Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda
Peninsula Recreation Commission

Thursday, August 25, 2022	**6:00 PM**	**Via Teleconference** **Greenglade, Room 6** **2151 Lannon Way,** **Sidney, BC V8L 3Z1**

R. Imrie (Chair), H. Gartshore (Vice-Chair), K. Frost, C. McNeil-Smith, P. Murray, G. Orr, N. Paltiel, C. Rintoul, R. Windsor

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes of June 16, 2022

3.1 Minutes of the June 16, 2022 Peninsula Recreation Commission meeting

Recommendation: That the minutes of the Peninsula Recreation Commission meeting of June 16, 2022 be adopted as circulated.

Attachments: Minutes – June 16, 2022

4. Chair's Remarks

5. Presentations/Delegations

6. Commission Business

6.1 2023 Budget Review and Approval Process

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

That the attached 2023-2027 Panorama Recreation Budget be approved as presented.

Attachments: Staff Report—2023 Budget Review and Approval Process – Panorama Recreation

7. New Business

8. Adjournment

The next meeting is September 29, 2022

To ensure quorum, please advise Denise Toso at dtoso@panoramarec.bc.ca if you cannot attend.

Minutes of a Meeting of the Peninsula Recreation Commission
Held Thursday, June 16, 2022, in Room 6 at Greenglade Community Centre,
2151 Lannon Way, Sidney, BC

Present in Room 6:

Commissioners:	R. Imrie (Chair), H. Gartshore (Vice-Chair), C. McNeil-Smith, P. Murray, G. Orr, N. Paltiel, R. Windsor
Staff:	L. Brewster, Senior Manager; M. Curtis, Manager, Facilities & Operations; K. Say, Acting Manager, Program Services; C. Watts, Aquatic Coordinator, D. Toso (recorder)
District of Central Saanich Staff:	C. Culham, Chief Administrative Officer, B. Burnham, Manager of Community Services

Present Electronically:

Commissioners:	C. Rintoul
District of Central Saanich Staff:	E. Gorman, Director of Corporate Services
Regrets:	K. Frost, A. Sharp, Manager, Administrative Services; Saanich Peninsula Piranhas Board representatives

The meeting was called to order at 6:02 pm

1. **Territorial Acknowledgement**

   Chair Imrie provided a territorial acknowledgement.

2. **Approval of Agenda**

   MOVED by Commissioner McNeil-Smith, **SECONDED** by Commissioner Windsor,
   That the agenda be approved with the deletion of the Piranhas delegation.

   CARRIED

3. **Adoption of Minutes of April 28, 2022**

   MOVED by Commissioner McNeil-Smith, **SECONDED by** Commissioner Orr,
   That the minutes of the April 28, 2022 meeting be adopted.

   CARRIED

4. **Chair's Remarks**

   Chair Imrie informed the commission that the Racquet Sports Coordinator, Eric Knoester, is retiring and the commission is invited to a retirement party for him on June 23, 2022 at Panorama's outdoor tennis court.

5. **Presentations/Delegations:** There were none.

6. Commission Business

6.1 Jumpstart Multi Court Opening - Verbal

K. Say provided an overview of the report.

There is no recommendation. This report is for information only.

6.2 2022 Capital Plan Amendment – Greenglade Playground Replacement

M. Curtis provided an overview of the report

Discussion ensued regarding:

- The project’s expenditures before the grant are within budget.

MOVED by Commissioner Windsor, **SECONDED** by Vice-Chair Gartshore,
The Peninsula Recreation Commission recommends to the Capital Regional District Board:

That the 2022 Panorama Recreation Capital Plan be amended to increase the budget for the Greenglade Playground Replacement project by $70,000 with the increase to be funded from the Enabling Accessibility Fund Grant.

CARRIED

6.3 Budget 2023 – Verbal

L. Brewster provided an overview of the report.

There is no recommendation. This report is for information only.

7. New Business: There was none.

8. Motion to Close the Meeting

MOVED by Commissioner Windsor, **SECONDED** by Commissioner McNeil-Smith,
That the meeting be closed for proposed service in accordance with Section (90)(1)(k) of the Community Charter. [1 Item]

CARRIED

The meeting was closed at 6:13 pm.

The Commission rose from the closed session without report at 7:09 pm.

9. Adjournment

MOVED by Commissioner Windsor, **SECONDED** by Commissioner McNeil-Smith,
That the meeting be adjourned at 7:09 pm.

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CHAIR

____
RECORDER

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REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, AUGUST 25, 2022

SUBJECT **2023 Budget Review and Approval Process – Panorama Recreation**

ISSUE SUMMARY

This report presents Panorama Recreation's 2023-2027 budget for review and provisional approval.

BACKGROUND

Annually, the Capital Regional District (CRD) must develop a financial plan representing the operating and capital expenditure plans for the next five years. The financial plan is developed in alignment and is consistent with the legislative authority of the various CRD services which, upon approval, provides the expenditure authority for the operations of the CRD. Final budget approval is required no later than March 31 of each year.

A preliminary budget (the provisional financial plan) is developed well before the legislated deadline of March 31 to allow service participants and local rate payers to be able to make final recommendations on proposed service levels, revenue requirements and adjustments to fees and charges prior to consideration of final approval by the CRD Board.

Under Board direction, the Peninsula Recreation Commission is responsible for reviewing the budget and recommending it for approval to the Board. All service planning documents will be presented directly to the Board alongside the 2023 Provisional Budget on September 21, 2022 (under separate cover). Ultimately, the Board is responsible for the approval of all of the service budgets.

2023 Planning Process

The 2023 planning process marks the first year of the five-year service planning cycle. The five-year planning cycle is designed to ensure alignment and implementation of Board strategic objectives during the election term. Following the completion of the corporate plan, staff commenced annual service planning. The service planning process identified resource implications to implement the corporate plan initiative (including Board Priorities), as well as proposed adjustments to service levels and other departmental initiatives. The service planning process gathered information necessary to assemble a provisional budget for the Peninsula Recreation Commission and Board review. The statutory five-year financial plan shows the projected revenues and expenditures and the planned contribution of operating revenue required to fund proposed capital projects, together with planned borrowing and anticipated grants.

2023 Financial Plan Approach

The service planning process is a means of aligning operational service requirements and recommendations with Board strategic priorities and the corporate plan. Service plans drive the financial planning process and provide necessary information to evaluate overall organizational requirements, new initiatives, proposed service levels and implications for the budget and financial plan.

On May 11, 2022, the Board approved the 2023 Service and Financial Planning Guidelines. The guidelines supported financial management strategies related to revenue, reserves and debt management. The guidelines also directed staff to prepare the upcoming 2023 service and financial plans and budget to reflect the current impact of the COVID-19 pandemic on recreation services.

2023 Financial Plan Overview

The Financial Plan includes operating, capital and reserve funds. The operating budget identifies the revenues and expenditures of each service. Budgeted revenues are primarily derived from sale of services, fees and charges, requisition and grants. Expenditures are determined through the application of a variety of assumptions and agreements, some of which the Board considers directly, and others that are recommended locally by participants or local service commissions.

The COVID-19 pandemic continues to have an impact on the Panorama Recreation budget as the operation returns to normalized operation. As well, other external pressures influence the budget, many of which are uncontrollable. Cost drivers such as inflation forecasts and interest rate changes have a direct and sometimes significant impact on the overall budget. Items such as wages and benefits, supplies, utilities including electricity and natural gas, vehicles and equipment are subject to inflationary changes that influence the cost of service delivery. Financial risks were mitigated by cost containment efforts by staff.

Overall, every effort has been made to mitigate financial risk while still meeting the Commission's mission of making available a wide range of recreation services and maximizing participation.

ALTERNATIVES

Alternative 1

The Peninsula Recreation Commission recommends to the Capital Regional District Board:
That the attached 2023-2027 budget be approved as presented.

Alternative 2

The Peninsula Recreation Commission recommends to the Capital Regional District Board:
That the attached 2023-2027 budget be approved as amended.

IMPLICATIONS

Financial Implications

Operating Budget

The 2023 presentation includes a requisition increase of $87,282 or 1.68% over the 2022 budget. The budget includes the financial impact of the COVID-19 pandemic as operations slowly recover to pre-pandemic levels.

Capital Budget

The 2023 capital budget includes the financial impact of the energy recovery project having been delayed from commencing in 2020 due to the COVID-19 pandemic. The capital program continues at an acceptable level with transfer to the capital reserve restored to pre-pandemic levels.

The attached 2023-2027 Panorama Recreation Budget in Appendix A, which includes operating and capital budgets, is provided for preliminary approval.

CONCLUSION

The service and financial planning process is integral to providing ongoing service delivery. Panorama Recreation's service plan and budget are part of the overall planning cycle for the CRD. The attached 2023-2027 Panorama Recreation Budget is ready for review by the Commission and approval by the CRD Board

RECOMMENDATION

The Peninsula Recreation Commission recommends to the Capital Regional District Board:
That the attached 2023-2027 Panorama Recreation Budget be approved as presented.

Submitted by:	Lorraine Brewster, Senior Manager, Panorama Recreation
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services
Concurrence:	Kristen Morley, Acting Chief Administrative Officer

ATTACHMENTS:

Appendix A: 2023-2027 Panorama Recreation Budget
Appendix B: Community Needs Summary - Recreation

CAPITAL REGIONAL DISTRICT

2023 BUDGET

Panorama Recreation

EXECUTIVE LEADERSHIP TEAM REVIEW

AUGUST 2022

Service:	**1.44X Panorama Recreation**	**Commission: Peninsula Recreation**

DEFINITION:

To operate an ice arena, swimming pool and recreation and community use service for the Municipalities of Sidney, North Saanich and Central Saanich combined as Saanich Peninsula Recreation Service (Bylaw No. 3008 - October 9, 2002).

SERVICE DESCRIPTION:

This is a service for the provision of community recreation opportunities for Central Saanich, North Saanich, and Sidney through the operation, maintenance, and programming of: Panorama Recreation Centre (2 hockey arenas, 2 pools, 6 tennis courts, 2 squash courts, fitness rooms, weight room, multi-purpose rooms), Greenglade Community Centre in Sidney, Central Saanich Community and Cultural Centre and North Saanich Middle School.

PARTICIPATION:

50% by population and 50% on hospital assessments. North Saanich and Sidney.
Central Saanich added as a participant in 1996, Bylaw No. 2363.

MAXIMUM LEVY:

The greater of $11,220,000 or $1.134 / $1,000 on net taxable value of land and improvements.

CAPITAL DEBT:

Authorized:	Bylaw No. 3388 - Construction of Second Pool	$	8,998,000
Borrowed:		$	8,998,000
Remaining:			-
Authorized:	Bylaw No. 4116 - Replacement of Arena Floor	$	1,080,000
Borrowed:		$	1,080,000
Remaining:		$	-

COMMISSION:

Peninsula Recreation Commission
Established by Bylaw # 2397 (May 1996), amended by Bylaw # 2480 (1997), Bylaw # 2759 (2000) and Bylaw # 3142 (2004).
Originally established in 1976 (Bylaw # 314).

Service: 1.44X Panorama Recreation **Commission:** Peninsula Recreation

Participants	Converted Assessment	Census Population	%	Actual Assessment
2017		**2016 Census**		
Central Saanich	513,275,231	16,814	39.42%	4,280,858,520
North Saanich	490,428,238	11,249	31.60%	4,488,740,615
Sidney	401,865,172	11,672	28.98%	3,315,203,726
TOTAL 2017	**1,405,568,641**	**39,735**	**100.00%**	**12,084,802,861**
2018		**2016 Census**		
Central Saanich	585,416,808	16,814	39.12%	4,919,870,905
North Saanich	571,557,103	11,249	31.69%	5,189,160,212
Sidney	472,356,552	11,672	29.18%	3,950,613,739
TOTAL 2018	**1,629,330,463**	**39,735**	**100.00%**	**14,059,644,856**
2019		**2016 Census**		
Central Saanich	632,044,321	16,814	38.97%	5,303,510,888
North Saanich	611,260,076	11,249	31.38%	5,506,158,117
Sidney	530,718,725	11,672	29.65%	4,468,134,589
TOTAL 2019	**1,774,023,122**	**39,735**	**100.00%**	**15,277,803,594**
2020		**2016 Census**		
Central Saanich	657,985,149	16,814	39.26%	5,446,784,895
North Saanich	615,251,368	11,249	31.08%	5,493,557,267
Sidney	543,992,242	11,672	29.65%	4,544,259,546
TOTAL 2020	**1,817,228,759**	**39,735**	**100.00%**	**15,484,601,708**
2021		**2016 Census**		
Central Saanich	682,091,870	16,814	39.42%	5,678,630,043
North Saanich	633,855,362	11,249	31.13%	5,760,450,825
Sidney	551,412,679	11,672	29.45%	4,630,400,405
TOTAL 2021	**1,867,359,911**	**39,735**	**100.00%**	**16,069,481,273**

PANORAMA RECREATION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
OPERATING COSTS										
Arena	1,860,582	356,963	355,199	-	-	355,199	362,544	370,040	377,692	385,504
Pool	2,548,458	1,044,839	1,060,648	-	-	1,060,648	1,086,009	1,101,900	1,130,542	1,147,350
Recreation - Community Recreation	3,789,356	2,282,373	2,268,391	-	-	2,268,391	2,481,351	2,534,014	2,590,869	2,639,990
Administration	124,574	4,419,002	4,859,993	-	-	4,859,993	4,964,722	5,071,692	5,178,828	5,288,326
Contingency	50,000	50,000	50,000	-	-	50,000	50,000	50,000	50,000	50,000
	8,372,970	**8,153,177**	**8,594,231**	**-**	**-**	**8,594,231**	**8,944,626**	**9,127,646**	**9,327,931**	**9,511,170**
*Percentage increase over prior year			2.64%			2.64%				
CAPITAL / RESERVE										
Arena	286,201	547,222	337,602	-	-	337,602	337,602	337,602	337,602	337,602
Pool	286,201	286,201	337,602	-	-	337,602	666,964	761,814	851,814	851,814
Community Recreation	132,000	132,000	132,000	-	-	132,000	132,000	132,000	132,000	132,000
	704,402	**965,423**	**807,204**	**-**	**-**	**807,204**	**1,136,566**	**1,231,416**	**1,321,416**	**1,321,416**
DEBT CHARGES										
Arena	106,078	88,548	88,508	36,320	-	124,828	254,711	254,711	254,711	254,711
Pool	685,616	685,616	616,306	-	-	616,306	136,679	2,180	2,180	2,180
	791,694	**774,164**	**704,814**	**36,320**		**741,134**	**391,390**	**256,891**	**256,891**	**256,891**
TOTAL OPERATING, CAPITAL AND DEBT COSTS	**9,869,066**	**9,892,764**	**10,106,249**	**36,320**	**-**	**10,142,569**	**10,472,582**	**10,615,953**	**10,906,238**	**11,089,477**
						2.77%				
FUNDING SOURCES (REVENUE)										
Arena	(902,168)	(900,351)	(922,513)	-	-	(922,513)	(940,959)	(959,773)	(978,963)	(998,537)
Pool	(1,131,459)	(1,107,459)	(1,188,255)	-	-	(1,188,255)	(1,206,919)	(1,231,057)	(1,255,678)	(1,280,791)
Community Recreation	(2,288,843)	(2,278,477)	(2,230,210)	-	-	(2,230,210)	(2,399,770)	(2,440,359)	(2,481,863)	(2,521,688)
Administration	(108,763)	(95,444)	(121,097)	-	-	(121,097)	(123,481)	(125,955)	(179,399)	(130,932)
TOTAL REVENUE	**(4,431,233)**	**(4,381,731)**	**(4,462,075)**	**-**		**(4,462,075)**	**(4,671,129)**	**(4,757,144)**	**(4,895,903)**	**(4,931,948)**
Estimated balance C/F current to Next year						-				
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Grants in lieu of Taxes	(175,170)	(175,170)	(175,170)	-	-	(175,170)	(175,170)	(175,170)	(175,170)	(175,170)
Grants - Other	(72,177)	(145,377)	(227,556)	-	-	(227,556)	(276,657)	(276,657)	(276,657)	(276,657)
REQUISITION	**(5,190,486)**	**(5,190,486)**	**(5,241,448)**	**(36,320)**	**-**	**(5,277,768)**	**(5,349,626)**	**(5,406,982)**	**(5,558,508)**	**(5,705,702)**
*Percentage increase			0.98%			1.68%	1.36%	1.07%	2.80%	2.65%
AUTHORIZED POSITIONS: Salaried	36.85	36.85	36.85	0.00	0.00	36.85	36.85	36.85	36.85	36.85
Converted Auxillaries	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50
User Funding %	44.90%		44.15%			43.99%	44.60%	44.81%	44.89%	44.47%
User Funding excluding debt%	48.82%		47.46%			47.46%	46.34%	45.92%	45.97%	45.53%

PANORAMA RECREATION - ADMINISTRATION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
ADMINISTRATION COSTS										
Salaries and Wages	432,137	447,137	496,989	-	-	496,989	507,588	518,412	529,467	540,754
Other Internal Allocations	466,561	466,561	594,342	-	-	594,342	608,370	622,679	635,149	647,869
Operating - Other	155,109	155,109	150,906	-	-	150,906	153,725	156,599	159,530	162,522
Telephone Rent & Installation	38,584	38,584	39,355	-	-	39,355	40,142	40,945	41,764	42,599
Operating - Supplies	21,988	21,988	37,428	-	-	37,428	38,176	38,940	39,719	40,513
Contract for Services & fees for service	97,212	97,212	96,780	-	-	96,780	98,715	100,690	102,703	104,758
Insurance	45,820	45,820	67,160	-	-	67,160	70,520	74,050	77,750	81,650
Allocation - System Services	11,223	11,223	1,703	-	-	1,703	1,775	1,811	1,834	1,871
Transfer to Operating Reserve Fund	7,961	7,961	8,120	-	-	8,120	8,283	8,448	8,617	8,790
TOTAL ADMINISTRATION COSTS	**1,276,595**	**1,291,595**	**1,492,784**	**-**	**-**	**1,492,784**	**1,527,294**	**1,562,574**	**1,596,533**	**1,631,326**
MAINTENANCE COSTS										
Salaries and Wages	1,645,698	1,557,098	1,681,760	-	-	1,681,760	1,717,394	1,753,783	1,790,940	1,828,882
Maintenance	108,022	108,022	100,980	-	-	100,980	102,999	105,060	107,160	109,303
Operating - Other	66,643	66,643	64,777	-	-	64,777	66,063	67,374	68,711	70,076
Utility	562,010	527,984	540,200	-	-	540,200	551,000	562,022	573,259	584,725
Operating - Supplies	92,661	92,661	94,589	-	-	94,589	96,480	98,410	100,379	102,386
Travel and Vehicles	22,722	22,722	23,176	-	-	23,176	23,639	24,112	24,595	25,087
TOTAL MAINTENANCE COSTS	**2,497,756**	**2,375,130**	**2,505,482**	**-**	**-**	**2,505,482**	**2,557,575**	**2,610,761**	**2,665,044**	**2,720,459**
PROGRAM ADMINISTRATION COSTS										
Salaries and Wages	780,543	681,861	801,076	-	-	801,076	817,989	835,257	852,889	870,892
Operating - Other	72,480	59,980	50,802	-	-	50,802	51,817	52,853	53,910	54,988
Operating - Supplies	5,609	7,000	7,352	-	-	7,352	7,500	7,649	7,802	7,958
Staff Training	2,448	3,436	2,497	-	-	2,497	2,547	2,598	2,650	2,703
TOTAL PROGRAM COSTS	**861,080**	**752,277**	**861,727**	**-**	**-**	**861,727**	**879,853**	**898,357**	**917,251**	**936,541**
TOTAL COSTS	**4,635,431**	**4,419,002**	**4,859,993**	**-**	**-**	**4,859,993**	**4,964,722**	**5,071,692**	**5,178,828**	**5,288,326**
Transfers to Capital						-				
TOTAL COSTS	**4,635,431**	**4,419,002**	**4,859,993**	**-**	**-**	**4,859,993**	**4,964,722**	**5,071,692**	**5,178,828**	**5,288,326**
RECOVERED FROM ARENA, POOL, PARKS, RECREATION AND MULTI-PURPOSE ROOM										
Internal Recovery - Administration	(1,152,021)	-	-	-	-	-	-	-	-	-
Internal Recovery - Maintenance	(2,497,754)	-	-	-	-	-	-	-	-	-
Internal Recovery - Programs Administration	(861,082)	-	-	-	-	-	-	-	-	-
OPERATING COSTS LESS INTERNAL RECOVERIES	**124,574**	**4,419,002**	**4,859,993**	**-**	**-**	**4,859,993**	**4,964,722**	**5,071,692**	**5,178,828**	**5,288,326**
FUNDING SOURCES (REVENUE)										
Other Income	(108,763)	(95,444)	(121,097)	-	-	(121,097)	(123,481)	(125,955)	(179,399)	(130,932)
TOTAL REVENUE	(108,763)	(95,444)	(121,097)	-	-	(121,097)	(123,481)	(125,955)	(179,399)	(130,932)
REQUISITION	**(15,811)**	**(4,323,558)**	**(4,738,896)**	**-**	**-**	**(4,738,896)**	**(4,841,241)**	**(4,945,737)**	**(4,999,429)**	**(5,157,394)**
*Percentage Increase										
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	24.85	24.85	24.85	0.00	0.00	24.85	24.85	24.85	24.85	24.85
Converted	0.50	0.50	0.50	0.00	0.00	0.50	0.50	0.50	0.50	0.50

PANORAMA RECREATION - ICE ARENA	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	2023 CORE	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
			BUDGET REQUEST				FUTURE PROJECTIONS			
OPERATING COSTS										
Salaries and Wages	217,872	217,872	225,921	-	-	225,921	230,681	235,540	240,503	245,569
Internal Allocations - Administration	384,007	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	832,585	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	287,027	-	-	-	-	-	-	-	-	-
Operating - Supplies	44,723	44,723	38,225	-	-	38,225	38,989	39,769	40,564	41,376
Maintenance	47,079	47,079	55,808	-	-	55,808	56,924	58,063	59,224	60,408
Instructional Services and Travel	47,289	47,289	35,245	-	-	35,245	35,950	36,668	37,401	38,151
Contingency						-				
TOTAL OPERATING COSTS	**1,860,582**	**356,963**	**355,199**	**-**	**-**	**355,199**	**362,544**	**370,040**	**377,692**	**385,504**
*Percentage Increase		-80.8%	-80.91%			-80.91%	2.1%	2.1%	2.1%	2.1%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	132,000	-	-	132,000	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	154,201	415,222	205,602	-	-	205,602	205,602	205,602	205,602	205,602
TOTAL CAPITAL / RESERVES	**286,201**	**547,222**	**337,602**	**-**	**-**	**337,602**	**337,602**	**337,602**	**337,602**	**337,602**
DEBT CHARGES	106,078	88,548	88,508	36,320	-	124,828	254,711	254,711	254,711	254,711
TOTAL COSTS	**2,252,861**	**992,733**	**781,309**	**36,320**	**-**	**817,629**	**954,857**	**962,353**	**970,005**	**977,817**
FUNDING SOURCES (REVENUE)										
Revenue - Fees	(902,168)	(900,351)	(922,513)	-	-	(922,513)	(940,959)	(959,773)	(978,963)	(998,537)
TOTAL REVENUE	**(902,168)**	**(900,351)**	**(922,513)**	**-**	**-**	**(922,513)**	**(940,959)**	**(959,773)**	**(978,963)**	**(998,537)**
REQUISITION	**(1,350,693)**	**(92,382)**	**141,204**	**(36,320)**	**-**	**104,884**	**(13,898)**	**(2,580)**	**8,958**	**20,720**
*Percentage Increase		-93.2%	-110.45%			-107.77%	-113.3%	-81.4%	-447.2%	131.3%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	1.00	1.00	1.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00
User Funding %	40.05%		118.07%			112.83%	98.54%	99.73%	100.92%	102.12%
User Funding excluding debt%	42.02%		133.16%			133.16%	134.39%	135.63%	136.86%	138.09%

PANORAMA RECREATION - SWIMMING POOL	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
<u>OPERATING COSTS</u>										
Salaries and Wages	866,563	866,563	886,184	-	-	886,184	902,169	920,517	939,241	958,344
Internal Allocations - Administration	384,007	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	832,585	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	287,027	-	-	-	-	-	-	-	-	-
Maintenance	67,310	67,310	67,310	-	-	67,310	68,656	70,029	71,430	72,859
Operating - Supplies	86,286	86,286	81,892	-	-	81,892	89,530	85,200	92,905	88,642
Instructional Services	24,680	24,680	25,262	-	-	25,262	25,654	26,154	26,966	27,505
Contingency						-				
TOTAL OPERATING COSTS	**2,548,458**	**1,044,839**	**1,060,648**	**-**	**-**	**1,060,648**	**1,086,009**	**1,101,900**	**1,130,542**	**1,147,350**
*Percentage Increase		-59.0%	-58.38%			-58.38%	2.4%	1.5%	2.6%	1.5%
<u>CAPITAL / RESERVE</u>										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	132,000	-	-	132,000	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	154,201	154,201	205,602	-	-	205,602	534,964	629,814	719,814	719,814
TOTAL CAPITAL / RESERVES	**286,201**	**286,201**	**337,602**	**-**	**-**	**337,602**	**666,964**	**761,814**	**851,814**	**851,814**
DEBT CHARGES	685,616	685,616	616,306	-	-	616,306	136,679	2,180	2,180	2,180
TOTAL COSTS	**3,520,275**	**2,016,656**	**2,014,556**	**-**	**-**	**2,014,556**	**1,889,652**	**1,865,894**	**1,984,536**	**2,001,344**
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Fees	(1,131,459)	(1,107,459)	(1,188,255)	-	-	(1,188,255)	(1,206,919)	(1,231,057)	(1,255,678)	(1,280,791)
Grants - Other	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	**(1,131,459)**	**(1,107,459)**	**(1,188,255)**	**-**	**-**	**(1,188,255)**	**(1,206,919)**	**(1,231,057)**	**(1,255,678)**	**(1,280,791)**
REQUISITION	**(2,388,816)**	**(909,197)**	**(826,301)**	**-**	**-**	**(826,301)**	**(682,733)**	**(634,837)**	**(728,858)**	**(720,553)**
*Percentage Increase		-61.9%	-65.41%			-65.41%	-17.4%	-7.0%	14.8%	-1.1%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	2.00	2.00	2.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00
User Funding %	32.14%		58.98%			58.98%	63.87%	65.98%	63.27%	64.00%
User Funding excluding debt%	39.92%		84.98%			84.98%	68.85%	66.05%	63.34%	64.07%

PANORAMA RECREATION - COMMUNITY COMMUNITY RECREATION	2022 BOARD BUDGET	2022 ESTIMATED ACTUAL	BUDGET REQUEST 2023 CORE	2023 ONGOING	2023 ONE-TIME	2023 TOTAL	FUTURE PROJECTIONS 2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL
COMMUNITY RECREATION COSTS										
Salaries and Wages	1,673,789	1,672,425	1,686,618	-	-	1,686,618	1,878,111	1,915,938	1,954,684	1,991,089
Internal Allocations - Administration	384,007	-	-	-	-	-	-	-	-	-
Internal Allocations - Maintenance	832,584	-	-	-	-	-	-	-	-	-
Internal Allocations - Program Administration	287,028	-	-	-	-	-	-	-	-	-
Instructional Service	384,529	384,529	375,908	-	-	375,908	388,572	401,161	414,928	423,221
Operating - Supplies	141,217	139,217	118,739	-	-	118,739	125,800	126,270	128,799	131,372
Leasehold Improvements	86,202	86,202	87,126	-	-	87,126	88,868	90,645	92,458	94,308
TOTAL COMMUNITY RECREATION COSTS	**3,789,356**	**2,282,373**	**2,268,391**	**-**	**-**	**2,268,391**	**2,481,351**	**2,534,014**	**2,590,869**	**2,639,990**
*Percentage Increase		-39.8%	-40.14%			-40.14%	9.4%	2.1%	2.2%	1.9%
CAPITAL / RESERVE										
Capital & Equipment Purchases	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	132,000	132,000	132,000	-	-	132,000	132,000	132,000	132,000	132,000
Transfer to Reserve Fund	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL / RESERVES	**132,000**	**132,000**	**132,000**	**-**	**-**	**132,000**	**132,000**	**132,000**	**132,000**	**132,000**
TOTAL COSTS	**3,921,356**	**2,414,373**	**2,400,391**	**-**	**-**	**2,400,391**	**2,613,351**	**2,666,014**	**2,722,869**	**2,771,990**
FUNDING SOURCES (REVENUE)										
Revenue - Community Recreation	(2,288,843)	(2,278,477)	(2,230,210)	-	-	(2,230,210)	(2,399,770)	(2,440,359)	(2,481,863)	(2,521,688)
Grants - Other	(72,177)	(145,377)	(227,556)	-	-	(227,556)	(276,657)	(276,657)	(276,657)	(276,657)
TOTAL REVENUE	**(2,361,020)**	**(2,423,854)**	**(2,457,766)**	**-**	**-**	**(2,457,766)**	**(2,676,427)**	**(2,717,016)**	**(2,758,520)**	**(2,798,345)**
REQUISITION	**(1,560,336)**	**9,481**	**57,375**	**-**	**-**	**57,375**	**63,076**	**51,002**	**35,651**	**26,355**
*Percentage Increase		-100.6%	-103.68%			-103.68%	9.9%	-19.1%	-30.1%	-26.1%
PARTICIPANTS: Municipalities of North Saanich, Central Saanich and Sidney										
AUTHORIZED POSITIONS: Salaried	9.00	9.00	9.00	0.00	0.00	9.00	9.00	9.00	9.00	9.00
User Funding %	58.37%		92.91%			92.91%	91.83%	91.54%	91.15%	90.97%

CAPITAL REGIONAL DISTRICT

FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2023 to 2027

1.44x Panorama Recreation	Carry Forward from 2022	2023	2024	2025	2026	2027	TOTAL
EXPENDITURE							
Buildings	$475,000	$3,859,000	$136,000	$250,000	$310,000	$0	$4,555,000
Equipment	$0	$994,872	$409,672	$541,662	$436,630	$0	$2,382,836
Land	$0	$0	$0	$0	$0	$0	$0
Engineered Structures	$0	$135,000	$0	$0	$0	$335,000	$470,000
Vehicles	$0	$92,000	$0	$0	$0	$349,100	$441,100
	$475,000	**$5,080,872**	**$545,672**	**$791,662**	**$746,630**	**$684,100**	**$7,848,936**
SOURCE OF FUNDS							
Capital Funds on Hand	$475,000	$475,000	$0	$0	$0	$0	$475,000
Debenture Debt (New Debt Only)		$1,753,000	$0	$0	$0	$0	$1,753,000
Equipment Replacement Fund	$0	$616,872	$379,672	$406,662	$436,630	$349,100	$2,188,936
Grants (Federal, Provincial)	$0	$840,000	$0	$0	$0	$0	$840,000
Donations / Third Party Funding	$0	$0	$0	$0	$0	$0	$0
Reserve Fund	$0	$1,396,000	$166,000	$385,000	$310,000	$335,000	$2,592,000
	$475,000	**$5,080,872**	**$545,672**	**$791,662**	**$746,630**	**$684,100**	**$7,848,936**

CAPITAL REGIONAL DISTRICT
5 YEAR CAPITAL PLAN
2023 - 2027

Project Number
Project number format is "yy-##"
"yy" is the last two digits of the year the project is planned to start.
"##" is a numberical value. For example, 23-01 is a project planned to start in 2023.

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

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

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

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

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

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

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

Carryforward from 2022
Input the carryforward amount from the 2022 capital plan that is remaining to be spent. Forecast this spending in 2023 to 2027.

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 = Project provide economic benefit to the organization.

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

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

Service #: 1.44x

Service Name: Panorama Recreation

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
17-04	Renewal	Dessicant dehumidifier for Ice Plant	Replace Dessicant dehumidifier/socks for Ice Plant due to aging	$350,000	B	Cap	$310,000	310,000	-	-	-		$310,000
17-08	Renewal	Arena concourse (lobby) roof	renew arena concourse (lobby) roof due to leakage	$85,000	B	Cap	$80,000	80,000	-	-	-		$80,000
18-02	New	Install Plant Maintenance SAP Program	Plant Maintenance SAP Program for PRC maintenance projects	$150,000	E	Res	→	150,000	-	-	-		$150,000
18-03	Replacement	DDC Replacement (direct digital controls)	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.	$112,000	B	Res	→	112,000	-	-	-		$112,000
18-09	Replacement	Replace Pool room HVAC Air handling Unit	Replace Pool room HVAC Air handling Unit due to end of life	$50,000	B	Res	→	50,000	-	-	-		$50,000
18-14	New	Install roof safety guide wires - arenas, tennis buildings	Install roof safety guide wires, arenas, tennis buildings for safety of workers	$168,000	B	Cap	$85,000	85,000	-	-	-		$85,000
19-08	Replacement	Replace weight room (stretching area) HVAC	Replace weight room (stretching area) HVAC due to end of life	$9,000	B	Res	→	9,000	-	-	-		$9,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant	$2,453,000	B	Debt	→	1,753,000	-	-	-		$1,753,000
19-15	New	Heat Recovery Plant	Construct heat recovery plant		B	Grant	→	700,000	-	-	-		$700,000
20-10	New	Level 3 Electric Vehicle charging station	Level 3 Electric car charging station in parking area	$65,000	S	Res	→	65,000	-	-	-		$65,000
	New	Level 3 Electric Vehicle charging station	Level 3 Electric car charging station in parking area		S	Grant		-	-	-	-		$0
21-01	Renewal	Roof - Arena A, B & Tennis	Renewal Roof on both arenas and tennis building	$120,000	B	Res	→	120,000	-	-	-		$120,000
21-06	Replacement	Vehicle Replacement (Club Car)	Replace Club Car due to end of life	$20,000	V	ERF	→	20,000	-	-	-		$20,000
22-01	Replacement	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	$110,000	B	Res		55,000	-	-	-		$55,000
	Replacement	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	$0	B	Grant		55,000	-	-	-		$55,000
22-02	Replacement	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life	$70,000	S	Res	→	70,000	-	-	-		$70,000
23-01	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	$325,000	B	Res	→	310,000	-	-	-		$310,000
	Renewal	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)		B	Grant	→	15,000	-	-	-		$15,000
23-04	Replacement	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	$50,000	B	Res		50,000	-	-	-		$50,000
23-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$364,872	E	ERF		364,872	-	-	-		$364,872
23-07	Replacement	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	$46,000	V	ERF		46,000	-	-	-		$46,000
23-08	Replacement	Replace Utility trailer	Replace Utility trailer due to end of life	$15,000	V	ERF		15,000	-	-	-		$15,000
23-09	Replacement	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	$11,000	V	ERF		11,000	-	-	-		$11,000
23-13	Replacement	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #2	$20,000	B	Res		20,000	-	-	-		$20,000
23-14	Renewal	Arena change rooms accessiblity upgrade	design and consultant for arena changeroom accessibility upgrade	$20,000	B	Res		20,000					$20,000
23-15	Renewal	Greenglade parking lot	replace greenglade parking lot due to end of life	$115,000	B	Res		115,000					$115,000
23-16	Replacement	Video Surveillance system	replace video Surveillance system at Panorama and Greenglade due to end of life	$160,000	E	ERF		160,000					$160,000
24-01	Replacement	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	$110,000	B	Res		-	110,000	-	-		$110,000
24-02	Replacement	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	$30,000	E	Res		-	30,000	-	-		$30,000
24-04	Replacement	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	$26,000	B	Res		-	26,000	-	-		$26,000
24-05	Replacement	Greenglade Playground	Replace Greenglade playground due to end of life	$320,000	E	Res		250,000	-	-	-		$250,000
24-05	Replacement	Greenglade Playground	Replace Greenglade playground due to end of life	$0	E	Grant		70,000	-	-	-		$70,000
24-06	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$357,672	E	ERF		-	357,672	-	-		$357,672
24-08	Renewal	Water supply system upgrade	upgrade water supply system	$22,000	E	ERF		-	22,000	-	-		$22,000
25-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$346,662	E	ERF		-	-	346,662	-		$346,662
25-03	Renewal	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	$250,000	E	Res		-	-	25,000	-		$25,000
25-04	Replacement	Replace lap pool heater	replacement of lap pool heater	$50,000	E	Res		-	-	50,000	-		$50,000
25-05	Replacement	Replacement of underwater lighting	Replacement of undrewater lighting in pool	$50,000	B	Res		-	-	50,000	-		$50,000
25-06	Renewal	Re-tile pool	Re-tile pool	$200,000	B	Res		-	-	200,000	-		$200,000
25-07	Replacement	Replace heating system in tennis courts	Replace heating sustem in tennis courts	$60,000	E	Res		-	-	60,000	-		$60,000
25-09	Replacement	Phone system	upgrade main phone system	$60,000	E	ERF		-	-	60,000	-		$60,000
26-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$349,630	E	ERF		-	-	-	349,630		$349,630
26-02	Replacement	Replace Ford F250 4x4	Replace Ford F250 4x4 due to end of life	$55,000	E	ERF		-	-	-	55,000		$55,000
26-03	Replacement	Replace sound system in Areana A&B	Replace sound system in Areana A&B	$32,000	E	ERF		-	-	-	32,000		$32,000

Service #: 1.44x

Service Name: Panorama Recreation

SECTION 1: PROJECT DESCRIPTION AND BUDGET

Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2022	2023	2024	2025	2026	2027	5 - Year Total
26-04	Renewal	Building improvements	improvements to Arena A & B and pool areas	$142,000	B	Res		-	-	-	147,000		$147,000
26-05	Replacement	HVAC equipment replacement	HVAC equipment replacement link building, weight room, and courts	$123,000	B	Res		-	-	-	123,000		$123,000
26-06	Replacement	Replace diving board stands	Replace diving board stand due to end of life	$20,000	B	Res		-	-	-	20,000		$20,000
26-07	Replacement	Replace squash court floors	Replace squash court floors	$20,000	B	Res		-	-	-	20,000		$20,000
27-01	Replacement	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	$349,100	V	ERF						349,100	$349,100
27-02	Renewal	Panorama exterior painting	Panorama exterior painting	$100,000	S	Res						100,000	$100,000
27-03	Renewal	Panorama lower parking lot renewal	Panorama lower parking lot renewal	$200,000	S	Res						200,000	$200,000
27-04	Replacement	Resurface/line painting (outdoor) Tennis courts	Resurface/line painting (outdoor) Tennis courts due to end of life	$35,000	S	Res						35,000	$35,000
			GRAND TOTAL	**$8,196,936**			**$475,000**	**$5,080,872**	**$545,672**	**$791,662**	**$746,630**	**$684,100**	**$7,848,936**

Service: **1.44x** **Panorama Recreation**

Project Number	17-04	**Capital Project Title**	Dessicant dehumidifier for Ice Plant	**Capital Project Description**	Replace Dessicant dehumidifier/socks for Ice Plant due to aging

Project Rationale Unit presently serves two arenas for dehumidification. New system to be designed for independent operations and control, allowing for adjustment of each arena. JS Refrigeration has submitted their report and estimated costs with the recommendation that we proceed with the purchase of two A20 Munters unit. Units comes from the US, so currency exchange has been considered in the budget. Budget includes contingency, hazmat, placement of units at ground level and engineering support. ***2018 Update*** Project to be tied to energy recovery project to utilize rejected heat from refrigeration plant instead of Natural Gas *** 2019 Update*** awaiting energy recovery project approval. Current unit condition does not pose a high potential of failure in the 2019-2020 ice season ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP grant unsuccessful currently exploring electric dehumidification options

Project Number	17-08	**Capital Project Title**	Arena concourse (lobby) roof	**Capital Project Description**	renew arena concourse (lobby) roof due to leakage

Project Rationale ***2020 Update*** Roof is at end of life. Project on hold due until energy recovery project is complete as dehumification equipment will be relocated from this roof. ***2021 Update*** waiting on heat recovery project. ***2022 Update*** roof will be replaced once dehumidifier replacement is complete

Project Number	18-02	**Capital Project Title**	Install Plant Maintenance SAP Program	**Capital Project Description**	Plant Maintenance SAP Program for PRC maintenance projects

Project Rationale SAP Plant Maintenance (PM) project focused on maintaining the already purchased, built and/or installed assets. Support departments' enhanced asset management activities to manage lifecycles and to plan and schedule maintenance activities as well as monitor job costs.***2018 Update*** update through David Hennigan. I.T. does not have the resources to initiate this project at this time. Will readdress as staffing availablity and I.T. priorities change *** 2019 Update*** No change ***2020 Update*** No change ***2021 Update*** no change

Project Number	18-03	**Capital Project Title**	DDC Replacement (direct digital controls)	**Capital Project Description**	Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware.

Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update*** waiting on decision on ICIP grant

Service:	1.44x	Panorama Recreation

Project Number	18-09	Capital Project Title	Replace Pool room HVAC Air handling Unit	Capital Project Description	Replace Pool room HVAC Air handling Unit due to end of life

Project Rationale Installation of new software controls, additional wiring and upgrading of present DDC controllers and hardware. The present DDC system were installed in 1977. The software and hardware is nearing the end of its life cycle and requires upgrades to the software and controllers in order to fully automate the facilities. Integration will tie into the new Perfect Mind software which will ensure the two systems communicate, offering seamless bookings, control the HVAC, lighting and automated building controls. Houle Electric has provided a quote for this work. This will extend the automation controls for an additional 15 years. Budget includes contingency, hazmat, other unknown costs. ***2018 update*** project to initiate after energy recovery study and/or project construction. There are likely recommendations from the study to help guide the needs of the DDC system upgrade ***2019 Update*** waiting energy recover project approval. This project should directly follow energy recovery in 2021, If energy recovery project does not move forward project should happen in 2020 ***2020 Update*** heat recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow and likely address this replacement

Project Number	18-14	Capital Project Title	Install roof safety guide wires - arenas, tennis buildings	Capital Project Description	Install roof safety guide wires, arenas, tennis buildings for safety of workers

Project Rationale Install roof safety guide wires, arenas, tennis buildings for safety of workers ***2021 Update*** Aral construction has not billed for the work they have done and have yet to complete all of the deliverables. Completion expected in late 2021/early 2022 ***2022 Update**** completion expected late 2022

Project Number	19-08	Capital Project Title	Replace weight room (stretching area) HVAC	Capital Project Description	Replace weight room (stretching area) HVAC due to end of life

Project Rationale This project should directly follow energy recovery project approved combining funding for this project. Approval contingent on securing a minimum of $700k in grant funding ***2021 Update***

Project Number	19-09	Capital Project Title	Replace Ice Resurfacer	Capital Project Description	Replace Ice Resurfacer

Project Rationale 2014 Olympia ice resurfacer (A) replaced with electric model $209,000 (trade-in est. $30,000) *** 2020 Update*** both ice resurfacers will be put out for bid together ***2020 Update*** RFP for 2 machines (2019 funded and 2020 funded) Order placed for units $162,106.00 plus levies, fees and taxes per unit in addition to 32k and 30k trade ins. expected delivery of equipment Q3 2021 ***2021 Update*** complete

Project Number	19-15	Capital Project Title	Heat Recovery Plant	Capital Project Description	Construct heat recovery plant

Project Rationale Total Project Budget 2.8M. assumed 700k grant funded, dehumidifier replacement project (320k) and weight room HVAC (50k) all part of 2.453M. ***2020 Update*** project approved for $2.4M contingent on $700k grant funding. Also to ulitize remaining funding from projects 17-04 and 18-09 ***2021 Update*** waiting on decision on ICIP grant ***2022 Update*** ICIP Unsuccessful, new energy recovery design without dehumidification will follow

Project Number	20-10	Capital Project Title	Level 3 Electric Vehicle charging station	Capital Project Description	Level 3 Electric car charging station in parking area

Project Rationale level 3 charging stations. ***2020 Update*** Project ready to move when we find an appropriate grant ***2021 Update*** joint application with Climate action for large scale level 2 charges in multiple CRD locations ***2022 Update*** regional grant successful awaiting final approval and funding expect completion 2023

Service:	1.44x	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description	Project Rationale
21-01	Roof - Arena A, B & Tennis	Renewal Roof on both arenas and tennis building	Install a protective coating over the existing metal structure providing an additional 15-20 years of extended service. Budget estimate from Facility Services. ***2019Update*** Project under review. Roof study found from 2017 identified work to be done to extend the life of roofs through traditional methods instead of applying a coating. Budget Price reduced to $120,000.00 ***2020 Update*** no foreseable hold ups ***2021 Update*** in procurement process ***2022 Update*** Competion expected Q3/Q4 2022
21-06	Vehicle Replacement (Club Car)	Replace Club Car due to end of life	Replace Club Car due to end of life. ***2023 Update*** - procurement in process
22-01	Replace Arena B rubber flooring	Replace Arena B rubber flooring due to end of life	Replacement of Arena B corridors and dressing room floors. Flooring is in need of replacement due to old age and continued patching of the high traffic areas. ***2019 Update*** Flooring in fair condition. Patching from Operation budget and move replacement to 2024 ***2020 Update*** Moved project into 2022 and added 50% grant funding requirement ***2022 Update*** project deffered untill 2028 due to intention for arena upgrades planned within 5 year strategic plan
22-02	Replace Daktronic/Electronic Road Sign	Replace Daktronic/Electronic Road Sign due to end of life	Replacement of existing Electric Road Signage due to end of life
23-01	LED Lighting - Arenas, Pool, GG, Parking lot & general facility	Change lighting in all areas to LED (other than Tennis bldg)	***2020 Update*** Pooled LED conversion projects from multiple years ***2021 Update*** project likely to start in 2022. ***2023 Update*** project in process 2022
23-04	Replace Fitness Studio HVAC	Replace Fitness Studio HVAC due to end of life	End of Life
23-06	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	Annual replacement of equipment in pooled account due to end of life cycle
23-07	Replace Chevrolet Passenger car	Replace Chevrolet Passenger car due to end of life	end of lifecycle ***2019 update*** project moved to 2021, for electification ***2021 Update*** waiting on decision on level 2 charger grant

Service:	1.44x	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description	Project Rationale
23-08	Replace Utility trailer	Replace Utility trailer due to end of life	end of lifecycle, lowered ramp access trailer required
23-09	Replace Play in the Park Trailer	Replace Play in the Park Trailer due to end of life	end of lifecycle replacement. Consider larger trailer for equipment used ***2020 Update*** condition assemsment shows life still remains. Usage has reduced due to COVID19
23-13	Overhead Doors Olympia bay - auto	replacement of automatic overhead doors to ice resurfacer bay #2	Replace due to end of life cycle
23-14	Arena change rooms accessiblity upgrade	design and consultant for arena changeroom accessibility upgrade	design and cosultant for arena changeroom accessibilty upgrade
23-15	Greenglade parking lot	replace greenglade parking lot due to end of life	End of Life
23-16	Video Surveillance system	replace video Surveillance system at Panorama and Greenglade due to end of life	replace due to end of life cycle, upgrade of outdated technology
24-01	Arena A&B insulation	Replace and install insulation Arena A&B ceiling and walls due to end of life	end of lifecycle and Increase building efficiency
24-02	Arena Lobby HVAC	Replace Arena Lobby HVAC due to end of life	replace arena lobby HVAC replacement due to end of life

Service:	1.44x	Panorama Recreation

Project Number	Capital Project Title	Capital Project Description	Project Rationale
24-04	Refinish indoor tennis surface	Refinish indoor tennis surface due to end of life	Refinish indoor tennis surface due to end of life
24-05	Greenglade Playground	Replace Greenglade playground due to end of life	Replace Greenglade Playground due to end of life and introduction of Licensed childcare
24-06	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	Annual replacement of equipment in pooled account due to end of life cycle
24-08	Water supply system upgrade	upgrade water supply system	upgrade to water supply system
25-01	Equipment Replacement (pooled)	Annual replacement of equipment in pooled account	Annual replacement of equipment in pooled account due to end of life cycle
25-03	Rebuild ice plant compressor	rebuild ice plant compressors #1 & #2	2 screw compressor rebuilds
25-04	Replace lap pool heater	replacement of lap pool heater	replace boilers for back up pool heat due to end of life cycle
25-05	Replacement of underwater lighting	Replacement of undrewater lighting in pool	replace due to end of life cycle
25-06	Re-tile pool	Re-tile pool	replace pool tile liner due to end of life

Service:	1.44x	Panorama Recreation

Project Number	25-07	**Capital Project Title**	Replace heating system in tennis courts	**Capital Project Description**	Replace heating sustem in tennis courts
Project Rationale	***2020 Update*** replace gas fired heaters in tennis if needed after energy recovery project				

Project Number	25-09	**Capital Project Title**	Phone system	**Capital Project Description**	upgrade main phone system
Project Rationale	replace due to end of life cycle				

Project Number	26-01	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Project Number	26-02	**Capital Project Title**	Replace Ford F250 4x4	**Capital Project Description**	Replace Ford F250 4x4 due to end of life
Project Rationale	replace due to end of life cycle, holding pattern for electric options				

Project Number	26-03	**Capital Project Title**	Replace sound system in Areana A&B	**Capital Project Description**	Replace sound system in Areana A&B
Project Rationale	replace due to end of life cycle				

Project Number	26-04	**Capital Project Title**	Building improvements	**Capital Project Description**	improvements to Arena A & B and pool areas
Project Rationale	increase accessiblity accesss to Arena A, replacement of gas fired tub heats in Arena B (to be cancelled if heat recovery project moves forward due to redundancy), replace water heater Arena B due to end of life cycle, roof replacement and electrical upgrades to double car gargae, replace pool exterior doors due to ent of life cycle				

Project Number	26-05	**Capital Project Title**	HVAC equipment replacement	**Capital Project Description**	HVAC equipment replacement link building, weight room, and courts
Project Rationale	replacement due to end of life cycle				

Project Number	26-06	**Capital Project Title**	Replace diving board stands	**Capital Project Description**	Replace diving board stand due to end of life
Project Rationale	replacement due to end of life cycle				

Service:	1.44x	Panorama Recreation

Project Number	26-07	**Capital Project Title**	Replace squash court floors	**Capital Project Description**	Replace squash court floors
Project Rationale	refinish squash court floor due to end of life				

Project Number	27-01	**Capital Project Title**	Equipment Replacement (pooled)	**Capital Project Description**	Annual replacement of equipment in pooled account
Project Rationale	Annual replacement of equipment in pooled account due to end of life cycle				

Project Number	27-02	**Capital Project Title**	Panorama exterior painting	**Capital Project Description**	Panorama exterior painting
Project Rationale	renew exterior painting at Panrorama due to end of lifecycle				

Project Number	27-03	**Capital Project Title**	Panorama lower parking lot renewal	**Capital Project Description**	Panorama lower parking lot renewal
Project Rationale	refinish lower parking lot due to end of lifecycle				

Project Number	27-04	**Capital Project Title**	Resurface/line painting (outdoor) Tennis courts	**Capital Project Description**	Resurface/line painting (outdoor) Tennis courts due to end of life
Project Rationale	refinish and resurface outdoor tennis court surface and lines due to end of lifecycle				

1.44X Panorama Recreation
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue. Legacy Fund established by Bylaw 4103 for donations received.

Summary

Reserve/Fund Summary	Actual	Est Actual	Budget				
Projected year end balance	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Operating Reserve	312,706	324,267	335,987	344,270	352,718	310,335	319,125
Operating Reserve - Legacy Fund	-	-	-	-	-	-	-
Total projected year end balance	**312,706**	**324,267**	**335,987**	**344,270**	**352,718**	**310,335**	**319,125**

See attached reserve schedules for projected annual cash flows.

1.44X Panorama Recreation
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Panorama Recreation

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105302

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	2022	2023	2024	2025	2026	2027
Beginning Balance	312,706	324,267	335,987	344,270	352,718	310,335
Planned Purchase	-	-	-	-	(51,000)	-
Transfer from Ops Budget	7,961	8,120	8,283	8,448	8,617	8,790
Interest Income*	3,600	3,600				
Total projected year end balance	**324,267**	**335,987**	**344,270**	**352,718**	**310,335**	**319,125**

Assumptions/Background:

2021: 51K for 2021-2025 Panorama Recreation Strategic Planning Cost

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panorama Recreation Legacy Fund
Operating Reserve Summary
2023 - 2027 Financial Plan

Profile

Panorama Recreation Legacy Fund

Established by Bylaw No. 4103. Money received for specific purposes through bequests, charitable donations, or otherwise given will paid into this specified Legacy reserve fund.

Operating Reserve Schedule - FC 105100

Operating Reserve Schedule	Est Actual	Budget				
Projected year end balance	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
Beginning Balance	-	-	-	-	-	-
Planned Purchase						
Transfer from Ops Budget						
Interest Income*						
Total projected year end balance	**-**	**-**	**-**	**-**	**-**	**-**

Assumptions/Background:

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panaroama Recreation
Asset and Reserve Summary Schedule
2023 - 2027 Financial Plan

Asset Profile

Saanich Peninsula Recreation

Assets held by the Panaroama Recreation service consist of pools, arenas, administration building, courts (request, squash and tennis) and various vehicles and equipment to support service delivery.

Summary

Reserve/Fund Summary Projected year end balance	Estimate 2022	Budget 2023	 2024	 2025	 2026	 2027
Capital Reserve	3,233,242	2,293,446	2,868,012	3,318,428	3,933,844	4,524,260
Equipment Replacement Fund	412,257	192,885	209,213	198,551	157,921	204,821
Total projected year end balance	**3,645,499**	**2,486,331**	**3,077,225**	**3,516,979**	**4,091,765**	**4,729,081**

1.44X Panorama Recreation
Capital Reserve Fund Schedule
2023 - 2027 Financial Plan

Capital Reserve Fund Schedule

Reserve Fund: 1.44X Saanich Peninsula Recreation Service Capital Reserve Fund (Bylaw No. 3038)

1.44X Saanich Peninsula Recreation Service Capital Reserve Fund CASH FLOW

Capital Reserve Fund	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	3,668,419	3,233,242	2,293,446	2,868,012	3,318,428	3,933,844
Planned Capital Expenditure (Based on Capital Plan)	(1,049,600)	(1,396,000)	(166,000)	(385,000)	(310,000)	(335,000)
Transfer from Operating Budget*	569,423	411,204	740,566	835,416	925,416	925,416
Donations $ other Sponsorships						
Interest Income**	45,000	45,000	-	-	-	-
Ending Balance $	**3,233,242**	**2,293,446**	**2,868,012**	**3,318,428**	**3,933,844**	**4,524,260**

** Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.44X Panaroama Recreation
Equipment Replacement Fund Schedule (ERF)
2023 - 2027 Financial Plan

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.44X Saanich Peninsula Recreation Service Equipment Replacement Fund

Equipment Replacement Fund	Estimate	Budget				
	2022	2023	2024	2025	2026	2027
Beginning Balance	1,107,757	412,257	192,885	209,213	198,551	157,921
Planned Purchase (Based on Capital Plan)	(1,093,000)	(616,872)	(379,672)	(406,662)	(436,630)	(349,100)
Transfer to Capital Fund						
Transfer from Operating Budget	396,000	396,000	396,000	396,000	396,000	396,000
Equipment and Vehicle Disposal Proceeds						
Interest Income*	1,500	1,500				
Ending Balance $	**412,257**	**192,885**	**209,213**	**198,551**	**157,921**	**204,821**

* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

Community Need

2023 Summary

Making a difference...together

Recreation

Strategy

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

Strategic Context

Strategies

- Panorama Recreation Strategic Plan 2022-2026
- SEAPARC Strategic Plan 2015

Trends, risks and issues

Panorama

- COVID-19 continues to impact services, as some areas of service delivery have experienced a slower recovery to pre-pandemic levels. This is the result of a hesitancy from the public to participate in non-registered programs because there are no Provincial Health Order restrictions in place limiting the number of participants. Registered programs have returned to pre-pandemic levels.
- Staffing capacity continues to be challenging in a competitive recruitment climate. These challenges may impact service delivery, as demand for services has been sustained.
- The Panorama Strategic Plan 2022-2026 was adopted in spring 2022. This ambitious document sets the direction for the future of our services by prioritizing a number of infrastructure investments that will result in increased capacity and require staffing adjustments.

SEAPARC

- The SEAPARC aquatic and arena facilities are aging and plans for renewal/replacement need to be considered in the capital plan to ensure service continuity. A long-term asset management plan is in development to address this.
- A competitive job market throughout the region continues to challenge operations.
- Population growth within the District of Sooke will increase demand for recreational programs and services.

Community Need

Making a difference...together

2023 Summary

Services

Core Services Levels	
Service	**Levels**
Juan de Fuca (JdF) Community Parks & Recreation The JdF Electoral Area (EA) Parks & Recreation division acquires, develops and maintains community parks and provides community recreational programming in the EA. Oversight of the operations and maintenance needs of the Port Renfrew Community Centre. ➥ Service level adjusted (absorbed): services re-organized and moved from Regional Parks to JdF Local Area Services in 2022.	Inspection, maintenance and repair of: • 8.6 km of trails • 27 park facilities • Two baseball fields and two tennis courts • Two playgrounds Administration of: • Four stewardship partnerships and 65 volunteers • Four recreation program contracts and events • Port Renfrew Community Centre • JdF Parks and Recreation Advisory Commission • JdF Recreation Programs • Port Renfrew Community Centre
Peninsula Recreation Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates satellite locations, including Greenglade Community Centre, Central Saanich Cultural Centre and North Saanich Middle School. Greenglade Community Centre has become a valuable asset for the delivery of recreation programs and services.	For Panorama Recreation Centre, administration of the delivery of programs and services for: • Two arenas • An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible waterslide in the region • Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts • Weight room and fitness studio • Three small multi-purpose rooms ➥ Service level adjusted (absorbed), new 13,200 square foot Jumpstart multi-sport court For Greenglade Community Centre, amenities include: • Gymnasium • Activity rooms for program use • Pottery studio • Weight and fitness room, mind and body studio and dance studio • Teen lounge and sports fields • Licensed childcare

Community Need

2023 Summary

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

Initiatives
No new initiatives proposed for 2023.

Community Need

2023 Summary

Business Model

Funding

Who contributes

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

Funding Sources

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

Reporting Structure

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

Community Need

2023 Summary

Making a difference...together

Performance			
Definition and Source	**2021 Actual**	**2022 Forecast**	**2023 Target**
Panorama			
Metric 1: Offer programs that meet community need Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from recreation software Activity Registration Summary.	85%	85%	85%
Metric 2: Maximize participation levels in drop-in recreation programs and services, given capacity and staffing limitations (A) Aquatics (B) Arena during ice season (C) Fitness classes (D) Weights (E) Sports Total annual visitors to drop-in reservable programs; data from recreation software Daily Attendance Report – Date Range.	(A) 104,496 (B) 7,266 (C) 14,830 (D) 52,773 (E) 1,385	(A) 118,236 (B) 8,008 (C) 17,839 (D) 94,875 (E) 4,236	(A) 122,830 (B) 8,079 (C) 20,877 (D) 118,024 (E) 4,758
Metric 3: Increase new program offerings and maximize revenue (F) Total new program offerings (identified as a program not offered in the prior year) (G) Total registered programs revenue (gross revenue) generated by registration in programs (H) Admissions – revenue generated by single admission purchase (I) Admissions – revenue generated by punch pass purchases Data from recreation software General Ledger, Activity Registration report and program coordinators.	(F) 15 (G) $1,371,323 (H) $536,404 (I) $251,966	(F) 15 (G) $1,945,662 (H) $1,090,586 (I) n/a	(F) 30 (G) $2,134,703 (H) $1,251,511 (I) n/a

Community Need

2023 Summary

Making a difference...together

Performance

Definition and Source	2021 Actual	2022 Forecast	2023 Target
SEAPARC			
Metric 1: Deliver fitness programs and service that meet community need and recover operation investment. Target admissions or the revenue generated by single admission and punch pass purchases for: (J) Fitness/Weights admissions (K) Membership sales Data from recreation software General Ledger	(J) $13,700 (K) $120,400	(J) $14,000 (K) $231,700	(J) $15,500 (K) $231,700
Metric 2: Manage 2021 user funding at approx. 20% User funding or tax investment (without debt)	25%	27.5%	29%
Metric 3: Increase Community Recreation program revenue by each year Total registered programs revenue (gross revenue) generated by registration in programs; data from recreation software General Ledger	$150,500	$192,000	$255,000

Discussion

Link to Target Outcome

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

Discussion

Panorama

- Metric 3: Program revenue in 2022 exceeded the revenue collected in 2019 over the same period (January to June 30th) by 7%. Trending toward a return to registered programs, with very high demand for swim and skate lessons, also increase in number of new programs. The forecasted number of new programs for 2022 is higher due to new teen and youth programing to meet the demand. Pass and admissions remain slow to return to pre-pandemic levels. June 2022 attendance is at 77% of June 2019, up from 65% earlier this year.

Community Need

2023 Summary

SEAPARC

- Metric 1: The weight room and fitness classes have returned to drop-in operations post-COVID, leading to a trend of increasing membership pass sales. Membership sales increase may also be supported by population growth.
- Metric 2: The projected increase in membership sales will contribute to an increase in user funding as there is generally only a small increase in expense associated with drop-in services.
- Metric 3: A return of the licensed preschool program in 2022 and continuing through 2023 is the main factor in the increase in community recreation revenue.