



Notice of Meeting and Meeting Agenda Finance Committee

Wednesday, November 3, 2021

10:00 AM

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

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

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

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

3.1. [21-634](#) Minutes of the July 7, 2021 Finance Committee Meeting

Recommendation: That the minutes of the Finance Committee meeting of July 7, 2021 be adopted as circulated.

Attachments: [Minutes - July 7, 2021](#)

4. Chair's Remarks

5. Presentations/Delegations

In keeping with directives from the Province of BC, there is limited space for the public to attend CRD Board meetings in-person at this time. However, the public may continue to view meeting materials and Live Webcasts online. If you wish to attend a meeting in-person, please email legserv@crd.bc.ca.

CRD encourages delegations to participate electronically. Please complete the online application for "Addressing the Board" on our website and staff will respond with details.

Alternatively, you may email your comments on an agenda item to the CRD Board at crdboard@crd.bc.ca.

6. Committee Business

6.1. [21-778](#) Minutes of Other Committees/Commissions for Information

Recommendation: That the minutes of the Royal and MacPherson Theatres Services Advisory Committee meeting of October 15, 2021 be received for information.

Attachments: [Minutes for Information: RMTSAC October 15, 2021](#)

6.2. [21-650](#) 2022 Budget Process for the Royal Theatre Service and the McPherson Playhouse Service

Recommendation: [At the October 15, 2021 RMTS Advisory Committee meeting, the recommendation was amended by adding recommendation item 2:]
The Royal and McPherson Theatres Services Advisory Committee recommends the Finance Committee recommend to the Capital Regional District Board:
1. That the 2022 Budget Process for the Royal Theatre Service and the McPherson Playhouse Service report be received for information; and
2. That the maximum allowable contribution amount be approved for the Royal Theatre and McPherson Playhouse services.

Attachments: [RMTSAC Staff Report: 2022 Budget Process Theatres Services](#)
[Appendix A: Provisional Operating Budget 2022 RMTSociety](#)
[Appendix B: Capital Plans RMTSociety](#)
[RMTSociety Presentation: RMTSociety Financial Status](#)

6.3. [21-686](#) Capital Regional District External Grants Update

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

Attachments: [Staff Report: CRD External Grants Update](#)
[Appendix A: External Grants Dashboard](#)
[Appendix B: Investing in Canada Infrastructure Program Funding Update](#)

6.4. [21-687](#) COVID-19 Safe Restart Grants for Local Governments - Regional Update

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
That the COVID-19 Safe Restart Grants for Local Governments - Regional Update report be received for information.

Attachments: [Staff Report: Safe Restart Grants Regional Services Update](#)
[Appendix A: Regional Services Projects](#)

6.5. [21-676](#) Municipal Finance Authority - Debt Issuance Terms

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
That the Municipal Finance Authority - Debt Issuance Terms report be received for information.

Attachments: [Staff Report: Municipal Finance Authority - Debt Issuance Terms](#)
[Appendix A: Magic Lake Notice Assent Voting Opportunity](#)
[Appendix B: Rate Analysis](#)

6.6. [21-762](#) Bylaw No. 4460: Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4460, "Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021", be introduced and read a first, second and third time; and
2. That Bylaw No. 4460 be adopted.

Attachments: [Staff Report: Bylaw No. 4460 Temporary Borrowing SGI Harbours](#)
[Appendix A: Bylaw No. 4460 Temporary Borrowing SGI Harbours Improvement:](#)

6.7. [21-806](#) Bylaw No. 4463: Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 1, 2021

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4463, "Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 1, 2021", be introduced and read a first, second and third time; and
2. That Bylaw No. 4463 be adopted.

Attachments: [Staff Report: Bylaw 4463 Temporary Borrowing Florence Lake](#)
[Appendix A: Bylaw No. 4463 Temporary Borrowing Florence Lake Water Syster](#)

6.8. [21-643](#) Bylaw No. 4456: Financial Plan Amendment Bylaw No. 3, 2021

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4456, "2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 3, 2021" be introduced and read a first, second, and third time; and
2. That Bylaw No. 4456 be adopted.

Attachments: [Staff Report: Bylaw 4456 Financial Plan Amendment No. 3, 2021](#)
[Appendix A: Bylaw No. 4456 Financial Plan Amendment with Schedules A-B](#)

6.9. [21-675](#) Bylaw No. 4461: Revenue Anticipation (General Purpose) Bylaw No. 1, 2021

Recommendation: The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4461, "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2021" be introduced and read a first, second, and third time.
2. That Bylaw No. 4461 be adopted.

Attachments: [Staff Report: Bylaw 4461 Revenue Anticipation Borrowing](#)
[Bylaw No. 4461 Revenue Anticipation Borrowing 2021](#)

7. Correspondence

7.1. [21-674](#) Letter from Mayor Helps, City of Victoria, dated October 25, 2021 re:
Letter from Regional District of Mount Waddington - Contribution to
Lytton Fire Relief

Attachments: [Correspondence: Mayor Helps \(October 25, 2021\)](#)

8. Notice(s) of Motion

8.1. [21-825](#) Motion with Notice: Minimum Time Allocation for Budget Deliberations
(Director Isitt)

Recommendation: [At the October 27, 2021 special meeting of the Capital Regional District Board, the following motion with notice was given:]
That the Board direct that Beginning in the autumn of 2022 and continuing in future years (until such time as this policy is varied), a minimum of one full meeting day will be scheduled for the Board's deliberations on the next year's Financial Plan.

9. New Business

10. Adjournment

The next meeting is TBD.

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

Meeting Minutes

Finance Committee

Wednesday, July 7, 2021

10:00 AM

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

PRESENT

Directors: S. Brice (Chair), K. Williams (Vice Chair), D. Blackwell (EP), P. Brent (for D. Howe) (EP), J. Loveday (EP), G. Orr (EP), D. Screech, N. Taylor (10:04 am), G. Young, C. Plant (Board Chair, ex officio)

Staff: R. Lapham, Chief Administrative Officer; N. Chan, Chief Financial Officer; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors D. Howe, R. Windsor, Councillor J. Olsen

The meeting was called to order at 10:01 am.

1. Territorial Acknowledgement

Chair Brice provided a Territorial Acknowledgement.

2. Approval of Agenda

**MOVED by Director Williams, SECONDED by Director Screech,
That the agenda for the July 7, 2021 Finance Committee meeting be approved.
CARRIED**

3. Adoption of Minutes

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

**MOVED by Director Williams, SECONDED by Director Screech,
That the minutes of the Finance Committee meeting of May 5, 2021 be adopted
as circulated.
CARRIED**

4. Chair's Remarks

Chair Brice noted that provincially, the Select Standing Committee on Finance and Government Services is seeking input on their budget. Participation is open to the public by visiting their website.

5. Presentations/Delegations

There were no presentations or delegations.

6. Committee Business

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

N. Chan spoke to Item 6.1.

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

CARRIED

6.2. [21-493](#) Bylaw No. 4436: 2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 2, 2021

N. Chan spoke to Item 6.2.

**MOVED by Director Williams, SECONDED by Director Screech,
The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4436, "2021 to 2025 Financial Plan Bylaw, 2021, Amendment
Bylaw No. 2, 2021", be introduced and read a first, second, and third time; and
2. That Bylaw No. 4436 be adopted.**

CARRIED

6.3. [21-494](#) Bylaw No. 4440: Recreation Services and Facilities Fees and Charges, 2021

N. Chan spoke to Item 6.3.

**MOVED by Director Williams, SECONDED by Director Screech,
The Finance Committee recommends to the Capital Regional District Board:
1. That Bylaw No. 4440, "Capital Regional District Recreation Services and
Facilities Fees and Charges Bylaw No. 1, 2009, Amendment Bylaw No. 15, 2021",
be introduced and read a first, second and third time;**

2. That Bylaw No. 4440 be adopted.

CARRIED

6.4. [21-495](#) Bylaw Nos. 4437-4439: Security Issuing Bylaws, Fall 2021

N. Chan spoke to Item 6.4.

Discussion ensued on the Municipal Finance Authority exploring the option of lending for extended periods.

MOVED by Director Williams, SECONDED by Director Screech,

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4437, "Security Issuing Bylaw No. 3, 2021", be introduced and read a first, second, and third time; and

2. That Bylaw No. 4437 be adopted.

3. That Bylaw No. 4438, "Security Issuing Bylaw No. 4, 2021", be introduced and read a first, second, and third time; and

4. That Bylaw No. 4438 be adopted.

5. That Bylaw No. 4439, "Security Issuing Bylaw No. 5, 2021", be introduced and read a first, second, and third time; and

6. That Bylaw No. 4439 be adopted.

CARRIED

6.5. [21-496](#) Capital Reserve Funding Guidelines

MOVED by Director Taylor, SECONDED by Director Williams,

That Director Mersereau be permitted to participate (without vote) in the July 7, 2021 session of the Finance Committee.

CARRIED

N. Chan and R. Lapham spoke to Item 6.5.

Discussion ensued on the following:

- the optimal debt to equity ratio
- the uncertainty of future borrowing rates
- the asset management planning program
- guidelines to address imbalances for services showing low reserves

MOVED by Director Williams, SECONDED by Director Plant,

The Finance Committee recommends to the Capital Regional District Board:

That the Capital Reserve Funding Guidelines report be received for information.

CARRIED

7. Notice(s) of Motion

There were no Notice(s) of Motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Williams, SECONDED by Director Screech,

That the July 7, 2021 Finance Committee meeting be adjourned at 11:00 am.

CARRIED

Chair

Recorder



Making a difference...together

Minutes of a Meeting of the Royal & McPherson Theatres Services Advisory Committee Held Friday, October 15, 2021, in the Board Room, 625 Fisgard St., Victoria, BC

EP=Electronic Participation

Present: **Members:** K. Murdoch (Chair), M. Alto, S. Brice, S. Dubow
Staff: N. Chan, CFO; C. Gilpin, Manager, Arts & Culture Support Service; N. More, Committee Clerk (recorder)
Also Present: C. Devlin (President), F. Lehrbass (Executive Director), N. Downer (Manager of Finance), M. Gibbons (Treasurer, EP), Royal & McPherson Theatres Society
Absent: C. Plant

The meeting was called to order at 1:30 p.m.

1. Territorial Acknowledgement

2. Approval of Agenda

MOVED by Member Alto, **SECONDED** by Member Brice,
That the agenda be approved as circulated.

CARRIED

3. Adoption of Minutes

MOVED by Member Brice, **SECONDED** by Member Alto,
That the minutes of the September 9, 2020, meeting be adopted as previously circulated.

CARRIED

4. Chair's Remarks

Chair Murdoch remarked on the discussions on regional theatres, and the past attempt to amend the service bylaws that cap the contribution level from the CRD to the theatre services. The Royal and McPherson Theatres Society (RMTS) was in attendance to give a presentation about what is happening at the theatres and the drivers for the RMTS budget, why the money was being asked for and what it would be used for. The regional theatres effort may yet be sorted out at the CRD, and in the meantime, Chair Murdoch was appreciative of those present taking the time on this matter. He noted that the presentation would give members of the Advisory Committee information on the use of the money, which they could report back to their respective municipal councils.

5. Presentations/Delegations

4.1 Presentation: C. Devlin, President, Royal & McPherson Theatres Society, Royal & McPherson Theatres Financial Status

C. Devlin spoke on behalf of the Society. He reported that the Society's budget timing had been adjusted to align better with the CRD budget process. He addressed the Advisory

Committee with the aid of a PowerPoint presentation, included in the agenda package. C. Devlin's remarks included the following main points:

- Challenges included the pandemic and infrastructure. With support from the CRD last year and professionals retained, have met goals related to re-opening and financial plans, revenue diversification, maintenance of physical structure and a capital plan.
- Re-opening plan includes government funding and donations; thus, plans to grow organizational capacity for fundraising.
- Anticipation of a budget deficit in 2022, as a function of the lag between preparing for productions and realizing revenue from them. However, the existing operating and capital surpluses built up over past years can be utilized; i.e., using the rainy-day fund.
- Operating funding still facing long-term challenges due to the requisition amount in the two CRD bylaws not having changed since 1998, and the depreciating value of the grants over time. The Society meets expenses through revenue, surcharges, and bar concessions.
- Capital funding for maintenance, repair and improvements of the facilities needed in both the short and long term totals about \$26 million over the next ten years. The RMTS internally-restricted capital fund and the CRD capital reserve for both theatres amounts to significantly less than the required amount. The strategic focus of the Society Board is to prioritize fundraising, which could mean hiring a specialist for that effort.
- The theatres need a healthy mix of community non-profit as well as commercial shows to accumulate revenue for capital maintenance.

Clarifications and discussion included the following points:

- Robust discussions have been held about what it means to operate at 50% capacity. In order to stay open and not go broke, a critical mass of presenters must first be reached.
- By provincial regulations, the requisitions must either be fixed (as they are now) or indexed.
- The Society has been risk-managing some of the long-term capital projects. Layered or matching funding will have to be sought. Some capital projects will be split into phases, such as investigation, costing, and implementation. With solid plans for projects, the Society would make specific asks when presenting to participating councils.
- The regional theatre question will go back to the Performing Arts Facilities Select Committee for further consideration.
- Emergency benefit program under federal government to mitigate pandemic measures and transition to full capacity won't be known until after the Throne Speech and subsequent legislation.
- For capital projects that are shovel ready, combined federal/provincial infrastructure grants will be pursued by the Society. Advocacy avenues on a more political level can be explored.

- The life span of the two theatres depends on how well the facility is maintained, owner investment and other funding.
- The Royal Theatre expansion feasibility study is back on track, with key staff to review space plan issues before architectural drawings are begun. If that goes forward, there is opportunity for fundraising for the capital and maintenance projects of the Royal and McPherson to be tied together.

MOVED by Member Dubow, **SECONDED** by Director Alto,
That the Royal & McPherson Theatres Financial Status Presentation be received for information.

CARRIED

6. Committee Business

5.1. 2022 Budget Process for the Royal Theatre Service and the McPherson Playhouse Service

N. Chan provided context for the report. The Advisory Committee mandate is to provide the Finance Committee with a recommendation on funding for the theatres services, within the constraints of the bylaws. The Finance Committee this year does not meet again prior to the consideration of the CRD provisional budget. However, the budget will be built to take direction from the Advisory Committee, as shown in these minutes, and presented at the Committee of the Whole on October 27.

MOVED by Member Alto , **SECONDED** by Member Brice,
The Royal & McPherson Theatres Services Advisory Committee recommends to the Finance Committee to recommend to the Capital Regional District Board:
That the maximum allowable contribution amount be approved for the Royal Theatre and McPherson Playhouse services.

CARRIED

7. **New Business:** There was no new business.

8. Adjournment

MOVED by Member Alto, **SECONDED** by Director Dubow,
That the meeting be adjourned at 2:31 p.m.

CARRIED

CHAIR

RECORDER



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REPORT TO THE ROYAL & MCPHERSON THEATRES SERVICES ADVISORY COMMITTEE MEETING OF FRIDAY, OCTOBER 15, 2021

SUBJECT **2022 Budget Process for the Royal Theatre Service and the McPherson Playhouse Service**

ISSUE SUMMARY

The Royal and McPherson Theatres Services Advisory Committee (RMTSAC) oversees the operating and capital grant provided to the Royal Theatre through service Bylaw No. 2587 and to the McPherson Playhouse through service Bylaw No. 2685.

BACKGROUND

The bylaws governing the theatre services specify a maximum grant of \$580,000 for the Royal Theatre (\$100,000 operating; \$480,000 capital) and \$750,000 for the McPherson Playhouse (\$350,000 operating; \$400,000 capital). Historically the grant to both theatres has been approved at the maximum amount. Capital Regional District (CRD) Financial Services staff are currently structuring the 2022 budget to maintain funding at these levels.

The CRD provides these grants, along with management agreements, to the Royal and McPherson Theatres Society, a non-profit organization of theatre management professionals established for the purpose of operating the Royal Theatre and McPherson Playhouse.

On September 9, 2020, the Royal and McPherson Theatres Services Advisory Committee (RMTSAC) discussed “the need for budget timelines of the Royal & McPherson Theatres Society (RMTS) and the CRD to be better synchronized, so that the Committee could receive a detailed budget when considering funding for the 2022 budget year” and directed staff that “Royal & McPherson Theatres Society to develop an appropriate budget timeline going forward”. Consequently, staff have requested operating and capital budgets from the Royal & McPherson Theatres Society for 2022 to align with the CRD budget planning process (see Appendix A for RMTS 2022 operating budget and Appendix B for 5-year capital planning budgets for the Royal Theatre and McPherson Playhouse).

In order to understand the impacts of the current situation on the theatres in the 2022 budget process as it relates to funding of the theatres, the RMTSAC Chair has requested that representatives of the Royal & McPherson Theatres Society meet with the Committee to provide an update on the current and projected operational and financial status of the theatres.

IMPLICATIONS

Financial Implications

Based on available information, the Committee’s determination of the needs of the Royal Theatre and McPherson Playhouse through funding service Bylaw Nos. 2587 and 2685 will be reflected in the CRD budget for 2022.

As the reopening timeline is still uncertain, RMTS faces increased operational expenses in the ramp up to full capacity, including costs related to new health and safety protocols, plus recall and retraining of production staff.

In 2022, RMTS will face higher costs and delays in realized revenues. In response to this situation, RMTS is forecasting a deficit that will be offset by the operating reserve that was created so that RMTS could remain financially resilient in challenging years. In terms of cash flow, RMTS has outperformed its conservative burn rate projections during the pandemic so far, and remains highly solvent.

In addition to operational expenses, RMTS has also planned approximately \$3 million in building improvement capital expenses for necessary repairs and upgrades, pending outcomes of infrastructure grant applications. These improvements include an HVAC upgrade to the Royal Theatre, building envelope repairs to the McPherson Playhouse, and phase two of new LED lighting installations at the Royal Theatre (see Appendix B for full list of capital projects).

Service Delivery Implications

The Royal and McPherson Theatres Society is navigating an uncertain reopening timeline. Currently, in step 3 of the BC Restart Plan, indoor venues can host audiences up to a maximum of 50% of their normal capacity. The Province of B.C. initially indicated that step 4 of the BC Restart Plan could begin as soon as September 7, which is when venues would retrain to normal operations, including 100% capacity for audiences. That did not happen and the Province of B.C. has not provided a timeline on when step 4 will be reached.

CONCLUSION

Annual funding of the Royal Theatre through Bylaw No. 2587 and for the McPherson Playhouse through Bylaw No. 2685 are part of the budget approval process. The Royal and McPherson Theatres Society has provided a provisional operating budget for 2022 as well as 5-Year capital plans for the Royal Theatre and McPherson Playhouse to provide more context and rationale for the CRD contribution levels.

RECOMMENDATION

That the 2022 Budget Process for the Royal Theatre Service and the McPherson Playhouse Service report be received for information.

Submitted by:	Chris Gilpin, MPA, Manager, Arts and Culture Department
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer

ATTACHMENT(S)

Appendix A: 2022 Draft Budget of the Royal & McPherson Theatres Society
Appendix B: 5 Year Capital Plans for Royal Theatre and McPherson Playhouse

Appendix A

RMTS PROVISIONAL OPERATING BUDGET

The Royal and McPherson Theatres Society
Royal Theatre and McPherson Playhouse
Combined Theatres Financial Budget
For the Year Ending December 31, 2022

	2022 Budget
Revenue	
Rent	\$ 537,500
Labour recovery	1,340,700
Other recoveries	26,900
Bar & concession	366,200
Box office	727,000
Marketing recoveries	-
	<u>2,998,300</u>
Direct Costs	
Labour	935,200
Other direct costs	17,200
Bar & concession	219,000
Box office	621,500
Marketing	-
	<u>1,792,900</u>
Gross Profit (Loss)	<u>1,205,400</u>
Costs & Expenses	
Non-recoverable production	171,500
Non-recoverable front of house	165,000
Building operations	269,600
Building maintenance	267,800
Institutional marketing	29,600
Administration	1,175,400
Community service	9,000
	<u>2,087,900</u>
Earnings (Loss) from Operations	(882,500)
Other Income	
Grants from owners	450,000
Other revenue	102,000
Interest	2,400
	<u>554,400</u>
Net Earnings (Loss) before Projects	<u>\$ (328,100)</u>
Special projects revenue	160,000
Special projects expense	(160,000)
Net earnings (Loss)	\$ (328,100)

Appendix B

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 numerical 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 Project Description Briefly describe project scope and service benefits. For example: <i>"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."</i>	Carryforward from 2021 Input the carryforward amount from 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.
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	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.
Capital Project Title Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".	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 preliminary 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
20-05	Study	Railing Study	Study to assess the upgrades to interior railings necessary for health and safety	\$20,000	B	Cap	\$10,000	\$0	\$0	\$0	\$0		\$0
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		\$0
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		\$0
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		\$0
21-13	Renewal	Repair Building Envelope and Restore Façade	Repair building envelope and restore façade	\$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					\$10,000
22-04	Renewal	Restore Lobby Floor	Restore terrazzo lobby floor	\$25,000	B	Res		\$25,000					\$25,000
22-05	Renewal	Repair East Elevation Wall	Repair east elevation wall	\$2,109,000	B	Res		\$2,109,000					\$2,109,000
22-06	Renewal	Recoating of Fibreglass Façade	Recoating of fibreglass façade	\$13,000	B	Res		\$13,000					\$13,000
22-07	Renewal	Repair Stand-alone canopies	Repair stand-alone canopies	\$5,000	B	Res		\$5,000					\$5,000
22-08	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$50,000	B	Res		\$50,000					\$50,000
													\$0
GRAND TOTAL				\$3,816,000			\$81,000	\$2,212,000	\$325,000	\$300,000	\$300,000	\$238,000	\$3,375,000

Service:	1.295	McPherson Theatre
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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.				

Service:	1.295	McPherson Theatre
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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.				

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.				

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 numerical 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 Project Description Briefly describe project scope and service benefits. For example: <i>"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"</i>	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.
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	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.
Capital Project Title Input title of project. For example "Asset Name - Roof Replacement", "Main Water Pipe Replacement".	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 preliminary 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	\$0	\$0	\$0	\$0		\$0
21-01	Replacement	HVAC Upgrade	Replace 1994 HVAC main unit in audience chamber.	\$500,000	B	Other	\$485,000	\$0	\$0	\$0	\$0		\$0
21-02	Replacement	Replace House Light System - Phase 2	Replace House Light System with upgraded LED technology	\$90,000	B	Res	\$50,000	\$0	\$0	\$0	\$0		\$0
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		\$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		\$1,193,000
21-12	Renewal	Repair Building Envelope	Repairing building envelope of the 1914 structure.			Other		\$375,000	\$350,000	\$375,000			\$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		\$0
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					\$230,000
22-03	Defer	Emergency Repairs	For Unforeseen Emergency Repairs	\$50,000	B	Res		\$50,000					\$50,000
23-01	Study	Study and Plan repouring and refinishing of concrete main floor and replacement of seats and aisle lights	Study and Plan repouring and refinishing of concrete main floor and replacement of seats and aisle lights	\$30,000	B	Res		\$0	\$30,000	\$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		\$700,000		\$700,000
24-02	Replacement	Replace Orchestra Shell	Replace 40 year old orchestra shell	\$750,000	B	Other					\$750,000		\$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		\$250,000
													\$0
GRAND TOTAL				\$5,109,000			\$751,000	\$1,030,000	\$730,000	\$750,000	\$1,793,000	\$0	\$4,303,000

Service: 1.290 Royal Theatre

Project Number 20-03 **Capital Project Title** Add Balcony & Pit Railings **Capital Project Description** 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 21-01 **Capital Project Title** HVAC Upgrade **Capital Project Description** 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 21-02 **Capital Project Title** Replace House Light System - Phase 2 **Capital Project Description** 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 cleaning standards.

Project Number 21-05 **Capital Project Title** Replace Extendable Scissor Lift **Capital Project Description** Replace existing scissor lift that is past end of life for safety & reliability
Project Rationale The current scissor lift has reached the end of its useful life as it is 25+ years.

Project Number 21-12 **Capital Project Title** Repair Building Envelope **Capital Project Description** 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

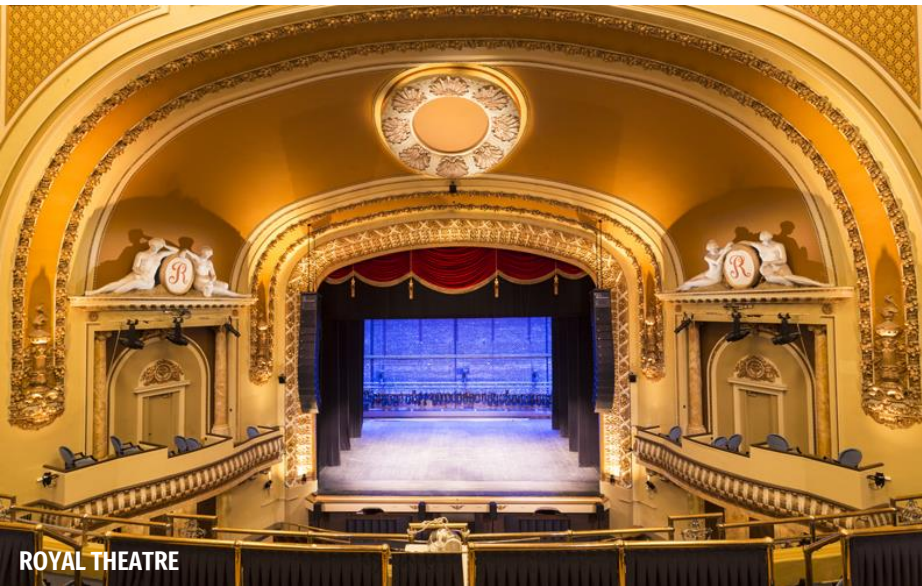
Project Number 21-13 **Capital Project Title** Plan, Rebuild and Expand Orchestra Pit **Capital Project Description** Plan, Rebuild and expand orchestra Pit to allow increased physical distancing of musicians and performers
Project Rationale Plan, rebuild and expand orchestra pit to align with professional standards of performing arts organizations.

Project Number 22-01 **Capital Project Title** Replace Theatre Doors Phase 2 **Capital Project Description** 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	22-03	Capital Project Title	Emergency Repairs
Capital Project Description	For Unforeseen Emergency Repairs		
Project Rationale	Capital funds to accommodate any emergency repairs to the building.		
Project Number	23-01	Capital Project Title	Study and Plan repouring and refinishing of concrete main floor and replacement of seats and aisle lights
Capital Project Description	Study and Plan repouring 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	24-01	Capital Project Title	Repour and refinish concrete main floor and replacement of seats and aisle lights
Capital Project Description	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	24-02	Capital Project Title	Replace Orchestra Shell
Capital Project Description	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	25-01	Capital Project Title	Replace Seats and Aisle Lights in balcony
Capital Project Description	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.		

CRD RMTS ADVISORY COMMITTEE

OCTOBER 15, 2021



MISSION STATEMENT

Enriching the quality of life in the region, through a sustainable and relevant performing arts centre.

VISION STATEMENT

To be the integral hub for performing arts of the region, recognized for diverse and valued performances, professional standards, and historic spaces.

2021 OPERATING REVIEW

RETENTION OF ORGANIZATIONAL INFRASTRUCTURE (EMPLOYEES, KNOWLEDGE & EXPERIENCE):

- Layoffs in 2020 to all 215 auxiliary staff and 6 full-time staff
- 14 employees retained in 2020:
 - Continue to support the arts and entertainment community
 - Maintain the physical assets
- Currently rehiring full-time and auxiliary staff as we phase into re-opening to full capacity

ONGOING SUPPORT TO THE ARTS AND ENTERTAINMENT COMMUNITY:

- Box Office services, ticketing and donation software, theatre bookings, CRM functionality
- Audience engagement through website, e-news and social media
- Memorandum of Understanding signed with Dance Victoria, The Victoria Symphony and Pacific Opera Victoria
- Secured a BC Arts Council grant to acquire streaming equipment for the McPherson Playhouse

RE-OPENING PLANNING:

- Transitioning to re-open the Royal Theatre and McPherson Playhouse based on provincial health allowable capacities:
 - Non-audience events: film, recitals, meetings, recordings, etc.
 - Phased approach to audiences, from current 50% capacity scaling up to 100% capacity
- Ensuring health standards for employees, performers and patrons

2021 OPERATING REVIEW

FINANCIAL PLANNING:

- Costs restructured for essential operations during pandemic
- Use of earned RMTS operating reserves to maintain operations
- Actual 2021 YTD (August 2021) deficit 14% favourable to budget

UTILIZATION OF GOVERNMENT PROGRAMS, SUBSIDIES AND GRANTS DURING COVID-19 PANDEMIC (MARCH 2020 – AUGUST 2021):

SUBSIDIES & GRANTS:

CANADA EMERGENCY WAGES SUBSIDY	\$823,690
CANADA EMERGENCY RENT PROGRAMS	\$75,619
BC ARTS COUNCIL GRANT	\$34,000
VICTORIA FOUNDATION	<u>\$52,000</u>
<u>TOTAL:</u>	<u>\$985,309</u>

FEDERAL WORKSHARING PROGRAM*: \$188,500

***ESTIMATED SALARY EXPENSE SAVINGS FROM STAFF PARTICIPATION IN THIS PROGRAM**

REVENUE DIVERSIFICATION:

- Growth in organizational capacity for fundraising:
 - Victoria Foundation
 - Individual Fundraising Campaign: \$8,961.00

2021 CAPITAL PROJECTS COMPLETED

ROYAL THEATRE:

- Replaced and upgraded doors between lobby and audience chamber
- Renovated audience chamber task lighting, upgrading to LED (Phase 1)
- Replaced water fountains with modern water bottle filling stations and added additional water bottle filling stations throughout the theatre
- Completed Building Envelope Study (condition of building exterior)
- Renovated green rooms and dressing rooms
- Installed new hardware to increase building and washrooms accessibility, and reduce touch points

MCPHERSON PLAYHOUSE:

- Renovated mezzanine washrooms
- Renovated audience chamber task lighting, upgrading to LED (Phase 1)
- Replaced water fountains with modern water bottle filling stations and added additional water bottle filling stations throughout the theatre
- Completed Building Envelope Study (condition of building exterior)
- Installed new hardware to increase building and washrooms accessibility, and reduce touch points

2022 PROVISIONAL OPERATING BUDGET

COMBINED THEATRES FINANCIAL BUDGET FOR THE YEAR ENDING DECEMBER 31, 2022

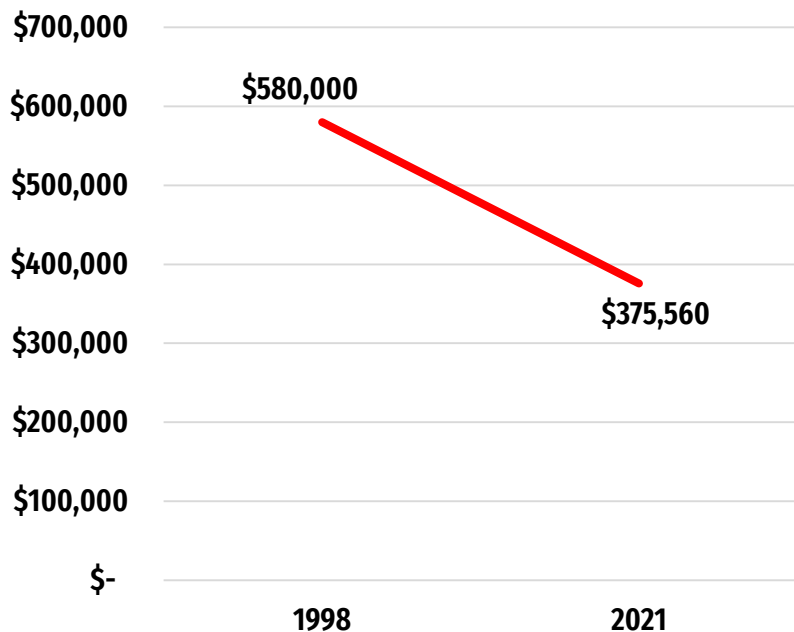
REVENUE	\$ 2,998,300
DIRECT COSTS	<u>1,792,900</u>
GROSS PROFIT (LOSS)	1,205,400
COSTS & EXPENSES	<u>2,087,900</u>
EARNINGS (LOSS) FROM OPERATIONS	(882,500)
OTHER INCOME	
Grant from owner – McPherson Playhouse	350,000
Grant from owner – Royal Theatre	100,000
Other revenue	102,000
Interest	<u>2,400</u>
	554,400
NET EARNINGS (LOSS) BEFORE PROJECTS	\$ <u>(328,100)</u>
Special projects revenue	160,000
Special projects expense	(160,000)
NET EARNINGS (LOSS)	\$ <u><u>(328,100)</u></u>

PURCHASING POWER OF ANNUAL CRD REQUISITIONS

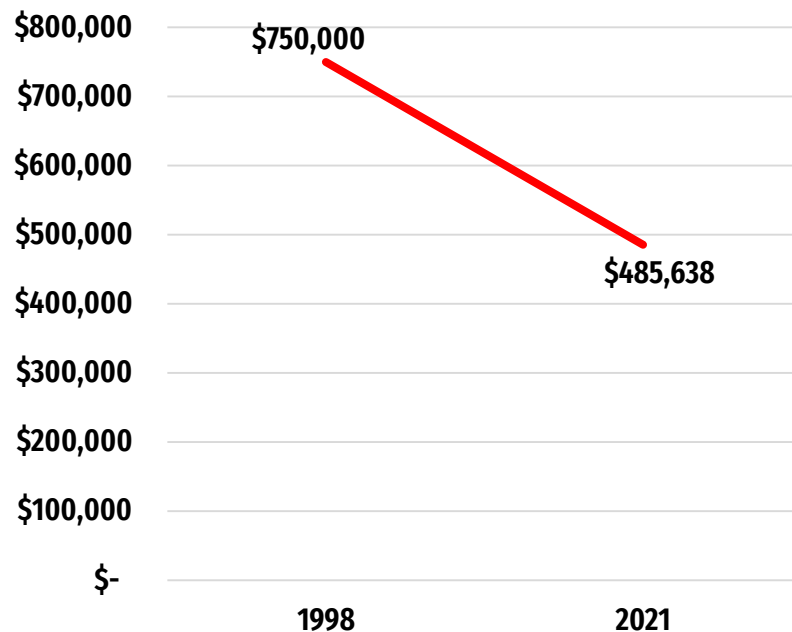
FOR OPERATING AND CAPITAL COMBINED

BY 2021, A 35% DECLINE IN THE VALUE OF PURCHASING POWER OF CRD REQUISITION OCCURRED.
VALUE ADJUSTED FOR INFLATION OVER TIME.

ROYAL THEATRE



MCPHERSON PLAYHOUSE



OPERATIONAL FUNDING

CRD OPERATING REQUISITIONS VS INDUSTRY AVERAGE

OPERATING – INDUSTRY AVERAGE IAVM 2016 SURVEY

COMBINED ROYAL THEATRE & MCPHERSON
PLAYHOUSE OPERATING EXPENSES 2019

COMBINED REQUISITIONS
CRD BYLAWS 2587, 2685
11%

RMTS EARNED REVENUE
89%

AVERAGE NORTH AMERICA OPERATING EXPENSE
2016-MEDIUM SIZED PERFORMING ARTS CENTRE

OPERATING GRANTS
48%

REVENUE EARNED BY VENUE
52%

2022 CAPITAL PROJECTS

ROYAL THEATRE:

- Replace HVAC chiller unit for audience chamber and examine expansion into lobbies and dressing room areas
- Replace house light system with upgraded LED technology (Phase 2)
- Replace scissor lift
- Repointing envelope brickwork
- Replace and upgrade house doors at balcony level

MCPHERSON PLAYHOUSE:

- Study, fabricate and install balcony railings for patron and staff safety
- Replace house light system with upgraded LED technology (Phase 2)
- Replace scissor lift
- Restore terrazzo lobby floor
- Investigate and repair east elevation wall to address water ingress
- Recoating of fibreglass façade details on west side of theatre
- Repair rigging for stand-alone exterior canopies

MAINTENANCE CAPITAL

Six engineering studies to determine the nature, scope and costs of long-term maintenance of the two facilities have been commissioned.

At this time, we estimate costs over the next 10 years to be:

ROYAL THEATRE: \$14,222,207

\$2,161,807
\$4,060,400
\$8,000,000

PROPERTY CONDITION⁵
BUILDING ENVELOPE⁶
SEISMIC⁷

MCPHERSON PLAYHOUSE: \$12,410,166

\$1,848,266
\$4,561,900
\$6,000,000

PROPERTY CONDITION⁸
BUILDING ENVELOPE⁹
SEISMIC⁷

The RMTS maintains an internally restricted capital fund for each theatre through the collection of ticketing fees. These funds support capital projects. Most recently, the RMTS contributed to the replacement of the house doors at the Royal Theatre and the HVAC installation at the McPherson Playhouse. Currently, the combined total in these funds held by the RMTS is \$2.38 million.

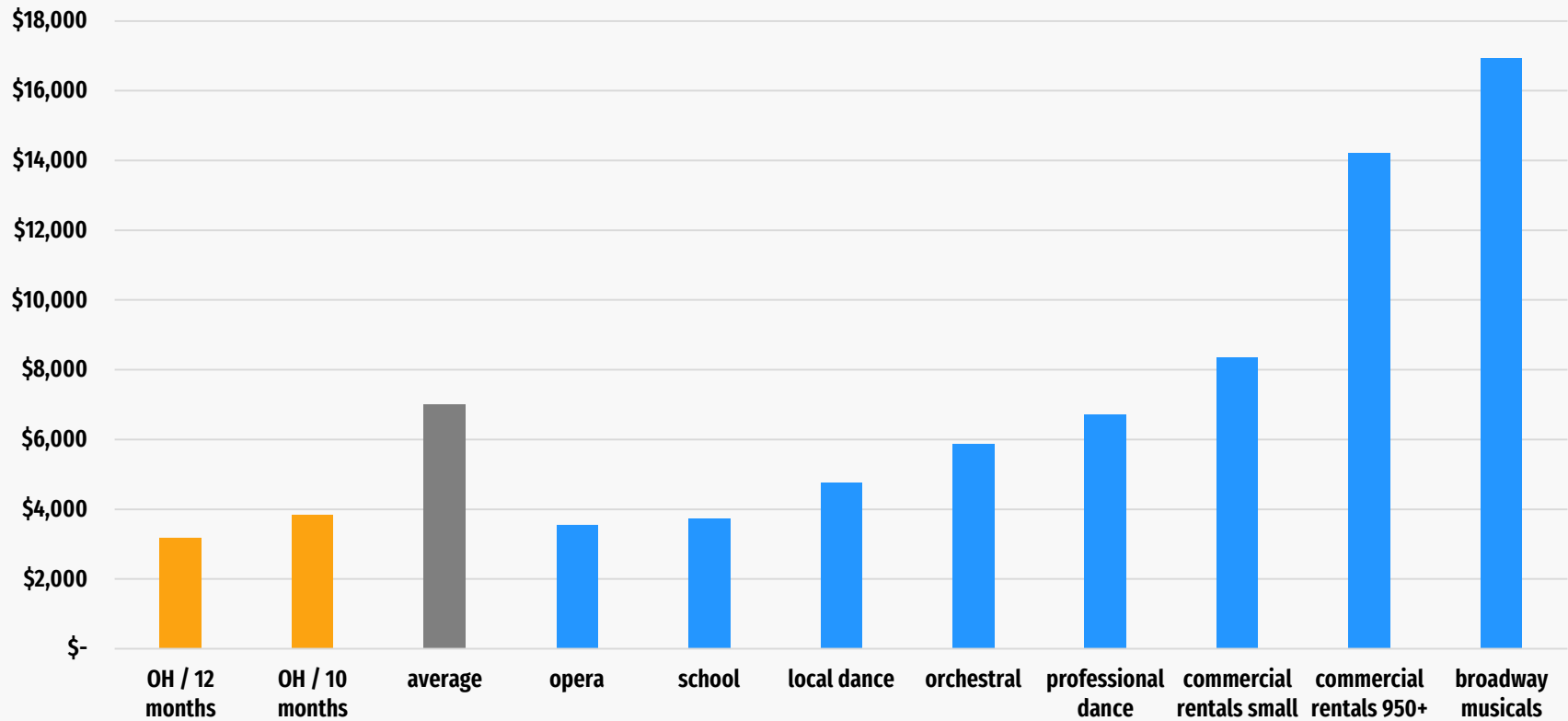
The 2021 projected year end balance of the CRD held Capital Reserve Funds is \$826,317 for the Royal Theatre and \$1,967,423 for the McPherson Playhouse.

Total funds available for future capital projects is \$5,173,740.

REVENUE POTENTIAL BY EVENT TYPE

ROYAL THEATRE

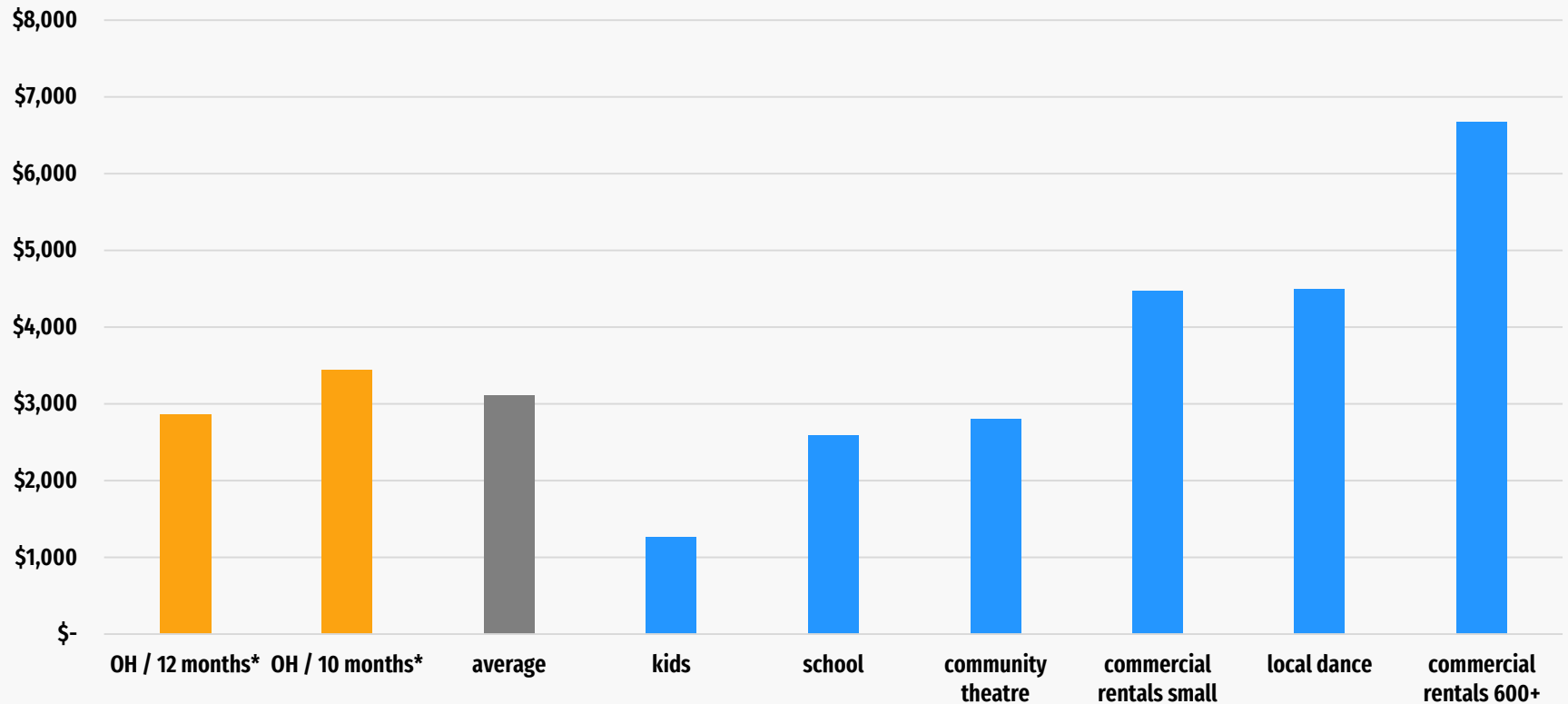
GROSS PROFIT PER DAY - 2019



REVENUE POTENTIAL BY EVENT TYPE

MCPHERSON PLAYHOUSE

GROSS PROFIT PER DAY - 2019



FUNDING & ACCESS

A continuum exists.

On the one end of the spectrum, the facility's operations are subsidized so it can in turn subsidize access (rates) to local organizations who otherwise struggle financially to access the facility.

On the other end is a facility whose operations are not subsidized to the extent that it is able to subsidize local access.

LOCAL ACCESS (SUBSIDIZING SPECIFIC CLIENTS)

FINANCIAL SELF-SUFFICIENCY



SUPPORTING SPECIFIC CLIENTS

A highly-subsidized facility can subsidize specific clients.

Many larger performing arts centres host professional *resident companies*

- symphony
- opera
- dance
- theatre

...whose access (rates) are highly subsidized through the facility.

Such productions are typically expensive to produce, but are cherished for their artistic achievements and value to the broader community.

OPERA HOUSE / CONCERT HALL
(SUPPORTING SPECIFIC CLIENTS)



FINANCIAL SELF-SUFFICIENCY

At the opposite end of this continuum is the roadhouse model.

A roadhouse typically:

- Must pay for itself
- Schedules events which are
 - popular
 - profitable
- Receives little (if any) operational subsidy
- Does not have the financial capacity to subsidize clients

ROADHOUSE
(FINANCIAL SELF SUFFICIENCY)



PERFORMING ARTS CENTRE

This model is the middle ground between an opera house and a road house. It aims to accommodate and support:

- Professional touring shows
- Local and regional producers
- A wide variety of content
 - some profitable
 - some subsidized

OPERA HOUSE / CONCERT HALL
(SUPPORTING SPECIFIC CLIENTS)

**RMTS PERFORMING
ARTS CENTRE**

ROADHOUSE
(FINANCIAL SELF-SUFFICIENCY)



BALANCE

ENDEAVOR TO STAY BALANCED

- Each arts facility finds the most appropriate balance of where to be on the continuum
- The RMTS aims to occupy the middle – as a performing arts centre
- As the value of flat funding declines, the RMTS is increasingly required to shift away from supporting specific clients and toward financial self-sufficiency

OPERA HOUSE / CONCERT HALL
(SUPPORTING SPECIFIC CLIENTS)

**PERFORMING
ARTS CENTRE**

RMTS →

ROADHOUSE
(FINANCIAL SELF-SUFFICIENCY)



MOVING FORWARD

CONTINUED SUPPORT FROM THE OWNERS IS VITAL FOR THE ROYAL AND MCPHERSON THEATRES SOCIETY TO MAINTAIN FINANCIAL, OPERATING AND MAINTENANCE CAPACITY AS THE THEATRES TRANSITION TO WELCOMING THE COMMUNITY BACK AT FULL CAPACITY.

WITH YOUR CONTINUED SUPPORT, THE RMTS WILL:

- Retain trained and professional employees necessary to create a smooth transition back to production
- Re-open in allowable capacity to audiences in November 2021
- Maintain the physical infrastructure of the Royal Theatre and McPherson Playhouse
- Ensure strong financial planning and management to support vital work
- Support the arts and entertainment community through professional services
- Engage in ongoing conversations with the owners

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 03, 2021**

SUBJECT **Capital Regional District External Grants Update**

ISSUE SUMMARY

A bi-monthly update on external grants activity for the period of August 9 through October 11, 2021.

BACKGROUND

This report summarizes activities and outcomes since the CRD External Grants Update was last presented at the September 2021 Board meeting. Additionally, the CRD External Grants Dashboard (Appendix A) details grant applications, awards, and status of projects in progress. Appendix B provides an update on all grant applications submitted under the Investing in Canada Infrastructure Program.

IMPLICATIONS

Financial Implications

Grants / Contributions Awarded

One grant is under news embargo.

1. \$5,653,266 through Investing in Canada Infrastructure Program – Environmental Quality Stream to support the Southern Gulf Islands Magic Lake Estates Wastewater Upgrades project.
2. \$3,716,868 through the 2021-2022 Reaching Home Agreements-Government of Canada for Designated Communities (\$2,401,331) and Indigenous Homelessness (\$1,315,537).
3. \$308,520 through UBCM's Strengthening Communities' Services to support the Salt Spring Island Homelessness COVID Response project.
4. \$90,127 through Investing in Canada Infrastructure Program – COVID-19 Resilience Infrastructure Program to support the Salt Spring Island Drake Road Trail Upgrade project.
5. \$87,073 through the Province of BC's Climate Action Revenue Incentive Program.
6. \$30,000 through the B.C. Active Transportation Infrastructure Grant Program to support the Pedestrian and Cycling Master Plan Update - Salt Spring Island edition 2021.
7. \$6,500 through TD Friends of the Environment Foundation Program to support the Galiano Island Parks and Recreation Commission Zuker Native Plant Restoration project.

8. \$4,500 (pre-approved) through CleanBC Go Electric Fleets Infrastructure Assessment rebate for the Go Electric Fleets IWS Facility Assessment.

Applications Submitted

Five applications were submitted:

1. \$224,000 through Natural Resources Canada Zero Emission Vehicle Awareness Initiative for the Capital Region E-Mobility Awareness Initiative.
2. \$126,880 through Federation of Canadian Municipalities – Green Municipal Fund-Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant, for Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres.
3. \$100,000 through BC Hydro Community Energy Manager Program to support the CRD's Community Energy Specialist from September 2021 – September 2023.
4. \$5,000 through Salt Spring Island Foundation for the Child Care Space Creation – Equipment Project.
5. \$4,500 through CleanBC Go Electric Fleets Infrastructure Assessment rebate for the Go Electric Fleets IWS Facility Assessment.

Core Area Wastewater Treatment Plant Project Update

The Core Area Wastewater Treatment Plant project is partially funded by the Federal Government, the Province of BC, and the Federation of Canadian Municipalities Green Municipal Fund grant/loan program. During the months of August and September, the CRD did not receive any grant payments for this project; final payments are subject to holdback until the project and reporting are complete. Cumulatively, the CRD has received \$359M of the estimated revised total of \$462M in grant revenues. The remaining (up to) \$103M is expected to be received in 2021 based on timing of eligible expenditures and achievement of target milestones.

Service Delivery Implications

New Grant Opportunities

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

Grant	Deadline	Information
Zero Vehicle Awareness Initiative – Natural Resources Canada	Extended to 23-Aug-21	Supports projects that promote education, outreach, and awareness activities for ZEVs, public charging, and refueling infrastructure.
Local Food Infrastructure Fund	Extended to 03-Sept-21	Provides funding to help improve access to food by funding infrastructure needs.
Asset Management Planning Program – UBCM	24-Sep-21	Provides funding to support asset management.
Fairs, Festivals, and Events Recovery Fund	01-Oct-21	Provides one-time grants to support eligible events for safe restart.
Crime Prevention Act Fund	06-Oct-21	Provides funding to support crime prevention initiatives.
Clean Fuels Program-Building New Domestic Production Capacity	Extended to 13-Oct-21	Provides funding for fuel production technology projects and studies for low carbon fuel production facilities.
Local Government Partnership Program	21-Oct-21	Provides funding for agricultural planning tools projects in BC.
Research and Knowledge Initiative – Infrastructure Canada	25-Oct-21	Provides funding to support research and knowledge-sharing projects to advance public infrastructure needs.
Habitat Conservation Trust Foundation	05-Nov-21	Provides funding to support habitat restoration, conservation, and engagement projects through two programs: 1. Stewardship Grants. 2. Enhancement and Restoration Grants.
Childcare BC New Spaces Fund	16-Nov-21	Provides infrastructure funding to create licensed childcare spaces in BC.
Evacuation Route Planning – Community Emergency Preparedness Fund-UBCM	19-Nov-21	Provides funding for planning projects to support the development of Evacuation Route Plans.
CleanBC Go Electric Public Charger Program	26-Nov-21	Provides funding (rebates) for public Direct Current Fast Chargers.

Grant	Deadline	Information
Environmental Quality Program Stream – Green Infrastructure-Investing in Canada Infrastructure Program	26-Jan-22	Provides infrastructure funding to support stormwater, wastewater, potable water, solid waste, and remediation projects.
Emergency Support Services – Community Emergency Support Service-UBCM	28-Jan-22	Provides funding to build capacity for emergency support services.
Emergency Operations Centre and Training – Community Emergency Preparedness Fund-UBCM	25-Feb-22	Provides funding for supplies, equipment, and enhancing capacity for Emergency Operations Centres.
Capital Projects – Rural Transit Solutions Fund	TBC	Provides funding to support delivery of rural transit solutions.
Zero Emission Transit Fund – Infrastructure Canada	Continuous	Provides funding through two components to support zero emission transit and school buses: 1. Planning projects. 2. Capital projects – Zero Emission Buses.

CONCLUSION

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

RECOMMENDATION

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



























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

ATTACHMENT(S)

Appendix A: External Grants Dashboard
 Appendix B: Investing in Canada Infrastructure Program – Funding Update

Grants Administration Dashboard

Externally Sourced Grant Funding

STATUS LEGEND:  Intent to apply  Work in Progress ( =delay)  Application Done - Outcome pending  Project Done ( =payment pending)  Application Declined  Links to information								
Grant Program Links		Application Deadline	Project	Status	Board Resolution	Comments	Grant Ask	% of Total Project (Eligible & Ineligible Costs)
GRANT APPLICATIONS IN PROGRESS	CleanBC - BC Hydro Commercial Custom Program	N/A	Panorama Energy Recovery Project		N/A	PES - Panorama is the lead	\$ 200,000	7%
	Jumpstart Community Development Program	01-Feb-20	Swim Program for Indigenous Children and Youth		N/A	PES - Panorama is the lead. Postponed due to COVID-19	\$ 2,692	TBC
	Island Health Community Wellness Grant	26-Feb-20	Lifeguard Academy for Indigenous Youth		N/A	PES - Panorama is the lead. Postponed due to COVID-19	\$ 13,264	TBC
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	26-Feb-20	Juan de Fuca Water Distribution Service for Anderson Cove		12-Feb-20	IWS - Infrastructure Operations is the lead	\$ 1,460,000	71%
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program	26-Feb-20	Magic Lake Estates Wastewater System Renewal		12-Feb-20	IWS - Infrastructure Operations is the lead. Approved for \$5,653,266.	\$ 5,653,266	47%
	Investing in Canada Infrastructure Program-Community, Culture, and Recreation Stream	01-Oct-20	Elk/Beaver Lake Oxygenation System		9-Sep-20	Regional Parks is the lead	\$ 700,000.00	42%
	Investing in Canada Infrastructure Program-Community, Culture, and Recreation Stream	01-Oct-20	Fernwood Elementary School Athletic Field Upgrades		9-Sep-20	SSI Parks and Recreation is the lead	\$ 646,587.00	73%
	Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Maliview Wastewater Treatment Plant Upgrade		9-Sep-20	SSI Administration is the lead	\$ 1,989,000.00	88.47%
	Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Lyall Harbour Boot Cove Water Service Improvements Project		9-Sep-20	IWS is the lead	\$ 1,110,600.00	95.69%
	Investing in Canada Infrastructure Program-Rural and Northern Communities Stream	22-Oct-20	Port Renfrew Water Supply Line Replacement Project		14-Oct-20	IWS is the lead	\$ 1,573,918.00	96.92%
	Investing in Canada Infrastructure Program-CleanBC Communities Fund	12-Nov-20	Panorama Recreation Energy Recovery project		14-Oct-20	PES - Panorama is the lead	\$ 1,972,430.00	70%
	New Horizons for Seniors Program	20-Oct-20	Community Garden Improvements at Greenglade Community Centre		N/A	PES - Panorama is the lead	\$ 25,000.00	100%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	Regional Galloping Goose Bridge Replacements & Repair Project		10-Feb-21	Regional Parks is the lead	\$ 1,000,000.00	88.89%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	JDF Willis Point Fire Department Water Supply Expansion		10-Feb-21	JDF EA Planning and Willis Point Fire Protection and Recreation Commission	\$ 41,865.00	100.00%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	SSI Drake Road Trail Upgrade Project		10-Feb-21	SSI Parks and Recreation is the lead. Approved for \$90,127.	\$ 90,127.00	81.93%
	Investing in Canada Infrastructure Program-COVID-19 Resilience Infrastructure Stream	27-Jan-21	SGI Pender Island Alice Church Multi-Modal Trail		10-Feb-21	SGI Administration and Pender Island Parks and Recreation Commission.	\$ 235,778.00	90.36%
	CleanBC Organic Infrastructure and Collection Program – Organic Processing Infrastructure	04-Feb-21	Salt Spring Island Composting Project		10-Feb-21	Environmental Resource Management - Partnership project TBC	\$ 168,462.00	44.44%
	Canada Summer Jobs	03-Feb-21	SEAPARC 1 (\$24,320), Regional Parks (\$3,192), IWS (\$4,964), Panorama – Tennis (\$9,728), Panorama – Aquatics (\$21,888), Panorama – Summercamp (\$3,344). Panorama – Daycamp (\$25,992), and SSI – Parks & Rec (\$6,080).		N/A	Human Resources is the lead	\$ 99,508.00	TBC

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GRANT APPLICATIONS IN PROGRESS	Natural Resources Canada – Zero Emission Vehicle Infrastructure Program, MURBS, Workplaces and LDV Fleets	04-Jun-20	Eight Level Two Electric Vehicle Chargers, applied for up to \$40,000 for corporate fleet chargers.		N/A	Climate Action is the lead	TBC	TBC
	Habitat Stewardship Program for Species at Risk	02-Mar-21	State of Species at Risk project for Regional Parks		N/A	Regional Parks is the lead	\$ 49,806.00	39.45%
	Salt Spring Island Foundation	31-Mar-21	Centennial Park Gazebo		N/A	SSI Parks and Recreation is the lead	\$ 9,000.00	31.03%
	Canada Healthy Communities Initiative-Intake 2	25-Jun-21	Centennial Park Plaza Project		N/A	SSI Parks and Recreation is the lead	\$ 100,000.00	33.33%
	Strengthening Communities' Services-UBCM	16-Apr-21	Salt Spring Island Homelessness COVID Response project		9-Jun-21	Regional Housing is the lead. Approved for \$308,520.	\$ 308,520.00	94.76%
	Canadian Parks and Recreation Association-Youth Employment Experience	14-May-21	Salt Spring Island Parks Attendant Position		N/A	SSI Parks and Recreation is the lead	\$ 31,309.00	100.00%
	Zero Emissions Vehicle Incentive Program-Natural Resources Canada	22-Jun-21	Capital Region Electric Vehicle Charging Initiative		N/A	Climate Action coordinated a joint partnership application with City of Victoria, Township of Esquimalt, and Town of View Royal. Total grant request, \$457,500. The CRD’s individual grant request is \$315,000.	\$ 315,000.00	34.43%
	Canada Community Revitalization Fund	23-Jul-21	Revitalization of Centennial Park		8-Sep-21	SSI Parks and Recreation is the lead	\$ 600,000.00	75.01%
	BC Active Transportation Network Planning Grant Program	30-Jul-21	Update of the Pedestrian and Cycling Master Plan – SSI edition with a focus on a master transportation plan for Ganges Village		14-Jul-21	SSI Administration is the lead. Approved for \$30,000.	\$ 30,000.00	50.00%
	TD Friends of the Environment Foundation Program	15-Jul-21	Galiano Island Parks and Recreation Commission Zuker Native Plant Restoration		N/A	SGI Administration and Galiano Island Parks and Recreation Commission. Approved for \$6,500.	\$ 6,500.00	15.13%
	CRD Traffic Safety Commission	30-Jul-21	CRD Walk and Wheel to School 2021 project		N/A	Climate Action is the lead	\$ 3,000.00	60.00%
	Climate Action Revenue Incentive Program	06-Aug-21	2020 CARIP Grant Report		N/A	Climate Action is the lead. Approved for \$87,073.	\$ 87,073.00	N/A
	Natural Resources Canada Zero Emission Vehicle Awareness	16-Aug-21	Capital Region E-Mobility Awareness Initiative		N/A	Climate Action is the lead	\$ 224,000.00	73.00%
	Federation of Canadian Municipalities – Green Municipal Fund-Community Buildings Greenhouse Gas Reduction Pathway Feasibility Study Grant	Continuous	Developing a GHG Reduction Pathway for Capital Regional District Recreation Centres		N/A	Climate Action is the lead	\$ 126,880.00	TBC
	CleanBC Go Electric Fleets Infrastructure Assessment rebate	31-Mar-23	Go Electric Fleets IWS Facility Assessment		N/A	Climate Action is the lead. Pre-approved for Rebate	\$ 4,500.00	50.00%
	Salt Spring Island Foundation	Fall 2021	Child Care Space Creation - Equipment for New Day Care		N/A	SSI Parks and Recreation is the lead	\$ 5,000.00	33.33%
	2021-22 Reaching Home-Government of Canada	2021	Designated Communities (\$2,401,331) and Indigenous Homelessness (\$1,315,537).		N/A	Regional Housing. Approved for \$3,716,868	\$ 3,716,868.00	N/A
	BC Hydro Community Energy Manager Program	2021	Community Energy Specialist from Sept. 2021–Sept. 2023		N/A	Climate Action is the lead	\$ 100,000.00	N/A
TOTAL GRANT ASKS IN PROGRESS (EXCLUDING CORE AREA LIQUID WASTE MANAGEMENT)							\$ 106,879,145	
































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CORE AREA LIQUID WASTE MANAGEMENT - GRANT FUNDING STATUS									
Grant Program Links		Contribution Terms and Purpose	Status	Board Resolution	Comments	Grant Award Maximum		Redeemed to Date	
CORE AREA GRANTS	Infrastructure Canada - 3P Funding Agreement (Federal funding)	Lesser of 25% of eligible costs or \$83.4M for a bio-solids energy centre treatment facility for wastewater sludge.				\$	41,000,000	\$	-
	Infrastructure Canada - Building Canada Fund (Federal funding)	Up to 50% of eligible costs to a maximum of \$120M for construction of the McLoughlin Point Wastewater Treatment Plant, marine outfall pipe, and completion of the Victoria Harbour crossing.			Funding agreements executed. Construction to start in April 2017 as per March 16, 2017 joint media release (Canada, BC, CRD)	\$	120,000,000	\$	120,000,001
	Infrastructure Canada - Green Infrastructure Fund (Federal funding)	Up to 50% of eligible costs to a maximum of \$50 M to upgrade Clover Point and Macaulay Point pump stations, implement attenuation tanks, and upgrade existing pump stations and piping systems.				\$	50,000,000	\$	50,000,001
	Provincial Funding	The lesser of 1/3 total cost (excluding land acquisition cost) or \$248M for construction of the wastewater treatment plant, the energy centre for sludge treatment, and conveyance system upgrades - all serving the Core Area.		08-Mar-17	CRD Board approved execution of the Provincial Agreement	\$	248,000,000	\$	186,000,000
	FCM - Green Municipal Fund - Water Capital Projects	\$3M grant in combination with a \$20M loan.				\$	3,000,000	\$	2,750,000
	TOTALS					\$	462,000,000	\$	358,750,002





























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Grant Program Links		Dept.	Project Deadline	Project	Status	Lead	Project Cost (Estimate)		Grant Award
PROJECTS IN PROGRESS	Regional District Grant 2020	FT	N/A	Unconditional grant to fund administrative costs.		Financial Services	N/A		\$ 60,000
	Bike BC Cycling Infrastructure Program	PES	30-Jun-21	E&N Rail Trail Phase 3: Atkins Ave. to Savory School		PES: Infrastructure Engineering and Facility Management	\$ 4,157,536	\$	1,000,000
	Building BC - Community Housing Fund	PPS	2023	Caledonia Housing Project		CRD Housing is the lead. Application is also seeking mortgage subsidy of \$666,500 per year. Supported by CRHC resolution 24-Jul-2018.	\$ 50,225,725	\$	15,500,000
	FCM Green Municipal Fund - Pilot Project	F&T	31-Oct-21	Zero Emissions Fleet Initiative		Risk Management - Climate Action	\$ 1,087,000	\$	350,000
	BC Rural Dividend	PES	22-Mar-21	Engineering Design for SGI Regional Trails		Regional Parks	\$ 200,000	\$	100,000
	BC Rural Dividend	SSI	22-Mar-21	Shared Service Business Model		SSI Administration	\$ 100,000	\$	90,750
	Infrastructure Planning Grant	SSI	31-Mar-21	North Salt Spring Waterworks Infrastructure Assessment		SSI Administration	\$ 10,000	\$	10,000
	Child Care Space Creation Program	SSI	15-Apr-21	SSI PARC Licensed Preschool Child Care Space		SSI Administration	\$ 296,460	\$	214,600
	Affordable Rental Innovation - CMHC	PPS	31-Dec-21	Regional Housing First Program		Regional Housing: Partners include CRD, BC Housing, CMHC at \$40M each.	\$ 120,000,000	\$	120,000,000
	Reaching Home-Designated Communities	PPS	31-Mar-24	For community homelessness service projects		PPS: Regional Housing	\$ 4,772,699	\$	4,772,699
	Reaching Home-Indigenous Homelessness	PPS	31-Mar-22	For community homelessness service projects		PPS: Regional Housing	TBC	\$	1,011,768
	Reaching Home-COVID-19 Response	PPS	30-Jun-21	For community homelessness service projects		PPS: Regional Housing	TBC	\$	3,231,049
	Island Health Community Wellness	PPS	1-Mar-20	Monitoring the Determinants of Health and Wellness in the Capital Regional		Community Social Planning Council	\$ 50,000	\$	50,000
	BC Hydro Sustainable Communities Program	PES	30-Sep-21	BC Hydro Community Energy Manager staff support		PES - Environmental Protection - Climate Action	TBC	\$	100,000
	City of Victoria Housing Reserve Fund	PPS	2023	Michigan Housing Project		PPS-Regional Housing-CRHC	\$ 1,395,000	\$	1,020,000
	Rick Hansen Foundation BC Accessibility Grants	PES	30-Sep-20	Panorama Accessibility Improvements		PES - Panorama is the Lead	TBC	\$	20,000
	Provincial Urban Deer Cost - Sharing Program	SGI	2020	Program to reduce fallow deer populations on Mayne Island		SGI Administration	TBC		TBC
	UBCM-Community Emergency Preparedness Fund-Volunteer & Composite Fire Departments Equipment & Training	PPS	TBD	Joint CRD Volunteer Fire Department Equipment and Training Project		PPS	\$ 128,372	\$	114,191
	UBCM-Community Resiliency Investment Program-FireSmart Community Funding & Supports	PPS	TBD	CRD Firesmart Project 2020		Parks and PPS	\$ 50,900	\$	49,900
	Community to Community Forum	PES	31-Mar-20	Watershed Management Engagement: Elk/ Beaver Lake		PES-Environmental Protection	TBC	\$	4,125
	UBCM Housing Needs Reports Program Grant	PPS	2021	Regional Housing Needs Report-Capital Region		CRD Development and Planning Advisory Committee	\$ 150,000	\$	150,000
	Community Child Care Space Creation Program	SSI	TBD	Multipurpose room for licensed child care and recreation programs		SSI Administration	TBC	\$	832,725
	Community Emergency Preparedness Fund - Emergency Support Services	PPS	2021	Electoral Area Equipment and Training for Emergency Support Services Modernization		Protective Services	TBC	\$	24,983

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PROJECTS IN PROGRESS	BC Rural Dividend - Rural Community Development Grants	SGI	TBD	SGI Broadband Connectivity - Planning Project		SGI Administration	TBC	\$	50,000
	BC Active Transportation Infrastructure Grants Program: Active Transportation Network Planning Grant and Active Transportation Infrastructure Grant	SSI	Mar-21	Lower Ganges Road Pathways Phase 2: Booth Canal to Baker Road		SSI Administration	\$	700,000	\$ 490,000
	Investing in Canada - Community, Culture, Recreation	PES	TBD	Mayne Island Regional Trail - Phase One Development		PES - Regional Parks	TBC	\$	2,778,393
	2020 Emergency Operations Centres and Training Program-Community Emergency Preparedness Fund	PPS	2021	Electoral Areas (JDF, SSI, SGI) EOC Supplies Procurement Project		Protective Services	\$	25,000	\$ 25,000
	BC Hydro Sustainable Communities Implementation Fund	PES	2021	Capital Region Electric Vehicle Infrastructure Road		PES - Environmental Protection - Climate Action	\$	71,500	\$ 36,000
	Active Transportation Planning Program	SGI	2021	Active Transportation Plan for the Southern Gulf		SGI Administration	\$	28,240	\$ 20,000
	Rapid Housing Initiative-Major Cities Stream Immediate Support-Canada Mortgage and Housing Corporation	PPS	TBD	Permanent Affordable Housing under Rapid Housing Initiative		Regional Housing. Allocation of \$13,056,502	N/A	\$	13,056,502
	COVID-19 Safe Restart Grants for Local Governments	FT	2021	Funding for local operations impacted by COVID-19		Finance	N/A	\$	1,996,000
	2021-21 Salt Spring Island Transit Annual Operating Agreement	SSI	2021	Salt Spring Island Paratransit System funding through Safe Restart.		SSI Administration	N/A	\$	224,354
	Provincial Urban Deer Cost-Share Program	SGI	2021	Enhanced Eco-Cultural Restoration Partnership Proposal – Fallow Deer Management on Mayne Island		SGI Administration	\$	43,000	\$ 18,000
	Community Economic Recovery Infrastructure Program-Unique Heritage Infrastructure Stream	IWS	2022	Goldstream Powerhouse Roof		Regional Water Supply Service	\$	77,160	\$ 76,000
	Municipal Asset Management Program-FCM	AM	2022	Asset Life-Cycle Assessment Policy and Procedures		Asset Management	\$	62,500	\$ 50,000
	Community Energy Financing - FCM	PES	TBD	Capital Regional Residential Energy Retrofit Program		PES - Environmental Protection - Climate Action	\$	320,000	\$ 175,000
	ParticipACTION Community Better Challenge	SSI	2021	Swim the Southern Gulf Islands		SSI Parks and Recreation	\$	1,000	\$ 400
	Province of BC-Ministry of Forests, Lands, Natural Resource Operations and Rural Development	PES	2022	Elk/Beaver Lake Oxygenation System project		PES - Regional Parks	\$	1,667,000	\$ 750,000
	Salt Spring Island Foundation-Foundations of Youth Grant	SSI	2021	Salt Spring Lifeguard School program		SSI Parks and Recreation	\$	2,875	\$ 500
	Building BC - Community Housing Fund	PPS	TBD	2780 Spencer Rd project in partnership with CRHC		Regional Housing	\$	19,900,000	\$ 5,900,000
	Community Emergency Support Services – Emergency Support Services	PPS	2021	CRD ESS Drills and Equipment Funds		Protective Services	\$	25,000	\$ 25,000
	2021 FireSmart Economic Recovery Fund-Community Resiliency Investment Program-UBCM	PPS	2021	Capital Regional FireSmart Economic Recovery		Protective Services	\$	137,907	\$ 137,907
	2021 Emergency Operations Centres & Training-Community Emergency Preparedness Fund	PPS	2021	CRD Electoral Area EOC Functional Exercises		Protective Services	\$	25,000	\$ 25,000
GRANTS AWARDED as of October 11, 2021							\$	240,980,677	\$ 193,678,857









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Grant Program Links		Launch Date	Application Deadline	Resolution Needed	Departments Alerted	Status
GRANT CALLS IN PROGRESS	Community Gaming Grant	Ongoing		Not applicable; CRD's role can be to support a not-for-profit in pursuing these grants.	All	Grant alert sent. Featured in CRD Grants Weekly 2019-06-24
	Human and Social Programs		30-Nov-21			
	Green Municipal Fund - Plans, Feasibility Studies, Pilot Projects Capital Projects	Ongoing	Ongoing	Depends on \$ value	Standing Item	
	Address Improvement Grant	Ongoing	Ongoing	Not Specified	IT	Grant alert sent. Featured in CRD Grants Weekly 2019-07-12
	BC Hydro Sustainable Communities Program	Ongoing	Ongoing	N/A	Standing Item	
	Efficiency BC - Online hub of energy efficiency initiatives	Ongoing	Ongoing	N/A	Standing Item	
	Federal Gas Tax - Community Works Fund Update	Ongoing	Ongoing	N/A	Standing Item	Comprehensive CRD process in place for assignment of funds to Electoral Area Projects. Featured in CRD Grants Weekly 2019-04-05
	Ship-source Oil Pollution Fund	Ongoing	Ongoing	TBD	Standing Item	Grant alert sent; featured in CRD Grants Weekly 2019-05-03
	Ecological Gifts Program	N/A	Ongoing	Not Specified	All	Grant alert sent
	Family Violence Initiative	N/A	Ongoing	Not Specified	All	Grant alert sent
	Multi-sectoral Partnerships to Promote Healthy living and Prevent Chronic Disease – Canada’s Tobacco Strategy	N/A	Ongoing	Not Specified	All	Grant alert sent
	Federal Lands Initiative	N/A	Ongoing	Not Specified	All	Grant alert sent
	National Housing Co-Investment Fund (New Construction, Housing Repair and Renewal, and Rental Construction Financing)	N/A	Ongoing	Not Specified	All	Grant alert sent
	Canada Arts Presentation Fund-Development	N/A	Continuous	Not Specified	All	Grant alert sent
	Green Municipal Fund: Local Home-Energy Upgrade Financing Program	N/A	Continuous	Required	All	Grant alert sent
	Economic Development Readiness Program	N/A	Continuous	Not Specified	All	Grant alert sent
	Municipal Asset Management Program - FCM	N/A	Continuous	Required	All	Grant alert sent
	Sustainable Affordable Housing-Green Municipal Fund-FCM	N/A	Continuous	Required	All	Grant alert sent
	Zero Vehicle Awareness Initiative-Natural Resources Canada	N/A	23-Aug-21	Not Specified	All	Grant alert sent
	Local Food Infrastructure Fund	N/A	03-Sep-21	Not Specified	All	Grant alert sent
	Zero Emission Vehicle Infrastructure Program-Natural Resources Canada	N/A	08-Sep-21	Not Specified	All	Grant alert sent
	Community to Community Forum-UBCM	N/A	10-Sep-21	Not Specified	All	Grant alert sent
	Island Coastal Economic Trust-THRIVE-Small Capital Program	19-Jul-21	17-Sep-21	Not Specified	All	Grant alert sent
	Asset Management Planning Program	N/A	24-Sep-21	Required	All	Grant alert sent
	Fairs, Festivals, and Events Recovery Fund	N/A	01-Oct-21	Not Specified	All	Grant alert sent









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GRANT CALLS IN PROGRESS	Canada Arts Presentation Fund: Professional Arts Festivals and Performing Arts Series Presenters-Programming Stream	N/A	01-Oct-21	Not Specified	All	Grant alert sent
	Crime Prevention Act Fund-Public Safety Canada	N/A	06-Oct-21	Not Specified	All	Grant alert sent
	2022 FireSmart Community Funding & Supports-UBCM	N/A	08-Oct-21	Required	All	Grant alert sent
	Rural Transit Solutions Fund-Planning and Design Projects	N/a	08-Oct-21	Required	All	Grant alert sent
	Clean Fuels Program – Building New Domestic Production Capacity-Natural Resources Canada	N/A	13-Oct-21	Not Specified	All	Grant alert sent
	Disaster Mitigation and Adaptation Fund-Infrastructure Canada- Large-scale projects	N/A	15-Oct-21	Required	All	Grant alert sent
	Local Government Partnership Program	N/A	21-Oct-21	Required	All	Grant alert sent
	Research and Knowledge Initiative – Infrastructure Canada	N/A	25-Oct-21	Not Specified	All	Grant alert sent
	Museum Assistance Program-Canadian Heritage	N/A	01-Nov-21	Not Specified	All	Grant alert sent
	Habitat Conservation Trust Foundation-Stewardship Grants	N/A	05-Nov-21	Not Specified	All	Grant alert sent
	Habitat Conservation Trust Foundation-Enhancement and Restoration Grants	N/A	05-Nov-21	Not Specified	All	Grant alert sent
	Disaster Mitigation and Adaptation Fund-Infrastructure Canada- Large-scale projects	N/A	15-Nov-21	Required	All	Grant alert sent
	Childcare BC New Spaces Fund	N/A	16-Nov-21	Required	All	Grant alert sent
	Evacuation Route Planning – Community Emergency Preparedness Fund-UBCM	N/A	19-Nov-21	Required	All	Grant alert sent
	CleanBC Go Electric Public Charger Program	N/A	26-Nov-21	Not Specified	All	Grant alert sent
	Community to Community Forum-UBCM	N/A	03-Dec-21	Not Specified	All	Grant alert sent
	Investing in Canada Infrastructure Program – Green Infrastructure – Environmental Quality Program Stream	08-Oct-21	26-Jan-22	Required	All	Grant alert sent
	Emergency Support Services – Community Emergency Support Service-UBCM	N/A	28-Jan-21	Required	All	Grant alert sent
	Emergency Operations Centre and Training-Community Emergency Preparedness Fund-UBCM	N/A	25-Feb-22	Required	All	Grant alert sent
	CleanBC Go Electric Fleets Program	N/A	31-Mar-23	Not Specified	All	Grant alert sent
	Active Transportation Fund	N/A	TBC	Not Specified	All	Grant alert sent
	Rural Transit Solutions Fund-Capital Projects	N/A	TBC	Not Specified	All	Grant alert sent
	Zero Emission Transit Fund – Infrastructure Canada	N/A	TBC	Not Specified	All	Grant alert sent
	Federation of Canadian Municipalities: Community Buildings Retrofit Initiative	N/A	Continuous	Required	All	Grant alert sent
	Smart Renewables and Electrification Pathways Program	N/A	Continuous	Not Specified	All	Grant alert sent
	Municipal Natural Assets Initiative-Expressions of Interest	08-Oct-19	TBD	Not Specified	All	Grant alert sent

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Funding Sources / Plans	Description	Possible Timing	Links
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FUNDING INITIATIVES: ONGOING SCAN	UBCM Funding and Resource updates 2021	List of Local Government Programs and Services
	GRANTS FORECAST	
	UBCM Grants: Age-Friendly Communities, TBD	
	Investing in Canada Infrastructure Program: COVID-19 Resilience Stream – Ventilation Improvement	
	Island Health Community Wellness Granting Program 2021/22 intake, TBD	

Appendix B: Investing in Canada Infrastructure Program - Funding Update

PROGRAM STREAMS			
	PROJECT	GRANT REQUEST (\$)	STATUS
1. Community, Culture, and Recreation Stream			
Intake 1: January 23, 2019	Regional: Mayne Island Regional Trail	2,778,393	Approved
	SSI: Fernwood Elementary School Athletic Field Upgrades	584,850	Declined
Intake 2: October 1, 2020	SSI: Fernwood Elementary School Athletic Field Upgrades	646,587	Declined
	Regional: Elk/Beaver Lake Oxygenation System	700,000	Declined
2. Rural and Northern Communities			
Intake 1: January 23, 2019	JDF: Wilderness Mountain Supply Improvements	4,566,673	Declined
	SG: Miners Bay Dock at Mayne Island	247,423	Declined
Intake 2: October 22, 2020	SSI: Maliview Wastewater Treatment Plant Upgrade	1,989,000	Submitted
	SG: Lyall Harbour Boat Cove Water Service Improvements	1,110,600	Declined
	JDF: Port Renfrew Water Supply Line Replacement	1,573,918	Declined
3. A. Green Infrastructure-Environmental Quality			
Intake 1: August 18, 2018	Did not pursue	-	-
Intake 2: February 26, 2020	JDF: Anderson Cove Water Distribution	1,460,000	Declined
	SG: Magic Lake Estates Wastewater System Renewal	5,653,266	Approved
Intake 3: January 26, 2022	New intake in process	-	-
3. B. Green Infrastructure-CleanBC Communities			
Intake 1: March 27, 2019	Regional: Hartland Landfill Renewable Natural Gas Initiative	17,311,790	Declined
Intake 2: November 12, 2020	Sub-Regional: Panorama Energy Recovery Project	1,972,430	Submitted
4. A. COVID-19 Resilience Infrastructure Stream			
Intake 1: January 23, 2019	Regional: Galloping Goose Bridge Replacements & Repair	1,000,000	Declined
	JDF: Willis Point Fire Protection and Recreation Commission	41,865	Declined
	SSI: Drake Road Trail Upgrades	90,127	Approved
	SG: Einar's Hill By-Pass Route (Multi Use Trail)	235,778	Declined
4. B. COVID-19 Resilience Infrastructure Stream: Adaptation, Resilience, & Disaster Mitigation			
Intake 1: January 11, 2021	Did not pursue	-	-
5. Public Transit			
TBD	No intake launched	-	-

STATUS	NUMBER OF APPLICATIONS	GRANT REQUEST (\$)
Approved	3	8,258,520
Declined	12	29,479,484
Submitted	2	3,961,430
Grand Total	17	41,699,434

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 03, 2021**

SUBJECT **COVID-19 Safe Restart Grants for Local Governments – Regional Update**

ISSUE SUMMARY

To provide an update on the Capital Regional District (CRD) regional portion of the COVID-19 Safe Restart Grants for Local Governments.

BACKGROUND

The COVID-19 Safe Restart Grants for Local Governments provided \$425 million across the province to assist local governments impacted by COVID-19. The CRD received \$2 million through two disbursements; \$1.4 million in November 2020 and \$0.6 million in March 2021. The Ministry of Municipal Affairs and Housing used two different formulae to determine the CRD disbursement. In turn, the CRD Board resolved (at the December 2020 and April 2021 meetings) the monies would be allocated to services using the same Ministry formulae resulting in the distribution summarized below:

Table 1 – Safe Restart Funding Allocation

Safe Restart Funding Allocation	November 2020	March 2021	Total Funding
Allocation for Regional Services	\$1,246,000	\$250,000	\$1,496,000
Allocation for Local Area Services	\$175,000	\$325,000	\$500,000
Total COVID-19 Safe Restart Grant	\$1,421,000	\$575,000	\$1,996,000

The program stipulated funding must be fully allocated to services by December 31, 2021. As of May 11, 2021, the Board approved distribution of the total \$1.5 million of the regional portion. The \$0.5 million of the Electoral Area (EA) portion has been applied to local service budgets in consultation with each EA Director. This was allocated through the July 2021 and November 2021 Financial Plan Amendments.

For the regional portion, the grants have been applied through a staff-administered application process designed to identify initiatives and screen for eligibility. The process required Executive Leadership Team (ELT) approval of initiatives which were prioritized based on eligibility, regional impact, and alignment with the program. Appendix A lists approved initiatives totaling the allocation to regional services.

IMPLICATIONS

Service Delivery Implications

Funds for the regional services allocation were used in alignment with the purpose of the COVID-19 Safe Restart Grants for Local Governments in the service categories of emergency planning and response, computer and electronic technology, facility re-opening and operating, bylaw

enforcement and protective services, and revenue shortfalls. Safe Restart Funds were also used to offset impacts in corporate Emergency Operations Centre (EOC) operations (staff costs, enhanced cleaning measures, emergency management software, and emergency support services).

Financial Implications

Safe Restart grants can be used to cover incremental costs as a result of COVID-19 and to recuperate budgeted revenue that was not collected during the pandemic. Through COVID-19, CRD services experienced increased operating costs and revenue shortfalls, where the grants were able to offset some of these impacts. The following financial plan amendments total the regional allocation:

- On December 9, 2020, the Board approved a financial plan amendment which distributed \$302,200 in grant funds of the first disbursement to the Corporate Emergency Service to cover regional corporate EOC costs incurred in 2020. (Bylaw No. 4396: 2020 to 2024 Financial Plan Bylaw, 2020, Amendment Bylaw No. 5, 2020)
- On March 24, 2021, the Board approved the final 2021 Financial Plan which included distribution of the remaining \$943,800 regional portion of the first Safe Restart Grant disbursement. The amount was distributed to Corporate Emergency Service and applied to eligible incremental expenses and lost revenue (Bylaw No. 4409: 2021 to 2025 Financial Plan Bylaw, 2021)
- On May 11, 2021, the Board approved an amendment to the 2021 Financial Plan which distributed the second Safe Restart Grant disbursement in the amount of \$250,000 to the Corporate Emergency Service. Consistent with the grant program criteria, this has been applied to eligible expenses and lost revenue resulting from COVID-19. (Bylaw No. 4421: Financial Plan Amendment No. 1, 2021)

As of July 22, 2021, the total regional grant has been allocated to initiatives as listed in Appendix A, through the internal screening and approval process.

CONCLUSION

As part of the Province's commitment to help local governments, the CRD received \$2 million in funding through the COVID-19 Safe Restart Grants for Local Government. Funds were allocated to both regional and local area services. The regional grant of \$1.5 million has been fully allocated to various initiatives through ELT approvals.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the COVID-19 Safe Restart Grants for Local Governments – Regional Update report be received for information.

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

ATTACHMENT(S)

Appendix A: Safe Restart Funding for Local Governments – Regional Services Projects

Appendix A: Safe Restart Funding for Local Governments – Regional Services Projects

No.	Service Area	Project	Amount Allocated (\$)
1	Corporate Emergency	Emergency Operations Centre (EOC) 2020	302,200
2	Capital Regional Housing Corporation	Capital Regional Housing Corporation - Revenue Shortfalls	295,000
3	Regional Parks	Regional Parks COVID-19 Response	200,000
4	Information Technology	Equipment and Staff Request for AV Support During COVID-19	197,180
5	Human Resources and Corporate Safety	Appointment of Safety Manager – COVID-19 Funding	170,500
6	Corporate Emergency	Regional Emergency Planning Response	136,000
7	Corporate Emergency	Emergency Operations Centre (EOC) 2021	83,810
8	Corporate Emergency	Allowance for Ineligible Emergency Management BC (EMBC) Claims for 2020 EOC Costs	60,000
9	Corporate Communications	Virtual Public Consultation Capacity During COVID-19	49,110
10	Corporate Service	Legislative Services COVID-19 Business Continuity Management Planning	2,200
Total Amount Approved			1,496,000
Total Allocation			1,496,000
Balance Remaining			-

**REPORT TO THE FINANCE COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 03, 2021**

SUBJECT **Municipal Finance Authority – Debt Issuance Terms**

ISSUE SUMMARY

Report on recent changes to debt issuance terms by the Municipal Finance Authority of British Columbia (MFA).

BACKGROUND

When compared to other Canadian provinces, British Columbia is unique in centralizing local government investments and debt financing through a single public entity. The *Local Government Act*, *Community Charter*, and *Municipal Finance Authority Act* require all long-term debt for local governments in BC be issued through the MFA.

The MFA was created in 1970 to serve local governments throughout the province by pooling borrowing and investment needs, enabling access to a broad range of low cost and flexible financial services regardless of community size. The MFA operates under the governance of a Board of Members appointed from regional districts and operates independently of the provincial government.

All long-term borrowings are contractual agreements between the MFA and regional districts. Additionally, all 160 municipalities are members in 1 of 28 regional districts. Each regional district is liable to make debt repayments to the MFA; in turn, member municipalities are liable to make repayments to the regional district. The responsibility for initiating legislative approval, setting borrowing terms, requests and repayment lies with the entity requesting financing (i.e. municipality or regional district). However, all members of the regional district are jointly and severally liable for all outstanding debt in the event of default.

As it relates to borrowing, the role of local government staff is to plan service delivery through operating and capital budgets; identifying revenue and financing requirements. As input variables into the planning process, staff rely on the MFA debt placement model, indicative borrowing rates, and various flexible repayment options.

Through staff recommendation, local government financing is authorized upon approval of a loan authorization bylaw, requiring public consent, a resolution of council (municipalities), and a regional district security issuing bylaw. Twice annually, long-term financing on behalf of all local governments is undertaken by the MFA. Financing requests are pooled and funded in the Spring and Fall by selling bonds in capital markets.

MFA bonds are highly attractive and considered benchmark Canadian municipal bonds due to the system of bylaws in addition to the MFA's direct and unfettered property taxation power. These legislative safeguards ensure MFA's credit rating (measured by Moody's, Fitch and Standard & Poor) is consistently maintained AAA; the highest level of creditor confidence, resulting in lower borrowing rates.

The MFA debt model in capital markets considers both rate and volume of financing required, and is issued on terms ranging between 5 to 30 years. The current approach involves an initial fixed 10-year term, after which refinancing is placed at 5-year terms until maturity of debt is reached. Annual interest payments are made by the regional districts, but bond holders do not receive principal until the re-financing date (MFA bonds are bullet debentures). As such, the MFA maintains a “sinking fund” which invests principal payments. Investment income earned by the sinking fund is credited to each local government in the bond issue. The benefit of this system is a reduced overall cost of financing due to actuarial earnings. If the MFA earns above the actuarial rate assumption, it is possible the loan will be forgiven ahead of schedule.

Through the July 2021 Finance Committee and Board meetings, a security issuing bylaw was introduced, read three times, and adopted for the fall borrowing. The CRD had a 30 year, \$1.26 million, long term debt placement for the Magic Lake Estates Wastewater System, while the Township of Esquimalt had a 30 year, \$35 million placement for a public safety building.

In August 2021, the MFA introduced a longer initial fixed debt term (20 vs 10 years), requesting local governments with long-term debt in the Fall borrowing consent to the revised model. The report summarizes the impact of this change and rationalizes declining this option for the CRD.

IMPLICATIONS

Financial Implications

For the 2021 fall borrowing, the MFA introduced the option of using a longer initial fixed debt term. Local governments who had authorized debt where the term was 20 years or greater were asked to consent to this new option and a fixed 20 year initial term and rate.

The CRD had submitted a 30 year debt issuance for the Magic Lake Sewer service. This borrowing was expected to be financed for an initial 10 year term, followed by 5 year refinancing options in each of years 10, 15, 20 and 25. Under the new option, debt would be placed initially at 20 years, followed by 5 year refinancing options in each of years 20 and 25.

Following a modelling exercise summarized in Appendix B, and detailed below, staff declined the MFA option for the Magic Lake Estates Wastewater System borrowing.

Analysis

Staff created a financial model to compare the current initial 10 year fixed model with the new initial 20 year fixed option. For ease of analysis, a \$1 million dollar long-term borrowing was evaluated. The actuarial rate was held at 2.25% (current experience) to ensure earnings and principal payments remained a constant. To avoid speculation of future interest rates, each option was analyzed using CRD planning assumption rates with a reasonable premium to account for economic conditions.

Appendix B summarizes the financial analysis and modelling by staff. The analysis shows the current 10 year initial option would cost \$117,500 (approximately 30%) less than the new initial 20 year term per \$1 million borrowed. A financial break-even analysis shows refinancing rates would have to rise from today by almost double, between years 10 and 20, to justify switching to the 20 year initial term.

Additionally, the 20 year initial term comes with reduced flexibility for local governments in managing debt. Renewal periods allow borrowers the option to repay the outstanding balance to avoid further interest charges; an option exercised by CRD and CRHD services.

Finally, in a rising rate environment, the actuarial rate is subject to review by the MFA and could be increased, providing a greater credit to debt repayment. In the 20 year initial term, actuarial rate would more likely remain fixed during the period, foregoing benefit from actuarial gains in years 11 through 20.

Other Considerations

Revenue requirements can fluctuate upon each renewal period after the 10 year initial term, either increasing or decreasing with interest rate changes. Where revenue stability for the local government is necessary, the 20 year initial term would have the same payments through the initial placement period. As a result, principle and interest costs would be fixed. As illustrated in the financial analysis above, cost certainty translates into a rate premium and possibly higher total financing cost.

The need for borrowing is identified in service and asset planning. The optimal use of borrowing is defined by the Capital Reserve Guidelines (received in July 2021 by Board through Finance Committee) where the Debt Term Guidelines (October 2019 by Board through Finance) recommends amortization period to balance cost of borrowing with affordability. In alignment with these guidelines, and the financial analysis above, staff did not consent to the 20 year initial debt term option. Staff will continue to monitor MFA indicative rates, perform scenario analyses, evaluate options, and recommend the best risk-cost-benefit alternative to the CRD or CRHD in alignment with offerings from MFA.

Legislative Implications

The MFA debt model through August 2021 was considered the standard methodology and has been incorporated into CRD loan authorization approvals and the Magic Lake Sewer referendum process. Documents prepared for public consultations, including analysis of cost implications, were widely shared with the community and based on MFA indicative interest rates with a 10 year initial term, and subsequent 5 year renewals.

On November 23, 2019, a referendum vote was held for the Magic Lake Estates wastewater system; the advertising notice is included in Appendix A. An excerpt of the borrowing plan states:

Taxation Impact

The 30-year loan authorization period may ultimately result in an additional estimated parcel tax of \$496, based on borrowing up to \$6,000,000 for the project. This rate is for illustrative purposes only and the actual parcel tax will be based on the amount borrowed and the interest rate at time of borrowing. The interest rate may also change each time the loan is refinanced (after approximately 10 years and then every 5 years thereafter).

Consenting to an initial 20 year term would have resulted in a departure from information provided in the public decision-making and approval process.

CONCLUSION

Recent changes to debt issuance terms offered by the Municipal Finance Authority of British Columbia (MFA) have been reviewed for consideration. The change to debt term issuance was analyzed and the recommendation developed to decline the new debt issuance term for the Magic Lake Estates Wastewater System borrowing. Staff will continue to review new options when presented for consideration.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:
That the Municipal Finance Authority – Debt Issuance Terms report be received for information.

Submitted by:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Magic Lake Notice Assent Voting Opportunity
Appendix B: Rate Analysis



Notice of Assent Voting Opportunity Magic Lake Estates Wastewater Referendum

Qualified Resident Electors and Non-Resident Property Electors of the Magic Lake Estates Sewage Local Service Area located on North Pender Island within the Southern Gulf Islands Electoral Area will be asked to vote on the following question on **Saturday, November 23, 2019**: “Magic Lake Estates Wastewater System Loan Authorization Bylaw No. 3, 2019”, authorizing the Capital Regional District to borrow an amount up to but not to exceed SIX MILLION DOLLARS (\$6,000,000) for the purpose of administering, planning, designing, acquiring, and constructing the capital renewal and upgrade of the Magic Lake Estates Wastewater System. YES or NO”

Synopsis of Bylaw No. 4320

The intent of Bylaw No. 4320, Magic Lake Estates Wastewater System Loan Authorization Bylaw No. 3, 2019, is to authorize the Capital Regional District (CRD) to borrow an amount up to but not to exceed \$6,000,000, for the purposes of funding Phase 1 of capital renewal and upgrade of the Magic Lake Estates wastewater system, which will involve the design and construction of facilities for collection, conveyance, treatment and disposal of wastewater, as well as other related works, facilities, real property and equipment purchases, and will include planning, studies, project administration and communications, and staff time. The Magic Lake Estates sewage local service area is located on Pender Island in the Southern Gulf Islands Electoral Area of the Capital Regional District.

The above synopsis is not an interpretation of Bylaw No. 4320. A copy of the complete bylaw and this notice may be viewed from October 21, 2019 to November 22, 2019, Monday to Friday, at CRD Headquarters, 625 Fisgard Street, 1st Floor Foyer, Victoria, BC, 8:30 am-4:30 pm. The bylaw and other information may also be viewed on the website: www.crd.bc.ca/magiclake-vote

Taxation Impact

The 30-year loan authorization period may ultimately result in an additional estimated parcel tax of \$496, based on borrowing up to \$6,000,000 for the project. This rate is for illustrative purposes only and the actual parcel tax will be based on the amount borrowed and the interest rate at time of borrowing. The interest rate may also change each time the loan is refinanced (after approximately 10 years and then every 5 years thereafter).

Voting Opportunities

The **General Voting Day** voting place will be open from **8 am to 8 pm on Saturday, November 23, 2019**, and **Advance Voting Opportunities** will be available from **8 am to 8 pm on Wednesday, November 13 and Wednesday, November 20, 2019 at:**

- St. Peter's Church, 4703 Canal Road, Pender Island, BC

Mail Ballot Voting is available to qualified Resident Electors or Non-Resident Property Electors who:

- have a physical disability, illness or injury that affects their ability to vote at another voting opportunity, or
- expect to be absent from the regional district on general voting day (Saturday, November 23, 2019) and at the times of all advance voting opportunities (Wednesday, November 13 and November 20, 2019).

To Register To Vote By Mail, eligible electors who meet the criteria must submit a completed mail ballot application form in advance of general voting day, November 23, 2019. Application forms are available on the CRD website noted above. Completed application forms may be submitted via email, mail, in person or via fax at the following contact information listed below:

Capital Regional District, c/o Legislative Services, 5th floor, 625 Fisgard Street, Victoria, BC, V8W 1R7; Fax: 250.360.3130; Email Legserv@crd.bc.ca

If you are not on the Provincial Resident Elector List or the CRD Non-Resident Property List of Electors, you may register at the time of filling in your ballot. If you wish to confirm that your name is on the List of Electors, please call the number listed above.

After receiving a mail ballot application, the CRD will send out the applicable mail ballot package commencing on or about November 4, 2019. If we receive your application at a date that does not permit mailing, you should arrange to pick up a package from the CRD, Legislative Services, at the address listed above. To be counted for the assent voting, your mail ballot must be received by the Chief Election Officer no later than 8 pm on Saturday, November 23, 2019 at the CRD address listed above. It is the obligation of the person applying to vote by mail ballot to ensure that the mail ballot is received by the Chief Election Officer within this time limit.

Elector Qualifications

Resident Elector - You are entitled to vote as a Resident Elector if you are 18 years or older on voting day (November 23, 2019), are a Canadian Citizen, have resided in British Columbia for the past six months and within the boundaries of the Magic Lake Estates sewage local service area for the past 30 days. If registering on voting day, you must provide two documents proving identity and residency (one must have a signature). Please note the CRD is using the Provincial Voters List for Resident Electors.

Non-Resident Property Elector - If you are 18 years or older on voting day (November 23, 2019), are a Canadian Citizen, have resided in British Columbia for the past six months, have owned and held registered title to property within the boundaries of the Magic Lake Estates sewage local service area for the past 30 days, and do not qualify as a Resident Elector, you may vote as a Non-Resident Property Elector provided that you:

- a) have registered on or before October 11, 2019, or
- b) apply at the time of voting. The following information is required at the time of application:
 - a recent title search, state of title certificate, or property tax notice, showing the names of **all** of the registered owners,
 - 2 pieces of identification proving identity and residency (one must have a signature), and
 - in the case of more than one owner of the property, a completed consent form signed by the majority of the owners designating you as the person entitled to vote for the property (original signatures only; facsimiles of signatures not acceptable). A copy of the consent form may be downloaded from: www.crd.bc.ca/magiclake-vote

The following are examples of acceptable classes of documents for proof of identity:

- BC Driver's Licence
- BC ID card (BCID)
- BC Services Card
- BC CareCard
- Social Insurance Card (Canada)
- Citizenship Card (Canada)
- Real property tax notice (municipal or rural)
- Credit card or debit card issued by a savings institution
- Utility bill

Please Note:

- 1) Only one Non-Resident Property Elector may vote per property, regardless of how many owners there may be. Further, you may vote for only one property, no matter how many properties you own within the service area.

- 2) You may register on voting day if you meet the qualifications set out above. If you are already registered as a Non-Resident Property Elector, and provided that you still meet all of the requirements of the *Local Government Act* in order to be registered under this category, you are not required to re-register in order to vote.
- 3) No corporation is entitled to be registered as an elector or have a representative registered as an elector, and no corporation is entitled to vote. Individuals who are on title with corporations are not entitled to register or vote. Individuals who own an undivided interest in land on which the balance is held by a corporation are not entitled to vote.

For questions regarding the voting opportunity contact the Capital Regional District at 250.360.3127 or Toll Free 1.800.663.4425 local 3127, or by email at legserv@crd.bc.ca.

Dated this 28th day of October, 2019

Kristen Morley
Chief Election Officer

DRAFT

Appendix B

Staff created a financial model to compare the current initial 10 year fixed model with the new initial 20 year fixed option. For ease of analysis, a \$1 million dollar long-term borrowing was evaluated. The actuarial rate was held at 2.25% (current experience) to ensure earnings and principal payments remained a constant.

	Option 1	Option 2
Principal borrowed	\$1 million	\$1 million
Term of borrowing	30 Years	30 Years
Initial Term	10 Years	20 Years

Rates	Option 1	Option 2
Years 1 - 10	2.00%	2.65%
Renewal years 11-15	2.00%	
Renewal years 16-20	2.25%	
Renewal years 21-25	2.50%	2.50%
Renewal years 25-30	2.75%	2.75%

Base Case

	Option 1		Option 2		
Years	Rate	Net Interest Cost (net of actuarial)	Rate	Net Interest Cost (net of actuarial)	Difference
1 - 10	2.00%	174,506	2.65%	239,506	- 65,000
11 - 15	2.00%	63,657	2.65%	96,157	- 32,500
16 - 20	2.25%	57,936	2.65%	77,936	- 20,000
21 - 25	2.50%	50,071	2.50%	50,071	-
25 - 30	2.75%	39,809	2.75%	39,809	-
		<u>385,980</u>		<u>503,480</u>	<u>- 117,500</u>
Percent increase (Option 2 vs Option 1):					<u>30.4%</u>

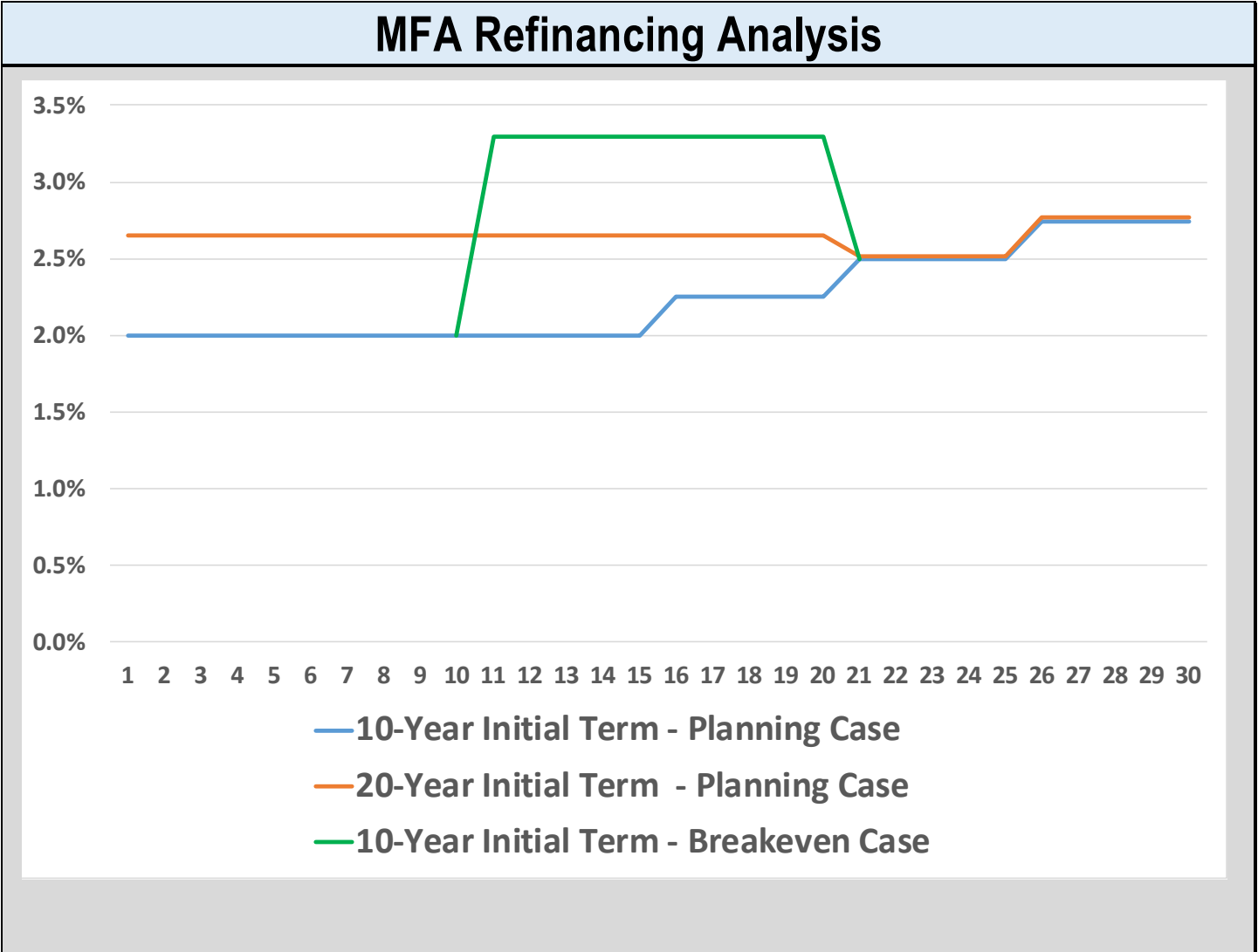
Break Even Analysis

Base case Option 1 rates in years 11-20 differ from the base case above, resulting in equivalent total net interest costs.

	Option 1		Option 2		
Years	Rate	Net Interest Cost (net of actuarial)	Rate	Net Interest Cost (net of actuarial)	Difference
1 - 10	2.00%	174,506	2.65%	239,506	- 65,000
11 - 15	3.30%	128,657	2.65%	96,157	32,500
16 - 20	3.30%	110,436	2.65%	77,936	32,500
21 - 25	2.50%	50,071	2.50%	50,071	-
25 - 30	2.75%	39,809	2.75%	39,809	-
		<u>503,480</u>		<u>503,480</u>	<u>-</u>

The analysis shows the current 10 year initial option would cost \$117,500 (approximately 30%) less than the new initial 20 year term per \$1 million borrowed. A financial break-even analysis shows refinancing rates would have to rise from approximately 1.65% today by 3.30%, between years 10 and 20, to justify switching to the 20 year initial term.

The following graph is a visual representation of re-financing interest rates presented in the above table:



Planning		
	Option 1	Option 2
Years	10-Year	20-Year
1-10	2.00%	2.65%
11-15	2.00%	2.65%
16-20	2.25%	2.65%
21-25	2.50%	2.50%
25-30	2.75%	2.75%

Breakeven
Option 1
10-Year
2.00%
3.30%
3.30%
2.50%
2.75%

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 3, 2021**

SUBJECT **Bylaw No. 4460: Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021**

ISSUE SUMMARY

Approval of a Temporary Borrowing Bylaw authorizing short-term funds for projects included in the approved five-year capital plan for the Southern Gulf Islands (SGI) Harbours improvements.

BACKGROUND

On March 24, 2021, the Capital Regional District (CRD) Board gave three readings to Loan Authorization Bylaw No. 4408, "Southern Gulf Islands Harbours Loan Authorization Bylaw No. 1, 2021", for the funding of SGI Harbours improvements. A temporary borrowing bylaw is required to facilitate capital expenditures authorized for debt funding by the loan authorization bylaw.

Through Alternative Approval Process (AAP), the participating service area ratepayers' approval was received on May 13, 2021. On July 14, 2021, the CRD Board adopted Bylaw No. 4408, enabling the service to borrow to fund the project.

Temporary borrowing bylaws allow interim financing during construction of capital projects before the long term debt is issued. Long term debt will be issued near or at completion of the project when the total borrowing amount is known. The conversion of temporary borrowings to long term debt will require Board approval of a Security Issuing Bylaw, which are brought forward in advance of the annual MFA spring or fall debt issuances.

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4460, "Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021", be introduced and read a first, second and third time; and
2. That Bylaw No. 4460 be adopted.

Alternative 2

That Bylaw No. 4460 be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

The proposed temporary borrowing bylaw will give CRD access to interim financing according to terms specified in Loan Authorization Bylaw No. 4408. Temporary borrowing will not exceed the difference between the total \$1,180,000 authorized by the loan authorization bylaw and the amount previously borrowed under this authority. The use of temporary borrowing will be based

on timing of approved capital expenditures. The associated financing costs will be monthly variable interest-only payments. Currently, MFA's short term borrowing rate is 0.94% variable rate as of October 14, 2021. Construction is expected to take approximately two years, during which costs are expected to be financed by this temporary borrowing bylaw. The cash flows required to service short-term debt are in the approved financial plan.

CONCLUSION

Temporary borrowing authority, through the approval of the Bylaw 4460, "Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021", is required to access interim financing to fund the Southern Gulf Islands harbours improvements. Timely access to borrowed funds is critical to meeting the approved five-year capital program. All temporary borrowings will be either repaid within five years or converted to long-term debt up to the maximum stated in the approved Loan Authorization Bylaw No. 4408.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4460, "Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021", be introduced and read a first, second and third time; and
2. That Bylaw No. 4460 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Concurrence	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw 4460, "Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021"

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4460

A BYLAW TO AUTHORIZE TEMPORARY BORROWINGS FOR SOUTHERN GULF ISLANDS
HARBOURS SERVICE AREA

WHEREAS:

- A. It is provided by Section 409 of the *Local Government Act* that the Board may where it has adopted a loan authorization bylaw, without further assents or approvals, borrow temporarily from any person under the conditions therein set out;
- B. The Board has adopted Bylaw No. 4408, "Southern Gulf Islands Harbours Loan Authorization Bylaw No. 1, 2021", in the amount of One Million One Hundred Eighty Thousand Dollars (\$1,180,000);
- C. The issuance of the said Security Issuing bylaw has been temporarily deferred.

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

- 1. The Board is hereby authorized and empowered to borrow an amount or amounts not exceeding the sum of One Million One Hundred Eighty Thousand Dollars (\$1,180,000) as the same may be required, at the prevailing interest rate.
- 2. The money so borrowed shall be used solely for the purpose set out in the said Bylaw No. 4408.
- 3. The proceeds from the Security Issuing bylaw, or so much thereof as may be necessary, shall be used to repay the money so borrowed.
- 4. This Bylaw may be cited as "Temporary Borrowing (Southern Gulf Islands Harbours Improvements) Bylaw No. 1, 2021".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 03, 2021**

SUBJECT **Bylaw No. 4463: Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 1, 2021**

ISSUE SUMMARY

Approval of a Temporary Borrowing Bylaw authorizing short-term funds for projects included in the approved five-year capital plan for the Florence Lake water system upgrades.

BACKGROUND

At its meeting of July 14, 2021, the Capital Regional District (CRD) Board adopted Loan Authorization Bylaw No. 4394 intended to fund the upgrade to the existing Florence Lake Water system and facilitate integration of the upgraded system with the Juan de Fuca Water Distribution Service. A temporary borrowing bylaw is required to facilitate capital expenditures authorized for debt funding by the loan authorization bylaw.

Temporary borrowing bylaws allow interim financing during construction of capital projects before the long term debt is issued. Long term debt will be issued near or at completion of the project when the total borrowing amount is known. The conversion of temporary borrowings to long term debt will require Board approval of a Security Issuing Bylaw, which are brought forward in advance of the annual MFA spring or fall debt issuances.

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4463, "Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 1, 2021", be introduced and read a first, second and third time; and
2. That Bylaw No. 4463 be adopted.

Alternative 2

That Bylaw No. 4463 be referred back to staff for additional information.

IMPLICATIONS

Financial Implications

The proposed temporary borrowing bylaw will give CRD access to interim financing according to the terms specified in Loan Authorization Bylaw No. 4394. Temporary borrowing will not exceed the difference between the total \$300,000 authorized by the loan authorization bylaw and the amount previously borrowed under this authority. The use of the temporary borrowing will be based on the timing of approved capital expenditures. The associated financing costs will be monthly variable interest-only payments. Currently, MFA's short term borrowing rate is 0.94%

(variable rate as of October 14, 2021). Construction is expected to take less than one year to complete, during which the construction costs are expected to be financed by this temporary borrowing bylaw. The cash flows required to service short-term debt are in the approved financial plan.

CONCLUSION

Temporary borrowing authority, through the approval of the Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 4463, is required to access interim financing to fund the Florence Lake water system upgrades. Timely access to borrowed funds is critical to meeting the approved five-year capital program. All temporary borrowings will be either repaid within five years or converted to long-term debt up to the maximum stated in the approved Loan Authorization Bylaw No. 4394.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4463, "Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 1, 2021", be introduced and read a first, second and third time; and
2. That Bylaw No. 4463 be adopted.

Submitted by:	Rianna Lachance, BCom, CPA, CA, Senior Manager, Financial Services
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., General Manager, Integrated Water Services
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Bylaw 4463, "Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 1, 2021"

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4463

A BYLAW TO AUTHORIZE TEMPORARY BORROWINGS FOR FLORENCE LAKE WATER SYSTEM
LOCAL SERVICE

WHEREAS:

- A. It is provided by Section 409 of the *Local Government Act* that the Board may where it has adopted a loan authorization bylaw, without further assents or approvals, borrow temporarily from any person under the conditions therein set out;
- B. The Board has adopted Bylaw No. 4394, "Florence Lake Water System Local Service Loan Authorization Bylaw No. 1, 2020", in the amount of three hundred thousand dollars (\$300,000);
- C. The issuance of the said Security Issuing bylaw has been temporarily deferred.

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

- 1. The Board is hereby authorized and empowered to borrow an amount or amounts not exceeding the sum of three hundred thousand dollars (\$300,000) as the same may be required, at the prevailing interest rate.
- 2. The money so borrowed shall be used solely for the purpose set out in the said Bylaw No. 4394.
- 3. The proceeds from the Security Issuing bylaw, or so much thereof as may be necessary, shall be used to repay the money so borrowed.
- 4. This Bylaw may be cited as "Temporary Borrowing (Florence Lake Water System Upgrades) Bylaw No. 1, 2021".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 03, 2021**

SUBJECT **Bylaw No. 4456: Financial Plan Amendment No. 3, 2021**

ISSUE SUMMARY

The Capital Regional District (CRD) 2021 to 2025 Financial Plan was adopted on March 24, 2021, and was amended on May 12 and July 14, 2021. Amendments to the Plan are required to authorize revised operating and capital expenditures.

BACKGROUND

The CRD Board approved the 2021 to 2025 Financial Plan (Bylaw No. 4409) on March 24, 2021, amendment Bylaws No. 4421 and 4436 on May 12 and July 14, 2021, respectively. Amendments are permitted in accordance with Section 374 of the *Local Government Act* (LGA) to incorporate changes as revised funding and expenditures occur throughout the year.

Table 1 summarizes impacts of proposed amendments to the Financial Plan. The amended Financial Plan (Bylaw No. 4456) incorporates these changes, and is attached as Appendix A, including an updated Schedule A and Schedule B.

Table 1: Summary of Proposed Amendments

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
SSI Grants in Aid	Provide COVID-19 Safe Restart Grants for eligible expenses	Operating	Provincial Grant Revenue	\$10,000	EA Director Approval
SSI Pool & Park Land	Provide COVID-19 Safe Restart Grants to fund potential revenue shortfall	Operating	Provincial Grant Revenue	\$10,000	EA Director Approval
SSI Transportation	Advance Pathway project from 2022 to 2021	Capital	Reserve	\$20,000	Salt Spring Island Transportation Commission July 26, 2021
	Booth Canal to Vesuvius Bay Road Pathway	Capital	Reserve	\$42,765	Salt Spring Island Transportation Commission September 27, 2021
Maliview Sewer	Wastewater Treatment Upgrade	Capital	Grants, Reserve	\$66,521	Maliview Sewer Local Services Commission (October 5, 2021)

SERVICE	DESCRIPTION	BUDGET	FUNDING	NET IMPACT	COMMITTEE / COMMISSION APPROVAL
Sticks Allison Water	Advance Supply of Backup Genset from 2022 to 2021	Capital	Grants, Reserve	\$17,500	Staff Recommended
CRD HQ Building	Interior renovations, Figgard Street Office	Capital	Transfer from Operating	\$60,000	Staff Recommended
	Installation of Flag Poles	Capital	Capital Funds on Hand	\$15,000	Staff Recommended

EA = Electoral Area SSI = Salt Spring Island

ALTERNATIVES

Alternative 1

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4456, “2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 3, 2021”, be introduced and read a first, second and third time; and
2. That Bylaw No. 4456 be adopted.

Alternative 2

That Bylaw No. 4456 be deferred pending further analysis by CRD staff.

IMPLICATIONS

Financial Implications

COVID 19 Safe Restart Grant - SSI Grants-in-Aid and SSI Pool & Park Land

This amendment will distribute the remaining SSI COVID-19 Safe Restart grant revenue of \$20,000 to specific local services supported by the EA director. A restricted \$10,000 to the SSI Grants-in-Aid service; providing funding to support local non-profit organizations meeting eligibility criteria, and \$10,000 to the SSI Pool & Park Land service to offset revenue shortfall.

SSI Transportation

The Salt Spring Island Transportation Commission approved a motion on July 26, 2021, to advance the detailed design and permitting phase of the pathway project at Merchant Mews to the south of Leisure Lane from 2022 to 2021. This project is projected to cost \$20,000 and is funded from the Capital Reserve Fund.

This commission also approved a motion on September 27, 2021, to amend the 2021 Capital Plan to include \$42,765 in additional funding for the Booth Canal to Vesuvius Bay Road Pathway project be funded from the Capital Reserve Fund. This project encountered cost overruns due to

an extended construction schedule, costs to remove hazardous trees, and interference with an underground water main line.

Maliview Sewer

The Maliview Sewer Local Services Commission directed additional funding of \$66,521 for the Maliview Wastewater Treatment Upgrade project funded from the Capital Reserve Fund (\$8,732) and the Community Works Fund (\$57,789). Project budget increases cover additional costs for detailed design, increased scope of work to include a water discharge application under the Environment Act, and increased project management costs due to scope increases.

Sticks Allison Water

This project is to advance the supply for a backup genset to 2021 and increase the total budget to \$17,500. This will be funded by Community Works Funds supported by the EA director (\$12,000) and Capital Reserves (\$5,500). This project was identified as a high priority to lower the risk of experiencing an extended power outage and water production issues at the water treatment plant by installing backup power prior to the winter season.

CRD Headquarters Building

The annual interior renovations budget has increased from \$100,000 to \$160,000 related to incremental construction for office space densification. It is proposed this be funded from the ES Engineering budget, as an additional one-time capital fund contribution funded by a variance on ES Engineering service budget expenses.

Additional costs related to the installation of flag poles where a crane and man-lift positioning equipment were required. The budget increased from \$30,000 to \$45,000 and will be funded from capital funds on hand.

CONCLUSION

In compliance with the *Local Government Act*, the proposed amending Bylaw No. 4456 authorizes the changes required to the 2021 to 2025 Financial Plan Bylaw No. 4409, which the CRD Board approved on March 24, 2021, and amended on May 12 and July 14, 2021.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4456, "2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 3, 2021", be introduced and read a first, second and third time; and
2. That Bylaw No. 4456 be adopted.

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

ATTACHMENT(S)

Appendix A: Bylaw No. 4456, with Schedules A and B

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4456

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

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

1. Bylaw No. 4409, "2021 to 2025 Financial Plan Bylaw, 2021", is hereby amended by replacing Schedules A and B with the attached schedules hereto.
2. This Bylaw may be cited as "2021 to 2025 Financial Plan Bylaw, 2021, Amendment Bylaw No. 3, 2021".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__
ADOPTED THIS	day of	20__

CHAIR

CORPORATE OFFICER

Attachments: Schedule A
Schedule B

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN								Schedule A								
		Expenditures					Revenue									
		Total 2021	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2021	Surplus 2020	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2021
1.010	Legislative & General Government	25,887,694	25,045,329			576,080	266,285	25,887,694	450,000	13,359,786	864,500	2,600,129	84,000		8,529,279	8,529,279
1.10X	Facilities and Risk	3,343,746	3,159,152				184,594	3,343,746		2,965,267		216,605	2,700		159,174	159,174
1.101	G.I.S.	559,343	536,313			23,030		559,343		491,222		3,220			64,901	64,901
1.103	Elections	25,070	37				25,033	25,070				66			25,004	25,004
1.104	U.B.C.M.	12,893	12,893					12,893	5,169			97			7,627	7,627
1.109	Electoral Area Admin Exp - JDF	60,767	60,767					60,767	3,952			133			56,682	56,682
1.110	Electoral Area Admin Exp - SGI	429,198	418,623				10,575	429,198	37,166		33,000	17,468			341,564	341,564
1.111	Electoral Area Admin Exp - SSI	807,916	802,416				5,500	807,916	37,102	240,729		12,509			517,576	517,576
1.112	Regional Grant in Aid	1,457,513	1,457,513					1,457,513	1,435,513			22,000			-	-
1.114	Grant-in-Aid - Juan de Fuca	98,311	98,311					98,311	36,941			61,370			-	-
1.116	Grant-in-Aid - Salt Spring Island	91,685	91,685					91,685	6,398			35,235			50,052	50,052
1.117	Grant-in-Aid - Southern Gulf Islands	216,732	216,479		253			216,732				113,751			102,981	102,981
1.119	Vancouver Island Regional Library	310,943	310,897		46			310,943				549			310,394	310,394
1.121	Sooke Regional Museum	196,593	196,593					196,593	44			332			196,217	196,217
1.123	Prov. Court of B.C. (Family Court)	149,360	55,006				94,354	149,360				149,360			-	-
1.124	SSI Economic Development Commission	132,588	130,028				2,560	132,588			20,000	35,580			77,008	77,008
1.125	SGI Economic Development Commission	119,726	119,726					119,726	1,700			1,042			116,984	116,984
1.126	Victoria Family Court Committee	15,904	15,904					15,904	31			873			15,000	15,000
1.128	Greater Victoria Police Victim Services	292,562	292,486		76			292,562				14,732			277,830	277,830
1.129	Vancouver Island Regional Library - Debt	213,900	60,000	153,900				213,900				213,900			-	-
1.133	Langford E.A. - Greater Victoria Public Library	31,086	31,086					31,086	9			92			30,985	30,985
1.137	Galiano Island Community Use Building	61,968	33,051	27,417			1,500	61,968				253			61,715	61,715
1.138	Southern Gulf Islands Regional Library	227,895	227,895					227,895	1,735			2,107			224,053	224,053
1.141	Salt Spring Island Public Library	663,395	466,065	197,330				663,395				2,043			661,352	661,352
1.15X	Municipalities' Own Debt - M.F.A.	15,032,079	70,460	14,961,619				15,032,079				70,460			14,961,619	14,961,619
1.170	Gossip Island Electric Power Supply	57,220	777	56,443				57,220	79			293		56,848	56,848	56,848
1.224	Community Health - Homeless Sec.	806,116	806,116					806,116	18,326			192,253			595,537	595,537
1.226	Community Health (CHR) Facilities	1,580,254	1,026,584				553,670	1,580,254				1,580,254			-	-
1.227	Saturna Island Medical Clinic	32,553	32,553					32,553				373			32,180	32,180
1.228	Galiano Health Service	129,258	129,258					129,258	183			46			129,029	129,029
1.230	Traffic Safety Commission	137,652	137,652					137,652	63,067			3,473			71,112	71,112
1.232	Port Renfrew Street Lighting	8,875	8,875					8,875	2,148			336	3,070	3,321	3,321	3,321
1.234	S.S.I. Street Lighting	25,995	25,995					25,995	3,428			40			22,527	22,527
1.235	S. G. I. Small Craft Harbour Facilities	396,645	223,450	3,195			170,000	396,645				6,241	99,300	291,104	291,104	291,104
1.236	Salt Spring Island Fernwood Dock	31,453	19,143				12,310	31,453				170		31,283	31,283	31,283
1.238A	Community Transit (S.S.I.)	506,175	442,295				63,880	506,175				323,923			182,252	182,252
1.238B	Community Transportation (S.S.I.)	171,382	75,265				96,117	171,382				1,150			170,232	170,232
1.280	Regional Parks	12,363,073	9,254,007	498,815		114,670	2,495,581	12,363,073		66,923		836,872	407,200		11,052,078	11,052,078
1.280A	Regional Parks - Land Acquisition	4,028,308					4,028,308	4,028,308							4,028,308	4,028,308
1.290	Royal Theatre	580,000	100,000			100,000	380,000	580,000							580,000	580,000
1.295	McPherson Theatre	784,851	350,000			92,000	342,851	784,851				34,851			750,000	750,000
1.297	Arts Grants	2,942,074	2,942,074					2,942,074		13,552	19,955	180,710			2,727,857	2,727,857
1.299	Salt Spring Island Arts	118,602	118,477		125			118,602				90			118,512	118,512
1.309	Climate Action and Adaptation	588,818	587,770				1,048	588,818	45,082		10,000	75,317			458,419	458,419
1.310	Land Banking & Housing	2,785,019	1,763,046	1,009,463		8,510	4,000	2,785,019	57,195	903,390	65,236	386,506	35,130		1,337,562	1,337,562
1.311	Regional Housing Trust Fund	4,511,970	4,511,970					4,511,970	3,430,738			81,232			1,000,000	1,000,000
1.313	Animal Care Services	1,175,450	1,165,450				10,000	1,175,450				715,593	29,440		430,417	430,417
1.314	SGI House Numbering	9,340	9,340					9,340	33			104			9,203	9,203
1.316	SSI Building Numbering	9,478	9,450		28			9,478				20			9,458	9,458
1.317	JDF Building Numbering	12,900	12,900					12,900	73			38			12,789	12,789
1.318	Building Inspection	1,653,290	1,613,750			6,240	33,300	1,653,290		29,486	126,400	4,218	1,055,922		437,264	437,264
1.319	Soil Deposit Removal	5,661	5,661					5,661				40			5,621	5,621
1.320	Noise Control	39,140	39,140					39,140				255			38,885	38,885
1.322	Nuisances & Unsanightly Premises	51,990	51,990					51,990				306			51,684	51,684
1.323	By-Law Enforcement	509,296	472,336				36,960	509,296		480,016		29,280			-	-
1.324	Regional Planning Services	1,662,662	1,660,162				2,500	1,662,662	197,639	197,268	36,491	63,033			1,168,231	1,168,231
1.325	Electoral Area Services - Planning	866,356	790,586				75,770	866,356		17,798		61,285	32,000		684,025	684,025
1.330	Regional Growth Strategy	379,205	379,205					379,205	45,000		21,250	16,830			296,125	296,125
1.335	Geo-Spatial Referencing System	179,599	120,723				58,876	179,599				8,398	7,970		163,231	163,231
1.350	Willis Point Fire Protect & Recreation	183,619	130,709			6,300	46,610	183,619	14,582			40,095			128,942	128,942
1.352	South Galiano Fire Protection	424,362	293,194	43,418		5,700	82,050	424,362				310		66,417	357,635	424,052
1.353	Otter Point Fire Protection	504,725	349,635			5,090	150,000	504,725				7,790			496,935	496,935
1.354	Malahat Fire Protection	63,814	63,814					63,814	4						63,810	63,810
1.355	Durrance Road Fire Protection	2,990	2,770				220	2,990						2,990	2,990	2,990
1.356	Pender Fire Protection	1,115,136	851,194	116,400			147,542	1,115,136			116,400	10,249			988,487	988,487
1.357	East Sooke Fire Protection	516,620	234,541	155,109			126,970	516,620	21,058			33,360	56,010		406,192	406,192
1.358	Port Renfrew Fire Protection	156,399	128,841	2,898			24,660	156,399				9,404	59,230		87,765	87,765
1.359	N. Galiano Fire Protection	210,298	150,066	48,872		6,270	5,090	210,298	12,270			714		24,440	172,874	197,314
1.360	Shirley Fire Protection	161,353	90,383			10,000	60,970	161,353				7,400			153,953	153,953
1.363	Saturna Island Fire	168,292	168,269		23			168,292				10,620			157,672	157,672
1.369	Electoral Area Fire Services - JDF	97,153	88,245			3,452	5,456	97,153			30,448	100			66,605	66,605
1.369	Electoral Area Fire Services - SGI	110,137	100,028			3,918	6,191	110,137			34,552				75,585	75,585
1.370	Juan de Fuca Emergency Program	92,825	76,945				15,880	92,825	6,000			222			86,603	86,603
1.371	S.S.I. Emergency Program	139,100	139,100					139,100	6,000		5,000	187			127,913	127,913
1.372	Electoral Area Emergency Program	619,967	612,643				7,324	619,967	14,486	459,671		888			144,922	144,922

CAPITAL REGIONAL DISTRICT 2021 FINANCIAL PLAN								Schedule A								
		Expenditures					Revenue									
		Total 2021	Operations	Interest & Principal	Deficit	Capital	Transfers to Reserves	Total 2021	Surplus 2020	Recovery from other services	Transfers from Reserves	Other revenue	Fee & Charges	Parcel Tax	Property Value Tax	Requisition 2021
1.374	Regional Emergency Program Support	169,443	169,443					169,443			32,760	7,435			129,248	129,248
1.375	Hazardous Material Incident Response	344,703	335,143				9,560	344,703			10,000	17,875			316,828	316,828
1.377	J.D.F. Search and Rescue	89,344	84,879		4,465			89,344				20,681			68,663	68,663
1.378	S.S.I. Search and Rescue	28,303	28,303					28,303	4,870			97			23,336	23,336
1.40X	SEAPARC	3,684,094	3,165,128	103,966			415,000	3,684,094				294,541	472,422		2,917,131	2,917,131
1.405	JDF EA - Community Parks	198,093	178,093				20,000	198,093				7,918			190,175	190,175
1.408	JDF EA - Community Recreation	88,526	88,526					88,526				20,216			68,310	68,310
1.44X	Panorama Rec. Center.	8,071,561	6,710,364	756,214			604,983	8,071,561	259,421		51,000	1,226,383	1,441,035		5,093,722	5,093,722
1.455	Salt Spring Island - Community Parks	975,615	909,587		55,938		10,090	975,615		356,700		201,404			417,511	417,511
1.458	Salt Spring Is.- Community Rec	265,655	264,320		1,335			265,655				41,374	170,770		53,511	53,511
1.459	Salt Spring Is- Pool, Parks, Land, Art & Rec. Prog	1,759,079	1,491,103	26,976			241,000	1,759,079		96,138	8,500	54,372	131,150		1,468,919	1,468,919
1.465	Saturna Island Comm. Parks	24,060	18,582				5,478	24,060				1,194			22,866	22,866
1.468	Saturna Island - Community Rec.	20,109	20,109					20,109	6,361			777			12,971	12,971
1.475	Mayne Is. Com. Parks & Rec	83,484	76,464			7,020		83,484				269			83,215	83,215
1.476	Mayne Is. Comm. Parks (reserve)	20,433	20,433					20,433	16,510			3,543	380			
1.478	Mayne Is. Community Rec.	42,441	42,441					42,441	8,174			58			34,209	34,209
1.485	North & South Pender Com. Parks	157,082	114,082				43,000	157,082				1,733			155,349	155,349
1.488	North & South Pender Com. Rec	64,922	64,307		615			64,922				765			64,157	64,157
1.495	Galiano Parks	92,140	77,659				14,481	92,140				67			92,073	92,073
1.498	Galiano Community Recreation	41,174	41,174					41,174	4,454			15			36,705	36,705
1.521	SWMP - Solid Waste Disposal (Refuse Disposal)	25,260,498	23,175,348				2,085,150	25,260,498	1,008,244			6,548,024	17,704,230		-	-
1.523	Port Renfrew Refuse Disposal	86,737	80,737				6,000	86,737		15,590		37,823			33,324	33,324
1.525	Solid Waste Disposal - Debt	203,660	1,390	202,270				203,660				1,390	202,270		-	-
1.531	Stormwater Quality Management - Sooke	66,404	66,404					66,404			28,855	79			37,470	37,470
1.533	Stormwater Quality Management - S.G.I.	38,336	38,336					38,336				461			37,875	37,875
1.535	Stormwater Quality Management - S.S.I.	27,528	27,528					27,528				28			27,500	27,500
1.536	LWMP-Stormwater Quality Management-Core	720,359	720,359					720,359			6,003	89,696			624,660	624,660
1.537	Stormwater Quality Management - Peninsula	115,765	112,943				2,822	115,765				3,945			111,820	111,820
1.538	Source - Stormwater Quality - Peninsula	62,480	62,480					62,480			7,816	1,514			53,150	53,150
1.57X	Environmental Services	22,861,504	22,458,881			105,000	297,623	22,861,504	259,995	22,509,109		92,400			-	-
1.911	911 Systems	2,595,230	1,487,161	1,011,949			96,120	2,595,230			66,843	2,233,722	141,320		153,345	153,345
1.912A	911 Call Answer - RCMP	-	-					-							-	-
1.912B	911 Call Answer - Municipalities	26,344.00	-	26,344				26,344.00		751,860		(60,243)			(665,273)	(665,273)
1.913	913 Fire Dispatch	725,219	722,219				3,000	725,219				16,214			709,005	709,005
1.921	Regional CREST Contribution	1,723,234	1,723,234					1,723,234	962			101,434			1,620,838	1,620,838
1.923	Emergency Comm - CREST - S.G.I.	180,064	180,064					180,064	122			1,754			178,188	178,188
1.924	Emergency Comm - CREST - J.D.F.	121,470	119,336		2,134			121,470				221			121,249	121,249
1.925	Emergency Comm - CREST - S.S.I.	142,105	142,105					142,105	215			119			141,771	141,771
2.610	Saanich Peninsula Water Supply	7,169,999	6,419,999				750,000	7,169,999				500	7,169,499		-	-
2.620	SSI Highland Water System	31,272	514	30,758				31,272	33			120		31,119	31,119	
2.621	Highland / Fernwood Water - SSI	515,341	303,047	43,416	100,918		67,960	515,341				750	439,591	75,000	75,000	
2.622	Cedars of Tuam	49,363	41,563				7,800	49,363			12,500	50	36,813		-	-
2.624	Beddis Water	259,352	175,550	42,962	13,650		27,190	259,352			8,000	320	177,562	73,470	73,470	
2.626	Fulford Water	207,368	164,823	14,145			28,400	207,368			20,000	870	148,998	37,500	37,500	
2.628	Cedar Lane Water (S.S.I.)	89,751	76,557	7,824			5,370	89,751			25,000	180	54,547	10,024	10,024	
2.630	Magic Lakes Estate Water System	979,675	678,211	199,074			102,390	979,675			40,000	9,603	361,555	568,517	568,517	
2.640	Saturna Island Water System (Lyall Harbour)	248,197	166,017	30,077	22,103		30,000	248,197			10,000	997	109,462	127,738	127,738	
2.642	Skana Water (Mayne)	69,509	51,334	2,115			16,060	69,509			2,000	110	44,514	22,885	22,885	
2.650	Port Renfrew Water	121,108	107,108				14,000	121,108				1,083	60,009	60,016	60,016	
2.655	Snuggery Cove (Port Renfrew)	-	-					-							-	-
2.660	Fernwood Water	14,753	408	14,345				14,753	1,200			60		13,493	13,493	
2.665	Sticks Allison Water (Galiano)	59,999	48,999				11,000	59,999			5,000	100	49,899	5,000	5,000	
2.667	Surfside Park Estates (Mayne)	108,251	91,251				17,000	108,251			5,000	100	81,151	22,000	22,000	
2.670	Regional Water Supply	34,921,283	16,992,896	8,333,667		9,297,180	297,540	34,921,283				615,670	34,305,613		-	-
2.680	Juan de Fuca Water Distribution	20,799,372	13,374,117	1,888,336		5,278,916	258,003	20,799,372		6,000	69,941	181,230	20,542,201		-	-
2.691	Wilderness Mountain Water Service	149,544	120,957	23,587			5,000	149,544	2,932			130	86,962	59,520	59,520	
3.700	Septage Disposal - Municipal	206,222	140,331			65,891		206,222				154,843	2,540		48,839	48,839
3.700	Septage Disposal - JDF Service Area	297	297					297							297	297
3.701	Millstream Remediation Service	374,541	1,911	138,920		233,710		374,541			176,961	20,620		176,960	176,960	
3.705	S.S.I. Liquid Waste Disposal	897,276	706,913	160,573			29,790	897,276			5,000	1,580	534,000	356,696	356,696	
3.707	On Site System Management Program - LWMP	293,643	206,437				87,206	293,643	102,986			9,217			181,440	181,440
3.71X	Trk Swrs & Swge Disp - oper	34,299,994	32,495,177				1,804,817	34,299,994	53,528	1,524,485	200,000	26,844,730			5,677,251	5,677,251
3.7XX	Trk Swrs - debt	24,223,646	457,450	9,194,296	2,087	5,529,745	9,040,068	24,223,646	1,153,089			16,994,428			6,076,129	6,076,129
3.720	LWMP (Peninsula) - Implementation	82,728	82,728					82,728				29,658	200		52,870	52,870
3.750	LWMP	364,063	314,061				50,002	364,063				154,776			209,287	209,287
3.752	Harbours Program	342,124	342,124					342,124				23,356			318,768	318,768
3.755	Regional Source Control	1,685,236	1,685,236					1,685,236	67,096	54,610	94,967	91,623	53,900		1,323,040	1,323,040
3.756	Harbours Environmental Action	65,290	65,290					65,290							65,290	65,290
3.810	Ganges Sewer	1,059,376	695,390	245,813			118,173	1,059,376				2,073	1,000,303	57,000	57,000	
3.820	Maliview Estates Sewer System	217,583	147,987	3,299	27,727		38,570	217,583			5,000	27,160	180,753	4,670	4,670.00	
3.830	Magic Lake Estates Sewer System	854,863	587,500	174,103			93,260	854,863		10,654	15,000	2,175	250,203	576,831	576,831	
3.830D	Magic Lake Estates Sewer Debt	79,210	37,600	41,610				79,210						79,210	79,210	
3.850	Port Renfrew Sewer	118,030	100,828		2,202		15,000	118,030				1,265	57,309	59,456	59,456	
21.ALL	Feasibility Study Reserve Fund - All	171,749	171,749													

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

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

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

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

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

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

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

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

SCHEDULE B

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

EXPENDITURE / FUNDING SUMMARY (ALL SERVICES)	2021	2022	2023	2024	2025	TOTAL
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EXPENDITURE

B	Buildings	46,050,926	164,663,000	12,805,800	5,471,500	755,000	229,746,226
E	Equipment	16,827,196	11,512,994	8,148,716	4,829,704	3,283,223	44,601,833
L	Land	14,577,947	4,755,000	4,530,000	4,975,000	4,200,000	33,037,947
S	Engineered Structures	204,897,205	87,129,713	76,925,709	59,537,745	35,721,145	464,211,517
V	Vehicles	3,878,000	1,958,000	1,520,000	2,226,000	873,000	10,455,000
		286,231,275	270,018,707	103,930,225	77,039,949	44,832,368	782,052,524

SOURCE OF FUNDS

C	Capital Funds on Hand	52,212,420	22,299,095	23,752,969	26,057,745	16,689,745	141,011,975
D	Debenture Debt (New Debt Only)	49,178,000	63,498,000	48,577,541	30,285,375	14,350,000	205,888,916
E	ERF	6,597,653	4,173,494	3,883,516	3,972,704	2,456,223	21,083,590
G	Grants (Federal, Provincial)	104,931,866	10,741,518	3,541,500	2,425,000	25,000	121,664,884
R	Reserve Fund	44,151,817	34,081,600	24,174,699	14,299,125	11,311,400	128,018,641
O	Other	29,159,518	135,225,000	-	-	-	164,384,518
		286,231,275	270,018,707	103,930,225	77,039,949	44,832,368	782,052,524

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2021													
Schedule B													
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
													TOTAL
1.011	Board Expenditures	62,200					62,200			62,200			62,200
1.014	Chief Administrative Officer	4,835					4,835			4,835			4,835
1.015	Real Estate	967					967			967			967
1.016	Human Resources	7,326					7,326			7,326			7,326
1.017	Finance	199,075					199,075	100,000		99,075			199,075
1.018	Health & Capital Planning Strategies	3,000					3,000			3,000			3,000
1.022	Information Technology	715,250					715,250	695,000		20,250			715,250
1.024	GM - Planning & Protective Services	-					-			-			-
1.025	Corporate Emergency	-					-			-			-
1.105	Facilities Management	18,600	120,000				138,600			138,600			138,600
1.106	Facilities and Risk	65,000		2,309,729			2,374,729	124,729				2,190,000	60,000
1.107	Corporate Satellite Facilities			25,000			25,000					25,000	25,000
1.109	JDF Admin. Expenditures	-					-			-			-
1.110	SGI Admin. Expenditures	-					-			-			-
1.111	SSI Admin. Expenditures	6,210					6,210			6,210			6,210
1.118	Corporate Communications	7,899					7,899			7,899			7,899
1.123	Family Court Building			287,500			287,500	87,500				200,000	287,500
1.137	Galiano Island Community Use Building			15,000			15,000					15,000	15,000
1.141	SSI Public Library			80,000			80,000				50,000	30,000	80,000
1.226	Health Facilities - VIHA	75,000		830,000		-	905,000	680,000				225,000	905,000
1.235	SGI Small Craft Harbour Facilities				1,624,000		1,624,000	362,000	710,000			552,000	1,624,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				5,500		5,500				-	5,500	5,500
1.238A	Community Transit (SSI)		-		45,000		45,000				5,000	40,000	45,000
1.238B	Community Transportation (SSI)				822,765		822,765	210,000	-		490,000	122,765	822,765
1.280	Regional Parks	1,526,640	180,000	690,000	6,863,627	11,150,000	20,410,267	3,345,267	1,040,000	209,000	1,275,000	14,426,000	20,410,267
1.290	Royal Theatre	212,000		1,706,000			1,918,000	50,000			599,000	752,000	1,918,000
1.295	McPherson Theatre	170,000		1,085,000			1,255,000	370,000			505,000	371,000	1,255,000
1.297	Arts Grants and Development	-					-			-			-
1.310	Land Banking and Housing	2,000		32,683,518			32,685,518		-	2,000	7,200,000		32,685,518
1.313	Animal Care Services	3,029	18,000				21,029			21,029			21,029
1.318	Building Inspection	10,000	45,000				55,000			55,000			55,000
1.323	ByLaw Services	970	15,000				15,970			15,970			15,970
1.324	Regional Planning Services	32,300					32,300			32,300			32,300
1.325	Community Planning	11,830					11,830			11,830			11,830
1.335	Geo-Spatial Referencing	40,000					40,000			40,000			40,000
1.350	Willis Point Fire	161,865	-	38,000			199,865		-	120,000	41,865	38,000	199,865
1.352	South Galiano Fire		-	603,000			603,000		600,000	3,000			603,000
1.353	Otter Point Fire	296,692		60,000			356,692	20,000		296,692		40,000	356,692
1.356	Pender Island Fire	24,500	625,000	53,000			702,500			104,500		53,000	702,500
1.357	East Sooke Fire	36,000	30,000				66,000	30,000		12,000		24,000	66,000
1.358	Port Renfrew Fire	10,000					10,000			10,000			10,000
1.360	Shirley Fire Department	10,000					10,000			10,000			10,000
1.369	Electoral Area Fire Services	156,300					156,300					156,300	156,300
1.370	JDF Emergency Program	4,970					4,970			4,970			4,970
1.371	SSI Emergency Program					-	-		-				-
1.372	Emergency Planning Coordination	2,500					2,500			2,500			2,500
1.373	SGI Emergency Program	47,000					47,000					47,000	47,000
1.375	Hazardous Material Incident Response	10,000					10,000			10,000			10,000
1.377	JDF Search and Rescue	-	-				-						-
1.405	JDF EA Community Parks & Recreation					220,000	220,000				220,000		220,000
1.40X	SEAPARC	316,700	-	424,500	35,000	-	776,200	37,000	-	89,700	470,000	179,500	776,200
1.44x	Panorama Recreation	1,767,838	603,000	3,669,179	80,000		6,120,017	487,179	1,753,000	952,600	1,354,777	1,572,461	6,120,017
1.455	SSI Community Parks	75,000	65,000		290,000		430,000		-	5,000	125,000	230,000	430,000
1.458	SSI Community Recreation	5,000		15,000	-		20,000			5,000	-	15,000	20,000
1.459	SSI Park Land & Rec Programs	27,500		481,500	50,000	960,000	1,519,000		-	27,500	246,500	1,245,000	1,519,000
1.465	Saturna Island Community Parks				33,000		33,000					33,000	33,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN													
2021													Schedule B
Service #	Service Name	CAPITAL EXPENDITURE					SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other
1.475	Mayne Island Community Parks	-		-	33,000		33,000				15,000	18,000	
1.485	Pender Island Community Parks			15,000	261,563		276,563				243,963	32,600	
1.495	Galiano Community Parks				49,145		49,145	6,186				42,959	
1.521	Environmental Resource Management	843,000			10,133,000		10,976,000	1,953,000	-	643,000		8,380,000	
1.523	Port Renfrew Refuse Disposal	15,000			15,000		30,000			15,000		15,000	
1.575	Environmental Administration Services	7,000					7,000			7,000			
1.576	Environmental Engineering Services	40,000	125,000				165,000	45,000		120,000			
1.577	IW - Environmental Operations	776,200					776,200			776,200			
1.578	Environmental Protection	415,000	42,000				457,000			457,000			
1.579	Environmental Water Quality	21,000					21,000			21,000			
1.911	911 Call Answer	1,000,000					1,000,000			1,000,000			
1.913	913 Fire Dispatch	5,000					5,000			5,000			
2.610	Saanich Peninsula Water Supply	133,000			3,425,000		3,558,000		-	60,000		3,498,000	
2.620	Highland Water (SSI)				117,067		117,067	117,067					
2.621	Highland & Fernwood Water (SSI)	74,000			620,000		694,000	50,000	490,000		85,000	69,000	
2.622	Cedars of Tuam Water (SSI)	36,000			-		36,000		-		30,000	6,000	
2.624	Beddis Water (SSI)	132,000			36,000		168,000		-		150,000	18,000	
2.626	Fulford Water (SSI)	13,000			120,000		133,000		-		80,000	53,000	
2.628	Cedar Lane Water (SSI)				105,000		105,000				65,000	40,000	
2.630	Magic Lake Estates Water (Pender)	250,000			90,000		340,000					340,000	
2.640	Lyall Harbour Boot Cove Water (Saturna)	20,000			55,000		75,000		-		55,000	20,000	
2.642	Skana Water (Mayne)	-			50,000		50,000		-			50,000	
2.650	Port Renfrew Water	35,000			-		35,000		-		25,000	10,000	
2.660	Fernwood Water (SSI)				-	-	-		-				
2.665	Sticks Allison Water (Galiano)	27,000					27,000				12,000	15,000	
2.667	Surfside Park Estates (Mayne)	25,000					25,000					25,000	
2.670	Regional Water Supply	4,670,000	520,000	480,000	15,048,000	1,615,350	22,333,350	20,223,350	1,800,000	310,000			
2.680	JDF Water Distribution	785,000	650,000	500,000	24,065,000		26,000,000	13,125,000	5,435,000	450,000		4,630,000	2,360,000
2.691	Wilderness Mountain Water Service				54,000		54,000				50,000	4,000	
3.701	Millstream Site Remediation					632,597	632,597	289,397			343,200		
3.705	SSI Septage / Composting				152,700		152,700	30,000	-		47,700	75,000	
3.718	Saanich Peninsula Wastewater	192,500			4,065,000		4,257,500	100,000		342,500		3,815,000	
3.798C	Debt - Core Area Wastewater Treatment Program	1,080,000	840,000		126,774,817		128,694,817	9,674,745	31,300,000		87,720,072		
3.810	Ganges Sewer Utility (SSI)	106,500			357,500		464,000				140,000	324,000	
3.820	Malview Sewer Utility (SSI)				591,521		591,521		300,000		257,789	33,732	
3.830	Magic Lake Sewer Utility (Pender)				8,780,000		8,780,000		5,750,000		3,000,000	30,000	
3.850	Port Renfrew Sewer				50,000		50,000		-		30,000	20,000	
TOTAL		16,827,196	3,878,000	46,050,926	204,897,205	14,577,947	286,231,275	52,212,420	49,178,000	6,597,653	104,931,866	44,151,817	29,159,518

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2022														
Schedule B														
		CAPITAL EXPENDITURE						SOURCE OF FUNDING						
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	95,000					95,000			95,000				95,000
1.014	Chief Administrative Officer	2,901					2,901			2,901				2,901
1.015	Real Estate	-					-			-				-
1.016	Human Resources	3,917					3,917			3,917				3,917
1.017	Finance	215,570					215,570	200,000		15,570				215,570
1.018	Health & Capital Planning Strategies	-					-			-				-
1.022	Information Technology	1,491,350					1,491,350	1,479,000		12,350				1,491,350
1.024	GM - Planning & Protective Services	1,475					1,475			1,475				1,475
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.105	Facilities Management	2,000	50,000				52,000			52,000				52,000
1.106	Facilities and Risk	-		250,000			250,000	-				250,000	-	250,000
1.107	Corporate Satellite Facilities			-			-					-		-
1.109	JDF Admin. Expenditures	2,000					2,000			2,000				2,000
1.110	SGI Admin. Expenditures	1,500					1,500			1,500				1,500
1.111	SSI Admin. Expenditures	9,890					9,890			9,890				9,890
1.118	Corporate Communications	5,851					5,851			5,851				5,851
1.123	Family Court Building			-			-	-				-		-
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			10,000			10,000				-	10,000		10,000
1.226	Health Facilities - VIHA	85,000		2,522,500		-	2,607,500	-				2,607,500		2,607,500
1.235	SGI Small Craft Harbour Facilities				520,000		520,000	-	470,000			50,000		520,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-				-	-		-
1.238A	Community Transit (SSI)		15,000		-		15,000				-	15,000		15,000
1.238B	Community Transportation (SSI)				245,000		245,000	-	180,000		-	65,000		245,000
1.280	Regional Parks	68,000	225,000	485,000	5,580,000	3,830,000	10,188,000	-	-	293,000	4,328,000	5,567,000	-	10,188,000
1.290	Royal Theatre	-		500,000			500,000	-			-	500,000	-	500,000
1.295	McPherson Theatre	-		500,000			500,000	-			-	500,000	-	500,000
1.297	Arts Grants and Development	1,550					1,550			1,550				1,550
1.310	Land Banking and Housing	1,500		156,500,000			156,501,500		21,300,000	1,500	-		135,200,000	156,501,500
1.313	Animal Care Services	4,040	18,000				22,040			22,040				22,040
1.318	Building Inspection	-	-				-			-				-
1.323	ByLaw Services	990	15,000				15,990			15,990				15,990
1.324	Regional Planning Services	10,100					10,100			10,100				10,100
1.325	Community Planning	35,000					35,000			35,000				35,000
1.335	Geo-Spatial Referencing	30,000					30,000			30,000				30,000
1.350	Willis Point Fire	6,000	-	-			6,000		-	6,000	-	-		6,000
1.352	South Galiano Fire		-	6,500			6,500		-	6,500				6,500
1.353	Otter Point Fire	131,000		40,000			171,000	-		131,000		40,000		171,000
1.356	Pender Island Fire	10,000	300,000	115,000			425,000			310,000		90,000	25,000	425,000
1.357	East Sooke Fire	7,200	460,000				467,200	-		467,200		-		467,200
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-			-		-		-
1.370	JDF Emergency Program	11,710					11,710			11,710				11,710
1.371	SSI Emergency Program					-	-		-					-
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	-					-			-		-		-
1.375	Hazardous Material Incident Response	90,000					90,000			90,000				90,000
1.377	JDF Search and Rescue	-	-				-						-	-
1.405	JDF EA Community Parks & Recreation					80,000	80,000				80,000			80,000
1.40X	SEAPARC	118,700	30,000	330,000	-	-	478,700	-	-	93,700	-	385,000		478,700
1.44x	Panorama Recreation	286,150	-	190,000	103,600		579,750	80,000	-	286,150	55,000	158,600		579,750
1.455	SSI Community Parks	5,000	40,000		1,030,000		1,075,000		1,000,000	45,000	-	30,000	-	1,075,000
1.458	SSI Community Recreation	5,000		-	300,000		305,000			5,000	175,000	125,000		305,000
1.459	SSI Park Land & Rec Programs	62,500		175,000	400,000	-	637,500		-	62,500	325,000	250,000		637,500
1.465	Saturna Island Community Parks				23,000		23,000					23,000		23,000
1.475	Mayne Island Community Parks	5,000		4,000	-		9,000				-	9,000		9,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2022														
Schedule B														
Service #	Service Name	CAPITAL EXPENDITURE						SOURCE OF FUNDING						
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks			-	10,000		10,000				-	10,000		10,000
1.495	Galiano Community Parks				16,500		16,500	-				16,500		16,500
1.521	Environmental Resource Management	283,000			16,565,000		16,848,000	250,000	-	283,000		16,315,000		16,848,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services	-			-		-			-		-		-
1.576	Environmental Engineering Services	40,000	-				40,000	-		40,000				40,000
1.577	IW - Environmental Operations	604,600					604,600			604,600				604,600
1.578	Environmental Protection	76,000	240,000				316,000			316,000				316,000
1.579	Environmental Water Quality	-			-		-			-		-		-
1.911	911 Call Answer	-			-		-			-		-		-
1.913	913 Fire Dispatch	5,000					5,000			5,000				5,000
2.610	Saanich Peninsula Water Supply	284,000			3,020,000		3,304,000		2,550,000	60,000		694,000		3,304,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	280,000			1,500,000		1,780,000	-	1,740,000		-	40,000		1,780,000
2.622	Cedars of Tuam Water (SSI)	35,000			77,000		112,000		15,000		79,000	18,000		112,000
2.624	Beddis Water (SSI)	150,000			85,000		235,000		150,000		50,000	35,000		235,000
2.626	Fulford Water (SSI)	25,000			-		25,000		-		-	25,000		25,000
2.628	Cedar Lane Water (SSI)				10,000		10,000				-	10,000		10,000
2.630	Magic Lake Estates Water (Pender)	-			35,000		35,000					35,000		35,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	66,000			725,600		791,600		143,000		625,600	23,000		791,600
2.642	Skana Water (Mayne)	-			30,000		30,000		-			30,000		30,000
2.650	Port Renfrew Water	10,000			1,648,918		1,658,918		-		1,573,918	85,000		1,658,918
2.660	Fernwood Water (SSI)				-	-	-		-					-
2.665	Sticks Allison Water (Galiano)	-					-				-	-		-
2.667	Surfside Park Estates (Mayne)	-					-					-		-
2.670	Regional Water Supply	5,745,000	215,000	2,235,000	16,575,000	845,000	25,615,000	9,500,000	15,900,000	215,000				25,615,000
2.680	JDF Water Distribution	530,000	350,000	800,000	13,865,000		15,545,000	4,120,000	6,400,000	350,000		4,675,000	-	15,545,000
2.691	Wilderness Mountain Water Service				-		-				-	-		-
3.701	Millstream Site Remediation					-	-	-				-		-
3.705	SSI Septage / Composting				210,000		210,000	-	-		100,000	110,000		210,000
3.718	Saanich Peninsula Wastewater	17,500			950,000		967,500	-		167,500		800,000		967,500
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		18,410,095		18,410,095	6,670,095	11,740,000		-			18,410,095
3.810	Ganges Sewer Utility (SSI)	550,000			50,000		600,000				140,000	460,000		600,000
3.820	Maliview Sewer Utility (SSI)				1,910,000		1,910,000		1,910,000		-	-		1,910,000
3.830	Magic Lake Sewer Utility (Pender)				3,150,000		3,150,000		-		3,150,000	-		3,150,000
3.850	Port Renfrew Sewer				85,000		85,000		-		60,000	25,000		85,000
TOTAL		11,512,994	1,958,000	164,663,000	87,129,713	4,755,000	270,018,707	22,299,095	63,498,000	4,173,494	10,741,518	34,081,600	135,225,000	270,018,707

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2023														
Schedule B														
Service # Service Name		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	21,500					21,500			21,500				21,500
1.014	Chief Administrative Officer	13,128					13,128			13,128				13,128
1.015	Real Estate	-					-			-				-
1.016	Human Resources	4,425					4,425			4,425				4,425
1.017	Finance	234,732					234,732	200,000		34,732				234,732
1.018	Health & Capital Planning Strategies	1,973					1,973			1,973				1,973
1.022	Information Technology	1,544,650					1,544,650	1,540,000		4,650				1,544,650
1.024	GM - Planning & Protective Services	1,934					1,934			1,934				1,934
1.025	Corporate Emergency	6,000					6,000			6,000				6,000
1.105	Facilities Management	2,000	50,000				52,000			52,000				52,000
1.106	Facilities and Risk	-		1,115,000			1,115,000	-				1,115,000	-	1,115,000
1.107	Corporate Satellite Facilities			-			-					-		-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	1,530					1,530			1,530				1,530
1.111	SSI Admin. Expenditures	1,200					1,200			1,200				1,200
1.118	Corporate Communications	1,934					1,934			1,934				1,934
1.123	Family Court Building			-			-	-				-		-
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-				-	-		-
1.226	Health Facilities - VIHA	245,000		-		-	245,000	-				245,000		245,000
1.235	SGI Small Craft Harbour Facilities				125,000		125,000	-	-			125,000		125,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				191,500		191,500				44,500	147,000		191,500
1.238A	Community Transit (SSI)		-		-		-				-	-		-
1.238B	Community Transportation (SSI)				240,000		240,000	-	200,000		-	40,000		240,000
1.280	Regional Parks	102,000	236,000	-	4,314,740	3,800,000	8,452,740	-	-	278,000	2,100,000	6,074,740	-	8,452,740
1.290	Royal Theatre	-		221,000			221,000	-			-	221,000	-	221,000
1.295	McPherson Theatre	-		131,000			131,000	-			-	131,000	-	131,000
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	4,000		-			4,000		-	4,000	-		-	4,000
1.313	Animal Care Services	4,120	18,000				22,120			22,120				22,120
1.318	Building Inspection	5,000	-				5,000			5,000				5,000
1.323	ByLaw Services	1,010	15,000				16,010			16,010				16,010
1.324	Regional Planning Services	12,000					12,000			12,000				12,000
1.325	Community Planning	2,410					2,410			2,410				2,410
1.335	Geo-Spatial Referencing	45,000					45,000			45,000				45,000
1.350	Willis Point Fire	60,000	650,000	5,000			715,000		275,000	435,000	-	5,000		715,000
1.352	South Galiano Fire		-	5,800			5,800		-	5,800				5,800
1.353	Otter Point Fire	28,300		40,000			68,300	-		28,300		40,000		68,300
1.356	Pender Island Fire	10,000		-			10,000			10,000		-	-	10,000
1.357	East Sooke Fire	7,300	-				7,300	-		7,300		-		7,300
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-					-		-
1.370	JDF Emergency Program	7,470					7,470			7,470				7,470
1.371	SSI Emergency Program					-	-		-					-
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	-					-					-		-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.377	JDF Search and Rescue	-	-				-						-	-
1.405	JDF EA Community Parks & Recreation					-	-				-			-
1.40X	SEAPARC	116,000	30,000	-	1,000,000	-	1,146,000	-	-	66,000	750,000	330,000		1,146,000
1.44x	Panorama Recreation	180,500	26,000	70,000	-		276,500	-	-	206,500	-	70,000		276,500
1.455	SSI Community Parks	5,000	-		140,000		145,000		-	5,000	-	140,000	-	145,000
1.458	SSI Community Recreation	5,000		-	-		5,000			5,000	-	-		5,000
1.459	SSI Park Land & Rec Programs	60,000		8,205,000	100,000	-	8,365,000		8,000,000	60,000	150,000	155,000		8,365,000
1.465	Saturna Island Community Parks				9,000		9,000					9,000		9,000
1.475	Mayne Island Community Parks	-		3,000	10,000		13,000				-	13,000		13,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN

2023	Schedule B
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2023	Schedule B
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		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
Service #	Service Name	Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debtenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	Pender Island Community Parks			-	10,000		10,000				-	10,000		10,000
1.495	Galiano Community Parks				18,500		18,500	-				18,500		18,500
1.521	Environmental Resource Management	283,000			17,398,000		17,681,000	-	1,762,541	1,233,000		14,685,459		17,681,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services	10,500					10,500			10,500				10,500
1.576	Environmental Engineering Services	40,000	40,000				80,000	-		80,000				80,000
1.577	IW - Environmental Operations	418,100					418,100			418,100				418,100
1.578	Environmental Protection	96,000	-				96,000			96,000				96,000
1.579	Environmental Water Quality	-					-			-				-
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	5,000					5,000			5,000				5,000
2.610	Saanich Peninsula Water Supply	-			5,820,000		5,820,000		5,550,000	60,000		210,000		5,820,000
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	20,000			-		20,000	-	-			20,000		20,000
2.622	Cedars of Tuam Water (SSI)	600,000			5,000		605,000		605,000			-		605,000
2.624	Beddis Water (SSI)	-			300,000		300,000		300,000			-		300,000
2.626	Fulford Water (SSI)	806,000			-		806,000		800,000			-	6,000	806,000
2.628	Cedar Lane Water (SSI)				30,000		30,000					-	30,000	30,000
2.630	Magic Lake Estates Water (Pender)	-			15,000		15,000					15,000		15,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	45,000			420,000		465,000		-		465,000	-		465,000
2.642	Skana Water (Mayne)	-			60,000		60,000		35,000			25,000		60,000
2.650	Port Renfrew Water	110,000			200,000		310,000		300,000		-	10,000		310,000
2.660	Fernwood Water (SSI)					-	-		-					-
2.665	Sticks Allison Water (Galiano)	5,000					5,000				-	5,000		5,000
2.667	Surfside Park Estates (Mayne)	-					-					-		-
2.670	Regional Water Supply	2,760,000	265,000	2,210,000	21,425,000	730,000	27,390,000	9,925,000	17,200,000	265,000				27,390,000
2.680	JDF Water Distribution	205,000	190,000	800,000	7,110,000		8,305,000	5,995,000	2,100,000	190,000		20,000	-	8,305,000
2.691	Wilderness Mountain Water Service				-		-				-	-		-
3.701	Millstream Site Remediation					-	-	-			-	-		-
3.705	SSI Septage / Composting				2,000,000		2,000,000		2,000,000		-	-		2,000,000
3.718	Saanich Peninsula Wastewater	-			400,000		400,000	-		150,000		250,000		400,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2024														
Schedule B														
Service # Service Name		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	37,000					37,000			37,000				37,000
1.014	Chief Administrative Officer	3,917					3,917			3,917				3,917
1.015	Real Estate	1,934					1,934			1,934				1,934
1.016	Human Resources	2,950					2,950			2,950				2,950
1.017	Finance	140,178					140,178	100,000		40,178				140,178
1.018	Health & Capital Planning Strategies	1,505					1,505			1,505				1,505
1.022	Information Technology	1,652,600					1,652,600	1,633,000		19,600				1,652,600
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	8,000					8,000			8,000				8,000
1.105	Facilities Management	3,500	50,000				53,500			53,500				53,500
1.106	Facilities and Risk	-		1,600,000			1,600,000	-				1,600,000	-	1,600,000
1.107	Corporate Satellite Facilities			-			-					-		-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	1,200					1,200			1,200				1,200
1.118	Corporate Communications	2,950					2,950			2,950				2,950
1.123	Family Court Building			-			-	-				-		-
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-				-	-		-
1.226	Health Facilities - VIHA	110,000		-		75,000	185,000	-				185,000		185,000
1.235	SGI Small Craft Harbour Facilities				175,000		175,000	-	-			175,000		175,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-				-	-		-
1.238A	Community Transit (SSI)		-		-		-				-	-		-
1.238B	Community Transportation (SSI)				240,000		240,000	-	200,000		-	40,000		240,000
1.280	Regional Parks	74,000	555,000	-	1,635,000	3,800,000	6,064,000	-	-	629,000	-	5,435,000	-	6,064,000
1.290	Royal Theatre	-		700,000			700,000	-			-	700,000	-	700,000
1.295	McPherson Theatre	-		-			-	-			-	-	-	-
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	5,000		-			5,000		-	5,000	-		-	5,000
1.313	Animal Care Services	4,205	18,000				22,205			22,205				22,205
1.318	Building Inspection	-	45,000				45,000			45,000				45,000
1.323	ByLaw Services	1,030	15,000				16,030			16,030				16,030
1.324	Regional Planning Services	-					-			-				-
1.325	Community Planning	3,910					3,910			3,910				3,910
1.335	Geo-Spatial Referencing	40,000					40,000			40,000				40,000
1.350	Willis Point Fire	-	-	3,500			3,500		-	-	-	3,500		3,500
1.352	South Galiano Fire		603,000	-			603,000		-	603,000				603,000
1.353	Otter Point Fire	15,000		-			15,000	-		15,000		-		15,000
1.356	Pender Island Fire	28,000	-	-			28,000			28,000		-	-	28,000
1.357	East Sooke Fire	7,400	-				7,400	-		7,400		-		7,400
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-	-				-			-				-
1.369	Electoral Area Fire Services	-					-					-		-
1.370	JDF Emergency Program	-					-			-				-
1.371	SSI Emergency Program					-	-		-					-
1.372	Emergency Planning Coordination	2,500					2,500			2,500				2,500
1.373	SGI Emergency Program	-					-					-		-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.377	JDF Search and Rescue	-	-				-						-	-
1.405	JDF EA Community Parks & Recreation					-	-				-			-
1.40X	SEAPARC	66,000	-	200,000	-	500,000	766,000	-	500,000	66,000	-	200,000		766,000
1.44x	Panorama Recreation	524,525		136,000	-		660,525	-	-	374,525	-	286,000		660,525
1.455	SSI Community Parks	5,000	-		30,000		35,000		-	5,000	-	30,000	-	35,000
1.458	SSI Community Recreation	5,000		-	-		5,000			5,000	-	-		5,000
1.459	SSI Park Land & Rec Programs	35,000		2,445,000	30,000	100,000	2,610,000		-	35,000	2,425,000	150,000		2,610,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000		6,000
1.475	Mayne Island Community Parks	5,000		7,000	-		12,000				-	12,000		12,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2024														
Schedule B														
Service # Service Name		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.485	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
1.521	Environmental Resource Management	283,000			5,050,000		5,333,000	250,000	1,185,375	283,000		3,614,625		5,333,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services	-			-		-			-		-		-
1.576	Environmental Engineering Services	40,000	80,000				120,000	-		120,000				120,000
1.577	IW - Environmental Operations	311,400					311,400			311,400				311,400
1.578	Environmental Protection	98,000	-				98,000			98,000				98,000
1.579	Environmental Water Quality	-			-		-			-		-		-
1.911	911 Call Answer	-			-		-			-		-		-
1.913	913 Fire Dispatch	5,000					5,000			5,000				5,000
2.610	Saanich Peninsula Water Supply	-			4,720,000		4,720,000		4,500,000	60,000		160,000		4,720,000
2.620	Highland Water (SSI)				-		-	-				-		-
2.621	Highland & Fernwood Water (SSI)	25,000			-		25,000	-	-		-	25,000		25,000
2.622	Cedars of Tuam Water (SSI)	-			-		-		-		-	-		-
2.624	Beddis Water (SSI)	-			50,000		50,000		-		-	50,000		50,000
2.626	Fulford Water (SSI)	10,000			-		10,000		-		-	10,000		10,000
2.628	Cedar Lane Water (SSI)				-		-				-	-		-
2.630	Magic Lake Estates Water (Pender)	-			135,000		135,000					135,000		135,000
2.640	Lyall Harbour Boot Cove Water (Saturna)	-			-		-		-		-	-		-
2.642	Skana Water (Mayne)	-			-		-				-	-		-
2.650	Port Renfrew Water	10,000			-		10,000		-		-	10,000		10,000
2.660	Fernwood Water (SSI)				-	-	-		-			-		-
2.665	Sticks Allison Water (Galiano)	-			-		-				-	-		-
2.667	Surfside Park Estates (Mayne)	-			-		-				-	-		-
2.670	Regional Water Supply	1,020,000	280,000	80,000	21,500,000	500,000	23,380,000	12,000,000	11,100,000	280,000				23,380,000
2.680	JDF Water Distribution	205,000	580,000	300,000	6,360,000		7,445,000	6,545,000	300,000	580,000		20,000	-	7,445,000
2.691	Wilderness Mountain Water Service				-		-				-	-		-
3.701	Millstream Site Remediation				-	-	-				-	-		-
3.705	SSI Septage / Composting				-		-		-		-	-		-
3.718	Saanich Peninsula Wastewater	-			1,535,000		1,535,000	-		150,000		1,385,000		1,535,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		16,679,745		16,679,745	5,529,745	11,150,000		-			16,679,745
3.810	Ganges Sewer Utility (SSI)	25,000			-		25,000				-	25,000		25,000
3.820	Maliview Sewer Utility (SSI)				-		-		-		-	-		-
3.830	Magic Lake Sewer Utility (Pender)				-		-				-	-		-
3.850	Port Renfrew Sewer				1,350,000		1,350,000		1,350,000		-	-		1,350,000
TOTAL		4,829,704	2,226,000	5,471,500	59,537,745	4,975,000	77,039,949	26,057,745	30,285,375	3,972,704	2,425,000	14,299,125	-	77,039,949

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2025														
Schedule B														
Service # Service Name		CAPITAL EXPENDITURE					SOURCE OF FUNDING							
		Equipment	Vehicles	Buildings	Engineered Structures	Land	TOTAL	Capital Funds on Hand	Debenture Debt	Equipment Repl Fund	Grants	Capital Reserves	Other	TOTAL
1.011	Board Expenditures	35,000					35,000			35,000				35,000
1.014	Chief Administrative Officer	4,835					4,835			4,835				4,835
1.015	Real Estate	967					967			967				967
1.016	Human Resources	7,326					7,326			7,326				7,326
1.017	Finance	21,818					21,818	-		21,818				21,818
1.018	Health & Capital Planning Strategies	3,009					3,009			3,009				3,009
1.022	Information Technology	285,000					285,000	260,000		25,000				285,000
1.024	GM - Planning & Protective Services	-					-			-				-
1.025	Corporate Emergency	-					-			-				-
1.105	Facilities Management	2,000	-				2,000			2,000				2,000
1.106	Facilities and Risk	-		100,000			100,000	-				100,000	-	100,000
1.107	Corporate Satellite Facilities			-			-					-		-
1.109	JDF Admin. Expenditures	-					-			-				-
1.110	SGI Admin. Expenditures	-					-			-				-
1.111	SSI Admin. Expenditures	-					-			-				-
1.118	Corporate Communications	7,899					7,899			7,899				7,899
1.123	Family Court Building			-			-	-				-		-
1.137	Galiano Island Community Use Building			-			-					-		-
1.141	SSI Public Library			-			-				-	-		-
1.226	Health Facilities - VIHA	-		-		-	-	-				-		-
1.235	SGI Small Craft Harbour Facilities				50,000		50,000	-	-			50,000		50,000
1.236	SSI Small Craft Harbour (Fernwood Dock)				-		-				-	-		-
1.238A	Community Transit (SSI)		-		-		-				-	-		-
1.238B	Community Transportation (SSI)				240,000		240,000	-	200,000		-	40,000		240,000
1.280	Regional Parks	60,000	370,000	-	2,770,000	3,800,000	7,000,000	-	-	430,000	-	6,570,000	-	7,000,000
1.290	Royal Theatre	-		250,000			250,000	-			-	250,000	-	250,000
1.295	McPherson Theatre	-		-			-	-			-	-	-	-
1.297	Arts Grants and Development	-					-			-				-
1.310	Land Banking and Housing	-		-			-		-	-			-	-
1.313	Animal Care Services	-	-				-			-				-
1.318	Building Inspection	-	-				-			-				-
1.323	ByLaw Services	-	-				-			-				-
1.324	Regional Planning Services	-					-			-				-
1.325	Community Planning	-					-			-				-
1.335	Geo-Spatial Referencing	-					-			-				-
1.350	Willis Point Fire	50,000	-	-			50,000		-	50,000	-	-		50,000
1.352	South Galiano Fire		3,000	-			3,000		-	3,000				3,000
1.353	Otter Point Fire	15,000		-			15,000	-		15,000		-		15,000
1.356	Pender Island Fire	105,000	-	-			105,000			105,000		-	-	105,000
1.357	East Sooke Fire	7,500	-				7,500	-		7,500		-		7,500
1.358	Port Renfrew Fire	-					-			-				-
1.360	Shirley Fire Department	-					-			-				-
1.369	Electoral Area Fire Services	-					-					-		-
1.370	JDF Emergency Program	-					-			-				-
1.371	SSI Emergency Program					-	-		-					-
1.372	Emergency Planning Coordination	-					-			-				-
1.373	SGI Emergency Program	-					-					-		-
1.375	Hazardous Material Incident Response	10,000					10,000			10,000				10,000
1.377	JDF Search and Rescue	-	-				-						-	-
1.405	JDF EA Community Parks & Recreation					-	-				-			-
1.40X	SEAPARC	-	-	-	200,000	-	200,000	-	-	-		200,000		200,000
1.44x	Panorama Recreation	613,069	-	250,000	-		863,069	-	-	478,069	-	385,000		863,069
1.455	SSI Community Parks	5,000	55,000		40,000		100,000		-	60,000	-	40,000	-	100,000
1.458	SSI Community Recreation	5,000		-	-		5,000			5,000	-	-		5,000
1.459	SSI Park Land & Rec Programs	30,000		75,000	-	-	105,000		-	30,000	25,000	50,000		105,000
1.465	Saturna Island Community Parks				6,000		6,000					6,000		6,000
1.475	Mayne Island Community Parks	-		-	15,000		15,000				-	15,000		15,000

CAPITAL REGIONAL DISTRICT - CAPITAL EXPENDITURE PLAN														
2025														
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
1.485	Pender Island Community Parks			-	10,000		10,000				-	10,000		10,000
1.495	Galiano Community Parks				25,900		25,900	-				25,900		25,900
1.521	Environmental Resource Management	-			2,000,000		2,000,000	-	-	-		2,000,000		2,000,000
1.523	Port Renfrew Refuse Disposal	-			-		-			-		-		-
1.575	Environmental Administration Services						-			-				-
1.576	Environmental Engineering Services	40,000	-				40,000	-		40,000				40,000
1.577	IW - Environmental Operations	379,300					379,300			379,300				379,300
1.578	Environmental Protection	75,500	-				75,500			75,500				75,500
1.579	Environmental Water Quality	-					-			-				-
1.911	911 Call Answer	-					-			-				-
1.913	913 Fire Dispatch	5,000					5,000			5,000				5,000
2.610	Saanich Peninsula Water Supply	-			1,124,500		1,124,500		300,000	60,000		764,500		1,124,500
2.620	Highland Water (SSI)				-		-	-						-
2.621	Highland & Fernwood Water (SSI)	40,000			-		40,000	-	-		-	40,000		40,000
2.622	Cedars of Tuam Water (SSI)	-			-		-		-		-	-		-
2.624	Beddis Water (SSI)	30,000			-		30,000		-	-	-	30,000		30,000
2.626	Fulford Water (SSI)	-			-		-		-		-	-		-
2.628	Cedar Lane Water (SSI)				-		-				-	-		-
2.630	Magic Lake Estates Water (Pender)	-			45,000		45,000					45,000		45,000
2.640	Lyall Harbour Boot Cove Water (Saturna)				-		-				-	-		-
2.642	Skana Water (Mayne)	400,000			-		400,000		400,000			-		400,000
2.650	Port Renfrew Water	10,000			200,000		210,000		200,000		-	10,000		210,000
2.660	Fernwood Water (SSI)					-	-		-					-
2.665	Sticks Allison Water (Galiano)	-					-				-	-		-
2.667	Surfside Park Estates (Mayne)	-					-					-		-
2.670	Regional Water Supply	830,000	280,000	80,000	2,850,000	400,000	4,440,000	4,160,000	-	280,000				4,440,000
2.680	JDF Water Distribution	205,000	165,000	-	6,555,000		6,925,000	6,740,000	-	165,000		20,000	-	6,925,000
2.691	Wilderness Mountain Water Service				-		-					-		-
3.701	Millstream Site Remediation					-	-	-			-			-
3.705	SSI Septage / Composting				-		-	-	-		-	-		-
3.718	Saanich Peninsula Wastewater	-			810,000		810,000	-		150,000		660,000		810,000
3.798C	Debt - Core Area Wastewater Treatment Program	-	-		18,379,745		18,379,745	5,529,745	12,850,000		-			18,379,745
3.810	Ganges Sewer Utility (SSI)	-			-		-				-	-		-
3.820	Malview Sewer Utility (SSI)				-		-		-		-	-		-
3.830	Magic Lake Sewer Utility (Pender)						-				-	-		-
3.850	Port Renfrew Sewer				400,000		400,000		400,000			-		400,000
TOTAL		3,283,223	873,000	755,000	35,721,145	4,200,000	44,832,368	16,689,745	14,350,000	2,456,223	25,000	11,311,400	-	44,832,368

**REPORT TO FINANCE COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 03, 2021**

SUBJECT **Bylaw No. 4461: Revenue Anticipation (General Purpose) Bylaw No. 1, 2021**

ISSUE SUMMARY

Approval of a revenue anticipation (General Purpose) bylaw authorizing borrowing of funds up to \$20 million if required prior to receipt of requisition revenue expected in August 2022.

BACKGROUND

Annually, the Capital Regional District (CRD) develops a financial plan representing operating and capital expenditure plans for the next five years. The Financial Plan bylaw must be approved by March 31. Under Sections 385 and 387 of the *Local Government Act (LGA)*, the deadline for the CRD to deliver annual requisition invoices to each municipality and the surveyor of taxes for electoral areas is April 10. Requisition funds are generally received by the CRD in August of each year.

Section 404 of the *LGA* allows regional district boards to adopt a revenue anticipation borrowing bylaw to borrow money if required to meet cash flow needs prior to receiving payable revenue from source. Money borrowed under this section must be repaid when the anticipated revenue is received.

As a response to the COVID-19 global pandemic, additional measures were introduced by the Ministry of Municipal Affairs and Housing (Ministry) in June 2020 with Ministerial Order 159. This order enhanced local government flexibility by enabling access to capital reserves for operating expenditures, extended revenue anticipation borrowing options, and permitted delayed financial reporting. These temporary tools and related deadlines were made permanent by legislative amendments enacted by the Ministry on May 13, 2021.

Although staff recommend annual approval of revenue anticipation borrowing bylaws, through fiscal controls and management oversight, the organization has historically not required additional liquidity. Given the growth of the organization and increased capital activity it is appropriate to continue implementing financial risk management tools that provide the ability to respond to both opportunities and unforeseen circumstances.

Based on best practices, staff recommend revenue anticipation align with one month of expected cash outflows or approximately \$20 million for 2022. If required, the CRD will borrow funds by leveraging overdraft arrangements within current banking agreements or through the Municipal Finance Authority (MFA). Currently, the overdraft rate is 2.45% and MFA's short term borrowing rate is 0.94% (both variable rates as of October 14, 2021).

ALTERNATIVES*Alternative 1*

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4461, “Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2021” be introduced and read a first, second, and third time.
2. That Bylaw No. 4461 be adopted.

Alternative 2

That Bylaw No. 4461 be referred back to staff for additional information.

IMPLICATIONS*Financial Implications*

The proposed bylaw provides the CRD access to funds as of January 2022 to cover expenditures if required, pending receipt of requisition revenue. Borrowed funds will not be accessed unless necessary and any borrowed funds will be repaid upon receipt of anticipated revenues. Historically, the CRD has not acted on the Revenue Anticipation Borrowing Bylaw but it is a recommended fiscal risk management tool. The purpose of approving this bylaw is to ensure available borrowing authority in the unlikely event funds are required to meet short term cash flow requirements.

CONCLUSION

This proposed bylaw is brought forward annually for consideration. Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2021, is necessary to authorize borrowing to cover short term expenditures in 2022 if required, pending receipt of anticipated revenues.

RECOMMENDATION

The Finance Committee recommends to the Capital Regional District Board:

1. That Bylaw No. 4461, “Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2021” be introduced and read a first, second, and third time.
2. That Bylaw No. 4461 be adopted.

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

ATTACHMENT(S)

Appendix A: Bylaw No. 4461

CAPITAL REGIONAL DISTRICT

BYLAW NO. 4461

**A BYLAW TO PROVIDE FOR THE BORROWING OF \$20,000,000.00 REQUIRED TO MEET
CURRENT LAWFUL EXPENDITURES OF THE CAPITAL REGIONAL DISTRICT**

WHEREAS:

- A. The Capital Regional District Board does not have sufficient money on hand to meet the current lawful expenditures;
- B. The Board of the Capital Regional District is empowered by Section 404 of the *Local Government Act* to pass and adopt a bylaw to provide for borrowing of money required to meet the current lawful expenditures of the Capital Regional District;
- C. There are no liabilities outstanding under the said Section 404;

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

1. It shall be lawful for the Board of the Capital Regional District to borrow upon the credit of the Regional District the maximum sum of Twenty Million Dollars (\$20,000,000.00) being the amount deemed by the Regional Board to be requisite to meet January 1, 2022 to August 1, 2022 lawful current expenditures of the Capital Regional District.
2. All principal borrowed and the interest thereon shall be repaid by and not later than the 31st day of August 2022.
3. The Board of the Capital Regional District hereby pledges as security for the liability incurred under this bylaw, that part of current revenue necessary to fully satisfy any liability created, and the money borrowed shall be a first charge against current revenue received.
4. The sum of money so borrowed shall be expended to meet the current lawful expenditures of the Regional District during the year 2022 and for no other purpose or purposes.
5. The form of obligation to given as acknowledgment of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chair and the Financial Administration Officer.
6. This Bylaw shall come into force and effect January 1, 2022.
7. This Bylaw may be cited as "Revenue Anticipation Borrowing (General Purpose) Bylaw No. 1, 2021".

READ A FIRST TIME THIS	day of	20__
READ A SECOND TIME THIS	day of	20__
READ A THIRD TIME THIS	day of	20__

ADOPTED THIS

day of

20__

CHAIR

CORPORATE OFFICER

THE CITY OF VICTORIA



OFFICE OF THE MAYOR

October 25, 2021

Colin Plant
Chair, Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7
crdchair@crd.bc.ca

Dear Chair Plant,

On behalf of Victoria City Council, I am writing today to state that the City of Victoria endorses a regional contribution to the Lytton Fire Relief efforts and to ask that a contribution to the Lytton Fire Relief be considered in the CRD 2022 budget and report back at the October 28, 2021 COTW meeting on the decision of the CRD.

This request was inspired by the enclosed letter received from the Regional District of Mount Waddington, following the devastating fire damage suffered by the Village of Lytton this past summer.

Thank you for your time and consideration. Please do not hesitate to contact me should you have any questions regarding this letter.

Sincerely,

Lisa Helps
Victoria Mayor

"The City of Victoria recognizes the Songhees and Esquimalt Nations in whose traditional territories we live and work "Hay swx qa"



Regional District of Mount Waddington

PO Box 729 2044 McNeill Road, Port McNeill, BC V0N 2R0

Telephone (250) 956-3161 Fax (250) 956-3232

Web-site: www.rdmw.bc.ca Email: info@rdmw.bc.ca

File No. 310.01

August 27, 2021

By e-mail to BC Local Governments

Dear Regional District Chairs and Boards, Mayors and Councils:

The people of the Regional District of Mount Waddington (RDMW) are independent, resilient, and compassionate. Although we may be a little geographically and politically isolated, we are caring, and community oriented. When trouble befalls one of our friends, we show up to help.

The Village of Lytton suffered a catastrophic loss this summer. The RDMW would like to remind the population of Lytton and the Thompson-Nicola Regional District that they do not stand alone in their time of need.

To help Lytton rebuild, the Electoral Area Directors of the RDMW will contribute one dollar for every person in their representative areas. In doing so, the Electoral Area Directors of the RDMW wish to challenge all other local governments to make a similar gesture.

This is a time for solidarity and the rebuilding of community, lives, and dreams. The Regional District of Mount Waddington is honoured to contribute.

Sincerely,

Andrew Hory
Chair and Area B Director

Sandra Daniels
Area A Director

James Furney
Area C Director

Rod Sherrell
Area D Director



BC CLIMATE ACTION
COMMUNITY
SINCE 2012

INCORPORATED JUNE 13, 1966

MUNICIPALITIES: VILLAGE OF ALERT BAY, VILLAGE OF PORT ALICE, DISTRICT OF PORT HARDY, TOWN OF PORT MCNEILL
ELECTORAL AREAS: "A" (BROUGHTON ARCHIPELAGO, SOINTULA / MALCOLM ISLAND, MAINLAND); "B" (COAL HARBOUR, HOLBERG, QUATSINO, WINTER HARBOUR);
"C" (FORT RUPERT, HYDE CREEK, TSULQUATE); "D" (CORMORANT ISLAND, TELEGRAPH COVE, WOSS)

Regional District of Mount Waddington

VILL001 VILLAGE OF LYTTON

DATE 27-Aug-2021

CHEQUE NO.

3956

DATE	INVOICE #	DESCRIPTION / VOUCHER NO.	AMOUNT
27-Aug-2021	VILLAGE OF LYTTON	VILLAGE OF LYTTON - COMMUNITY REBUILD DONA LYTTON	3,413.00

TOTAL

3,413.00

THIS DOCUMENT CONTAINS SECURITY FEATURES

SEE DETAILS ON REVERSE

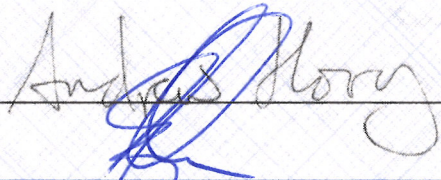
REGIONAL DISTRICT OF MOUNT WADDINGTONP.O. BOX 729, PORT McNEILL, BC V0N 2R0
TEL: 250-956-3301 FAX: 250-956-3232CANADIAN IMPERIAL BANK OF COMMERCE
P.O. BOX 340, PORT McNEILL, BC V0N 2R0

003956

DATE 20210827
Y Y Y Y M M D D

PAY Three Thousand Four Hundred Thirteen AND 00/100 Dollars

\$*****3,413.00

TO THE
ORDER OF**VILLAGE OF LYTTON**380 Main Street
PO Box 300
Lytton BC V0K 1Z0

⑈003956⑈ ⑆07040⑆010⑆ 77⑈00814⑈