanich, Sidney & North Saanich. Assets include land, 46 kilometres of water supply mains, nine balancing reservoirs, nine pumping stations, two pressure reducing stations, nine supply meters and two rechlorination stations.

Reserve/Fund Summary

	Actual	Estimate	Budget				
	2020	2021	2022	2023	2024	2025	2026
DCC Reserve Account	2,036,836	2,076,836	2,043,808	1,994,308	1,994,308	1,396,348	1,396,348
Equipment Replacement Fund	1,809,620	1,814,620	1,804,620	1,794,620	1,784,620	1,774,620	1,764,620
Capital Reserve	5,651,881	5,303,964	1,919,964	2,609,464	2,999,464	3,233,424	3,483,424
Total	**9,498,337**	**9,195,420**	**5,768,392**	**6,398,392**	**6,778,392**	**6,404,392**	**6,644,392**

APPENDIX A

2.610 Saanich Peninsula Water
Development Cost Charges
2022 - 2026 Financial Plan

Development Cost Charges Reserve Schedule

Reserve Fund: Saanich Peninsula Water Development Cost Charges (Bylaw # 3208)

Fund: 1009 Fund Center: 101353- DCC Water System only	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	2,092,293	2,036,836	2,076,836	2,043,808	1,994,308	1,994,308	1,396,348
Transfers to Reserve							
Transfers from Reserve based on DCC-capital plan	(95,000)	-	(33,028)	(49,500)	-	(597,960)	-
DCC's received from Member Municipalities							
Interest Income*	39,543	40,000					
Ending Balance $	**2,036,836**	**2,076,836**	**2,043,808**	**1,994,308**	**1,994,308**	**1,396,348**	**1,396,348**

General Comments:

Saanich Peninsula Water Development Cost Charges (DCC's) was adopted in 2005 for the purpose of providing funds to assist with the capital costs of providing, constructing, altering or expanding the Districts water & wastewater systems that services the Member Municipalites.

The above cash flow only reflects DCC Reserve information for Water System only (Wastewater's information will be provided in the Wastewater budgets). These Reserve funds are received from member municipalities as Development Cost Charges (DCC's) to provide for the capital costs of water capacity system improvements within the service areas.

In December 2018 the bylaw was ammended to remove Develoment Cost Charges on new projects to recognize that the fund's balance exceeded the total of current development projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

APPENDIX A

2.610 Saanich Peninsula Water
Equipment Replacement Reserve Schedule
2022 - 2026 Financial Plan

Equipment Replacement Reserve Schedule

Reserve Fund: Saanich Peninsula Water-Equipment Replacement Reserve (covered by CRD-ERF Bylaw)

Fund: 1022 Fund Center: 101452	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	1,751,473	1,809,620	1,814,620	1,804,620	1,794,620	1,784,620	1,774,620
Equipment purchases (Based on Capital Plan)	(7,810)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
Transfer from Operating Budget	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Income*	15,956	15,000					
Ending Balance $	**1,809,620**	**1,814,620**	**1,804,620**	**1,794,620**	**1,784,620**	**1,774,620**	**1,764,620**

General Comments: The fund is used to replace water system infrastructure throughout the system as failing components are identified and not funded through operating budgets.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

APPENDIX A

2.610 Saanich Peninsula Water
Capital Reserve Fund
2022 - 2026 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: Saanich Peninsula Water Capital Reserve Fund (Bylaw #1397)

Fund: 1009 Fund Center: 102159	**Actual**	**Estimate**	**Budget**				
	2020	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	5,552,657	5,651,881	5,303,964	1,919,964	2,609,464	2,999,464	3,233,424
Transfers from Reserve based on capital plan	(780,000)	(1,283,000)	(4,184,000)	(160,500)	(310,000)	(166,040)	(150,000)
Transfer from Operating Budget	785,749	885,083	800,000	850,000	700,000	400,000	400,000
Interest Income*	93,475	50,000					
Ending Balance $	**5,651,881**	**5,303,964**	**1,919,964**	**2,609,464**	**2,999,464**	**3,233,424**	**3,483,424**

General Comments:
Saanich Peninsula Water Capital Reserve Fund was adopted in 1985 for the purpose of capital payments including planning, engineering and legal costs for providing, latering or expanding water system infrastructure related to the Saanich Peninsula Water Supply System.

The fund is used for the purpose of funding the Service Capital infrastructure related directly or indirectly to water facilities, (excluding DCC) capital expenditures.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

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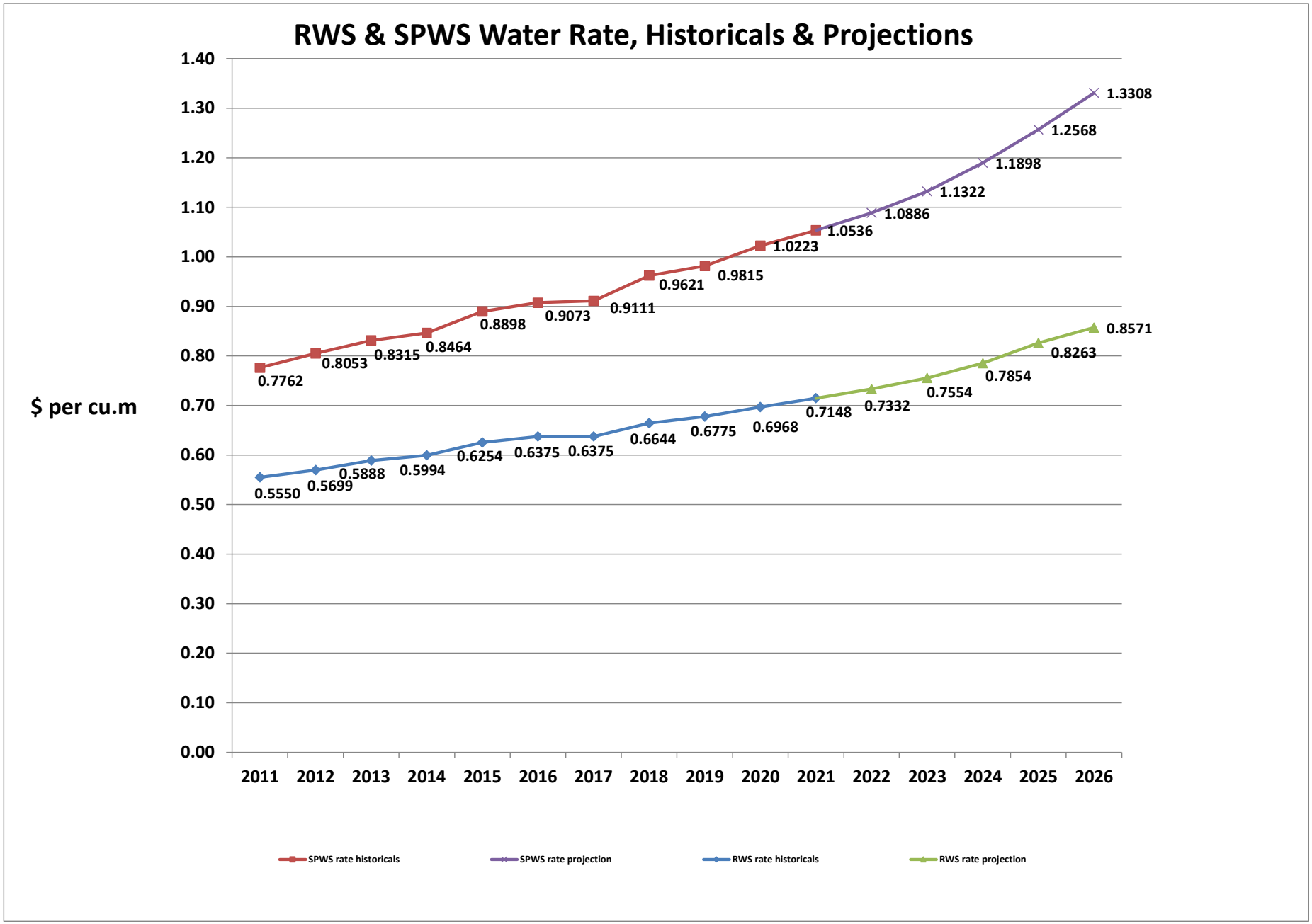
APPENDIX B



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APPENDIX C

REGIONAL WATER SUPPLY COMMISSION
Agricultural Water Rate Funding Comparisons 2011 - 2020

		No. of AR Accounts	No. of AG Accounts	AR Volume m3	AG Volume m3	Avg AR Volume m3 (Vol/Accts)	Avg AG Volume m3	Agri Rate Consumption Costs	Agri Fixed Charge Costs	Total Agri Subsidy Paid out (Cons + Fixed)	Avg Agri Cost $ (Paid/Accts)	%age of Total Paid out	Rate Differential: Municipal Rate m3 A	Agri Rate m3 B	Muni-CRD Diff m3 A - B
Western Communities & Sooke *															
	2020	84	15	42,432	51,118	505	3,408	$ 187,605	$ -	$ 187,605	$ 1,895	11.9%	$ 2.2159	$ 0.2105	$ 2.0054
	2019	86	14	36,598	50,277	426	3,591	$ 165,297	$ -	$ 165,297	$ 1,653	11.1%	$ 2.1132	$ 0.2105	$ 1.9027
	2018	95	18	40,657	19,669	428	1,093	$ 112,411	$ -	$ 112,411	$ 995	7.9%	$ 2.0739	$ 0.2105	$ 1.8634
	2017	81	11	33,458	11,628	413	1,057	$ 76,754	$ -	$ 76,754	$ 834	5.6%	$ 1.9129	$ 0.2105	$ 1.7024
	2016	80	11	41,248	8,652	516	787	$ 84,950	$ -	$ 84,950	$ 934	5.9%	$ 1.9129	$ 0.2105	$ 1.7024
	2015	79	11	33,537	7,078	425	643	$ 64,968	$ -	$ 64,968	$ 722	5.1%	$ 1.8101	$ 0.2105	$ 1.5996
	2014	79	11	29,419	9,074	372	825	$ 60,769	$ -	$ 60,769	$ 675	5.6%	$ 1.7892	$ 0.2105	$ 1.5787
	2013	80	11	25,532	5,578	319	507	$ 46,438	$ -	$ 46,438	$ 510	4.7%	$ 1.7032	$ 0.2105	$ 1.4927
	2012	79	13	23,617	5,932	299	456	$ 40,828	$ -	$ 40,828	$ 444	4.3%	$ 1.5922	$ 0.2105	$ 1.3817
	2011	75	11	27,910	4,893	372	445	$ 43,641	$ -	$ 43,641	$ 507	5.2%	$ 1.5409	$ 0.2126	$ 1.3283
Central Saanich															
	2020	278	49	375,646	233,214	1,351	4,759	$ 873,579	$ 6,768	$ 880,347	$ 2,692	56.0%	$ 1.8047	$ 0.2105	$ 1.5942
	2019	276	47	421,804	210,499	1,528	4,479	$ 862,430	$ 2,162	$ 864,592	$ 2,677	58.0%	$ 1.7260	$ 0.2105	$ 1.5155
	2018	278	49	378,593	297,433	1,362	6,070	$ 866,699	$ 7,003	$ 873,702	$ 2,672	61.3%	$ 1.6350	$ 0.2105	$ 1.4245
	2017	296	49	398,087	298,522	1,345	6,092	$ 792,125	$ 7,003	$ 799,128	$ 2,316	58.7%	$ 1.5575	$ 0.2105	$ 1.3470
	2016	297	51	446,241	303,419	1,502	5,949	$ 879,396	$ 7,191	$ 886,587	$ 2,548	61.1%	$ 1.5139	$ 0.2105	$ 1.3034
	2015	294	51	412,060	246,292	1,402	4,829	$ 739,282	$ 7,144	$ 746,426	$ 2,164	58.4%	$ 1.4582	$ 0.2105	$ 1.2477
	2014	294	49	361,801	190,895	1,231	3,896	$ 596,515	$ 6,808	$ 603,323	$ 1,759	55.7%	$ 1.4033	$ 0.2105	$ 1.1928
	2013	296	45	321,518	194,848	1,086	4,330	$ 542,837	$ 4,186	$ 547,023	$ 1,604	55.7%	$ 1.3799	$ 0.2105	$ 1.0525
	2012	280	41	325,663	210,906	1,163	5,144	$ 518,454	$ 5,658	$ 524,112	$ 1,633	55.6%	$ 1.2841	$ 0.2105	$ 0.9662
	2011	210	38	312,702	169,206	1,489	4,453	$ 462,183	$ 5,244	$ 467,427	$ 1,885	56.1%	$ 1.2867	$ 0.2126	$ 0.9667
North Saanich **															
	2020	102	16	57,433	108,453	563	6,778	$ 223,532	$ -	$ 223,532	$ 1,894	14.2%	$ 1.5580	$ 0.2105	$ 1.3475
	2019	94	15	58,278	95,030	620	6,335	$ 201,370	$ -	$ 201,370	$ 1,847	13.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2018	100	16	97,574	70,666	976	4,417	$ 220,982	$ -	$ 220,982	$ 1,905	15.5%	$ 1.5240	$ 0.2105	$ 1.3135
	2017	100	13	151,773	53,551	1,518	4,119	$ 245,456	$ -	$ 245,456	$ 2,172	18.0%	$ 1.4643	$ 0.2105	$ 1.2538
	2016	100	12	148,450	36,774	1,485	3,065	$ 230,697	$ -	$ 230,697	$ 2,060	15.9%	$ 1.4560	$ 0.2105	$ 1.2455
	2015	106	14	151,656	38,066	1,431	2,719	$ 230,948	$ -	$ 230,948	$ 1,925	18.1%	$ 1.4278	$ 0.2105	$ 1.2173
	2014	98	14	133,853	30,372	1,366	2,169	$ 194,919	$ -	$ 194,919	$ 1,740	18.0%	$ 1.3974	$ 0.2105	$ 1.1869
	2013	102	13	141,845	30,647	1,391	2,357	$ 200,004	$ -	$ 200,004	$ 1,739	20.4%	$ 1.3700	$ 0.2105	$ 1.1595
	2012	99	13	117,497	45,227	1,187	3,479	$ 188,679	$ -	$ 188,679	$ 1,685	20.0%	$ 1.3700	$ 0.2105	$ 1.1595
	2011	101	13	106,393	34,921	1,053	2,686	$ 163,558	$ -	$ 163,558	$ 1,435	19.6%	$ 1.3700	$ 0.2126	$ 1.1574
Saanich															
	2020	68	53	40,416	144,443	594	2,725	$ 268,877	$ 10,867	$ 279,745	$ 2,312	17.8%	$ 1.6650	$ 0.2105	$ 1.4545
	2019	68	51	37,086	140,512	545	2,755	$ 249,436	$ 10,278	$ 259,714	$ 2,182	17.4%	$ 1.6150	$ 0.2105	$ 1.4045
	2018	70	49	37,503	111,896	536	2,284	$ 208,786	$ 9,996	$ 218,782	$ 1,839	15.3%	$ 1.5910	$ 0.2105	$ 1.3805
	2017	80	50	38,201	132,092	478	2,642	$ 229,604	$ 9,719	$ 239,324	$ 1,841	17.6%	$ 1.5600	$ 0.2105	$ 1.3495
	2016	71	53	36,409	139,764	513	2,637	$ 237,745	$ 10,056	$ 247,802	$ 1,998	17.1%	$ 1.5600	$ 0.2105	$ 1.3495
	2015	75	51	74,841	129,225	998	2,534	$ 226,276	$ 9,727	$ 236,003	$ 1,873	18.5%	$ 1.5420	$ 0.2105	$ 1.3315
	2014	72	53	46,230	177,633	642	3,352	$ 213,981	$ 9,883	$ 223,863	$ 1,791	20.7%	$ 1.4560	$ 0.2105	$ 1.2455
	2013	65	50	35,745	122,456	550	2,449	$ 179,004	$ 9,655	$ 188,659	$ 1,641	19.2%	$ 1.3420	$ 0.2105	$ 1.1315
	2012	68	47	38,212	138,455	562	2,946	$ 180,466	$ 9,235	$ 189,701	$ 1,650	20.1%	$ 1.2320	$ 0.2105	$ 1.0215
	2011	71	46	101,235	121,896	1,426	2,650	$ 149,584	$ 9,118	$ 158,703	$ 1,356	19.0%	$ 1.1530	$ 0.2126	$ 0.9404
Totals															
	2020	532	133	515,927	537,228	970	4,039	$ 1,553,594	$ 17,635	$ 1,571,229	$ 2,363	100%			
	2019	524	127	553,766	496,318	1,057	3,908	$ 1,478,533	$ 12,440	$ 1,490,973	$ 2,290	100%			
	2018	543	132	554,327	499,664	1,021	3,785	$ 1,408,879	$ 16,999	$ 1,425,878	$ 2,112	100%			
	2017	557	123	621,519	495,793	1,116	4,031	$ 1,343,940	$ 16,722	$ 1,360,663	$ 2,001	100%			
	2016	548	127	672,348	488,609	1,227	3,847	$ 1,432,788	$ 17,247	$ 1,450,036	$ 2,148	100%			
	2015	554	127	672,094	420,661	1,213	3,312	$ 1,261,474	$ 16,871	$ 1,278,344	$ 1,877	100%			
	2014	543	127	571,304	407,973	1,052	3,212	$ 1,066,184	$ 16,691	$ 1,082,874	$ 1,616	100%			
	2013	543	119	524,640	353,529	966	2,971	$ 968,283	$ 13,841	$ 982,124	$ 1,484	100%			
	2012	526	114	504,989	400,520	960	3,513	$ 928,426	$ 14,893	$ 943,320	$ 1,474	100%			
	2011	457	108	548,240	330,916	1,200	3,064	$ 818,967	$ 14,362	$ 833,329	$ 1,475	100%			

* **Western Communities do not charge a fixed charge**

** **North Saanich charges the fixed charge on property taxes**

*** **AR - Agriculture/Residential customers receive a rebate on consumption over 455 cubic meters annual as the meter feeds both premise and land.**
AG - Agriculture customers receive a rebate on the entire consumption annually as the meter is dedicated only for land.

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Making a difference...together

APPENDIX N-5

SPWWC 21-05

REPORT TO SAANICH PENINSULA WASTEWATER COMMISSION
MEETING OF THURSDAY, OCTOBER 21, 2021

SUBJECT **Saanich Peninsula Wastewater Service - 2022 Operating and Capital Budget**

ISSUE SUMMARY

To provide an overview of the 2022 Saanich Peninsula Wastewater Service operating and capital budget, highlighting the changes from the 2021 budget and the proposed 2022 budget figures. The report generally follows the sequence of information provided in the attached draft budget document (Appendix A).

BACKGROUND

The draft 2022 Saanich Peninsula Wastewater Service budget has been prepared for the Saanich Peninsula Wastewater Commission's (the Commission) consideration. The Commission will make budget recommendations to the Capital Regional District (CRD) Board through the Committee of the Whole in October. As in previous years, the draft 2022 budget has been prepared considering the CRD Board's 2022 service planning and financial expectations, which include identifying opportunities to realign or reallocate resources and seek potential efficiencies between departments and services, reviewing of service levels and adjustments related to regulatory compliance, and undertaking infrastructure improvements to maintain service levels across the service area. The following sets out the key components of the budget.

2021 Year-end Financial Projections

The estimated actual 2021 overall expense for trunk sewer and treatment plant operations is projected to be $296,866 under budget primarily due to lower biosolids management expenditures resulting from Hartland Residuals Treatment Facility commissioning and operational challenges. This operating expense variance is offset by a shortfall in anticipated revenue from Panorama Recreation Center (PRC) due to reduced opportunities to provide adequate heat energy for the pool through the District Energy System (DES). The DES experienced some equipment failures this year and staff have been troubleshooting a temperature drop issue along the fluid loop. The District Energy System (DES) is projected to generate about $52,874 in revenue from the sale of energy to the PRC for the year. This revenue is $26,352 below the budgeted revenue of $79,226. The net impact of these expense and revenue differences is $142,454 and as such, the 2021 capital reserve fund transfer is projected to increase to $479,367 to balance the year-end budget.

Operating Budget

A net increase in the 2022 operating expenses in the amount of $241,830 is planned for trunk sewer and treatment plant operations which includes $185,000 in cyclical maintenance expenses to undertake an outfall inspection and odour control system media replacement; the cyclical maintenance expenses are funded from a transfer from the Maintenance Reserve Fund. The balance of the increase results from non-discretionary expense adjustments such as wage/salary increases, departmental support service allocations, and adjustments to other operating expenses such as electricity and chemical costs.

The 2022 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget, the Saanich Peninsula Stormwater Source Control budget, and the Peninsula Harbour Environmental Action budget, have also been prepared. The budgets are reflecting a 2% requisition increase, with the exception of the LWMP program budget which has a one-time requisition increase of $65,000 to fund development of the Saanich Peninsula inflow and infiltration management program in order to meet the LWMP commitment and manage this risk proactively. The marine monitoring program costs are included in the overall conveyance and treatment operating budget.

The planned transfer to the maintenance reserve fund in 2022 is $50,640. At year-end 2021, the maintenance reserve fund balance is estimated to be $572,389, which is available to fund significant maintenance tasks that do not occur annually, such as odour control system carbon replacement, outfall inspections, and DES heat exchanger cleaning.

Operating Revenue

Although the operating expenses are almost entirely funded through requisition based on each participant's percentage of total wastewater input, the DES system is budgeted to generate $80,810 in revenue in 2022 from the sale of energy to the PRC. This level of revenue is determined by annual energy rate adjustments based on prior year natural gas market rates and projected energy consumption. The rate used to determine the 2022 revenue is based on the 2021 natural gas rate and anticipated reduced demand.

2022 cost sharing percentages based on prior year flows will be finalized in October and are not expected to change significantly from the 2021 cost sharing figures. The overall requisition for Saanich Peninsula trunk sewers, treatment and disposal for 2022 has been set at $4,336,038 which is a 5.3% increase over 2021.

Capital Budget

The planned capital expenditures for 2022 total $3,137,500 and are funded from reserves. This includes $1,320,000 in projects initiated in 2021 or prior, most of which are instream, multi-year projects. The 2022 capital program consists of instream projects and new projects related to replacement of equipment that is at the end of the service life and projects required to address operational issues. The major projects included in the 2022 budget are relining segments of the asbestos cement trunk sewer main and manhole replacements, and, at the wastewater treatment plant, concrete tank repairs and replacement of the odour control system biofilter.

The planned transfer to the capital reserve fund in 2022 is $367,930. At year-end 2021, with a $250,000 funding return for a capital project deferred to 2024, the capital reserve fund balance is estimated to be $1,347,270, which is available to fund major capital projects. The planned transfer to the equipment replacement fund in 2022 is $118,020. At year-end 2021, the equipment replacement fund balance is estimated to be $498,677 which is available to fund minor capital and operating machinery and equipment replacements.

The value of the five year (2022 to 2026) capital plan is $7,112,500. With the current capital reserve and equipment replacement fund balances, planned contributions, transfers, and expenditures, there is insufficient funding available for the five year capital plan. Although there

are projected funds remaining in the capital reserve after the application of the five year plan, there is a limited balance available for unplanned expenditures. Therefore, the budget assumes capital financing will be required beginning in 2024. A loan authorization process is anticipated in 2023, for a loan in the amount of approximately $10 million to fund the 2024-2028 capital plan. There is currently no debt associated with the Saanich Peninsula Wastewater Service.

The DCC program represents $50,000 of the capital plan which reflects the projects included in the 2018 DCC program update. At year-end in 2021 the DCC reserve fund balance is estimated to be $209,109.

ALTERNATIVES

Alternative 1
The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommend the CRD Board:

1. Approve the 2022 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2022 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget; and

2. Direct staff to balance the 2021 actual revenue and expense on the transfer to capital reserve fund.

Alternative 2
The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommend the CRD Board:

1. Approve as amended, the 2022 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2022 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget; and

2. Direct staff to balance the 2021 actual revenue and expense on the transfer to capital reserve fund.

IMPLICATIONS

If the proposed budget is amended, the implications could vary depending on how the budget is amended and the impact on specific programs, on-going operations, or the capital work program. ‘One-time’ reductions in reserve fund contributions could be considered by the Commission to help mitigate the budget and rate increases, but additional capital financing could result in the longer term.

CONCLUSION

This 2022 Saanich Peninsula Wastewater Service budget has been prepared for the Saanich Peninsula Wastewater Committee's consideration. The Committee will make budget recommendations to the Capital Regional District Board through the Committee of the Whole. The 2022 budget reflects the operating costs of the Saanich Peninsula Wastewater Treatment Plant and the conveyance system, as well as the environmental program and capital costs. The financial implications of the 2022 operating and capital budget vary by participant, depending on the operating and capital cost apportionments associated with annual flow and allocated treatment capacity.

RECOMMENDATION

The Saanich Peninsula Wastewater Commission recommends that the Committee of the Whole recommend the CRD Board:

1. Approve the 2022 Saanich Peninsula trunk sewers, treatment and disposal operating and capital budget and the 2022 Saanich Peninsula Liquid Waste Management Plan (LWMP) program budgets including the LWMP administration budget, the Saanich Peninsula Stormwater Quality Management Program budget and the Saanich Peninsula Stormwater Source Control budget; and

2. Direct staff to balance the 2021 actual revenue and expense on the transfer to capital reserve fund.

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

ATTACHMENT

Appendix A: 2022 Draft Budget Document

CAPITAL REGIONAL DISTRICT

2022 BUDGET

SAANCH PENISULA WASTEWATER

COMMISSION REVIEW

OCTOBER 2021

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APPENDIX A

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CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula Wastewater

COMMISSION REVIEW

OCTOBER 2021

APPENDIX A

Service: 3.718 Saanich Peninsula Wastewater **Commission:** Saanich Peninsula Wastewater

DEFINITION:

Provision of sewage treatment and disposal through treatment plant facilities and outfall for member participants.

SERVICE DESCRIPTION:

This program is for the provision of wastewater collection and treatment to the Saanich Peninsula municipalities of Central Saanich, North Saanich, and Sidney. Although the largest component of the program budget is for the operation and maintenance of the systems, many other key programs are funded through and support these budgets including engineering (capital projects), odour control, and marine monitoring and protection.

PARTICIPATION:

Operating costs to be recovered by requisition to all participating members based on measured flow from previous year.

MAXIMUM LEVY:

Establishment Bylaw No. 2388/2439 - Greater of $5,663,000 or $1.56 / $1,000 of actual assessed value of land and improvements.

MAXIMUM CAPITAL DEBT:

See Debt Budget 3.775 - debt fully retired in 2016

SPWWS SEWER SYSTEM:

Location	Allocation for 2022
Airport	1.96%
Sidney	39.57%
Pauquachin	0.84%
Central Saanich	41.89%
North Saanich	15.26%
Tseycum	0.36%
IOS	0.12%
Total	100.00%

FUNDING:

Requisition

RESERVE FUND:

Saanich Peninsula Wastewater Commission approved that operating surpluses be transferred to capital reserve fund, starting with 2009 budget (approved Nov 6, 2008).

APPENDIX A

Change in Budget 2021 to 2022

Service: 3.718 Saanich Peninsula Wastewater	**Total Expenditure**	**Comments**
2021 Budget	**4,404,945**	
Change in Salaries:		
Base salary change	-	
Step increase/paygrade change	-	
Other (explain as necessary)	-	
Total Change in Salaries	-	
Other Changes:		
Repairs and Maintenance	162,793	cyclical maintenance costs, offset with ops reserve funding
Reserve Contributions	34,820	increase of reserves to align with future replacement costs
Labour Allocation	31,880	IWS labour, RWS engineering
Standard Allocation	18,377	
Building Occupancy	13,500	FM providing maintenance services to treatment plant and conveyance
Enviromental Programs	9,372	
Other	5,408	
Total Other Changes	276,150	
2021 Budget	**4,681,095**	
% expense increase from 2021:	***6.3%***	
% Requisition increase from 2021 (if applicable):	***5.3%***	*Requisition funding is 95.8% of service revenue*

Overall 2021 Budget Performance
(expected variance to budget and surplus treatment)

There is a one time favourable variance of $142k (3.2%) due mainly to tipping solids at Hartland instead of the Residual Treatment Facility. This variance will be moved to the Capital Reserve Fund, which has an expected year end balance of $1.2M before this transfer.

APPENDIX A

3.718 - Saanich Peninsula Wastewater	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	FUTURE PROJECTIONS 2023	2024	2025	2026
OPERATING COSTS										
Operating	2,511,037	2,617,869	2,728,416	-	-	2,728,416	2,621,987	2,743,122	2,746,263	2,884,693
Labour Charges	185,557	187,941	189,264	-	-	189,264	192,610	196,650	200,770	204,970
Heat Recovery	110,488	117,700	113,742	-	-	113,742	115,570	117,430	119,320	121,230
Biosolids Mgmt.	1,035,913	622,619	1,035,026	-	-	1,035,026	1,055,730	1,076,842	1,098,376	1,120,342
Allocation - Standard Overhead	59,680	59,680	78,057	-	-	78,057	79,615	81,207	82,831	84,488
TOTAL OPERATING COSTS	**3,902,675**	**3,605,809**	**4,144,505**	**-**	**-**	**4,144,505**	**4,065,512**	**4,215,251**	**4,247,560**	**4,415,723**
*Percentage Increase over prior year		-7.61%	6.20%	0.00%	0.00%	6.20%	-1.91%	3.68%	0.77%	3.96%
CAPITAL / RESERVE										
Transfer to Operating Reserve Fund	49,650	49,650	50,640	-	-	50,640	51,650	52,680	53,740	54,810
Transfer to Equipment Replacement Fund	115,708	115,708	118,020	-	-	118,020	125,390	133,270	141,700	150,730
Transfer to Reserve Fund	336,913	479,367	367,930	-	-	367,930	402,000	439,420	480,530	525,690
Debt Reserve Fund	-	-	-	-	-	-	-	20,150	3,500	2,500
MFA Principal Payment	-	-	-	-	-	-	-	-	114,429	134,305
MFA Interest Payment	-	-	-	-	-	-	-	14,609	60,973	70,398
TOTAL CAPITAL / RESERVES	**502,270**	**644,725**	**536,590**	**-**	**-**	**536,590**	**579,040**	**660,129**	**854,872**	**938,433**
TOTAL COSTS	4,404,945	4,250,534	4,681,095	-	-	4,681,095	4,644,552	4,875,380	5,102,432	5,354,156
*Percentage Increase over prior year		-3.51%	6.27%	0.00%	0.00%	6.27%	-0.78%	4.97%	4.66%	4.93%
Internal Recovery - Other	(153,310)	(126,958)	(156,380)	-	-	(156,380)	(159,500)	(162,690)	(165,950)	(169,270)
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	4,251,635	4,123,576	4,524,715	-	-	4,524,715	4,485,052	4,712,690	4,936,482	5,184,886
*Percentage Increase over prior year		-3.01%	6.42%	0.00%	0.00%	6.42%	-0.88%	5.08%	4.75%	5.03%
SOURCES OF FUNDING (REVENUE)										
Surplus / (Defecit)										
Balance C/F from Prior to Current Year										
Grants in Lieu of Taxes	(3,677)	(5,618)	(3,677)	-	-	(3,677)	(3,677)	(3,677)	(3,677)	(3,677)
Transfer from Own Funds	(130,000)	-	(185,000)	-	-	(185,000)	(30,000)	(100,000)	(50,000)	(135,000)
TOTAL REVENUE	**(133,677)**	**(5,618)**	**(188,677)**	**-**	**-**	**(188,677)**	**(33,677)**	**(103,677)**	**(53,677)**	**(138,677)**
REQUISITION	**(4,117,958)**	**(4,117,958)**	**(4,336,038)**	**-**	**-**	**(4,336,038)**	**(4,451,375)**	**(4,609,013)**	**(4,882,805)**	**(5,046,209)**
*Percentage increase over prior year		0.00%	5.30%	0.00%	0.00%	5.30%	2.66%	3.54%	5.94%	3.35%
PARTICIPANTS: C. Saanich, N. Saanich, Sidney, Airport, Pauquachin, Tseycum										

APPENDIX A

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2022 to 2026

Service No.	3.718 Saanich Peninsula Wastewater	Carry Forward from 2021	2022	2023	2024	2025	2026	TOTAL
EXPENDITURE								
Buildings		$0	$0	$0	$0	$0	$0	$0
Equipment		$50,000	$67,500	$0	$1,180,000	$0	$0	$1,247,500
Land		$0	$0	$0	$0	$0	$0	$0
Engineered Structures		$1,270,000	$3,070,000	$550,000	$1,285,000	$560,000	$400,000	$5,865,000
Vehicles		$0	$0	$0	$0	$0	$0	$0
		$1,320,000	**$3,137,500**	**$550,000**	**$2,465,000**	**$560,000**	**$400,000**	**$7,112,500**
SOURCE OF FUNDS								
Capital Funds on Hand		$100,000	$50,000	$50,000	$0	$0	$0	$100,000
Debenture Debt (New Debt Only)		$0	$0	$0	$2,015,000	$350,000	$250,000	$2,615,000
Equipment Replacement Fund		$0	$417,500	$150,000	$150,000	$150,000	$150,000	$1,017,500
Grants (Federal, Provincial)		$0	$0	$0	$0	$0	$0	$0
Donations / Third Party Funding		$0	$0	$0	$0	$0	$0	$0
Reserve Fund		$1,220,000	$2,670,000	$350,000	$300,000	$60,000	$0	$3,380,000
		$1,320,000	**$3,137,500**	**$550,000**	**$2,465,000**	**$560,000**	**$400,000**	**$7,112,500**

CAPITAL REGIONAL DISTRICT

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 22-01 is a project planned to start in 2022.

For projects in previous capital plans, use the same project numbers previously assigned.

Capital Expenditure Type
Study - Expenditure for feasibility and business case report.
New - Expenditure for new asset only
Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service
Replacement - Expenditure replaces an existing asset

Capital Project Title
Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".

Capital Project Description
Briefly describe project scope and service benefits.
For example: *"Full Roof Replacement of a 40 year old roof above the swimming pool area; The new roofing system is built current energy standards, designed to minimize maintenance and have an expected service life of 35 years".*

Total Project Budget
Provide the total project budget, even if it extends beyond the 5 years of this capital plan.

Asset Class
L - Land
S - Engineering Structure
B - Buildings
V - Vehicles

Funding Source Codes
Debt = Debenture Debt (new debt only)
ERF = Equipment Replacement Fund
Grant = Grants (Federal, Provincial)
Cap = Capital Funds on Hand
Other = Donations / Third Party Funding
Res = Reserve Fund
STLoan = Short Term Loans
WU - Water Utility
If there is more than one funding source, use additional rows for the project.

Carryforward from 2021
Input the carryforward amount frin tge 2021 capital plan that is remaining to be spent Forecast this spending in 2022 to 2026.

Project Drivers
Maintain Level of Service = Project maintains existing or improved level of service.
Advance Board or Corporate Priority = Project is a Board or Corporate priority.
Emergency = Project is required for health or safety reasons.
Cost Benefit = Economic benefit to the organization.
Other = Project is not driven by one of the other options provided.

Long-term Planning
Master Plan / Servicing Plan = Plan that identifies new assets required to meet future needs.
Asset Management Plan / Sustainable Service Delivery Plan = Integrated plan that identifies asset replacements based on level of service, criticality, condition, risk, replacement costs as well as external impacts.
Replacement Plan = Plan that identifies asset replacements based primarily on asset age or asset material/type.
Condition Assessment = Assessment that identifies asset replacements based on asset condition.

Cost Estimate Class
Class A (±10-15%) = Estimate based on final drawings and specifications; used to evaluate tenders.
Class B (±15-25%) = Estimate based on investigations, studies or prelimminary design; used for budget planning.
Class C (±25-40%) = Estimate based on limited site information; used for program planning.
Class D (±50%) = Estimate based on little/no site information; used for long-term planning.

Service #: 3.718
Service Name: Saanich Peninsula Wastewater

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
WASTEWATER TREATMENT PLANT													
16-06	New	Biosolids Treatment & Disposal Options Study	Study to determine viable options for treatment and disposal of biosolids from the SPWWTP.	$100,000	S	Cap	$100,000	$50,000	$50,000	$0	$0	$0	$100,000
20-02	Renewal	Replace Aerators in Oxidation Ditches	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.	$200,000	E	Res	$50,000	$50,000	**$0**	$0	$0	$0	$50,000
20-02	Renewal	Replace Aerators in Oxidation Ditches	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.	$800,000	E	**Debt**	$0	$0	**$0**	**$800,000**	$0	$0	$800,000
20-06	Renewal	SPWWTP Road Upgrades & Repairs	The existing asphalt road at the SPWWTP requires some repairs and road extension around the clarifier tank.	$300,000	S	**Debt**	$0	$0	$0	$285,000	$0	$0	$285,000
21-01	Renewal	SPWWTP Concrete Tank Repairs	Stantec completed an assessment and provided recommendations to repair significant internal corrosion in the clarifier, sludge tanks, and process drain sump and this project will implement the repairs.	**$1,850,000**	S	Res	$100,000	**$1,100,000**	$0	$0	$0	$0	$1,100,000
21-03	Renewal	SPWWTP Screenings Bin	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.	$300,000	S	Res	$0	$0	$50,000	$250,000	$0	$0	$300,000
21-05	Renewal	SPWWTP HVAC Fan Replacements	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.	$200,000	S	Res	$0	$50,000	$100,000	$0	$0	$0	$150,000
23-04	**Replacement**	**Replace SCADA Servers and Ethernet Upgrades**	**Existing servers are EOL and need to be replaced to meet current CRD specifications and standards**	**$250,000**	**S**	**ERF**	$0	**$250,000**	$0	$0	$0	$0	$250,000
23-03	Renewal	SPWWTP Solids Handling Equipment Removal	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.	$400,000	S	**Debt**	$0	$0	$0	$50,000	$100,000	$250,000	$400,000
23-02	Study	Bazan Bay Outfall Inspection	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.	$200,000	S	Res	$0	$0	$200,000	$0	$0	$0	$200,000
PUMP STATIONS													
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	$250,000	S	**Debt**	$0	$0	$0	**$250,000**	$0	$0	$250,000
21-02	Renewal	Sidney Pump Station Wet Well Upgrades	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.	$50,000	S	Res	$0	$0	$0	$0	$0	$0	$0

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Service #: 3.718
Service Name: Saanich Peninsula Wastewater

Project List and Budget

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2021	2022	2023	2024	2025	2026	5 - Year Total
GENERAL													
19-03	Renewal	Corrosion Prevention Program	In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion	$120,000	S	Res	$20,000	$20,000	$0	$0	$60,000	$0	$80,000
19-06	Renewal	Odour Control Upgrades	Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.	$575,000	S	**Res**	$0	**$400,000**	$0	$0	$0	$0	$400,000
21-04	Replacement	Voice Radio Replacement	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.	$35,000	E	ERF	$0	$17,500	$0	$0	$0	$0	$17,500
18-10	Replacement	Equipment Replacement - Annual Provisional	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.	$750,000	S	ERF	$0	$150,000	$150,000	$150,000	$150,000	$150,000	$750,000
22-02	**New**	**Microwave Radio Upgrades**	**To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.**	**$150,000**	**E**	**Debt**	$0	$0	$0	**$150,000**	$0	$0	$150,000
24-02	**Replacement**	**Replace IWOps Trailer F00774 1998 G & M Generator Trailer**	**Vehicle replacement - end of life**	**$230,000**	**E**	**Debt**	$0	$0	$0	**$230,000**	$0	$0	$230,000
GRAVITY SEWERS & MANHOLES													
20-03	Renewal	Trunk Sewer Relining	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2020. Another 800m may need to be relined within the next 5 years.	$2,200,000	S	Res	$1,050,000	$1,050,000	$0	$0	$0	$0	$1,050,000
20-04	Renewal	Manhole Repairs and Replacement	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.	$500,000	S	**Debt**	$0	$0	$0	**$250,000**	**$250,000**	$0	$500,000
PRESSURE PIPES & APPERTUNANCES													
DEVELOPMENT COST CHARGE (DCC) PROJECTS													
23-01	Renewal	DCC Program - 5-year Update	5-year update of the DCC program.	$50,000	S	Res	$0	$0	$0	$50,000	$0	$0	$50,000
			GRAND TOTAL	**$9,510,000**			**$1,320,000**	**$3,137,500**	**$550,000**	**$2,465,000**	**$560,000**	**$400,000**	**$7,112,500**

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APPENDIX A

Service:	3.718	Saanich Peninsula Wastewater

Project Number	16-06	**Capital Project Title**	Biosolids Treatment & Disposal Options Study	**Capital Project Description**	Study to determine viable options for treatment and disposal of biosolids from the SPWWTP.
Project Rationale	A study to determine viable options for treatment and disposal of biosolids from the SPWWTP will be undertaken.				

Project Number	20-02	**Capital Project Title**	Replace Aerators in Oxidation Ditches	**Capital Project Description**	The existing 75hp aerators are at end of life and need to be upsized to 100hp to provide additional dissolved oxygen for future loading/increased strength of the wastewater.
Project Rationale	The current aerators are at the end of life and are undersized necessitating replacement to maintain the treatment capacity of the existing WWTP. Funds are required to procure and install new aerators.				

Project Number	20-06	**Capital Project Title**	SPWWTP Road Upgrades & Repairs	**Capital Project Description**	The existing asphalt road at the SPWWTP requires some repairs and road extension around the clarifier tank.
Project Rationale	The SPWWTP site's access road and existing bin loading area is having pavment failure, additionally, the gravel route around the facility is being used more often to alleviate traffic along the bin hauling route and it is creating dust. Funds are required to fix failed pavement and pave the route around the treatment plant.				

Project Number	21-01	**Capital Project Title**	SPWWTP Concrete Tank Repairs	**Capital Project Description**	Stantec completed an assessment and provided recommendations to repair significant internal corrosion in the clarifier, sludge tanks, and process drain sump and this project will implement the repairs.
Project Rationale	required repairs for significant internal corrosion in the clarifier, sludge tank, and process drain sump and this project will implement the repairs.				

Project Number	21-03	**Capital Project Title**	SPWWTP Screenings Bin	**Capital Project Description**	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.
Project Rationale	Debris from the raw sewage screenings is being co-mingled with dewatered sludge. It must be separated into its own bin so that dewatered sludge can be beneficially re-used.				

APPENDIX A

Service: 3.718 Saanich Peninsula Wastewater

Project Number	21-05	**Capital Project Title**	SPWWTP HVAC Fan Replacements	**Capital Project Description**	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.
Project Rationale	The HVAC Fan's were identified in Stantec's 2014 condition assessment as requiring replacement, funds are required to reassess the fans, design replacement and carry out replacement.				

Project Number	23-04	**Capital Project Title**	Replace SCADA Servers and Ethernet Upgrades	**Capital Project Description**	Existing servers are EOL and need to be replaced to meet current CRD specifications and standards
Project Rationale	SCADA Server Infrastructure Upgrade - Upgrade SCADA server to be under IT care/control				

Project Number	23-03	**Capital Project Title**	SPWWTP Solids Handling Equipment Removal	**Capital Project Description**	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.
Project Rationale	The old RDP Lime Stabilization biosolids process equipment has not been used for many years and no longer is operable. This equipment should be removed and recycled making way for other solids handling upgrades pending the outcome of the Biosolids Options Study.				

Project Number	23-02	**Capital Project Title**	Bazan Bay Outfall Inspection	**Capital Project Description**	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.
Project Rationale	Follow-up electromagnetic inspection of Bazan Bay Outfall based upon the 2018 inspection.				

Project Number	21-02	**Capital Project Title**	Sidney Pump Station Wet Well Upgrades	**Capital Project Description**	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.
Project Rationale	The existing inlet gate to the wet well and the forcemain knife gate valves are seized and need to be replaced, and the catwalk in the wet well needs to be cleaned and painted to protect it from corrosion.				

APPENDIX A

Service: 3.718 Saanich Peninsula Wastewater

Project Number	19-03	**Capital Project Title**	Corrosion Prevention Program	**Capital Project Description**	In conjunction with the RWS and JdF system a corrosion protection program to assess and monitor assets susceptible to corrosion
Project Rationale	The Saanich Peninsula Wastewater system is comprised of numerous steel infrastructure among other materials. The Regional Water and Juan du Fuca water systems will be utartinga corrosion protection program in 2018 that the SPWW system can be assessed and monitored as well. Funds are required to retain a corrosion prevention specialist to produce a program for assessing and monitoring corrosion prevention within the Saanich Peninsula Wastewater system.				

Project Number	19-06	**Capital Project Title**	Odour Control Upgrades	**Capital Project Description**	Based upon the 2018 KWL Odour Control Program study, upgrades to odour control systems like the biofilter at SPWWTP will be undertaken.
Project Rationale	In 2017 KWL was retained to conduct an audit of the odour control systems in the Core Area and Saanich Peninsula Wastewater systems. KWL made recommendations on remediation, works include: SPWWTP odour control management study and Sidney and Keating PS ventilation study (2019); SPWWTP Odour Control Improvements Design (2020); SPWWTP Odour Control Improvements Construction (2021).				

Project Number	21-04	**Capital Project Title**	Voice Radio Replacement	**Capital Project Description**	Replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.
Project Rationale	End of life replacement of the voice radios, in coordination with the RWS, SPW, JDF, and Core Area services.				

Project Number	18-10	**Capital Project Title**	Equipment Replacement - Annual Provisional	**Capital Project Description**	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.
Project Rationale	Funds are required for emergency replacement of equipment that is unplanned and outside maintenance contingencies.				

Project Number	22-02	**Capital Project Title**	Microwave Radio Upgrades	**Capital Project Description**	To provide a high bandwidth communications backbone to the SPW/SPWW systems, a microwave communications system will be installed.
Project Rationale	Multiple facilities throughout the CRD RWS system require additional bandwidth to allow for proper monitoring and control. This project will enable the initial design and preliminary installation of a high bandwidth microwave backbone that will be able to be leveraged by multiple CRD operational groups. The installation of this backbone will be coordinated with the other IWS service areas.				

APPENDIX A

Service:	3.718	Saanich Peninsula Wastewater

Project Number	24-02	**Capital Project Title**	Replace IWOps Trailer F00774 1998 G & M Generator Trailer	**Capital Project Description**	Vehicle replacement - end of life
Project Rationale	Funds are required for replacement of an aging generator trailer				

Project Number	20-03	**Capital Project Title**	Trunk Sewer Relining	**Capital Project Description**	Based upon CCTV inspection, high priority relining of about 1,300m of 500mm dia asbestos cement sewer will start in 2020. Another 800m may need to be relined within the next 5 years.
Project Rationale	The trunk sewer mains were inspected in 2018-2019 resulting in approximately 1,300 m of 500 mm diameter asbestos cement sewer pipe requiring relining to maintain integrity. Funds are required to retain a contractor to conduct the pipe relining.				

Project Number	20-04	**Capital Project Title**	Manhole Repairs and Replacement	**Capital Project Description**	Based upon inspections, high priority repairs and relining will start on some MH's in Central Saanich and Sidney 2020. Other repairs/relining will be scheduled in the next 5 years.
Project Rationale	During the trunk sewer main inspections in 2018-2019, the manholes were inspected as well. A number of manholes were identified with major defects requiring repairs or relining, mostly in Central Saanich and Sidney. Funds are required to retain a contractor to carry out manhole repairs.				

Project Number	23-01	**Capital Project Title**	DCC Program - 5-year Update	**Capital Project Description**	5-year update of the DCC program.
Project Rationale	This item is for a planned review and update of the DCC Program.				

APPENDIX A

3.718 Saanich Peninsula Wastewater Asset and Reserve Summary
Summary Schedule
2022 - 2026 Financial Plan

Asset Profile

Saanich Peninsula Wastewater Assets

Construction of the Saanich Peninsula Wastewater Treatment Plant (SPWWTP) was completed in January 2000 to provide wastewater service for Central Saanich, North Saanich and Sidney, as well as the local First Nations, Victoria Airport Authority, and the Institute of Ocean Sciences Centre. Annually, the SPWWTP produces on average 3,600 tonnes of sludge which is currently hauled being treated at the Residuals Treatment Facility at Hartland. The SPWWTP heat recovery system was commissioned in February 2011 and has supplied treatment plant effluent waste heat to the Panorama Recreation Center for heating its swimming pools since then. Assets in the Saanich Peninsula Wastewater System include land, the SPWWTP and a secondary treatment plant, three pumping stations, thermal recovery and other buildings, 14 kilometres of collections and conveyance (gravity & pressure) mains, and a marine outfalls.

Reserve/Fund Summary

	Estimated	Budget				
	2021	2022	2023	2024	2025	2026
Sewer Capital Reserve Funds	1,556,289	644,219	866,219	1,175,639	1,766,169	2,461,859
Equipment Replacement Fund	498,677	199,197	174,587	157,857	149,557	150,287
Maintenance Reserve Fund	572,389	438,029	459,679	412,359	416,099	335,909
Total	**2,627,355**	**1,281,445**	**1,500,485**	**1,745,855**	**2,331,825**	**2,948,055**

See attached reserve schedules for projected annual cash flows.

APPENDIX A

Capital Reserve Fund Schedule - SPWWTP

Capital Reserve Fund SPWWTP - DCC Portion and Capital Reserve Portion

Bylaw 2760 established a Reserve Fund for the Saanich Peninsula Wastewater System. There are two portions in the Reserve Fund: Development Cost Charges is deposited in the DCC portion and expenditures are restricted. Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.

DCC Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 101356	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	74,628	209,019	179,019	349,019	169,019	139,019
Planned Capital Expenditure (Based on Capital Plan)	-	-	-	(50,000)	-	-
Transfer OUT - To Capital Reserve	-	(200,000)	-	(300,000)	(200,000)	-
Transfer IN - DCC Funding	133,363	170,000	170,000	170,000	170,000	170,000
Interest Income	1,027	-	-	-	-	-
Ending Balance $	**209,019**	**179,019**	**349,019**	**169,019**	**139,019**	**309,019**

Assumptions/Background:

Surplus funds from the Operating budget are deposited to the Capital Reserve portion and expenditures provide for capital works.
Approved capital expenditures to be funded by DCC to be determined, as under review.

Capital Reserve Portion

Fund: 1012	**Estimated**	**Budget**				
Fund Center: 102022	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	1,862,129	1,347,270	465,200	517,200	1,006,620	1,627,150
Planned Capital Expenditure	(1,272,410)	(1,450,000)	(350,000)	(250,000)	(60,000)	-
Transfer from Ops Budget	479,367	367,930	402,000	439,420	480,530	525,690
Planned transfer from DCC Funds	-	200,000	-	300,000	200,000	-
Funding return	250,000					
Interest Income*	28,184	-	-	-	-	-
Ending Balance $	**1,347,270**	**465,200**	**517,200**	**1,006,620**	**1,627,150**	**2,152,840**

Saanich Peninsula Commission approved that operating surpluses be transferred to capital reserve fund each year, starting with 2009 budget.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

APPENDIX A

ERF Reserve Fund Schedule SPWWTP

ERF: SPWWTP ERF or PERS Fund for Equipment

ERF Reserve to fund replacement of equipment that lasts less than 15 years in the NWT System. Also called PERS (Priority Equipment Replacement). Example motors, pumps… There are 2 PERS, Trunks and Treatment Plant; and 1 ERF for SPWWTP Lab Equipment

Equipment Replacement Fund- SPWWTP
Fund: 1022
Fund Center: 101700

	Estimated	Budget				
	2021	**2022**	**2023**	**2024**	**2025**	**2026**
Beginning Balance	719,095	498,677	199,197	174,587	157,857	149,557
Planned Purchase (Based on Capital Plan)	(342,500)	(417,500)	(150,000)	(150,000)	(150,000)	(150,000)
Transfer IN (from Ops Budget)	115,708	118,020	125,390	133,270	141,700	150,730
Interest Income*	6,374					
Ending Balance $	**498,677**	**199,197**	**174,587**	**157,857**	**149,557**	**150,287**

Assumptions/Background:

The ERF funds the replacement or repair of equipment with a service life of 15 years or less. In the past the ERF has also been referred to as a Priority Equipment Replacement Strategy (PERS). There are three individual ERF funds; Wastewater Treatment Plant (E00561), Trunk Sewers (E00562) and Saanich Peninsula Laboratory Equipment (E00586)

* Interest in planning years nets against inflation which is not included.

APPENDIX A

Profile

Saanich Peninsula Wastewater

Starting in 2003, maintenance reserve accounts were established for operating and maintenance activities that typically do not occur annually. These maintenance activities are large expense and to and to avoid large swings in the operating budget, funds are set aside annually to undertake this maintenance. The maintenance activities are the replacement and disposal of the odour control carbon at the treatment plant approximately every 2 years, replacement and disposal of the odour control carbon at Keating Pump Station every 5 years, the regulatory inspection of the Bazan Bay marine outfall every 5 years and the cleaning and rebuild of the District Energy Sharing System heat exchanger every 5-8 years.

Operating Reserve Schedule

Operating Reserve Schedule Fund: 1500 Fund Center: 105204	Estimated 2021	Budget 2022	 2023	 2024	 2025	 2026
Beginning Balance	517,714	572,389	438,029	459,679	412,359	416,099
Planned Purchase	-	(185,000)	(30,000)	(100,000)	(50,000)	(135,000)
Transfer from Ops Budget	49,650	50,640	51,650	52,680	53,740	54,810
Interest Income*	5,024	-	-	-	-	-
Ending Balance $	**572,389**	**438,029**	**459,679**	**412,359**	**416,099**	**335,909**

Assumptions/Background:

Maintenance Reserve Account: Outfall Inspection, Odour Control Carbon Replacement, Heat Recovery Exchange System Cleaning

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

L.W.M.P. (Peninsula)

COMMISSION REVIEW

OCTOBER 2021

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Environmental Services**

DEFINITION:

Implementation of the Liquid Waste Management Plan for the Saanich Peninsula. Bylaw No. 2388 (1996), amended by Bylaw No. 2439 (1996) and Bylaw No. 3073 (2003)

SERVICE DESCRIPTION:

To manage the Saanich Peninsula Liquid Waste Management Plan (SPLWMP) and implement the commitments approved under the plan as required:

- planning, reporting, amendment preparation, implementation of commitments, biosolids management program, resource recovery development and inflow/infiltration enhancement program

MAXIMUM LEVY:

Greater of $5,663,000 or $1.56 / $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Parks & Environment

FUNDING:

Requisition

RESERVE FUND:

Bylaw No. 4144 Operating Reserve Fund

APPENDIX A

Service: 3.720 L.W.M.P. (Peninsula) **Committee: Environmental Services**

	Operating
Central Saanich	43.31%
North Saanich (*see note below)	15.78%
Sidney	40.91%
Total	**100.00%**

Note:
* North Saanich taxes all of North Saanich, including the Airport, as LWMP benefits all of North Saanich, and not just the sewer area. (March 18, 2002)

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APPENDIX A

3.720 - LWMP (PENINSULA)	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	82,728	82,807	34,766	-	65,000	99,766	35,460	36,168	36,890	37,624
Contract For Services	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATING COSTS	**82,728**	**82,807**	**34,766**	**-**	**65,000**	**99,766**	35,460	36,168	36,890	37,624
*Percentage Increase over prior year	0.00%	0.10%	-57.98%	0.00%	78.57%	20.60%	-64.46%	2.00%	2.00%	1.99%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	-	19,361	-	-	19,361	19,750	20,146	20,550	20,965
TOTAL CAPITAL / RESERVES	-	-	19,361	-	-	19,361	19,750	20,146	20,550	20,965
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	82,728	82,807	54,127	-	65,000	119,127	55,210	56,314	57,440	58,589
*Percentage Increase over prior year	0.00%	0.10%	-34.57%	0.00%	78.57%	44.00%	-53.65%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	82,728	82,807	54,127	-	65,000	119,127	55,210	56,314	57,440	58,589
*Percentage Increase over prior year	0.00%	0.10%	-34.57%	0.00%	78.57%	44.00%	-53.65%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(200)	(200)	(200)	-	-	(200)	(204)	(208)	(212)	(216)
Transfer From Operating Reserve	(29,658)	(29,737)	-	-	-	-	-	-	-	-
TOTAL REVENUE	(29,858)	(29,937)	(200)	-	-	(200)	(204)	(208)	(212)	(216)
REQUISITION	**(52,870)**	**(52,870)**	**(53,927)**	**-**	**(65,000)**	**(118,927)**	**(55,006)**	**(56,106)**	**(57,228)**	**(58,373)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	122.94%	124.94%	-53.75%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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APPENDIX A

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Harbours Environmental Actions Service - Peninsula

COMMISSION REVIEW

OCTOBER 2021

APPENDIX A

Service: 3.756 Harbours Environmental Actions Service - Peninsula **Committee: Saanich Peninsula Wastewater Commission**

DEFINITION:

Harbours Envioronmental Action Service for Saanich Peninsula support environmental stewardship on the Peninsula in response to increasing stressors on the marine environment. Establishment Bylaw No. 4391, March 10th, 2021

SERVICE DESCRIPTION:

The service coordinates and implement harbours, waterbodies, and watercourses environmental protection and improvement initiaives on and surrounding the Saanich Peninsula, namely Sidney, North Saanich, and Central Saanich

PARTICIPATION:

	2021
Sidney	28.99%
District of North Saanich	28.15%
District of Central Saanich	42.86%
TOTAL	100.00%

MAXIMUM LEVY:

Greater of $75,000 or $0.0049 per $1,000 of actual assessments

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Saanich Peninsula Wastewater Commission

FUNDING:

Requisition

RESERVE FUND:

N/A

3.756 - HABOUR ENVIRONMENTAL ACTION PENINSULA	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Allocations	3,100	2,877	46,856	-	-	46,856	47,794	48,750	49,724	50,718
Consultant Expenses	-	-	11,000	-	-	11,000	11,220	11,440	11,670	11,900
Contract For Services	-	-	4,300	-	-	4,300	4,390	4,480	4,570	4,660
Operating - other costs	62,190	62,413	4,440	-	-	4,440	4,524	4,617	4,708	4,807
TOTAL OPERATING COSTS	**65,290**	**65,290**	**66,596**	**-**	**-**	66,596	67,928	69,287	70,672	72,085
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	-	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	65,290	65,290	66,596	-	-	66,596	67,928	69,287	70,672	72,085
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	65,290	65,290	66,596	-	-	66,596	67,928	69,287	70,672	72,085
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)		-								
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Grants In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	-	-	-	-	-	-	-	-	-	-
REQUISITION	**(65,290)**	**(65,290)**	**(66,596)**	**-**	**-**	**(66,596)**	**(67,928)**	**(69,287)**	**(70,672)**	**(72,085)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Sidney, District of North Saanich, District of Central Saanich										
AUTHORIZED POSITIONS:										
Salaried	-	-	-	-	-	-	-	-	-	-
Hourly	-	-	-	-	-	-	-	-	-	-

APPENDIX A

3.720 L.W.M.P. Peninsula
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

L.W.M.P. Peninsula

Established by Bylaw No. 4144 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105527	2021	2022	2023	2024	2025	2026
Beginning Balance	40,947	11,597	30,958	50,708	70,854	91,404
Planned Purchase		-	-	-	-	-
Transfer from Ops Budget	(29,737)	19,361	19,750	20,146	20,550	20,965
Interest Income*	387	-	-	-	-	-
Total projected year end balance	**11,597**	**30,958**	**50,708**	**70,854**	**91,404**	**112,369**

Assumptions/Background:
Retain reserve balance for future LWMP planning projects.

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula - Stormwater Quality Management

COMMISSION REVIEW

OCTOBER 2021

APPENDIX A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

DEFINITION:

Establishment Bylaw No. 3642 (2009), as amended by Bylaw No. 4141 (2017), to identify pollution in stormwater run-off from land in the service area.

SERVICE DESCRIPTION:

The service provides a stormwater quality program in the Saanich Peninsula to coordinate and provide information for management of stormwater quality and surface water resources. The program identifies levels of contaminants in stormwater discharges and prioritizes the level of public health and environmental concern posed by the discharges and then works to reduce/eliminate the contaminants.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Greater of $106,017 or $0.0103/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater Commission

FUNDING:

The apportionment of annual operating costs among the participating areas shall be on the basis of one sixth in proportion to the population of the participating areas, one sixth in proportion to the land area of the participating areas, one sixth in proportion to the length of shoreline in each of the participating areas, and one half in proportion to the number of high and medium priority discharges of stormwater to the environment in the prior year within the boundaries of each of the participating areas, as determined by the Capital Regional District Board.

USER CHARGE:

N/A

APPENDIX A

Service: 1.537 Saanich Peninsula - Stormwater Quality Management **Commission: Saanich Peninsula Waste Water**

	Stormwater
Central Saanich	31.79%
North Saanich	33.30%
Sidney	24.33%
Tsawout Band	2.26%
Tsartlip Band	4.70%
Pauquachin Band	2.18%
Tseycum Band	1.44%
Total	**100.00%**

Note:

* Service established effective 2010; previously provided by agreement

APPENDIX A

1.537 Saanich Peninsula - Stormwater Quality Mgmt	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	75,443	83,615	80,701	-	-	80,701	82,308	83,954	85,628	87,338
Contract For Services	22,500	17,500	22,000	-	-	22,000	22,440	22,890	23,350	23,820
Consultant Expenses	15,000	2,000	15,300	-	-	15,300	15,610	15,920	16,240	16,560
TOTAL OPERATING COSTS	**112,943**	**103,115**	**118,001**	**-**	**-**	**118,001**	120,358	122,764	125,218	127,718
*Percentage Increase over prior year	0.00%	-8.70%	4.48%	0.00%	0.00%	4.48%	2.00%	2.00%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	2,822	12,650	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	2,822	12,650	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	115,765	115,765	118,001	-	-	118,001	120,358	122,764	125,218	127,718
*Percentage Increase over prior year	0.00%	0.00%	1.93%	0.00%	0.00%	1.93%	2.00%	2.00%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	115,765	115,765	118,001	-	-	118,001	120,358	122,764	125,218	127,718
*Percentage Increase over prior year	0.00%	0.00%	1.93%	0.00%	0.00%	1.93%	2.00%	2.00%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(3,945)	(3,945)	(3,945)	-	-	(3,945)	(4,020)	(4,100)	(4,180)	(4,260)
Transfer From Operating Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(3,945)	(3,945)	(3,945)	-	-	(3,945)	(4,020)	(4,100)	(4,180)	(4,260)
REQUISITION	**(111,820)**	**(111,820)**	**(114,056)**	**-**	**-**	**(114,056)**	**(116,338)**	**(118,664)**	**(121,038)**	**(123,458)**
*Percentage Increase over prior year	0.00%	0.00%	2.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

APPENDIX A

1.537 Saanich Peninsula - Stormwater Quality Mgmt
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

Saanich Peninsula - Stormwater Quality Mgmt
Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule	Estimated	Budget				
Fund: 1500 Fund Center: 105520	2021	2022	2023	2024	2025	2026
Projected year end balance						
Beginning Balance	27,632	40,543	40,543	40,543	40,543	40,543
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	12,650	-	-	-	-	-
Interest Income*	261	-	-	-	-	-
Total projected year end balance	**40,543**	**40,543**	**40,543**	**40,543**	**40,543**	**40,543**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

CAPITAL REGIONAL DISTRICT

2022 BUDGET

Saanich Peninsula - Source Control Stormwater

COMMISSION REVIEW

OCTOBER 2021

APPENDIX A

Service: 1.538 Saanich Peninsula - Source Control Stormwater **Commission: Saanich Peninsula Waste Water**

DEFINITION:

To regulate, prohibit and impose requirements in respect of discharges to the municipal stormwater system and water courses Bylaw No. 3906 (adopted August, 2013), amended by Bylaw No. 4140 (2016).

SERVICE DESCRIPTION:

The service provides a regulatory stormwater source control program in the Saanich Peninsula to manage stormwater quality in the municipal drainage systems.

PARTICIPATION:

Districts of Central Saanich, North Saanich and Town of Sidney.

MAXIMUM LEVY:

Maximum Levy: Greater of $51,715 or $0.005/$1,000 of actual assessments.

MAXIMUM CAPITAL DEBT:

Nil

COMMITTEE:

Saanich Peninsula Wastewater

FUNDING:

The annual costs for the service, net of grants and other revenues, shall be apportioned on the basis of:
a) The population of the participating areas; and
b) The population estimate as determined annually by the Regional Planning Services department of the Capital Regional District.

USER CHARGE:

N/A

APPENDIX A

Service: 1.538 Saanich Peninsula - Source Control Stormwater	Commission: Saanich Peninsula Waste Water

	2021
Central Saanich	43.05%
North Saanich	28.07%
Sidney	28.88%
Total	**100.00%**

Note:
Bylaw No. 3906 (adopted August, 2013).

APPENDIX A

1.538 San Pen - Source Control Stormwater	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	BUDGET REQUEST 2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
OPERATING COSTS:										
Operating Expenditures	55,480	45,347	50,724	-	-	50,724	51,614	52,654	53,715	54,787
Contract For Services	7,000	2,500	5,000	-	-	5,000	5,190	5,290	5,390	5,500
TOTAL OPERATING COSTS	**62,480**	**47,847**	**55,724**	**-**	**-**	**55,724**	56,804	57,944	59,105	60,287
*Percentage Increase over prior year	0.00%	-23.42%	-10.81%	0.00%	0.00%	-10.81%	1.94%	2.01%	2.00%	2.00%
CAPITAL / RESERVE										
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Operating Reserve Fund	-	6,817	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	-	6,817	-	-	-	-	-	-	-	-
Debt Expenditures	-	-	-	-	-	-	-	-	-	-
MFA Debt Reserve	-	-	-	-	-	-	-	-	-	-
TOTAL COSTS	62,480	54,664	55,724	-	-	55,724	56,804	57,944	59,105	60,287
*Percentage Increase over prior year	0.00%	-12.51%	-10.81%	0.00%	0.00%	-10.81%	1.94%	2.01%	2.00%	2.00%
Internal Recoveries	-	-	-	-	-	-	-	-	-	-
Recovery - Other	-	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	62,480	54,664	55,724	-	-	55,724	56,804	57,944	59,105	60,287
*Percentage Increase over prior year	0.00%	-12.51%	-10.81%	0.00%	0.00%	-10.81%	1.94%	2.01%	2.00%	2.00%
FUNDING SOURCES (REVENUE)										
Surplus / (Deficit)										
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in Lieu of Taxes	(1,514)	(1,514)	(1,514)	-	-	(1,514)	(1,514)	(1,544)	(1,575)	(1,607)
Transfer From Operating Reserve	(7,816)	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	(9,330)	(1,514)	(1,514)	-	-	(1,514)	(1,514)	(1,544)	(1,575)	(1,607)
REQUISITION	**(53,150)**	**(53,150)**	**(54,210)**	**-**	**-**	**(54,210)**	**(55,290)**	**(56,400)**	**(57,530)**	**(58,680)**
*Percentage Increase over prior year	0.00%	0.00%	1.99%	0.00%	0.00%	1.99%	1.99%	2.01%	2.00%	2.00%
PARTICIPANTS: Central Saanich, North Saanich, and Sidney										
AUTHORIZED POSITIONS:										
Salaried	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

APPENDIX A

1.538 San Pen - Source Control Stormwater
Operating Reserve Summary
2022 - 2026 Financial Plan

Profile

San Pen - Source Control Stormwater

Established by Bylaw No. 4147 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule

Operating Reserve Schedule (Fund: 1500 / FC: 105521)	Estimate	Budget				
	2021	2022	2023	2024	2025	2026
Projected year end balance						
Beginning Balance	50,680	57,975	57,975	57,975	57,975	57,975
Planned Purchase	-	-	-	-	-	-
Transfer from Ops Budget	6,817	-	-	-	-	-
Interest Income*	478	-	-	-	-	-
Total projected year end balance	**57,975**	**57,975**	**57,975**	**57,975**	**57,975**	**57,975**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.